

Education And Training: Triangulation Of The Foundations Of Maritime Safety Improvement Policies

Sisca Cletus Lamatoka¹, Suryadi², Ucu Cahyana³

Pascasarjana Universitas Negeri Jakarta^{1,2,3}

SiscaCletus_7617168398@mhs.unj.ac.id¹, suryadi@unj.ac.id², ucahyana@unj.ac.id³

ABSTRACT

Maritime safety has been a primary concern for the Indonesian government since 1978 through the Minister of Transportation Decision No. KM. 53/OT/PHB-78. The formulation of Maritime Safety Improvement policies is carried out by identifying the phenomena regarding the urgency of improving maritime safety for the sustainability of both national and international shipping, grounded in legal products. The policy foundation is derived from three aspects: Maritime Safety Aspect, Manpower Management Aspect, and Education and Training Aspect. The result of this policy formulation gives birth to a new policy product, namely the Functional Sea Transportation Technical Training implemented by the Sea Transportation Education and Training Center (BP2TL). This research is a Policy Evaluation study using a qualitative approach by exploring three research focuses: the policy program's background, program objectives, and program targets. Data acquisition for the research is done through interview techniques, documentary studies, and literature reviews.

Keywords: Policy Foundation; Training; Maritime Safety

INTRODUCTION

Indonesia, as the world's largest archipelagic country, with two-thirds of its total territory being maritime, faces the challenge of connecting its islands through the sea, making maritime transportation an integral part of people's lives. Maritime transportation is often referred to as the nation's lifeline due to its crucial role. Beyond that, maritime transportation plays a significant role in economic growth, social development, political accessibility, and environmental sustainability. Quantitatively, the role of maritime transportation can be seen in the flow of both cargo and passenger ships. The annual departure of sea passengers is 25.7 million, while arriving passengers amount to 25.3 million. These figures have shown an increase from 2017, with a growth of 14.62% for arriving passengers and 12.56% for departing passengers. Ship visits in 2018 totaled 829.27 thousand visits (KNKT, 2022).

These significant figures indicate that maritime transportation is the backbone of national connectivity, especially as global economic growth shifts towards East Asia. This phenomenon will impact the quantity of global trade flows, which will undoubtedly pass through the Indonesian Archipelagic Sea Lane (ALKI). This is a strong signal for the national maritime administration to make significant changes in the organization of maritime transportation, including infrastructure provision, network planning, and operational systems. In other words, maritime transportation contributes significantly to the national and regional economy (Law No. 17 of 2008). Maritime transportation is considered a solution to minimize the distribution of goods and services compared to other modes of transportation, such as land and air transportation (Jusna, 2016).

In reality, the infrastructure of maritime transportation has not yet reached its maximum performance (The Global Competitiveness Report, 2017). Based on the initial study, the less-than-optimal performance of maritime transportation is primarily attributed to safety and security issues. Maritime safety is the primary goal of providing maritime transportation facilities and infrastructure by the Ministry of Transportation.

The phenomena presented in the KNKT data (2022) are part of the substance of the Directorate General of Sea Transportation, which has 323 Technical Implementation Units (UPT). Therefore, the supervision of all maritime sectors spread across Indonesia is an action of high urgency. This is because these UPTs are responsible for providing public services for maritime transportation facilities and infrastructure. One of the ten components of successful public services is the competence of service implementers (Law No. 25 of 2009 concerning Public Services). The evaluation of these components is based on assessments of six basic aspects: public service policies, professionalism of human resources, facilities and infrastructure, public service information systems, consultation and complaint mechanisms, and public service innovation. Human resource professionalism has a weight of 18% in the second order of public service policies (Ministry of Administrative and Bureaucratic Reform, 2018). To realize a modern government institution synonymous with excellent service in maritime transportation to the public, optimal management of human resources within the Directorate General of Sea Transportation is essential.

Based on observations, the Directorate General of Sea Transportation still needs to improve both the quantity and quality of its employees. In terms of quantity, the Directorate General of Sea Transportation needs to increase the number of employees, especially technical officers in the field. The increasing need for employees must be accompanied by continuous improvements in knowledge relevant to their work areas and an understanding of the demands of policies or innovations as a form of responsive movement by the institution to the demands of globalization. Responsively, the Directorate General of Sea Transportation always refreshes and improves the competence of its employees according to the policies of the Ministry of Administrative and Bureaucratic Reform in managing employees through the 2018 strategic approach that emphasizes employee management and the 2025 approach focused on developing human potential. These efforts are expected to produce development products leading to the achievement of the professionalism of Civil Servants (Law No. 5 of 2014 concerning Civil Servants).

The refreshment and improvement of the competence of civil servants within the Directorate General of Sea Transportation are carried out by the Human Resources Development Agency for Transportation (BPSDMP), especially the Center for Maritime Transportation Development (Pusbang Laut). Pusbang Laut, through the Maritime Transportation Education and Training Center (BPPTL), develops programs to meet the qualifications mentioned above. The employee competence enhancement program is based on the fact that individuals will invest in themselves through education, training, and other forms that will increase their income. This program is the Technical Functional Maritime Transportation Education and Training (DIKLAT) program, which has been running since 1977. BPPTL, formerly the Sea Transportation Course and Skills Training Center (KPLKP), organizes the program to support the career advancement of employees in the maritime transportation sub-sector who will be appointed to occupy a technical or functional position within the Directorate General of Sea Transportation and institutions in the maritime transportation environment. On average, each year, about 1500 participants attend the program from all Technical Implementation Units scattered throughout Indonesia.

Based on the observations of the above phenomena, the researcher seeks to examine the results of the policy formulation process for improving maritime safety

until the birth of a new policy, namely the Maritime Transportation Functional Technical Education and Training Program.

METHOD

This research employs a qualitative method that discusses the phenomenon of policy formulation for improving maritime safety through cases encountered in both national and international maritime domains. Data acquisition is conducted through interviews, documentary studies, and literature reviews. Triangulation is carried out on the three policy foundations, namely the aspects of maritime, personnel management, and education and training.

RESULTS AND DISCUSSION

Background for the birth of the Functional Technical Training Program comes from the recognition of the need for safe and secure shipping (GT1/LK/Ctx1). The government is obligated to formulate policies to address this (GT1/LK/Ctx2). The government, in the form of Minister of Transportation Decree No. KM. 53/OT/PHB-78 dated March 8, 1978, later amended by KM 77 of 2002 concerning the Organization and Work Procedures of the Maritime Transportation Education and Training Center (BP2TL). The consideration for the above policy is in the context of meeting the needs and improving the quality of educated, professional, and competent Human Resources (HR) in the maritime field (CP1/LK/Ctx1). Shipping, in this case, refers to a unified system consisting of water transport, ports, safety and security, as well as the protection of the maritime environment (Republic of Indonesia Law No.17 of 2008 Chapter 1 Article 1). This law states that these four pillars of shipping must be developed in terms of their potential and roles to create an effective and efficient transportation system and assist in creating a stable and dynamic national distribution pattern.

The realization of the government's efforts to achieve the above goals is done by formulating policies based on existing phenomena with the hope of producing a new policy. According to Ahearne (2009), policy is the implicit or explicit specification of courses of purposive action being followed or to be followed in dealing with a recognized problem or matter of concern, directed toward the accomplishment of some intended or desired set of goals. Policy is also a position or stance developed in response to a problem or issue of conflict, directed toward a particular objective. In other words, policy is a specific sequence of actions, whether implicit or explicit, aimed at being followed or must be followed. It relates to known or emerging issues directed towards achieving a series of desired goals. In simpler terms, policy is a position or attitude developed in response to a specific problem or conflict and directed towards a particular goal.

The construction of policies regarding maritime safety is not administrative since the products of policies related to maritime safety were compiled by the Government, including:

- a. Law No.21 of 1992 concerning Shipping
- b. Law No. 17 of 2008 concerning Shipping
- c. Presidential Decree No. 60 of 1986 concerning the ratification of the International STCW 1978 Convention.

- d. Government Regulation of the Republic of Indonesia No. 57 of 2017 concerning the Ratification of the 1988 Protocol related to the international convention for the safety of life at sea, 1974.
- e. Government Regulation of the Republic of Indonesia No. 31 of 2021 concerning the Implementation of the Shipping Sector
- f. Government Regulation of the Republic of Indonesia No. 21 of 2010 concerning Maritime Environmental Protection.

Safety for human beings, especially as workers on ships, needs to be protected both for their well-being and for the improvement of company performance to increase national productivity. The safety of Indonesian seafarers at sea is also regulated in Law No. 1 of 1970 concerning Manpower.

The improvement of knowledge and skills of employees is the strategic policy foundation of the Functional Technical Training Program in Maritime Transportation. The policy aims to use the knowledge and skills of employees as a strategic step in solving issues related to maritime safety. The policy of improving the knowledge and skills of Civil Servant Employees, currently known as State Civil Apparatus (ASN), is regulated in Law No. 20 of 2023 Part One Article 10, which states that the function of ASN includes implementing public policy, serving the public, and uniting the nation. Furthermore, Article 49, paragraph 7, states that every ASN is obliged to develop competencies through continuous learning to remain relevant to organizational demands.

David and Bryce, as cited in Kabeyi (2019), mentioned that the term strategy in management is an art in formulating, implementing, and evaluating decisions related to various functions so that the organization can achieve its goals. Strategic decisions of the organization require strategic planning, which helps the organization determine its direction, especially in planning and allocating its resources to implement the formulated strategic plans. This allows policymakers and employees to work together in harmony in line with the organization's direction and challenges.

To achieve a responsive attitude towards the phenomenon of maritime safety, a technical policy is adopted through the education aspect by formulating the Functional Technical Training Program in Maritime Transportation as a means of improving the knowledge and skills of ASN in DJPL. Since maritime safety has become a global concern, both nationally and internationally, standardization has been developed for the qualifications of workers on ships, namely STCW (Standard of Training Certification and Watchkeeping for Seafarers). This standard has undergone several amendments due to the dynamic nature of knowledge. Law No. 20 of 2003 Article 1 paragraph 1 states that education is a conscious and planned effort to create a learning atmosphere and a learning process so that students actively develop their potential to have spiritual strength, self-control, personality, intelligence, noble character, and skills needed for themselves, society, the nation, and the state. Training included in Non-Formal Education (Article 26 paragraph 3); Education and training are carried out to improve the abilities of participants with an emphasis on mastering functional skills in accordance with the needs of the workforce; organized by Training Institutions or similar organizations (Article 4) for the community who need knowledge and skills to develop their profession (Article 5). The accuracy of the important role of Training in improving employee competence and directly contributing to organizational development is supported by Mackelprang et al. (2012), stating that training can improve employee skills, thus impacting the overall performance of the organization.

The questions that might arise as the background for the Diklat policy are: Why do ASN DJPL need to undergo education and training in Technical Functional Maritime Transportation Diklat? As mentioned above, Technical Functional Maritime Transportation Diklat will fulfill the technical competency requirements necessary for the duties of ASN. Next, in the Preamble of the International Safety Management (ISM) Code, Point 6 states:

"The cornerstone of good safety management is commitment from the top. In matters of safety and pollution prevention, it is the commitment, competence, attitudes, and motivation of individuals at all levels that determine the result."

A solid foundation for good safety management is commitment from top-level management, in this case, the Directorate General of Sea Transportation (DJPL). In matters of safety and pollution prevention, the commitment, competence, attitudes, and motivation of individuals at all levels are crucial. The commitment made by DJPL is entrusted to the Human Resources Development Center for Transportation, the Maritime Transportation Development Center Unit, and is implemented by its Technical Implementation Unit, the Maritime Transportation Education and Training Center (BP2TL).

The phenomena or issues that arise in the realm of maritime safety, both root causes and immediate causes, need to be addressed with actions that result in a new policy strategy. To address this, problem formulation is necessary. The problem faced is related to maritime safety. Based on the data tracing of accidents, minor or major incidents in the four axes of maritime transportation, they are mostly caused by human error and a lack of supervision and a weak management system for maritime human resources. Human resources management is also part of the problem that contributes to weaknesses in maritime safety. Some literature states that organizational performance, as an organizational goal, can be supported by good human resources management policies, one of which is the improvement of employee skills (Delaney and Huselid, 1996). The hope is that by having good skills and supporting their field of work, ASN can achieve the goals set for employees (Article 3 paragraph 12) and provide the best service to the public (Article 3 paragraph 14 PP RI Number 53 of 2010).

By formulating the problem, the process of policy formulation can begin. Policy formulation, according to Dye in Kadji (2015), is the government's effort to intervene in public life as a solution to every issue in society. Government intervention in DJPL to improve maritime safety has been carried out by triangulating the three aspects: maritime safety, human resources management, and education and training, including the legal products that underlie them.

CONCLUSION

To establish an alternative problem-solving approach in the field of maritime safety, activities in policy formulation have been carried out. The policy formulation process begins with observing phenomena, identifying emerging problems, formulating the problems, then developing alternative policies, and finally determining policies regarding the improvement of maritime safety. In the policy formulation process, three policy foundations are used to address phenomena, namely immediate cause events such as human errors directly leading to maritime accidents; the root cause of the immediate cause, which is the weakness in the management of human resources within the DJPL environment, especially concerning knowledge and job

skills; the alternative solution to the problem lies in enhancing the knowledge and skills of human resources within the DJPL environment.

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