

Evaluation on Outsourcing Program at PT Pelindo II Bengkulu**Pakri Fahmi*, Dedi Purwana, Muchlis R Luddin**

Postgraduate Program, Universitas Negeri Jakarta, Jl. Rawamangun Muka, RT.11/RW.14, Rawamangun, RT.11/RW.14, Rawamangun, Kota Jakarta Timur, Daerah Khusus Ibukota Jakarta 13220, Indonesia

***Corresponding author**
*Pakri Fahmi***Article History***Received: 14.07.2018**Accepted: 27.07.2018**Published: 30.07.2018***DOI:**

10.21276/sb.2018.4.7.18



Abstract: This study is aimed at evaluating the outsourcing program at PT. Pelindo II Bengkulu, whether the outsourcing program at PT Pelindo II Bengkulu provided benefits to the company, for the outsourced employees themselves, and for the absorption of the workforce in general. The study was conducted by applying the evaluation research by using the Context, Input, Process, Product (CIPP) model approach. The source of the data used in this study was from company outsourcing users, outsourcing provider companies, and the outsourced workforce itself. The instruments of the study were observation, deep interview, questionnaires, and documentation. Furthermore, the data were analyzed descriptively through discussion and triangulation. Elements that became aspects being evaluated in this CIPP model approach were C (Context evaluation), I (Input evaluation), P (Process evaluation), and P (Product evaluation). Was it useful for the outsourcing program at PT Pelindo II Bengkulu, for outsourced employees, and for the absorption of workers in general?. This evaluation study resulted in findings that outsourcing program had given positive impact for cost efficiency at PT Pelindo II Bengkulu. This outsourcing program did not give definite future for the outsourced employees. The outsourcing program had provided wider employment opportunities for job seekers and many of the type of work outsourced by PT. Pelindo II Bengkulu did not meet the provisions in the Regulation from Minister of Manpower and Transportation of the Republic of Indonesia number 19 Year 2012 regarding the terms and conditions of delivery of part of the implementation jobs to other companies.

Keywords: program, evaluation, outsourcing, efficiency.

INTRODUCTION

The outsourcing system has existed since the time of the Greeks and Romans, when both the Greeks and Romans hired foreign soldiers to fight in their battle, not only that, the two countries also hired foreign building experts to build the city and the palace for Greece and Rome. The practice and principles of outsourcing were established in the days of Greece and Rome in those days, due to the lack of troop ability and uncontrolled construction experts, the Greeks and Romans, hired foreign warriors and warriors building cities and palaces. Then before World War II, the British Empire recruited the most famous Gurkha soldiers with their courage, during World War II, 1945-1950, the United States was the most outsourced country for its war. Outsourcing practices (subsequently expanded) in multinational companies are in line with the need for them to operate efficiently and focus on their business. Currently France is the most developed country in applying outsourcing (outsourcing). Almost all French companies, at various scales, apply outsourcing practices (outsourcing) in running their business. Then the outsourcing system (outsourcing) is currently the tendency done by many companies, in the implementation generally backed by the company's strategy to produce cost-of-production

efficiency (cost of production). By using this outsourcing system, the company seeks to save expenses in financing the human resources (HR) working in the company.

Some empirical studies show the benefits of outsourcing (outsourcing) for the company. Sim Siew-Chen and Yee Seow-Voon [1] identify that the benefits of resources and benefits over cost efficiency are the main drivers of outsourcing (outsourcing). With outsourcing (outsourcing) companies are more able to keep up with changes, reduce software investment and maintenance, more open access In Malaysia, the number of companies involved in outsourcing practices is around 40 percent, which indicates that the practice of HRO in Malaysia is still in the newborn stage. Large companies are more receptive to outsourcing practices (outsourcing) than small ones. The study also found that the two main drivers of outsourcing (outsourcing) were the benefits of resources and cost benefits. Among the identified benefits are among others; companies are more able to keep up with changes, reduce investment and maintenance of software, more open access to best practices or new development, and convert fixed costs into variable costs.

Best practices (new practice) or new innovations, and change fixed costs into variable costs. Giertl, Potkany and Gejdos [2] found outsourcing (outsourcing) related to economic benefits and in particular the potential for transactional cost savings and hidden costs. But companies generally calculate the cost savings intuitively by analyzing the benefits that arise from outsourcing (outsourcing) after the end of the accounting period. Criteria for comparison are the level of economic indicators such as profit, work productivity and company turnover.

However, the negative impact of outsourcing (outsourcing) is also found in various studies. Toffolutti, Reeves, McKee and Stuckler [3] found that while on the one hand outsourcing could reduce hospital operating costs, on the other hand there was a decrease in the level of hygiene standards so that more cases of infections such as MRSA, fewer cleaning staff per hospital beds, patient perceptions of poorer hygiene and staff perceptions of availability of handwashing facilities. Overall this condition can lead to additional costs associated with the treatment of hospital-acquired infections. Therefore, some Scottish, Wales and Northern Irish health authorities have refused outsourcing (outsourcing).

In the area of Research and Development (R & D), outsourcing is beneficial because it provides access for companies to specialized R & D providers that can complement internal internal resources, resulting in more innovation [4, 5]. Tsai and Wang [5] explain that technology transfer does not necessarily affect innovation performance, but if it comes with internal R & D, the immediate impact positively impacts on innovation performance. Frank *et al.*, [6] also found that internal and external R & D collaboration will increase the output of innovation.

On the other hand, several studies have found that Outsourcing (outsourcing) R & D creates challenges for companies by reducing the ability to innovate. R & D is at the core of the company's competitive advantage and its ability to create new products. Therefore, if the company relies on others for R & D, it may undermine its own ability to innovate because it does not learn to create outsourced knowledge [7, 8, 9]. Outsourcing companies reduce their innovative skills because they do not develop employee knowledge and skills to create outsourced knowledge [8]. The advantage of outsourcing (outsourcing) R & D is usually at the expense of integrative ability and managerial attention of the company. Companies are becoming less innovative as more and more outsourcing, the less knowledge they have for product innovation [9].

For Indonesia the outsourcing system has started since the Dutch East Indies reigned in Indonesia through the Dutch-owned companies that existed at the

time. One of the companies is Deli Planters Vereeniging. Along with forced cultivation (monoculture) such as sugar cane, coffee, tobacco, this happened around 1879.

Referring to the labor law, the term outsourcing (outsourcing) actually originated from the provisions contained in articles 64, 65 and 66 of Law no. 13 of 2003 on employment, stating that the company may submit part of the execution of employment to other companies through employment contracts or the provision of services of workers made in writing. The submission of a portion of the work to another company is carried out through a written contracting agreement. Jobs that may be submitted to other companies as mentioned above shall meet the following conditions:

- Done separately from the main activities
- Performed by direct or indirect orders from employers.
- It is a supporting activity of the company as a whole.
- Not hampering the production process directly.

Other companies as mentioned above, must take the form of legal entity. Working protection and working conditions for workers / laborers in other companies as mentioned above, at least equal to the protection of work and employment conditions at the employer's company or in accordance with applicable laws and regulations. The amendments and / or additions to the conditions referred to above shall be further stipulated by a ministerial decree. The employment relationship in the performance of the work as intended, is stipulated in a written work agreement between another company and the hired worker. The employment relationship as mentioned above may be based on an indefinite time work agreement or a specified time work agreement if it meets the requirements. In the event that the provisions referred to in the foregoing are not met, then by law the status of employment of the worker / laborer and the contracting company shall be turned into a worker / laborer's employment relationship with the employer. In the case of employment relation- ships to the employer company referred to above, the employment relation of the worker / laborer to the employer is in accordance with the employment relation.

In reality / practice, the provisions on the provision of labor services laid down in the above rules are often inconsistent with the order legislation or violations, which has resulted in many problems to be resolved by the government. As Bramantyo Djohanputra of PPM (Tuesday 1 May 2012) notes that the outsourcing (outsourcing) system currently employed by many companies is perceived as harming and harming the workers. Therefore, the government will remove the outsourcing system (outsourcing).

Outsourcing patterns (outsourcing) in labor contracts are contrary to applicable labor laws. Even the pattern is also not in line with human rights (HAM) workers. The policy of abolishing the outsourcing system (outsourcing) in accordance with the Constitutional Court's decision to grant the judicial review of law number 13 of 2003 on employment.

Other members of the House of Representatives Commission IX commission Rieke Diah Pitaloka (on November 26, 2013) also urged the government to enact new regulations to remove outsourcing (outsourcing) systems to promptly issue new regulations whose substance eliminates outsourcing (outsourcing) of labor in contravention of the law. He also requested the revocation of the Minister of Manpower Regulation and Transmigration No. 19 of 2012 on the terms of surrender sebagian implementation of work to other companies. In addition, the government is also asked to revoke the Minister of Manpower and Transmigration 04 / VIII / 2013 on Guidelines for Permenakertrans Number 19 of 2012 because it leads to multiple interpretations that lead to violations of the Manpower Act. Then it is necessary to dissolve the Employers Service Provider Company (PPJP) (provider outsourcing) of labor in state-owned enterprises and private sector that violate the law. For the sake of law, the outsourced (outsourced) workforce is a permanent worker in the employer company that is the user.

From the 2008 PPM research results to 44 companies from various industries, more than 50% of Indonesian firms use outsourcing (outsourcing), out of 50% outsourcing (outsourcing), outsourcing power (outsourcing), ie as much as 73%, while the rest as much as 27% did not use outsourcing (outsourcing) in the company's operations. This illustrates that the development of outsourcing system (outsourcing) so rapidly. This fact was encouraged by the Law on Manpower No. 13 of 2003. Under the Act, the labor requirement to run production was supplied by Outsourcing (outsourcing) labor outsourcing companies. On the one hand labor (labor) must be subordinate to the dealer company, on the other hand must also submit to the company where they work. Agreement on wages is determined by the outsourcing company and the worker (labor) can not sue the company where it is placed. With this fact that the position of the worker (laborer) is very weak against the company where he is placed. Furthermore, in Act No. 13 of 2003 on Manpower it is clearly stipulated that there is an outsourcing provider company (outsourcing) in the form of a legal entity, and is responsible for labor rights, other than those in the law that only supporting work can be outsourced.

The supporting manpower referred to herein is in accordance with the law number 13 of 2003 contained in the Regulation of the Minister of

Manpower and Transmigration (Permenakertrans) number 19 of 2012 there are five types employment, is the workforce to be deployed / employed in the following areas:

- Cleaning service business (cleaning service)
- Enterprises to provide food for workers / laborers (catering)
- Business security personnel (security / security units)
- Supporting services business in mining and petroleum; dan
- The effort of providing transportation for workers / labor.

The results of a study by the Social Analysis Center and the Federation of Metal Workers Union of Indonesia (FSPMI) in cooperation with Federich Ebert Stiftung (FES), concluded that, Outsourcing (outsourcing) is an emerging business practice since the late 80s and became the main business strategy in the increasingly fierce competition climate. Defined as a process of outsourcing or moving business to third parties, the main objective and especially outsourcing is to save production costs. One way to save production costs is through labor efficiency. Translated into the realm of labor policy in Indonesia as part of the Labor Market Flexibility policy which gives flexibility to recruit and dismiss workers in accordance with business circumstances to avoid losses, contract and outsourcing (outsourced) labor relations are legalized under Law 13/2003 and ministerial decree / regulation. The results of this conclusion illustrate that the birth of Outsourcing Program (outsourcing) in Indonesia provides the widest opportunity for the Company to perform high efficiency in every production process, in order to support increasingly tight competitiveness. On the other hand the outsourcing program (outsourcing) has made the workers / workers increasingly weaker the value of bargaining.

The implementation of outsourcing (outsourcing) in Indonesia has shown a lot of positive results in the face of competition. One of the airline companies, namely Lion Air, since its inception, Lion Air has been much highlighted by the observers of the business world. Lion Air managed to show that cheap does not mean cheap. Lion Air is aware that not all areas that support its business are included in its core product capable of handling itself. Therefore, Lion Air submits such matters to other companies, such as catering, aircraft component procurement, to aircraft maintenance is also submitted to other companies who are competent to the field. With the switchover the Lion Air is able to make substantial cost savings So Lion Air airlines can sell tickets at lower prices than their competitors. Even Virgin Airlines who want to enter the Indonesian market was thinking again, not

because of the old airlines that already exist, but because of the efficient Lion Air itself.

In the application of Outsourcing programs (outsourcing) there are of course advantages and disadvantages for both the company and the workers. These advantages and disadvantages are a consequence that both parties face. Here is the description:

Benefits gained for the company as a workforce user through outsourcing program (outsourcing):

Focus on Core-Business, by outsourcing, companies can focus on their core-business. This can be done by updating the strategy and restructuring the existing resources (HR and Finance). Companies will benefit by focusing these resources to meet customer needs, by diverting support work outside the company's core-business to outsourcing (outsourcing) and focusing the resources completely on strategic jobs that directly relate to customer satisfaction or increased corporate earnings.

Savings and Control of operational costs, one of the main reasons for outsourcing (outsourcing) is the opportunity to reduce and control operational costs. The company that manages its own human resources will have a larger financing structure than the company that submits its human resource management to the outsourcing vendor. This happens because outsourcing vendors play with economics of scale in managing human resources. Similar to manufacturing companies, the more products produced, the smaller the per-unit cost of the product being released.

Utilizing the competence of outsourcing vendors, because of core-business in provider services and human resources managers, outsourcing vendors have better resources and capabilities in the field, compared to outsourced outsourcing companies. This ability is gained through their experience in providing and managing human resources in various companies. When collaborating with professional outsourcing vendors, companies will benefit by leveraging the vendor's outsourcing expertise to provide and manage the human resources needed by outsourced enterprise (outsourcing) companies.

The company is becoming leaner and more agile in responding to the market, every company, big or small, definitely has limited resources. By outsourcing the company can divert the limited resources from non-core workers and does not directly affect the earnings and profits of the company to core-business strategic workers who can ultimately improve customer satisfaction, revenue and corporate profits. If done well, outsourcing can make the company leaner and more agile in responding to market needs. Speed responds to this market becomes a competitive advantage (competitive advantage) of the company than competitors. After outsourcing the company can

significantly reduce its employees (workers) that ultimately reduce the cost of the company itself.

Reduce risk, by outsourcing (the company) is able to hire fewer employees, and selected which is the core job only. This is one of the company's efforts to reduce the risk of business uncertainty in the future. If the business is good and it needs more employees, then this need can still be met through outsourcing. As if the business situation is deteriorating and should reduce the number of employees, the company just reduces the number of outsourced employees (outsourcing) alone without any risk of paying severance. Improving efficiency and improvements in non-core jobs, many companies now decide to divert at least one of their non-core jobs for various reasons. They generally recognize that hiring and contracting employees, hiring and paying salaries, overtime and benefits, providing training, general administration and ensuring that all processes go according to legislation is a complex task that wastes considerable time, thought and money. Shifting these jobs to more competent outsourcing vendors by providing some reward services proves to be more efficient and cheaper than doing your own.

The disadvantages of outsourcing for companies include:

Loss of Managerial Control, when a company signs a contract to have another company carry out the functions of all departments or single tasks, the company rotates the management and control of that function to other companies. The company will have a contract, but managerial control will belong to another company. The outsourcing company will not be encouraged by the same standard and mission with the company. They will be encouraged to make a profit from the services they provide to other companies and businesses.

Hidden costs, A company signs a contract with an outsourcing company that will cover the details of the services they provide. Anything that is not covered by the contract will be the basis for a company to pay additional fees. In addition, the company will have legal costs to retain an attorney in reviewing the contract to be signed. Outsourcing companies (outsourcing) are companies that will write contracts of work.

Threats Security and confidentiality, the life of a company's business is ongoing information. If a company has salaries, medical records or other confidential information that will be sent to outsourcing companies (outsourcing), there is a risk that confidentiality may affect. If the outsourcing system (outsourcing) involves a company that has the function of various data or knowledge, this should be taken into account. Evaluate outsourcing companies (outsourcing) carefully to ensure the company's data is

protected and the contract has a fines clause if an incident occurs.

Quality issues, outsourcing companies (outsourcing) will be motivated by profit. Because the contract will fix the price, the only way for them to increase profits is to lower costs. As long as they meet the terms of the contract, the company will pay. In addition, companies will lose the ability to quickly respond to changes in the business environment. This contract will be very specific and the company will pay an additional fee for the change.

Tied to the Financial Wellbeing of another Company, because a company will reverse parts of the company's business operations to another company, the company will be associated with the company's financial well-being. So an outsourcing company can go bankrupt and leave the company.

Based on the above description and previous research, the outsourcing (outsourcing) labor system is more profitable to the company, while the workers or workers are harmed. Therefore, on 17 January 2012 the Constitutional Court (MK) of the Republic of Indonesia decided that the outsourcing system (outsourcing) can not be applied to workers whose objects are fixed like teller or customer service at the bank.

RESEARCH METHODS

The method used in this research is evaluative method which in this case will evaluate the implementation of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu. This evaluation not only assesses the purpose for solving the problem but how to do or how to achieve the goals and objectives in this so-called implementation. Van Horn and Van Meter in quotation Peter A. Brynard [10] explains that the actions taken by both the government and the private sector as well as groups aimed at achieving the goals and targets become the pro-policy. While the meaning of Implementation is an action that is done after a policy set. Richard L. Daft [11] defines that implementation is a step in the decision-making process involving the use of managerial, administrative and persuasuf skills to translate selected alternatives into action. The ultimate success of the chosen alternative depends on both, can be translated into action. Sometimes alternatives never come true because managers lack the resources or energy needed to make things happen. Implementation requires discussion by being impacted by decisions. Then implementation is an important process in policy steps and is inseparable from the policy formulation process, even more important than the policymaking itself, because the policy is only a good plan and stored in documents if not implemented. If a policy is not implemented, then the policy will not get a result. Often failed in the implementation of a policy, it is

necessary to evaluate the policy so that the future can reduce or minimize the failure.

According to Djaali and Mulyono [12] that evaluation can also be interpreted as the process of assessing something based on the criteria or goalshas been established, followed by a decision on the object being evaluated. For example, the evaluation of the kreteroya project is the purpose of the project's development whether it is achieved or not, whether it is in accordance with the plan or not, if not why it happened so, and what steps to take next. The results of evaluation activities are qualitative in nature. Then Hallie Preskill and Darlene Russ-Eft [13] explain that:

- Evaluation is seen as a systematic process undertaken through planned and directed activities.
- Evaluation involves collecting data on questions or concerns about the community at large and the organizations and programs in particular; and,
- Evaluation is a process to improve or improve the program, process, product, system, or organization or to determine whether or not to continue or expand the program.

Based on the description of the definition of evaluation above it can be formulated that evaluation is the application of systematic scientific procedures to assess the design, implementation and effectiveness of a prepared program. Related to the evaluation of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu uses the evaluation model of Context-Input-Process-Product (CIPP), then the result of this evaluation will be used for decision making based on the implementation and program implementation for the sustainability of the program.

For the level of achievement of the implementation and the extent of outsourcing (outsourcing) program at PT Pelindo II Bengkulu will be measured by the criteria standard set forth in the Law of the Republic of Indonesia Number 13 Year 2003 on Manpower designed in accordance with the evaluation model of the Context-Input-Process-Product (CIPP).

RESULTS AND DISCUSSION

Based on the results of processing and data analysis of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu, it can be concluded that the implementation of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu, in general has been well implemented to achieve corporate goals in an effort to improve and provide benefits for efficiency and effectiveness for PT. Pelindo II of Bengkulu, although there is a negative impact side for outsourced workers (outsourcing) itself. Therefore the outsourcing program (outsourcing) is necessary to continue with various improvements from several weaknesses.

Conclusions in detail the outsourcing program outsourcing results (outsourcing) described by component evaluated are as follows:

Components of Context

Based on the results of the evaluation of the context components related to the assessment of the achievement of the objectives and the formulation of the targeting of the program showed good or effective results, this fact is due to the following matters:

- The evaluation needs analysis in the formulation of goal achievement is based on the results of the previous year's evaluation of the outsourcing program (outsourcing) this is due to the results achieved from the previous year.
- As for the formulation of achievement of outsourcing program objectives (outsourcing) is not entirely based on the characteristics and environmental conditions of the company in this case PT. Pelindo II Bengkulu, due to more to the company's goals only. In targeting outsourcing program (outsourcing) at PT. Pelindo II Bengkulu, has been set before the outsourcing program (outsourcing) is implemented and the results are well achieved.
- Formulation of policy as guidance of implementation of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu has been formulated by management and got approval from PT. Pelindo II Center, in this case in Jakarta. In the formulation has been described the number and types of jobs that will be outsourced (out of power) right.
- From the circumstances and objective conditions as described before, the following decisions are taken:
 - a) That the formulation of achievement of outsourcing program objectives (outsourcing) at PT. Pelindo II Bengkulu has resulted in efficiency and effectiveness of the business, therefore outsourcing program (outsourcing) is feasible to be maintained with various improvements must be done.
 - b) That the formulation of targeting outsourcing program (outsourcing) at PT. Pelindo II Bengkulu also continued and with various pengempuraan done.
 - c) That the formulation of policy implementation of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu can still be maintained, because in addition to realizing efficiency and effectiveness, outsourcing program policy (outsourcing) can also open new job opportunities and reduce unemployment.

Input Components

The evaluation of input components involves the assessment of the preparation of the outsourcing program (outsourcing) which consists of, program

planning, mechanism procedures, organizational structure, human resources support, facilities and infrastructure and budget support programs, is good enough, although in the future there must be improvements. The results of the evaluation can be seen in the following description:

- Program planning involves the need for outsourcing personnel (outsourcing) required by PT. Pelindo II Bengkulu to do a decent work in outsourcing (outsourcing), it is submitted to outsourcing provider company (outsourcing) to be provided, of course the workforce who have qualification / competence in accordance with the type of work that will be outsourced (out of power) right. It goes well.
- The formulation of outsourcing program procedure procedure (outsourcing) at PT. Pelindo II Bengkulu is in accordance with the characteristics of corporate management and environmental conditions of the company itself, in this case PT. Pelindo II Bengkulu.
- Preparation of organizational structure of PT. Pelindo II Bengkulu still put forward to the mechanism that has been determined by PT. Pelindo II Pusat, and organizational structure of outsourcing program (outsourcing) follow from the provisions set by PT. Pelindo II Bengkulu.
- Planning Monitoring and control of the outsourcing program (outsourcing) has been adjusted to monitoring and control mechanism set by default by PT. Pelindo II center and followed by PT. Pelindo II Bengkulu.
- Human resources support owned by PT. Pelindo II Bengkulu for outsourcing program (outsourcing) is available sufficient and capable mumpuni.
- Preparation of support facilities and infrastructure owned by PT. Pelindo II Bengkulu both general and special are well prepared and in accordance with the required outsourcing program for outsourcing (outsourcing).
- Budgets prepared to support outsourcing programs (outsourcing) are available as required and fully supported by PT. Pelindo II Pusat.

Based of the objective circumstances described above, then the decisions that can be used to improve the effectiveness and efficiency of PT. Pelindo II Bengkulu in outsourcing program (outsourcing) is as follows:

- Outsourcing program planning (outsourcing) at PT. Pelindo II Bengkulu, can still continue to be implemented, but it needs to continue to be perfected.
- The formulation of outsourcing program implementation procedure mechanism (outsourcing) also still needs to be maintained, of course with a simpler improvement again by utilizing existing technology.

- For the formulation of organizational structure outsourcing program (outsourcing) can still be maintained, it also needs a simpler refinement (simple) again.
- Monitoring and control planning implementation of outsourcing program (outsourcing) also still be maintained, but it needs to involve outsourcing (outsourcing) itself, as this is a form of participation and will create a sense of responsibility for the work it is engaged in.
- Preparation of human resources support in the implementation of outsourcing programs (outsourcing) needs to be improved, given outsourced labor power) are employed also have kompe tension of better skills.
- Preparation of supporting facilities and infrastructure in support of outsourcing programs (outsourcing) can also be improved, given the support of facilities and infrastructure is one of the key successes of the outsourcing program.
- Preparation of budget support in the implementation of outsourcing program power) at PT. Pelindo II Bengkulu, must be improved and prepared more specifics again, in order to avoid problems at the time of implementation.

By providing an evaluation evaluation on the category both in this input component, will affect the implementation of outsourcing program (substitution) in the next process component. In the same case, which is found in the evaluation of these input components, which are almost entirely in good judgment, this can not be separated from the results of the previous formulation, namely the formulation of objectives, the setting of targets and policies on the previous component kontekst.

Components of the Process

Based on the evaluation of the components of the process involving the assessment of the implementation of the outsourcing program (outsourcing) on: Implementation of program planning, mechanism procedures, organizational structure, monitoring and control, organizational structure, human resources support, facilities and infrastructure and budget support impelmentation for the program outsourcing (outsourcing) also shows good results and quite effective and efficient. This is certainly caused by the things as follows:

- Implementation of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu has been in accordance with the previously set planning. Even so often in the implementation of additional work in outsourcing (outsourcing) in line with the needs of the company.
- Implementation of outsourcin program mechanism proceduressee power) at PT. Pelindo II Bengkulu also in accordance with the arranged in the planning.

- Implementation of organizational structure of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu is in accordance with the previously planned. However, in the implementation of certain positions, the organizational structure takes precedence over the organic workforce or permanently appointed labor.
- Implementation of monitoring and control of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu, in general has been implemented in accordance with the planned. Monitoring and control is done, also done by PT. Pelindo II Pusat as the holding company of PT. Pelindo II Bengkulu.
- Implementation of human resource support outsourcing program (outsourcing) at PT. Pelindo II Bengkulu also sudh in accordance with the previously planned. The main human resources support is employed around the PT. Pelindo II Bengkulu itself, although not all human resources needed by PT. Pelindo II Bengkulu in outsourcing program (outsourcing) all fulfilled from the surrounding labor, this must of course must be recruited from outside the region of PT. Pelindo II Bengkulu tersebut.
- Implementation of support facilities and infrastructure outsourcing program (outsourcing) at PT. Pelindo II Bengkulu, implemented in accordance with the planned, although there are facilities and infrastructure added or completed in the journey of outsourcing program (outsourcing) tersebut.
- On the implementation of budget support in the outsourcing program (outsourcing) at PT. Pelindo II Bengkulu, fulfilled as required. Even if there is additional labor outsourcing (outsourcing) in the course of outsourcing program (outsourcing), then the management of PT. Pelindo II Bengkulu also added how much budget to be added.

Referring to the above objective conditions, then the decisions that can be taken to make PT. Pelindo II Bengkulu achieve effectiveness and efficiency in its operation is like the conclusion below:

- That outsourcing program planning (outsourcing) can still be maintained, which of course made improvements, to be more accurate in implementation.
- That the implementation procedure mechanism of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu is still feasible to maintain, although there must be improvements to improve the future in order to improve the effectiveness and efficiency for PT Pelindo II Bengkulu.
- That the implementation of the organizational structure of the outsourcing program (outsourcing) at PT. Pelindo II Bengkulu also must continue to be developed in line with the development of the

company and the increasing need for labor from outsourcing (outsourcing).

- That the implementation of monitoring and control of outsourcing program (outsourcing) at PT. Pelindo II Bengkulu still has to be implemented and even improved, in order to further reduce leakage and deviation done, and of course develop improvement of monitoring and control towards the use of more sophisticated technology.
- Implementation of human resource support in outsourcing program (outsourcing) at PT. Pelindo II Bengkulu is sufficient and needs to be improved in order to produce better effectiveness and efficiency, this is in line with the development of the need for labor outsourcing (outsourcing) is increasing.
- That the implementation of support facilities and infrastructure in support of outsourcing programs (outsourcing) has so far been sufficient, but along with the increasing need for outsourced labor (outsourcing) the support of facilities and infrastructure must be continuously improved, in order to provide facilities to work properly, in accordance with applicable regulations.
- That the implementation of budget support for outsourcing program (outsourcing) at PT. Pelindo II Bengkulu is very adequate and needs to be maintained and warned along with the increasing number of outsourced labor (outsourcing) used.

Based on the findings in the evaluation of components of the process mentioned above, generally stated good and provide effective and efficient results for PT. Pelindo II Bengkulu in its production process as a whole. Good results achieved in the components of this process certainly can not be separated from the results of preparations made for the outsourcing program (outsourcing) at PT. Pelindo II Bengkulu.

Product Components

The results of the findings from previous process evaluations concerning the outsourcing program's outsourcing results and outcomes are that the outsourcing (outsourcing) program implemented has resulted in PT. Pelindo II Bengkulu in the production process becomes more effective and efficient, it is proved the greater level of qualityngan company obtained from year to year. Effective and efficient results are caused by the things as follows:

- The benefits of increased efficiency of PT. Pelindo II Bengkulu is in accordance with the planned. Embodiment of it that PT. Pelindo II Bengkulu has achieved a high level of work effectiveness and improved the efficiency of work. Almost all outsourced workers (outsourcing) work professionally in accordance with their area of expertise, this makes the work he did minimal leakage rate, and this makes PT. Pelindo II Bengkulu will continue to increase the use of

manpower from outsourcing (outsourcing) in the long term.

- Other benefits generated by PT. Pelindo II Bengkulu is associated with the decrease in production costs of the company and increasing profits earned by PT. Pelindo II Bengkulu from year to year. Outsourcing program (outsourcing) conducted at PT. Pelindo II Bengkulu also reduces some production costs that should be incurred, this is related to the costs to be paid when the outsourcing work (outsourcing) is stopped or expired at PT. Pelindo II Bengkulu because it was withdrawn by the provider company as a binding contract for outsourced workers (outsourcing) is shelter.
- Another benefit of the outsourcing program (outsourcing) is that the program has encouraged the creation of new job opportunities for job seekers. At PT. Pelindo II Bengkulu 71.24 percent or 161 workers, the workforce is from outsourced labor (outsourcing) and 28.76 percent or 65 workers are permanent workers, this means that most of the workforce at PT. Pelindo II Bengkulu is dominated by outsourced labor (outsourcing).
- The negative impacts of outsourcing programs (outsourcing) are occurring for outsourced workers (outsourcing) itself. The negative impact is the company does not care about career ladder outsourcing power (outsourcing), PT. Pelindo II Bengkulu does not provide food for outsourced workers (outsourcing), and PT. Pelindo II Bengkulu does not provide health insurance for outsourced workers (outsourcing). As for outsourced labor outsourcing companies (outsourcing) cuts the salary of outsourced workers (outsourcing) to 30 percent of salary received from PT. Pelindo II Bengkulu, in this case the outsourced labor (outsourcing) does not know how much the salary is cut by the provider company.

REFERENCES

1. Siew-Chen, S., & Seow-Voon, Y. (2016). Exploring Human Resource Outsourcing Trends in Malaysia. *Procedia-Social and Behavioral Sciences*, 224, 491-498.
2. Gierl, G., Potkany, M., & Gejdos, M. (2015). Evaluation of outsourcing efficiency through costs for its use. *Procedia Economics and Finance*, 26, 1080-1085.
3. Toffolutti, V., Reeves, A., McKee, M., & Stuckler, D. (2017). Outsourcing cleaning services increases MRSA incidence: evidence from 126 English acute trusts. *Social Science & Medicine*, 174, 64-69.
4. Cassiman, B., & Veugelers, R. (2006). In search of complementarity in innovation strategy: Internal R&D and external knowledge acquisition. *Management science*, 52(1), 68-82.

5. Tsai, K. H., & Wang, J. C. (2008). External technology acquisition and firm performance: A longitudinal study. *Journal of Business Venturing*, 23(1), 91-112.
6. Frank, A. G., Cortimiglia, M. N., Ribeiro, J. L. D., & de Oliveira, L. S. (2016). The effect of innovation activities on innovation outputs in the Brazilian industry: Market-orientation vs. technology-acquisition strategies. *Research Policy*, 45(3), 577-592.
7. Becker, M. C., & Zirpoli, F. (2017). How to avoid innovation competence loss in R&D outsourcing. *California Management Review*, 59(2), 24-44.
8. Bettis, R. A., Bradley, S. P., & Hamel, G. (1992). Outsourcing and industrial decline. *Academy of Management Perspectives*, 6(1), 7-22.
9. Zirpoli, F., & Becker, M. (2011). What happens when you outsource too much?. *MIT Sloan Management Review*, 52(2), 59.
10. Brynard, P. (2005). Harnessing the partnership of the public and non-state sectors for sustainable development and good governance in Africa: Problems and the way forward. *Livingstone: African Association for Public Administration and Management*.
11. Daft, R. L., Sormunen, J., & Parks, D. (1988). Chief executive scanning, environmental characteristics, and company performance: An empirical study. *Strategic management journal*, 9(2), 123-139.
12. Djaali, H., & Muljono, P. (2008). Pengukuran dalam bidang pendidikan. *Jakarta, Grasindo*.
13. Preskill, H., & Russ-Eft, D. (2004). *Building evaluation capacity: 72 activities for teaching and training*. Sage Publications.