

## **The Role Of Ship Crew Agency In Improving Ship Crew Performance At PT. Topaz Maritime**

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### **Abstrak**

*Crew agency has an important role to play in improving crew performance through the supervision of crew responsibilities. If there is a decrease in performance by the crew while working, this has a negative impact on the company, so that crew performance problems must be handled properly by the crew agency. this study aims to identify the obstacles, impacts, and efforts made by the crew agency of PT. Topaz Maritime in improving crew performance. This research uses a qualitative descriptive method. Data collection techniques include interviews, observation, and documentation, then the data is analysed with qualitative analysis. The results showed that the obstacles faced by the crew agency in improving crew performance at PT Topaz Maritime are the lack of adequate supervision and the crew's low awareness of performance. The impact of declining crew performance includes disruption to operational hours, decreased work quality and efficiency, and work accidents. Efforts made by the crew agency include providing crew training and motivation, conducting pre-joining briefings before joining the ship, giving appreciation to the crew, and effective supervision of shipboard rules and procedures.*

**Keywords:** Agency, Crew, Performance

### **Abstrak**

*Keagenan awak kapal memiliki peran penting dalam peningkatan kinerja awak kapal melalui pengawasan tanggung jawab awak kapal. Jika terjadi penurunan kinerja oleh kru saat bekerja, maka hal tersebut berdampak negatif bagi perusahaan, sehingga permasalahan kinerja kru harus ditangani dengan baik oleh pihak keagenan kru. penelitian ini bertujuan untuk mengetahui hambatan, dampak, dan upaya yang dilakukan oleh keagenan kru PT Topaz Maritime dalam meningkatkan kinerja kru. Penelitian ini menggunakan metode kualitatif deskriptif. Teknik pengumpulan data meliputi wawancara, observasi, dan dokumentasi, kemudian data dianalisis dengan analisis kualitatif. Hasil penelitian menunjukkan bahwa kendala yang dihadapi oleh keagenan kru dalam meningkatkan kinerja kru di PT. Topaz Maritime adalah kurangnya pengawasan yang memadai dan rendahnya kesadaran kru terhadap kinerja. Dampak dari menurunnya kinerja awak kapal antara lain terganggunya jam operasional, menurunnya kualitas dan efisiensi kerja, dan kecelakaan kerja. Upaya yang dilakukan oleh pihak keagenan kru antara lain dengan memberikan pelatihan dan motivasi kepada kru, melakukan briefing sebelum bergabung ke kapal, memberikan apresiasi kepada kru, dan pengawasan yang efektif terhadap peraturan dan prosedur di atas kapal.*

**Kata kunci:** Keagenan, kru kapal, kinerja

## **INTRODUCTION**

To achieve the expected goals, the main role lies in the management and development of Human Resources (HR). Through these efforts, humans can be formed into productive individuals. By focusing on the quality of human resources, each individual can face and complete tasks well, both in the current and future context. Furthermore, human resource management and development enable the birth of individuals with adequate knowledge, skills,

and abilities. Performance quality is closely related to the quality of Human Resources (HR), including knowledge skills, and abilities. Continuous developments in technology and science require ship crews to keep abreast of developments so as not to be left behind. Therefore, it is necessary to increase the knowledge, skills, and abilities of Human Resources (HR). Educational background and experience alone are no longer enough to produce human resources (HR) that have quality work that can compete in the current era. Therefore, the company's responsibility to competently recruit prospective employees and also provide training is very important in facing the challenges of an ever-evolving era.

PT. Topaz Maritime is a subsidiary of PT. Buana Lintas Lautan, Tbk as the owner of the ship. PT. Topaz Maritime is a company that operates in the crew manning agency services sector. The company's task is to prepare and select ship crew who are ready to work and fulfill the plans set by the Crewing Department. The company is tasked with verifying the documents required by the company, preparing the crew's needs, both personal and group needs, and establishing good relations with the crew's families. The planning of ship crew agency companies is of course adjusted to applicable regulations and is based on the Standards of Training Certification and Watchkeeping (STCW), set by the International Maritime Organization (IMO).

Crewing agencies have a crucial role in recruiting competent crew members and providing training to achieve optimal crew performance. Ship crew is the most important human asset in carrying out ship operations so Human Resources (HR) are not only the object of achieving company goals but also the subjects who realize these goals. As a result, by having a crew that performs well, the operational results of the ship will also increase and the trust of the ship owner will increase.

Companies need to provide adequate knowledge and skills to achieve goals. The crew itself must be able to develop and increase the workforce that is skilled, expert, and ready to work to carry out the tasks assigned. Human Resources (HR) are an important asset in the company's progress because they are the driving force of all company activities, both offices and ships. Companies must be able to manage Human Resources (HR) in a planned manner to maximize results and efficiency in every activity, including through training programs aimed at increasing the knowledge and skills of the workforce.

Various kinds of efforts have been made by companies, whether the success or failure of a company activity depends on the element of Human Resources (HR). Efforts to achieve and improve performance do not only depend on the selection of crew members but also need to be supported by training programs. Training provides great benefits for ship crews and positively influences the entire company. The company's progress is also influenced by technological advances, which are important apart from quality Human Resources (HR) and an effective management system, including the use of modern machinery and equipment to support company administration and operations.

Sunara (2017) explains that increasing performance can be influenced by the willingness and desire of ship crews to take part in training and learn new knowledge that has been provided through training either from companies or other training institutions. Apart from the learning provided during training, the lack of willingness of ship crews to take part in the training provided by the company creates problems in efforts to improve the performance and morale of ship crews. Based on these problems, research was carried out which aimed to identify the obstacles and impacts faced by ship crew agencies in improving the performance of ship crew at PT. Topaz Maritime and the efforts made by the ship's crew agency PT. Topaz Maritime to improve ship crew performance.

**Role**

Lepa, et al (2019) state that a role is an action carried out by an individual that provides something expected by society according to the status that the individual has. This role can be felt by society and has a big impact on life. A role is a form of behavior that a person expects in interactions with other people. Roles also explain a person's behavior in a particular social position or situation. Furthermore, according to the Big Indonesia Dictionary VI edition (KBBI) is a set of behaviors expected of someone who holds a certain position in society. According to Kurnia (2019), a role is defined as a concrete manifestation of a person's behavior that can change people's lives and become an example for society.

**Ship Crew Agency**

Based on Minister of Transportation Regulation No. PM 17 of 2022, a ship crew agency is the business sector of a ship crew agency services in the form of a legal entity that is engaged in the recruitment and placement of ship crew on ships according to qualifications. In the Maritime Labor Convention (MLC 2006) standard A1.4, it is stated that a seafaring agent is an agent who provides workers on ships/ship crew. Should also be inspected to ensure they implement the MLC 2006 Amendments 2022. According to the Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 84 of 2013 concerning Recruitment and Placement of Ship's Crew in CHAPTER I General Provisions Article 1 Paragraph 2, states that the Ship Manning Agency is a crew agency service business in the form of a legal entity engaged in the recruitment and placement of crew on board according to qualifications.

**Performance**

According to Sitoresmi (2023), performance is the result or achievement of an activity, task, or process within a certain period. In an organizational context, performance is often measured to evaluate how effective an entity is in achieving its stated goals and objectives. According to Sutrisno (2016), performance is the result of employee work which includes aspects such as quality, quantity, working time, and cooperation to achieve organizational goals. On the other hand, Mangkunegara (2017), defines performance as work results that include aspects of quality and quantity achieved by an employee by the responsibilities they have been given.

**Ship Crew**

According to Law of the Republic of Indonesia no. 17 of 2008 concerning Shipping Chapter I General Provisions Article 1 Paragraph 40, "Ship crew are people who work or are employed on a ship by the owner or operator of the ship to carry out duties on board the ship by their position as stated in the certificate book." Ship crew as shipping company employees are a crucial element in ship operations. Seafarers are individuals who work on ships to transport cargo from one port to another. Seafarers are assigned by the company to ensure the safety of the ship and its cargo, including implementing and maintaining the ship's security plan, as well as serving as a liaison between the ship and company officers ashore.

**RESEARCH METHODS**

The research method used is descriptive qualitative. This research was conducted from August 2022 to February 2023 at the company PT. Maritime Topaz. Data sources were obtained from primary data and secondary data collected from data collection techniques including observation, interviews and documentation. The key informant for this research is Mr. Moh. Subhan as junior manager and supporting informants are Mr. Bambang Purnomo (CB) as Deputy GM of Crew Management, Mrs. Rita (RT) as Staff Crew Development and Training

Manager, and Mr. Dadang (DD) as crew at PT. Topaz Maritime has the position of Quarter Master. This research was analyzed by data reduction, data preparation, and drawing conclusions which were validated by source triangulation.

## **RESULTS AND DISCUSSION**

### **Obstacles in Improving Crew Performance**

#### **1. Lack of Concern and Awareness of Ship Crews regarding Work Safety**

Lack of concern and awareness of the ship's crew regarding the importance of safety in working towards compliance with safety procedures. Gliselda et al. (2022) stated that there are still many incidents of work accidents experienced by crews on board ships generally caused by human factors or human error. In line with the results of an interview with Mr Subhan Manning junior manager who stated that quite often several problems were found related to crew non-compliance, one of which was a lack of awareness of the use of Personal Protective Equipment (ADP). Based on the results of interviews with the informant, Mr SB, the use of personal protective equipment according to safety standards is still less than optimal. This can be explained in the image below:

#### **2. Crew's Lack of Concern for Getting Better**

The crew's lack of concern for improvement can have a negative impact on operational performance and efficiency. In line with the results of the interview with Mrs. Rita as Crew training and development staff, she said that when the crew does not show interest in self-development or improving skills. This can hinder innovation and continuous improvement within the team. Low motivation to improve oneself can also cause a decrease in work quality and reduce work safety.

#### **3. Poor Communication**

Interviews with SB subjects stated that one of the obstacles in improving performance was poor communication, both between crews and with crewing management. According to Handoko (2023) states that poor communication can result in ineffective coordination between crews and management, as well as disharmonious working relationships. This is a significant obstacle that hampers operational performance and efficiency on board ships. Ineffective communication can lead to confusion regarding the responsibilities of each crew as well as overlapping work, as well as decreased motivation and work morale among the crew.

#### **4. Difficult to be invited to take part in training at the office**

Inviting crew to take part in training at the office is often a challenge, especially in the training and development crew division. There were many factors found in this difficulty, such as home being far from the office and personal obstacles faced by the crew and this was also confirmed by the results of interviews with DD subjects who stated that the obstacles to taking part in training in the office were the distance between home and the office, and the existence of other needs. This is not in line with the company's desire to continue to strive to improve the performance of the crew.

### **Impact on the decline in ship crew performance**

#### **1. Risk of Work Accidents**

Fadilah and Herbawani (2022) stated that one of the factors affecting work productivity is work safety. An interview with subject SB stated that there had been a ship crew work accident at PT. Topaz Maritime due to decreased performance which is characterized by a lack of crew awareness or concern in using safety equipment when carrying out tasks on board the ship, can cause work accidents. One of the impacts was a serious injury to one of the ship's crew, which required the finger of the crew who had a work accident to be amputated due to being caught while carrying out their duties. This is made clear in the image below.



Figure 1. Ship Crew Suffers Work Accident

Source : Company Documentation

## 2. Work Quality and Efficiency Decreases

Decreased performance results in decreased quality and efficiency of crew work. This is in line with the results of an interview with Capt Bambang Purnomo as Deputy QM of crew management that when individual or team performance experiences a decline, the result can be reflected in work quality that is not optimal and does not meet the desired standards. Operational efficiency also decreases, which can lead to longer task completion times and less effective use of resources. As a result, overall productivity is affected, and this can have a negative impact on achieving company goals. This was made clear by the assessment report of one of the crew.

## 3. Disruption to Operational Schedules

A lack of understanding regarding good crew performance can disrupt ship operations. Delays in carrying out tasks or non-compliance with work schedules can disrupt workflow and cause an imbalance in crew assignments on board the ship. In this case, the crew is not in position when the ship is operating or during the relevant duty hours, and the crew responsible for operating special equipment is not present, and the task must be taken over by another crew who may not be trained. Darwis (2019) explains that in an effort to improve the performance of the ship's crew for the smooth running of the operational schedule is to maintain crew performance and optimally utilise and divide working time to increase crew commitment and achieve the results desired by all parties.

## Efforts Made to Improve Crew Performance

### 1. Providing Crew Training and Motivation

Widianingrum & Nurhayati (2017) state that training and motivation have an important role in crew performance. Companies can provide coaching and regular performance assessments to ship crews. Forms of coaching can take the form of individual evaluations, providing constructive feedback and improvement plans if there are deficiencies in crew performance. One of the company's efforts to provide crew training and motivation is described in the following documentation.





Figure 2. Ship Crews Receiving PSC & Crew Motivation Training  
Source: Research Documentation (2023)

## 2. Providing Pre-joining Briefing Before Joining the Ship

Before the crew joins the ship, it is important to provide a thorough briefing. This briefing includes information about duties and responsibilities, safety procedures, ship regulations, and performance expectations. By providing briefing before departure, the crew can prepare better, understand their respective roles, and improve coordination and work effectiveness on board the ship. This activity is described through the following documentation.



Figure 3. Implementation of Pre-joining Crew briefing from management  
Source: Research Documentation (2023)

## 3. Giving Appreciation with Position Promotion

The crewing management of PT. Topaz Maritime will give appreciation to the ship's crew. The results of an interview with Mr. Subhan as Manning junior manager explained that crew who have the performance, competence and potential of the crew will receive appreciation from the company. One form of appreciation given by the company is promotion. Promotions not only reward the crew's contributions and achievements, but also motivate them to continue to develop and achieve higher targets. Siswanto (2020) statement related to job promotions, with good job promotions and structures making the crew work harder, improving skills, fibre strengthening cooperation between crews, which in turn has a positive impact on performance, and can increase productivity and work efficiency.

## 4. Supervision and Monitoring

Crewing management PT. Topaz Maritime carries out effective supervision and monitoring of compliance with established regulations and procedures as well as evaluating

crew performance. Effective supervision helps identify problems or deficiencies in work discipline and allows the company to take necessary corrective steps.



Figure 4. Supervision and Monitoring by Crewing  
Source: Company Documentation (2023)

## CONCLUSION

Obstacles faced by ship crew agencies in improving ship crew performance at PT. Topaz Maritime has a lack of crew understanding and awareness of the effective use of safety equipment, a lack of concern for improvement, poor communication, and difficulty being invited to take part in training at the office. This has the impact of causing work accidents, decreasing work quality and efficiency, as well as disruption to operational schedules. So that this does not happen again, efforts are being made by the ship's crew members at PT. Topaz Maritime to improve the performance of the ship's crew includes providing motivational training for the crew, implementing a pre-joining briefing program for the crew before joining the ship, giving appreciation in the form of promotions, as well as carrying out regular supervision and monitoring of the crew's performance and compliance with the rules and procedures on board.

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