Abstract-- The aim of this paper is to carry out an analysis of the performance tools implemented in the Port Authority of Surabaya city and so, determine whether improvements in management can be achieved if the level of efficiency is established with attainable targets as a consequence of opportune and reliable information in Construction Management. In this article we analyze how the use of a Balanced Scorecard has helped Tanjung Perak port authority from the Indonesia Port System to implement their strategic Plan. The Port Authorities have become reliant on the Competency Management model as an instrument for strategic planning of human resources and also in the progressive use of Process Management, which aims to meet the objectives established in the Strategic Plan. On this premise, we set out how the above-mentioned Port Authority of Tanjung Perak can fulfill specific strategic and operational objectives regarding the efficiency and effectiveness of the services they provide.

Index Term-- Balanced Scorecard, Competency Management, and Management process.

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I. INTRODUCTION

The balanced scorecard was extremely trendy several years ago. The balanced scorecard is about the long-term vision for the organization and balancing the goals in all port areas needed for the successful organization. The balanced scorecard defines and balances the goals in four main areas - finance, clients, processes and people. The balanced scorecard is a visualization of the goals in the port management.

Human Resources has a significant role in the balanced scorecard as one part of the balanced scorecard is about employees (the people part). The goals in other areas have to be aligned with the people part and the top management can push the managers to take care of the employees as they are the only resources to work on the improvement of the other areas of the balanced scorecard.

Balanced scorecard provides managers with the instrumentation they need to navigate to future competitive success. Today, organizations are competing in complex environments so that an accurate understanding of their goals and the methods for attaining those goals is vital. Balance scorecard translates an organization's mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system. It retains an emphasis on achieving financial objective but also includes the performance drivers of these financial objectives. The scorecard measures organizational performance across four balanced perspectives: financial, customers, internal business processes, and learning and growth as show in (Figure 1). It enables Tanjung Perak port to track financial results while simultaneously monitoring progress in building the capabilities and acquiring the intangible assets they need for future growth.
HR competencies represent the characteristics, knowledge and skills of a HR professional. These competencies are necessary for successful performance. Define competence as 'an individual's knowledge, skills, abilities or personality characteristics (8). The real aim of HR management is to produce a scorecard that contains more knowledge-based metrics that report value or contribution-type information. The purpose of the HR balanced scorecard is to manage organizational rather than individual performance. The various elements of the scorecard are included because they are understood to work together to achieve the desired performance outcome.

II. BALANCE SCORECARD

A. The importance of balance scorecard
The Balanced Scorecard is important because it brings together most of the features that a port needs to focus on to be competitive. These include being customer-focused, improving quality, emphasizing teamwork, reducing new product and service development times, and managing for the long term. The Balanced Scorecard differs from the traditional measures of the port performance by emphasizing that the critical indicators chosen are based on the organization's business strategy and competitive demands. Organizations need to customize their balanced scorecards based on different market situations, products, competitive environments, including the current state of the global economy(4). Balanced Scorecard is also an excellent crisis management in Tanjung Perak port and tool for organizations that have EMS (Environmental Management Systems) and ISO 9001:2008 in certifications. BSC is an excellent tool for monitoring and auditing compliance to those standards.

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Criteria</th>
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<tbody>
<tr>
<td>Financial</td>
<td>The return on capital and value-added economically, the level of business efficiency</td>
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<tr>
<td>Customer</td>
<td>Customer satisfaction, retention (the ability retain existing customers), the share of market, and the ability to attract new customers,</td>
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<tr>
<td>Internal business</td>
<td>Innovation, quality, after sales service, efficiency costs of production and introduction of new products</td>
</tr>
<tr>
<td>Learning and growth</td>
<td>Ability of workers, worker satisfaction, and system availability and performance information group (team performance)</td>
</tr>
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</table>

A. BALANCE SCORECARD IN RHM

Effective roll out and implementation of Balanced Scorecard can only be made if the organization is able to cascade its mechanics, importance, and objectives to the employees. Therefore, doing, this will give them concrete framework that helps them see the goals and strategies of the organizations, how these goals and strategies are measured, and how they influenced the critical KPIs. The HRM department should be in the forefront in this respect, and in providing the necessary training or orientation (11).

Moreover, the Balanced Scorecard should be used to link HRM activities with the organization’s strategy and evaluate the extent to which its functions add value to business strategies and goals. Measure of HRM practices primarily relate to productivity, people, and process. Productivity measures involve determining output per employee (such as revenue per employee). Measuring people includes assessing employees' behavior, attitudes, skills, and/or knowledge. While process measures focus on assessing employees' satisfaction with how the organization compensate, reward, and develop them so that they continue to add value to organizational competitiveness as a whole. And in the (Tables 2) shows the result of employees' satisfaction survey and the performance individual at Tanjung Perak port that has been used balanced scorecard to link to HR activities at the port.
B. Methodology
This study puts forward a case in which an interpretative methodology was used and shows how Tanjung Perak Port Authorities in Surabaya have managed to successfully implement their Strategic Plan by using a Balanced Scorecard (BSC) and how the use of Process Management and Competency Management tools have supported the BSC implementation process and helped to set the Strategic Plan in motion. The study shows how, if the information used in the management of a Strategic Plan and of different costing objectives is opportune and reliable, improvements in decision-making can be achieved.

The article’s aim is to carry out an analysis of the accounting tools implemented in specific Port Authorities. By virtue of undertaking such an analysis, we can determine whether improvements in management can be achieved if the level of efficiency is established with attainable targets as a consequence of opportune and reliable information in construction management.

In implementation, each of these generic measures can be elaborated to include specific guidelines so that it can demonstrate the value of each aspect. In general, the relationship of four perspectives can be seen in Table 2.

C. Process management tanjung perak port
In order to fulfill their mission, Tanjung Perak port define objectives that allow specific targets to be reached. Process Management contributes a new angle to management (by moving beyond the traditional hierarchal organization, where every individual has a task which is related to its functional department) in order to introduce a new organization aimed at the final customer. This is achieved through knowledge, control and improvement of the internal processes, with the end result being the service or product offered and the achievement of eliminating those activities that do not contribute any value, yet generate a cost (AECA, 2006).

Process Management maintains that a result is reached more efficiently when activities and resources are managed as one process, a group of interrelated activities which transform an “input” activity (information, materials or a service) into an “output” activity, and contributing an added value.

Two essential characteristics of these processes are:
• Variability. Each time a process is repeated, there are slight variations in the activities carried out which, at the same time, generate variability in their results. “Two outputs are never the same”
• Recurrence. Processes are created to produce results, and to try and repeat this result over and over again. This allows the process to be worked on and improved. “More repetitions mean more experience”.

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<td>3.47</td>
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<td>4.24</td>
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<td>3.42</td>
<td>4.02</td>
<td>0.59</td>
<td>85.12%</td>
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</table>

Due to this, they have to manage their activities and their resources with a view to guiding them towards the vision they have set out. In light of this, it was necessary to employ certain tools and methodologies that allow organizations to configure and optimize their Management Systems.

III. THE RESULT
Measuring people includes assessing employees’ behavior, attitudes, skills, and/or knowledge and the tables 2, shows high percentage of total employee satisfaction index is 85.12%, which can be acceptable as a good result; the result has been
taking from high expectation between 4.16-4.27 which shows the high performance in Tanjung Perak port. Furthermore the gap of the 2009 shows lovers’ performance of the employee’s aspects according to the survey of employee in recent years at the department of HR in the port which the year 2011 gives high satisfactions with close gaps to the expectations of the employees

IV. DISCUSSIONS

Using BSC or Balanced Scorecard in performance management is actually a holistic approach; because it does not leave any key functional area in the organization unturned. Also, because it focuses on the most essential things needed to produce the maximum results.

BSC links organizational units into a more cohesive entity towards a common goal while they continue to strive to meet their own personal and departmental goals. More so, with BSC, individual performance is tied-up with departmental performance. Each member’s goals and performance is integrated with that of the unit or department. This is where the principle of the sum of the parts is greater than the whole. In short, BSC impels employees to synergize.

Lastly, the best part of implementing BSC is we get the results of what you measure; because Balanced Scorecard enables the organization to link its performance measures with its business strategies and goals in the port.

V. CONCLUSIONS

The purpose of this study was to establish the HR competencies that could add value to merge at the port. This was done by conducting quantitative research. The principal factor analysis indicated that knowledge of business and HR practices, personal skills and management skills are the essential HR competencies in this environment. The process followed whereby knowledge was gained by means of recent literature on HR issues, conducting a HR balanced scorecard as well as an empirical study all contributed to a holistic view that determined the essential HR competencies for a merged higher education institution. The resolution is to focus on these HR competencies to add value to a merged institution. A value-driven HR department should have the essential HR competencies to enhance the level of success and competitive advantage.

Organizations have an increasingly greater need to obtain results through excellent and sustained management over time. This forces them to look for and apply different and wide-ranging management tools. By analyzing the management system at the Port Authority of Tanjung Perak, a series of management tools were found to be used periodically. It is important to analyze the systematic and efficient use of these tools. The three management tools that were selected were the Balanced Scorecard (Port Policy and Strategy), Competency Management (HR management) and Process Management (Improvement and Control). Together, they complement each other sufficiently so that, when correctly structured, they formed an integral management system for the Port Authority of Tanjung Perak.

However, it is clear that each Port Authority has very particular characteristics and needs, which means that each one should analyze the collective group of basic tools that their management processes can handle.

D. Recommendations and limitations.

HR departments of Tanjung Perak port could use these recommended HR competencies for effective management and facilitation during change and transformation. For conducting future research, it is recommended that an investigation should be conducted into the HR competencies of other higher education institutions in Surabaya port as well as abroad. The process of gaining knowledge through recent literature on HR management, the inclusion of the business plan, conducting a HR balanced scorecard as well as an empirical study could contribute to a holistic view of HR competencies needed in Surabaya. It is recommended that other scorecards be used in the abovementioned process. The following scorecards are recommended: the workforce scorecard (Huselid et al., 2005), the total performance scorecard (Rampersad, 2003), the diversity scorecard (Hubbard, 2004) and the leadership scorecard (Phillips & Schmidt, 2005). The number of respondents was limited due to the relocation of staff as a result of the merger. Another limitation is the fact that this study focused on the port only. It must be kept in mind that this study was conducted at one higher education institution and that no further assumptions can be made with regard to the higher education system as a whole.

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