

## **Competency Development for the Secretaries of the Board of Directors of PT Pelabuhan Indonesia III (Persero) in Industrial Revolution 4.0 Era**

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### **ABSTRACT**

Secretaries play a particular role in supporting the company leaders to carry out their tasks.. Therefore, it is important for secretaries to continuously conduct competency development, considering that in Industrial Revolution Era 4.0 technology advancement are very likely to replace humans' works. The writer has conducted research of competency on the Secretaries of the Board of Directors of PT Pelabuhan Indonesia III (Persero). This purpose of this research is to understand the proper competency development for the position of Secretary of the Board of Directors of PT Pelabuhan Indonesia III (Persero) in Industrial Revolution Era 4.0. This research was carried out using qualitative descriptive method by utilizing secondary or existing data. This research concluded that the competency of the Secretaries of the Board of Directors of PT Pelabuhan Indonesia III (Persero) has met the demands of Industrial Revolutio Era 4.0, although some training programs are still required.

**Keywords:** Industrial Revolution 4.0, Secretary, Competency

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**BACKGROUND**

The world has gone through four stages of revolution, namely 1) Industrial Revolution 1.0 occurring in the 18th century or around 1784 through the invention of the steam engine which enabled mass production of goods, 2) Industrial Revolution 2.0 occurring in the 19-20 century or around the year 1870 through the use of electricity which lowered production costs, 3) Industrial Revolution 3.0 occurring around 1969-1970 through the use of computerization, and 4) Revolution 4.0 occurring in the 2010s through intelligence engineering and 'the internet of things' as the backbone of movements as well as connectivity between humans and machines (Schwab in Prasetyo et al, 2019). The help of artificial technology in the Industrial Revolution 4.0 indirectly facilitates the pre-existing human jobs.

However, along with the conveniences it offers, the Industrial Revolution 4.0 has a number of negative impacts, including the threat of unemployment due to automation, environmental damages due to industrial exploitation, and the rise of hoaxes due to the easy dissemination of information. According to (Hamdan, 2018) several challenges faced include the issues of information technology security, reliability of production machine stability, lack of adequate skills, stakeholders' inability to change, and loss of many jobs due to turning into automation. Therefore, the key in facing the Industrial Revolution 4.0, apart from preparing for technological advances, is developing the competence of Human Resources (HR) from the humanities and employment sides in order to suppress the negative impacts of technological developments. The competency development is also targeted to shape human beings who are able to compete in the Industrial Revolution 4.0.

In the Industrial Revolution 4.0, business processes and the needs for information needs getting faster that the updates can occurs even in a matter of seconds. At times like this is that the duties of company leaders become very broad and complex. It becomes impossible for the leaders to carry out their main tasks by themselves and therefore must be assisted by a secretary who is capable and able to carry out their roles and duties. The secretary has a particular role in helping the company leadership work. Being responsible not only for technical administrative tasks, secretaries have shifted into multifunctional figures. In several companies, secretaries are also pointed the right-hand personnels of the leaders. Thus, it is important for a secretary to conduct continuous competency development to keep up with the demands of the Industrial Revolution Era 4.0, where technological advancement are very likely to replace human work.

Competency development is aimed to increase the skills that will guide a secretary to become a professional who is not easily replaced by technology. On the contrary, professional secretarial skills in technology will help them carry out their secretarial tasks. NAside from technology skill, there are other skills that professional skills should possess. The writer has conducted research of competency on the Secretaries of the Board of Directors of PT Pelabuhan Indonesia III (Persero). Pelindo III is one of the state-owned enterprises in Indonesia which engages in the port sector. Several Pelindo III branches are spread throughout Indonesia. The Head Office of Pelindo III itself is located at Jalan Perak Timur No 620 Surabaya, led by 6 Directors. The Directors are, among others, the President Director, the HR Director, the Technical Director, the Finance Director, the Operations and Commercial Director, as well as the Business Transformation and Development Director. Each of the Directors is assisted by a secretary in carrying out their tasks. However, in this study, the author took a sample from one of the secretaries outsourced from Pelindo III's own subsidiary, namely PT Pelindo Daya Sejahtera. The secretary is the Secretary to the Operations and Commercial Director who has worked for approximately 6 years.

The purpose of this study is to determine the appropriate competency development for the position of Secretary of the Board of Directors in the Industrial Revolution Era 4.0. It also aims to map the minimum competencies to be possessed by a Secretary of the Board of Directors in order to complete his duties and responsibilities properly. The results of the research can also serve as a reference material in the implementation of training program as a medium for secretaries to help develop competencies where they lack.

## **METHODS**

This research is a qualitative descriptive study carried out by analyzing secondary data, which means using or utilizing the existing data. This research was conducted using a qualitative analysis to obtain a deeper picture of the secretary's competency standards. In qualitative research methods, it is mandatory to use natural research methods because the research is carried out in natural circumstances. It is called a qualitative method because the data can be collected and the analysis is very qualitative (Sugiono in Meldiana et al, 2020).

The secondary data used in this study was acquired from the performance appraisal of the Secretary of the Operations and Commercial Director who is an outsourced worker. This performance appraisal is filled by the secretary's direct supervisor through a program conducted by PT Pelindo Daya Sejahtera, which is a company managing personnel outsourcing.

Data analysis was carried out by mapping the competency needs in an effort to complete the duties and obligations of a secretary to director. For additional data, the authors also conducted direct interviews with the secretary to the Director of Operations and Engineering in relation to the daily works.

## **RESULTS**

The duties of the secretary in the Industrial Revolution 4.0 Era are very complex in the sense that their workloads tend to be high and very diverse. Being a professional secretary requires a very complex competency in completing the duties. According to Durotul Yatimah in Lisdiantini (2017) the secretary's duties are basically categorized into 4 major groups, namely:

1. Routine Task

These are general tasks to be carried out almost every day without waiting for special instructions from the leaders, or without waiting for a certain time conduct the task according to the rules applied in their job descriptions. The example of these tasks are distributing letters, correspondence, handling and managing archives, serving office guests, making and receiving phone calls, arranging management activities, making reports and making minutes of meetings.

2. Instructed Task

These are not the daily tasks of secretaries, to be carried out only when there is a special instruction from the leaders. The examples for these tasks are preparing for meetings, drafting exit drafts, preparing for business trips, and taking care of certain matters at the bank.

3. Creative Tasks

These are the tasks performed by secretaries out of their own initiative with the purpose of easing their workloads or creating efficiency and effectiveness for their works. The tasks that fall into this category are, among others, making secretarial work plans, gaining knowledge about the field in which the leaders engage,

strengthening personality, work efficiency, secretarial self-development, and understanding the rules or circumstances of the organization or workplace.

4. Coordinative Tasks

It is a task that is defined as the delivery of activities on a regular basis to realize the overall time and direction in implementation, in order to conduct uniformed and harmonious actions to achieve the stated goals. The purposes of coordinative task is to coordinate with other people and make sure their duties are carried out properly as well as to maintain the flow of communication with others in order to foster good relationships.

The general tasks performed by Secretaries in Pelindo III are described as follows:

1. Distributing or scheduling incoming and outgoing mails using application
2. Preparing requirements of the works on a daily basis
3. Preparing for the leaders' room with drinks, snacks, praying kits, towels, lunch meal, and more
4. Preparing the materials for meetings in the most efficient manner possible
5. Arranging daily schedules regarding leaders' appointment for meetings or receiving guests
6. Receiving the guests prior to meeting the leaders
7. Receiving incoming calls and handling or forwarding them to the leaders
8. Accompanying leaders in meeting when necessary
9. Drafting outgoing letters/official notes
10. Keeping and organizing archives using application
11. Ordering plane tickets or hotels for the leaders' out of town official travels

From a direct interview with the Secretary to the Operations and Commercial Director of Pelindo III, the author obtained additional information about the obstacles that the secretary often encounters in completing the tasks. Some of the faced obstacles include:

1. Since the use of application for letter distribution in Pelindo III, the frequently occurred obstacles are troubles with the application or the internet. When this happens, it hinders the secretary from finishing her works faster.
2. When the secretary is working on the tasks from the leader, her colleagues often ask her for help such as looking for archived letters or requesting the leader's signature immediately. This can break her concentration which leads to her unable to finish her own works fast.
3. Sometimes the secretary does not have full understanding on certain matters regarding the business work as stated in the files. When she submits the files to the leader, she cannot answer and explain about it if the leader asks.

Based on the duties and obstacles faced by the secretary of the board of directors of Pelindo III as described above, it can be seen that a secretary must have the following competencies:

NO.	JOB DESCRIPTION	COMPENTENCY	
		HARD COMPETENCY	SOFT COMPETENCY
1	Distributing or scheduling incoming and outgoing mails using application	Knowledge of archives, computers, and correspondence	Thoroughness, responsibility, tidiness, discipline
2	Preparing requirements of the works on a daily basis	Operational knowledge and ability related to technical matters, neat appearance	Tidiness, cleanliness, discipline
3	Preparing for the leaders' room with drinks, snacks, praying kits, towels, lunch meal, and more	Knowledge and skills	Thoroughness, cleanliness, discipline
4	Preparing the materials for meetings in the most efficient manner possible	Knowledge on achiving, knowledge on operating technological tools (computers, LCDs, laptops, etc.)	Tidiness, cleanliness
5	Arranging daily schedules regarding leaders' appointment for meetings or receiving guests	Knowledge on archiving, computer, typing, communication	Thoroughness, discipline
6	Receiving the guests prior to meeting the leaders	Knowledge on archiving, neat appearance	Thoroughness, friendliness, manner, responsivity, communication
7	Receiving incoming calls and handling or forwarding them to the leaders	Skills on typing, writing, and creating data	Responsibility, friendliness, manner, responsivity, ability to listen to others
8	Accompanying leaders in meeting when necessary	Skills, on typing, recapping and reporting, neat appearance	Manner, elegance and modesty, ability to listen to others
9	Drafting outgoing letters/official notes	Skills on typing, knowledge on making official notes for related divisions	Thoroughness

10	Keeping and organizing archives using application	Archiving skills	Thoroughness, discipline
11	Ordering plane tickets or hotels for the leaders' out of town official travels	Knowledge of airplane and hotel tickets (how to book, cancel, etc.), numeracy skills	Thoroughness, responsibility, honesty, communication

## DISCUSSION

The performance measurement of the outsourced secretaries of Pelindo III's Board of Directors is conducted through a performance appraisal that is filled out by the secretary's direct superior through a program from PT Pelindo Daya Sejahtera. The results obtained from the performance appraisal then serve as a reference for the secretary's performance. If the secretary's performance is considered low or ineffective, then an evaluation and development on the lacking competency will be carried out.

This performance appraisal is carried out once a year in the middle of the year. The performance appraisal consists of 29 items with an additional column for suggestions for development and training. The 29 items cover 9 aspects, namely:

1. Mastery of Work Areas  
This includes knowledge and understanding of work, independence, and initiative.
2. Integrity  
This includes participation and activeness at office events, loyalty, responsibility, willingness to work overtime, and trustworthiness.
3. Cooperation  
This includes the willingness to help colleagues, the attitude in accepting input from superiors.
4. Customer Service Oriented  
This includes tidiness, ability to maintain relationships, friendliness, manner, speed, responsiveness, and satisfying service to customers.
5. Discipline  
This includes the use of work clothes/uniforms, the ability to carry out works according to the SOP, attendance at work hours, and completion of works according to a predetermined time.
6. Efficiency and Control  
This includes the ability to maintain office facilities, responsibility for office equipment.
7. Physical Resistance  
This includes absence due to illness and participation in corporate sporting activities
8. Resistance to Stress  
This includes attitude when facing problems in carrying out tasks and the ability to find solutions in facing problems.



From the results of the 2019 secretary's performance appraisal, it was found that the secretary lacked in the following aspects:

1. Mastery of Work Areas

In this aspect, the secretary does not understand the business processes related to the directorate. The Secretary to the Director of Operations and Commercials requires sufficient knowledge regarding business processes in her directorate, such as marketing, for her to be able to help explain to the leadership regarding the files to be submitted. If the secretary also understands knowledge in the field of marketing, she can help the leader in correcting the file in question should there be any incorrect files.

2. Cooperation

In this aspect, the secretary has not been able to cooperate maximally with colleagues. The secretary needs competence in communicating or delivering subtle sentences to avoid disputes in the occasion when her colleagues ask for help while she is being occupied with her own works. If the secretary has mastered the competence in communicating as referred to in this discussion, the work atmosphere will be comfortable and the colleagues will respect each other.

## CONCLUSION

The role of a secretary in a company is crucial. With the help of a professional secretary, the leaders do not have to worry about the tasks related to information management, archiving and other administrative works. This way, the leaders can focus more on managerial tasks. This leads the company to work more efficiently and effectively, especially in the era of the all-sophisticated Industrial Revolution Era 4.0, where companies are required to work faster.

In the Industrial Revolution Era 4.0, it is necessary for secretaries to possess good communication skills. To face the Industrial Revolution Era 4.0, companies should start preparing their secretaries for office automation in the future because secretaries who are professional in the fields of communication, technology and extensive knowledge will make work more efficient and effective.

To become a professional secretary, the required competencies should be continuously developed and improved according to the needs of technological and company advancement. The results of the study concluded that the competencies possessed by the Secretary of the Board of Directors of Pelindo III have met the demands of the Industrial Revolution Era 4.0, but there are still rooms for improvement for several competencies. In this case, improvements through several training institutions is are required.

The training needed by a secretary is not only basic secretarial training which has been carried out almost every year. Other trainings that can be carried out include:

1. Training on Mastering Work Area

The Secretary to the Director of Operations and Commercial is considered a good example for this case, where the secretary requires training in marketing because she is placed in a marketing-related directorate. One of the trainings is Marketing Management Training, which is a basic training for a marketing person. In such trainings, the materials that are presented including:

- a. The Essence of Marketing
- b. Basic Concepts of Marketing
- c. Marketing Strategy
- d. Marketing Planning

- e. Marketing Research
  - f. Market Opportunity Analysis
  - g. Marketing Control
  - h. Customer Satisfaction
2. Training on Personality Knowledge  
The knowledge of personality includes different personality types of people. This training will teach how to communicate and how to deal with people of different personality types. The expected result is that the secretary can deliver sentences that do not offend the colleagues in order to keep the relationship harmonious. From this training, it is also hoped that the secretary will be able to understand her own personality first.
3. Training on Managing Service  
This training covers the knowledge of the services performed by a secretary to her leaders and colleagues. What is learned in this training includes knowledge about first impressions, integrity and professionalism, quality service, the ability to communicate both verbally and non-verbally, and being able to analyze the needs of leaders or colleagues.

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