

## **EFFECT OF COMPETENCE OF TURNOVER IN PT. SHIPPING GROGOL FACILITY MAIN (PGS) SURABAYA**

**Dwi Songgo Panggayudi<sup>1</sup>**

University of Muhammadiyah, Surabaya  
INDONESIA

### **ABSTRAK**

*This study tried to find a relationship between increased kemptensi owned by a worker with the courage to take action to quit her job (turnover). The method used is a qualitative research method with informants selected as a source of information / data are those who have worked at PT. PGSU Surabaya and commit turnovers. Results found that workers increased competence have the courage to move to work in the company of others. Selection of a work based competence to ensure the life of the future potential to cause turnovers.*

**Keyword:** Intention Turnover, Turnover, Competence,

### **INTRODUCTION**

Competitive business enterprise requires a Human Resources (HR) or in Islam called Human Resources (SDI) is a professional and productive. Because SDI is one of the main resources that need to be managed properly to support achievement of the targets companies that have been planned strategically. Managing people at work is one of the managerial tasks (Larsen and Brewster, 2003). SDI is one of the organization's assets that can not be replaced by technology and plays a major role in the organization (Iqbal et al., 2015).

Anticipating the growth and development companies began aggressively in some recent years, companies compile Human Capital Master Plan (HCMP) which is a framework of the gradual development of Human Capital / HC company in a period of the next five years, in order to ensure tercapainya Company's vision (Nawawi, 2012).

Further stated (Nawawi, 2012) that in the HCMP, the company establishes fundamental policies in the management and development of SDI. All policies are drawn up regarding the development of HC comes down to one goal. The company owns and mengembangkan HC with the best talent to ensure the achievement of the vision and mission statement.

Increased competence SDI then offset by providing the opportunity to grow with the company as well as providing a competitive remuneration package. Most companies appreciate the skilled employees and the need to maintain it in the long term (Hemdi and Abdulrahim 2011; Mohsin et al., 2013). This process involves all activities related

to the performance management cycle, from planning, continuous performance review and assessment of performance at the end of the year (according to Bacal, 2001 in Trinanto, 2008).

MSDI is the human element. MSDI also involves the design and implementation planning, employee, employee development, career management, performance evaluation, compensation of employees and labor relations are good. MSDI involving all decisions and management practices that directly affect human resources (Gholamzadeh and Jalali, 2013).

Organizations or companies will still exist when supported by loyal employees and commitment to the organization and competence that can be upgraded from time to time, which indicated the attitudes and behavior of employees in the workplace. There is an interesting phenomenon that the meningkatnya labor in the company, which raises the courage workers to leave the company (turnover). However, this condition can also be triggered by the psychological situation was uncomfortable. According to Saylor (2004) Job insecurity is also defined as a feeling of tense anxiety, worry, stress, and feel uncertain in relation to the nature and existence of future work are felt by workers. Excessive fear creates a desire to always work harder to avoid the risk of insecurity in the work (job insecurity) a person, or even finish with a way out of his job.

Based on interviews, the authors find their pengaruhintensi turnover is very large in 2015 where the number of employees leaving or doing turnover by 13 employees of PT PGSU Surabaya, and the data has not reached the end of 2015, the statements of the employees who do the turnover of new starting up in August dominated by the employees are quite competent in their field.

#### **Formulation of the problem.**

The problems of this study are:

1. Why was there a high turnover in PT. PGSU ?
2. How does the pattern of relationship with turnover increased competence ?

#### **Research purposes**

The aim of research conducted to collect data and research information to formulate more accurate research activities that will be addressed in further studies or research later. The research aimed to understand and analyze the phenomenon as follows:

1. Describes and analyze the behavior of employees in the company turnover Meratus Cruise Line Surabaya.
2. Describes and analyze the relationship between increased competence to behavior turnover.

#### **RESEARCH METHODS**

The existence of phenomena that occur in the PT. PGSU Surabaya, so this study used a qualitative approach (pospositivisme) in order to reveal more about the events that change the behavior by the scope of behavioral research turnover and increased competence. Informants selected are those who have been out of PT. PGSU with good career and memilliki their field of competence, the informant is Sutarjo (ST) and Ahmad Johan (AJ) with super intenden positions.

### **Benefits of research.**

In the study, consisting essentially of two benefits of the research is as follows:

1. Theoretical benefits.  
For the development of theory, with a case study technique is suitable for disclosure (exploratory) and invention (discovery), yaitupenelitian as a process to generate knowledge / theory of human resource management.
2. Practical benefits.  
The study is also useful to resolve the practical problems of human resources at PT. PGSU Surabaya, and in public institutions either government or swasta. Manfaat this research by placing research and development as an integral part of in their organizations.

### **LITERATURE REVIEW**

Talking about human resources, in fact we can see from two aspects, namely the quantity and quality.

1. The quantity regarding the amount of human resources (people) are less important contribution in development, compared to the quality aspect. Even without the quantity of human resources with good quality will be the burden of development of a nation.
2. Quality concerns the quality of human resources, which involves the ability of non-physical (and mental intelligence). The quality of human resources also involves two aspects, namely the physical aspect, and non-physical aspects concerning the ability of working, thinking and other skills.

Therefore, efforts to improve the quality of human resources can also be directed to the second aspect of tersebut. Menurut Werther and Davis in Ndraha (1997) that human resources (Human impact,) is "the people who are ready, willing, and Able to Contribute to organizational goals, ". Of course, what is meant by the organization in the "organizational goals," not only the industry or firm, legal, social, cultural, environmental, and so on. Seen from that angle, the state also is the organization.

Sumarsono (2003: 4) states that the Human Resources (human resources) contains two meanings.

1. HR implies work effort or service that can be provided in the production process. In other respects the human reflect the quality of the effort given by a person in a certain time to produce goods and services.
2. HR involves the human who is able to work to provide the services or work effort. Ability to work means being able to engage in activities that have economic activities, namely that these activities generate goods or services to meet the needs or the public. In an effort to make the HR staff and managers are able to support the organization's efforts to achieve the objectives in an environment that is fresh, clean and flexible. To realize this indispensable human resource development or it can also be said that the management of competitive advantage.

Schuller (1999) to see various changes in the business environment that includes internal and external aspects. External changes more look at factors outside the organization that affect the changing role of HR. While internal changes more look at various factors in the organization that affect the changing role of HR. include:

1. The organization's ability to formulate strategies in order to maximize profits and make the organization has a good transaction value, unique and inimitable competitors in the eyes of the customer (customer values).
2. Additional competencies that the managerial competencies of HR managers have a role in the formation of strategic vision, organizational modeling and adaptation to environmental change.

This management according to Nawawi (2012) includes several HR competencies such as: transformational competence, competence-based Competency-based input and output.

1. Competence-based input: more emphasis on manager-strategy-fit through a hiring process for the organization in the form of integration of human resources.
2. Competence transformational: more emphasis on innovation and entrepreneurship through the utilization of the socialization process of formation and behavior of employees on the basis of creativity, cooperation and mutual trust.
3. Competency-based output: more emphasis on higher engagement of employees through the learning process positive, good reputation and the development of positive relationships with stakeholders.

Based on the opinion of Spencer and Spencer (1993) in Vazarini (2010) who said that there are five characteristics of the following competencies:

1. Motif. The problem is a person consistently thinks about or wants that cause action. Motif "drive", direct, and select behavior towards a particular action or goal and away from others.
2. Nature. Physical characteristics and responses that are consistent with the information situation.
3. The concept of self. Attitude, values, or self-image.
4. Knowledge. Information of a person in a particular content area.
5. Skills. The ability to perform the task of containing physical or mental.

Another opinion stated Gordon (2010) there are some aspects of the competency as a destination, among others:

1. Knowledge (knowlegde) the ability in the field of employment
2. Comprehension (understanding) is the depth of knowledge possessed by each individual in the working
3. Skills (skills) and job skills
4. Value (value) of the norms to implement in practice the task assigned to him.
5. Attitude (attitude) that is an individual view on something that was his job.
6. Interest (interest) is the tendency of individuals to do a job within their organizational goals.

The role of the HR strategy is also a matter of good HR competencies in technical ability, conceptual and human relations. HR competencies Repositioning efforts done by changing the organization's understanding of the role of human resources issues that originally people be people related business issues. People issues can be defined as a business issue that is only associated with the course of business (business competency is only business people), meaning more involved are business executives and HR executives do not need too much involved in the planning of business strategy will be taken.

As an implication employee or HR executive competency tends to be less recognized. Upon the occurrence of human resource management paradigm then is transformed into understanding people business related issues (business competence is for every business people in the organization included Human Resources Management People or Executives). People related business issues is defined as a business problem that is always associated with the active participation of HR. This issue developed because of the tendency of like:

People, service and profit, 100% customer service, challenge and opportunities, no lay offs, guaranteed for treatment, survey or feedback or action, promote for work, profit sharing and open-door policy. These tendencies have implications which require the active contribution of all stakeholders in the organization, especially human resources employee. Work environment is quite capable of providing color in working in a company can even lead to turnover. According Sedarmayati (2001: 1) the work environment is the entire machine tools and materials at hand, the surrounding environment where the person is working, working methods, as well as the arrangement works both as individuals and as a group.

Many researchers think about the running condition of the work, the behavior of the employee turnover remains a concern among research (Nadiri and Tanova, 2010). Culpepper (2011) stated that turnover intention is the best predictor of turnover untuk identify behaviors that will happen to employees. Turnover intention can be affected by factors of job satisfaction that is felt at the workplace (Abdillah, 2012). Mangkunagara (2004) states that satisfaction will arise if requirements are met. Robbin (2003) stated aspects of job satisfaction aspects include job, wage, promotion, supervision, coworkers and awards.

Research Haryani (2013) states that motivation is better proven to reduce the interest of employees to retire early. According to Isaac, and the Cape (2003) that benefit the working environment is creating morale, thus increasing productivity and job performance. Desire exit embodied in real action then be turnover.

### **Analysis and Discussion**

Of a series of studies that have been done, a lot of information which is important to be analyzed in order to find something new. Process over the profession, strive described and found about a key point in the process of turnover as workers competence increased sea.

Based on research results that support the advancement of competence for marine workers in the company PT.PGSU, management has made efforts sustainable procurement training. Besides, the leaders on the vessel also always hold a regular exercise. Based on the research that every Saturday held trainings various materials, if none is new material, it can read useful books add to increased knowledge and skills. This was confirmed to achieve the desired objectives in the context of increasing employee performance and company performance in line with the development competence of workers. The interest of improving the competence is recognized by the company requires a long time, and must be made sustainable given changes in behavior by Roger (1974) that was adopted in the new behavior before that person happens



sequential processes in the form of awareness, interest, evaluation, try and adoption. This process is experienced by every worker. The fact the field is not easy to do these in order, given the pattern of influence of other conditions in the marine workers themselves. Pressure of work, longing for happiness to live with family, disruption of natural factors make sequence changes in behavior occur unlike Roger opinion.

Competences needed someone who demonstrated by its ability to consistently provide adequate performance levels or higher in a function on a specific job, this is stated as an officer ST according to circumstances on the ground in his view : On the boat on every Saturday on the boat held trainings, if there is no new matter their training, so sailors can read the books, which means increased knowledge and skills of the individual subject, if not yes so so wrote.

There was a view expressed by AJ as an officer of the engine has a slightly different perspective other problems : Increased competence that can be done to dare to handle trouble, ask seniors vessel or read a book mas. Jika our opinions differ we usually discuss with guide books or see intruction manual book.

In line with the spirit of working and improving the competence that has been acquired to make sailors or workers more confident. High competence also have an impact on career development sailor. Adler explains that man is an artist for himself, he who interprets life (Jaenudin, 2015). The following statement about one's own competence ST will easily climbed on top positions. I as a leader would see my men if there is a chance for a promotion I would suggest to those who think I am able. Capable in the sense of having sufficient competence to assume the post.

In general for supporting the advancement of competence of workers in the company Sailing PGSU, management has made efforts sustainable procurement training. Besides, the leaders on the vessel also always hold a regular exercise. Based on the description ST every Saturday on the boat held trainings of various kinds of materials, if there is no new material then the crew can read books independently useful add increased knowledge and skills. This was confirmed to achieve the desired objectives in the context of increasing employee performance and company performance in line with the demands of the growing competence of sea workers. The above statement is in line with Purwanto (2011) states that humans carry out its activities to meet the instincts-instincts and physical needs. At the same time, people also move to reach a certain value and implementation of each activity.

Breakthrough made by a sailor in an effort to increase the competence for himself as AJ above expression is extremely remarkable. This method means having two interests are personal interests and the interests of the company.

The interest of improving the competence is recognized by the company requires a long time, and must be made sustainable given changes in behavior by Roger (1974) that the new behavior before it is adopted within that person so that a process of sequential form of awareness, interest, evaluation, try and adoption. This process is experienced by every worker. The fact the field is not easy to do these in order, given the pattern of influence of other conditions in themselves sailors. Pressure of work, longing for

happiness to live with family, disruption of natural factors make sequence changes in behavior occur unlike Roger opinion.

The sailors who want to go forward, it will be a lot to learn and a lot to try to analyze the various problems encountered on the vessel in order to improve their competence through new knowledge. Competence for seafarers is essential. Interaction built with senior officers in the ship together sail were found according to the situation in the field is thought to help junior officers to develop the knowledge, skills, attitude, behavior and personal interest in the work.

The role of this work friends make even more rapid stimulation kompetensinya workers to improve compared with training or training. Interest in someone of something has the power to give it a try, encourage quicker movement up to success. The role of senior friends a good and extensive knowledge has been able to make such friends as teachers, counselors, a walking dictionary, instruction manual, as well as working partner resulting changes in knowledge and behavior by increasing competence happening fast leap. The seriousness of someone who made progress in the process towards a form of personality as the opinion of Soekanto (1998) that personality is an organization of attitudes a person to do, knowing, thinking and feeling specifically when dealing with others or respond to a situation.

The role of sailors in a shipping company so the absolute. All operational ships operated by sailors. The success of a ship sailing absolutely determined by the boat operator competency by sailors. Departing from where a shipping company wants to excel in the competition must have the major advantage that comes from SDI are manned. Competence individual must constantly be upgraded from time to time along with the development of science and technology in carrying out the duties and responsibilities of delivering cargo to the destination safely, good cargo, vessels operated or herself.

Addition of knowledge yangdilakukan by the company to employees or sailors who operate ships from day to day needs. Investment of human resources is important because it has begun to be considered an asset that is quite important. The development of the tool digitization requires new knowledge to mengoprasikannya. ST provides penjelasantentang development of additional knowledge :

Zaman my first carp not as sophisticated tools now, fortunately ability sailors can now be enhanced by bringing in instructors or trainers from abroad or other trainer. For example there are new events that occur in the machine A, PT.PGSU bring people expert in the art which is then analyzed and presented in public. It can increase knowledge Meratus sailors. It's nice that I saw before I resigned from the sailors.

The knowledge certainly does not come by itself, then there must be effort, direction and guidance to more quickly have the ability and know will work. The ability of (competent) field certainly has two benefit that kemafaatan for himself and for the benefit of the company. Every human being wants to go forward from time to time, the life expectancy in the future would have been done with planning, then there could be a particular desire for seafarers. AJ following statement:

The training was excellent. For me mas, a very popular adage that states otherwise another field grasshopper, as well other other bottom fish. My other thought other

people. I dream one day later able to prove what my father always said be like chicks, ranging from literacy can already be foraging. That's what prompted me to always evolve.

AJ statement above as a dream of the future, meaning that their future goals to be realized. These ideals is a form of consciousness destination. Every human being trying to achieve superiority that require precise manner. This is because there is a push from within oneself or from outside. Adler theorized that every person has a purpose means striving to be a superior feel inferior, but everyone is trying to fulfill his desire to lifestyle different (Jaenudin, 2015). Lifestyle is a unique way of everyone in fighting achieving specific goals that have been determined by the relevant place in the life of a particular life (Alwisol, 2012). Many sailors who still feel uncertain determine the career ladder end of his life. Confusion is the case in line with the development of competence includes knowledge, skills, attitudes, and other personal traits in hidupnya. Pengetahuan (knowledge) is the result out, and this occurred after people perform sensing on a specific object. Knowledge (knowlegde) which is part of the development of competence can be intended capabilities in the field of employment. Knowledge in question is related to the ability of knowledge in the field of employment faced by workers. AJ Declare:

Not all sea workers have the knowledge to work, especially for the newly graduated, joined to the shipping company, which previously did not exist equipment sefungsi or looks like it. Honestly mas I said, I used to ask people many more senior people who do not care for the sweeper, which is important I can figure it out, including reading books there. This is to increase our knowledge resources since ancient times not as easy now that there is the internet and so forth.

The statement indicates that not all employees understand the job duties and responsibilities in accordance with the position which it aspires. Each has its main tasks and responsibilities that have been defined based on responsibility. Told by jusmaliani (2011) that the job specification describes what is required of workers who hold that position and what skills are a requirement. These skills include experience, training, education, physical and mental abilities specific.

Based on research in machine parts are very different result between a person who has the competence mediocre compared with the competence deeper that is able to recognize the working principle, standard operating procedures, knowledge of materials and maintenance and repair. Although a sailor can only start the engine, but for workers the machine if it has a diploma / certificate is required then it is already permitted and authorized to the post and the salary corresponding to the salary according to his standards. Al-Mubarak (1972) states that workers are people who do a job that is both physical and non-physical. This means that the work was not only to use the muscle / power but also uses reasonable minds, not only theory but also practice. The mindset of sea workers should immediately upgradewalaupun operator, but the safety of themselves as being important when the workplace.

Enrichment jobs by Robbin and Judge (2015) that expand employment by improving the circumstances in which workers' control over the planning, implementation and evaluation of work. Jobs enriched allow workers to perform a complete activity,



increased freedom and independence of workers, increase accountability and provide feedback so that individuals can assess and improve their own performance.

Based on the statements of informants ST similar to those stated AJ that work orientation for sailors mostly get a big salary, this is diusahakant. This expression is implied in the following statement :

Workers' average sea along perusahaan committed against the company that is able to guarantee or provide something good for him for the future.

In accordance with the theory that loyalty is influenced by external factors diantaranya satisfaction with gaji. Itulah why sea Peker working hard to develop its competence in order to compete in later life, survive in the world of shipping and other purposes also exist in the minds of his heart which can lead to avoid a miserable, suffering and death. This is in accordance with the opinion of Azwar (1997) states that an attitude of readiness to react to an object in a certain way, the form of the reaction could be positive or negative.

Capabilities in the form of superior competence of a person automatically increases confidence in myself, this cause or somewhat good influence on behavior change behavior for a career within the company and wishes go out or change his profession. ST following statement:

Has an impact competence of someone around fifty-fifty was the desire to move out or profession, it also depends on the personal, respectively.

Keberanian workers indicate that the competence that carries on turnover makes competence as the main capital that can be used to get a new job ddengan facilities and a better salary. Something capabilities and job satisfaction is bagian dari Continuent career development in the company itu. Perencanaan career forward in an effort to welcome the old days is the career planning is the reason that hampered kuat. Karir makes one think again develop his career with the company (Martinet al., 2001) .. Jalan turnover was a last resort. Yuliawan and Himam (2013) states that self-fulfillment and the need to share like two sides of a coin, to achieve self-fulfillment, one must always barbagi while to be able to share one must always develop themselves.

### **Finding**

Based on the discussion, it was found that:

1. The ability to form superior competence of a person automatically increases confidence in themselves, affect the behavior change.
2. The role of competence that carries on turnover makes competence as the main capital to work in the new company.

### **Conclusion**

The results showed that the role of competence that carries on turnover makes competence as the main capital. Something capabilities and job satisfaction is bagiandari Continuent career development within the company that can be used by workers to work in the company lain. Perencanaan career is an essential tool for companies to ensure that employees will have the skills and knowledge needed when they are needed Career hampered make a person think again develop his career with the

company. Jalan turnover was a last resort. Meeting the needs of self, one must always develop themselves.

**Future research**

In future studies are expected to involve workers on the ground who mekakukan turnover in order to provide answers to the workers do turnovers.

**REFERENCES**

- Al-Mubarrak, M. 1972. *Nizam Al-Islam Al-Igtisadi*. Dar Al-Fikri. Beirut.
- Alwisol. 2003. *Psikologi kepribadian*. Universitas Muhammadiyah Malang Pres. Malang
- Alwisol. 2012. *Psikologi Kepribadian*. Edisi Revisi. UMM Press. Malang
- Gordon, N.F. 2010. *The Cooperclinic and Research Institute Fitness Series*. Fajar Interpratama offset
- Jusmaliani. 2011. *Pengelolaan Sumber Daya Insani*. Bumi Aksara. Jakarta
- Mangkunegara, A.A.A. 2004. *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya. Bandung.
- Nawawi, I. 2012. *Manajemen Pengetahuan (Knowledge Management)*. Ghalia Indonesia. Bogor.
- Robbins. S .2003. *Perilaku Organisasi*. Indeks Kelompok Gramedia. Jakarta.
- Robbins, S.P. dan T.A. Judge. 2015. *Organizational Behavior*. 16. Edt. Pearsen Education. Inc. New Jersey.
- Sedarmayati. 2001. *Sumber Daya Manusia dan Produktivitas Kerja*. Mandar Maju. Bandung.
- Schuler, R. S dan S. E. Jackson. 1999. *Manajemen Sumber Daya Manusia: Menghadapi Abad Ke-21*. Edisi Indonesia. Penerbit Erlangga. Jakarta.
- Sumarsono, S. 2003. *Ekonomi Manajemen Sumber Daya Manudia dan Ketenagakerjaan*. Graha Ilmu. Cetakan pertama .Yogyakarta.
- Haryani, P.Y. 2013. Korelasi antara Pengembangan Karir dengan Motivasi Kerja dan Keinginan untuk Pensiun Dini. *Jurnal buletin Studi Ekonomi*. Vol 18 No 2 :183-190

Jaenudin, U. 2015. *Dinamika Kepribadian (Psikodinamik)*. Pustaka Setia. Bandung

Yuliawan, T.P dan F. Himam (2013). Grasshopper Phenomenon: Studi Kasus terhadap Profesional yang Sering Berpindah-pindah Pekerjaan. *Jurnal Psikologi Fakultas Psikologi UGM*, Vol 34 No.1, 76-88.