Strengthening the Organisation as a Determinant of Success at Maritime Polytechnic, Negeri Indonesia

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Every organisation must be ready and are expected to have inner strength to make changes with the aim to be able to survive as well as develop in accordance with the demands of the times. There are several reasons why organisations or institutions are having difficulty in maintaining their survival. One reason is due to not being able to catch and identify signs of change. The main cause of organisational failure is rejection of change. This research method is a descriptive qualitative case study approach to the Indonesian Maritime Polytechnic. The results obtained in this study is in the form of organisational strengthening as a determinant. The success of the Indonesian maritime polytechnic lies in its leader being able to understand the psychological fluctuations of the men, and how this will have an impact on patterns of teaching the students.

Key words: *Strengthening, change, leader, Organisation, maritime.*

Introduction

Organisations must be prepared to change patterns, in a way to be able to steer and control an organisation to find an efficient way so that it can survive and grow in the same direction. With the demands of the times, through the strengthening of the organisation with a change approach, organisational performance is increasingly clear, binding that which has been done with the result of more energy, more commitment and enthusiasm for the orientation of the strengthening process itself (Passmore, 1994, Kotler, 1996).

Passmore (1994) provides the explanation by dividing the eight steps of change mainly aimed at the strategic level, namely: 1) creating an urgent atmosphere, 2) forming a coalition for a strengthening process, 3) bringing up the vision, 4) communicating the vision, 5) giving delegation authority to the organs that carry out the vision, 6) plan and create small successes,

7) consolidate improvements to produce more change based on reinforcement, institutionalise the original approach, and 8) institutionalise new approaches.

Cameron and Whetten (1987) think that if organisations are likened to living organisms that must survive, then organisations must be proactive and have the sensitivity to anticipate changing environments at any time. This opinion is in line with what was stated by Van de Ven (2000) that an organisation can be portrayed in the process of its life cycle, while Cameron and Whetten (1987) argue that if the organisation is analogous to living things (organisms) that must survive, then the organisation must be proactive and have the sensitivity to anticipate changing environments with high turbulence, in line with what Van de Ven (2000) stated that an organisation can be portrayed in its life cycle process.

Naisbitt and Aburdene (1985) noted various changes that occurred, namely the shift from the industrial society to an information society, one of which occurred because it was not observant of change. With the change, the organisation no longer uses a lot of human labour but uses high technology, the shift is all due to a process of strengthening or weakening the organisation itself.

There are several reasons why an organisation or institution is now finding it difficult to maintain its survival. One is it cannot capture and identify signs of change, so that when major changes occur, the organisation is not ready to face it, due to it being internally incapable and thus leaving it too late to make the necessary adjustments, perhaps by instead shackling itself on the focus of its activities.

The causes of organisational failure is often found due to the rejection of change. Rejection of the change, among other reasons, is due to cost issues and delays as the necessity of change can be difficult to anticipate. Actually, resistance can also be used as a useful source of information in studying problems in order to develop a more efficient process of change so as to achieve successful organisational transformation. The series of issues exposed above are interesting research into organisational strengthening as a determinant of success at the Politeknik Maritim Negeri Indonesia (Polimarin).

Material and Method

Description related to the methodology used for data collection, to the analysis and interpretation of data, the description includes a discussion of, research approaches, types of research and selected stages of case study work, research focus, data collection methods, ways of analysis and interpretation of data on criteria set.

The position of the research must be known as an umbrella paradigm because through the paradigm, the researcher can put his research and thought in the right position and have a reason in answering every question in the study because the paradigm is a way of looking at reality, so that it is accepted as a trusted belief, according to Guba (1988) opinion which says that a paradigm is a set of basic metaphysics that agrees with a decision or principle. In the framework of the study of paradigms, there are 2 (two) types of paradigms in research, namely the positivistic paradigm and the non-positivistic or post-positivistic paradigm.

Qualitative

Research used to uncover the strengths of this organisation is qualitative research, so it can be called a non-positivistic paradigm because it builds knowledge directly from the source. The qualitative approach emphasises the meaning of things that are observed because the organisation is very dynamic, it can be used as an approach and includes a combination of quantitative and qualitative approaches. Gibson, Ivancevich, Donnelly (1989) said a number of characteristics of qualitative research are as follows:

1) Analytical induction: research begins with close-ups, direct inspection of organisational life.
2) Proximity: researchers want to directly witness the things being explored. If the application being examined is the reward, researchers may want to observe the distribution of such remuneration episode.
3) Ordinary behaviour: the topic of research studies should be normal, normal, routine behaviour.
4) Descriptive emphasis: research seeks to find explanations about things that are happening in a place and time. The aim is to disclose and reveal, not just compile data and predict.
5) Shrinking variance: qualitative research is carried out to explain similarity and coherence. There is greater pressure on the commonality of things exchanged in an organisational setting than things that are not.
6) Enlighten the consumer: qualitative research consumers may be managers. The ultimate goal is to brighten without causing confusion. This is done by giving coherent comments and logical persuasion.

Research Approach: Case Study

Research carried out is by examining cases, in general, case study research will avoid or minimize the use of theory, because it will hinder the exploration of the originality of the results of a study, and the research is inductive and authentic and actual data obtained by researchers and of course informants which is involved. Yin (1994, 2005), Creswell (2007), Van Wynsberghe and Khan (2007), and Guba, Egon. G. Lincoln, Yvonna. S. (1988), explains that case study research can use theory. Furthermore, Van Wynsberghe and Khan (2007) suggest

that case study research is unique, which is not just a research method or research design, but case study research as a transparadigmatic heuristic and transdisciplinary in describing in detail the evidence such as events, concepts, processes, and programs. Meanwhile, Stake (2005) states that case study research has a direction to reveal the peculiarities or uniqueness of the characteristics contained in the case under study. In this case, it will show the extent to which the Polimarin Organisation strives to achieve its goals by strengthening its Organisational patterns.

Work Case Stages of the Case Study

Yin (1994), says that a single case study is a study that specialises or focuses on just one event; and the task of a researcher is to understand this one case. Stake (1995: 4) mentions the stages of conducting a case study is to choose a particular case, create generalisations and emphasise interpretation.

The programmatic stages in this case study, like standard research in general, are:

1) Preparing interview data collection instruments,
2) Preparing data instruments focus group discussion (FGD), as well as confirming the personnel of the Polimarin Organisation chosen as informants or research sources,
3) Collecting data- primary and secondary data supporting research,
4) Conducting data processing, analysis and interpretation or interpretation of existing findings,
5) Concluding and making recommendations,
6) Reports in scientific work in accordance with applicable standards.

Research Focus

Each researcher certainly has its own considerations in determining strategic choices in researching. Stake (1994) reminds that there are at least three things that need to be considered in case study research, namely: First, consideration of the uniqueness of the situation. Each case must have historical uniqueness. A case is basically a complex entity that works in a number of contexts, including physical, economic, ethnic, and aesthetic contexts. Thus, researchers must move in the historical context. In the case of the object of Polimarin Organisation, uniqueness is the development of Polimarin Organisation from the quality of the national level to the quality of an international standard.

Result and Investigation

Polimarin is a state polytechnic tertiary institution inaugurated by M. Nuh, Minister of Education and Culture of the Republic of Indonesia. Polimarin was born in 2012. The opening

of Polimarin is expected to provide human resources that can manage Indonesia's maritime wealth.

Polimarin has three department, namely: Department of Nautical, Deparment of Engineering, and Department of Port and Shipping Management. Department of Port and Shipping Management is expected to become an intermediate expert who can work in the field of Ships, Port Administration and Export-Import Companies. Department of Nautical is expected to work in the fields of motion and ship control, modern electronic navigation, maritime law, cargo handling, and maritime communication. Meanwhile, the Department of Engineering covers the operation of ship main engines, ship auxiliary engines, ship electricity, electronic and ship control systems, pollution prevention at sea, ship engine maintenance, and emergency handling in the engine room.

As an institution that continues to grow, the Polimarin Organisation proceeds towards an ideal point, namely from national integration to integration of international competencies. In addition, by looking back, the process of organisational strengthening that occurs is unplanned and continuity. The following description will discuss the three characteristics of transformation discussed in this study's findings; namely: (1) transformation of unplanned change into planned change, (2) transformation is continuity, and the peak is (3) integration of international competencies for Polimarin (current and future).

Finding: Strengthening Organisations

Unplanned Change Then Planned Change

As a Vocational Higher Education organisation with fluctuating leadership dynamics up and down, Polimarin underwent six phases of development. Namely: Looking for Form, Decline, Recovery, Cooperation, Optimum and Separation of Leadership, and Progressive. These six phases are unplanned; unplanned change. There are several explanations and information.

1) As a new maritime organisation under the ministry of technology research and higher education with a pattern similar to official education at the ministry of transportation. When Polimarin later developed, because there were opportunities for cooperation with institutions outside-even abroad, it all happened as unplanned change.
2) Over time, special developments in the field of maritime received (increasingly) serious attention-from the government, and Polimarin was pumped to become a pioneer of vocational higher education institutions under the auspices of the Ministry of Research, Technology and Higher Education. Starting with the development of a specialised IMO-standard maritime laboratory to the provision of international-certified maritime/maritime training IM), Polimarin began building self-competence as an institution that seriously developed maritime education

and training. In other words, since developing the maritime field, Polimarin has become (increasingly) programmed; planned - from before the unplanned change.

3) The momentum of unplanned change "ends" - and along with that the period of planned change begins - when Polimarin is demanded by the state to be able to produce superior HR in the maritime field. Start in 2012, by accepting registration (prospective) new students like "ordinary" tertiary institutions. That is, in the period of national standards and growth in 2019 opening a joint degree program with Wismar University competence in the maritime field becomes increasingly clear, visible, and structured. This is the planned period. Polimarin as a tertiary institution (state, even first) that develops competence in the maritime sector formally by cooperating with major universities in Germany.

Transformation is Continuity

Organisational strengthening from the National towards the International reputation that runs in Polimarin is continuity or not discontinuity. That is, the changes continue to be in a straight line, never interrupted. Although in its long journey, it is fluctuating up and down full of dynamics, still in a process of sustainability.

The process of strengthening Polimarin's organisation is in a straight line that is increasingly leading as an institution with a pattern of national integrity. Then it developed into a vocational higher education organisation in the field of maritime patterned International, even certified. Polimarin is a maritime university that develops seamen's HR and international standard IMO maritime certification. That is, organisations are in a straight line and never "deviate" or "change lanes", or discontinue.

Conclusion

The determinant of success in the Polimarin is in the leaders who are able to understand the psychological fluctuations of subordinates and how this will impact the teaching patterns of the students realising that if there are no reinforcements in the internalization of the strengthening of the organisation there will be no enthusiasm to change patterns or national competency standards into International Competency standards.

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