

Research Paper

Analysis of the Influence of Employee Ability, Leadership Effectiveness and Organizational Culture on Operational Performance of the Port of Services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch with Supervision of Belawan Main Port Authority Office as a Moderating Variable

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ABSTRACT

The purpose of this research is to determine the effect of employee ability, leadership effectiveness, organizational culture on service operational performance port of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch with the supervision of the Belawan Port Authority Office as a moderating variable. The population of this research is the employees of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, totaling 177 employee / i. The number of samples was calculated using the Slovin formula, and obtained as many as 123 samples of employees / i as respondents who were the data sources in this study. The collected data, then analyzed using descriptive statistical analysis, multiple linear regression analysis and moderating regression analysis. The results of data analysis carried out in this study provide empirical evidence that simultaneous employee capability, leadership effectiveness, organizational culture and supervision have a significant influence on operational performance of port services at PT. Port of Indonesia - I (Persero) Belawan Branch. Partially the ability of employees, the effectiveness of leadership and organizational culture have a significant negative effect on the operational performance of port services at PT. Pelabuhan Indonesia - I Belawan Branch, while the supervision of the port authority office has a significant positive effect on the operational performance of port services at PT. Pelabuhan Indonesia - I Belawan Branch. The supervision of the Belawan Port Authority Office has been proven to strengthen the influence of employee capabilities, leadership effectiveness and organizational culture on the operational performance of port services at PT. Pelabuhan Indonesia - I Belawan Branch.

Keywords: Port performance operational performance, employee capability, leadership effectiveness, organizational culture, port authority office supervision.

INTRODUCTION

The phenomenon of port performance in Indonesia has recently become the world's spotlight. GCR, 2006 states that Indonesia does not yet have a port system with good performance from the perspective of its users. Indonesia's main port terminal, The Jakarta International

Container Terminal (JICT), has been recognized as one of the most inefficient main terminals in Southeast Asia, in terms of productivity and unit costs. Performance indicators for all major commercial ports show that the overall port system is very inefficient. Data on occupancy rates of berths, average turnaround preparation time

and working time as a percentage of turn-around time are below international standards and indicate that ships spend too much time at berths or to queue outside port.

The above phenomenon is almost happening in all ports in Indonesia, including PT. Pelabuhan Indonesia - I (Persero) Belawan. Even Kompas (2016)

realized President Joko Widodo was angry over the duration of loading and unloading of goods or dwell time at the Port of Belawan, Medan, North Sumatra, which was still far from expectations. The phenomenon of operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch in full is shown in Table 1.1 below.

Table 1.1. Recapitulation of Evaluation Results of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch Period (June - December) 2018

N O	Performance indicators	Unit	Standard (hk.107/1/8/op.blw-2018)	Realization of June - December 2018 performance								Average	Description (average evaluation)
				June	July	Aug	Sept	Oct	Nov	Dec			
1	Waiting Time												
	- Belawan Lama	Hour / Ship	1	0,80	0,46	0,57	0,73	1,63	0,95	1,59	0,96	WELL	
	- Ujung Baru	Hour / Ship	1	1,18	1,86	0,93	1,16	1,31	0,95	0,65	1,15	NOT GOOD	
	- Citra	Hour / Ship	1	1,46	1,13	1,01	1,76	1,02	0,56	0,68	1,09	PRETTY GOOD	
	- IKD	Hour / Ship	1	0,79	0,32	1,23	0,84	0,80	0,53	0,78	0,76	WELL	
2	Approaching Time												
	- Belawan Lama	Hour / Ship	1,5	0,80	1,38	1,36	1,57	1,31	1,49	1,34	1,32	WELL	
	- Ujung Baru	Hour / Ship	1,5	1,49	1,49	1,40	1,37	1,55	1,62	1,46	1,48	WELL	
	- Citra	Hour / Ship	1,5	1,65	1,54	1,77	1,58	1,58	1,65	1,70	1,64	PRETTY GOOD	
	- IKD	Hour / Ship	1,5	1,40	1,42	1,30	1,42	1,30	1,59	1,31	1,39	WELL	
3	Effective Time : Berthing Time												
	- Belawan Lama	%	45	33,74	38,05	36,44	39,29	32,78	34,61	34,14	35,58	NOT GOOD	
	- Ujung Baru	%	70	49,19	64,95	66,02	63,03	66,18	66,05	63,55	62,71	NOT GOOD	
	- Citra	%	60	41,49	55,51	55,80	50,40	52,60	53,88	51,30	51,57	NOT GOOD	
	- IKD	%	60	65,98	69,68	71,08	57,99	61,42	68,99	69,00	66,31	NOT GOOD	
4	Non-containerized goods loading and unloading performance at General Cargo multipurpose / conventional terminals												
	- Belawan Lama	T/G/J	25	-	-	-	-	-	-	-	-	-	
	- Ujung Baru	T/G/J	40	-	-	-	-	-	-	-	-	-	
	- Citra	T/G/J	30	-	-	-	-	-	-	-	-	-	
	- IKD	T/G/J	25	-	-	-	-	-	-	-	-	-	
5	Non-containerized loading and unloading performance at multipurpose / conventional Bag Cargo (BC) terminals												
	- Belawan Lama	T/G/J	35	43,93	38,50	41,17	32,93	32,00	48,33	42,50	39,91	WELL	
	- Ujung Baru	T/G/J	50	-	59,00	43,36	52,08	-	-	42,33	49,19	PRETTY GOOD	
	- Citra	T/G/J	35	52,37	-	-	-	36,43	48,00	-	45,60	WELL	
	- IKD	T/G/J	35	-	-	-	-	-	-	-	-	-	
6	Unloading performance of non-container goods at the unitized (UN) multipurpose / conventional terminal												
	- Belawan Lama	T/G/J	60	99,39	92,67	78,81	100,06	74,12	79,22	74,48	85,54	WELL	
	- Ujung Baru	T/G/J	70	102,70	98,01	75,98	74,83	90,97	98,39	126,63	95,36	WELL	
	- Citra	T/G/J	70	82,33	89,50	70,37	73,14	70,34	90,00	89,50	80,74	WELL	
	- IKD	T/G/J	70	-	-	-	-	-	-	-	-	-	
7	Non-containerized loading and unloading performance at multipurpose / conventional Bulk Bulk (CC) terminals												
	- Ujung Baru	T/J	160	198,42	206,27	189,44	243,23	237,70	193,42	215,33	211,97	WELL	
	- Citra	T/J	80	101,93	88,39	85,58	88,22	85,22	90,46	96,35	90,88	WELL	
	- IKD	T/J	125	133,80	106,89	139,40	125,76	139,25	132,36	129,40	129,55	WELL	
8	Loading and unloading performance of non-container goods at the Dry Bulk multipurpose / conventional terminal (CK)												
	- Belawan Lama	T/J	50	54,00	-	-	52,50	48,69	50,37	38,50	48,81	PRETTY GOOD	
	- Ujung Baru	T/J	250	253,33	249,72	250,39	255,19	251,32	252,49	254,59	252,43	WELL	
	- Citra	T/J	90	143,51	111,77	100,57	95,68	93,33	97,04	109,20	107,30	WELL	
	- IKD	T/J	160	195,28	202,40	192,63	177,62	180,97	198,88	192,40	191,45	WELL	
9	Box / Crane / Hour Loading and Unloading Container Loads												
	- Belawan Lama	B/C/H	10	-	-	-	-	-	-	-	-	-	
	- Ujung Baru	B/C/H	14	15,60	15,00	14,50	16,22	14,40	15,66	15,56	15,28	WELL	
	- Citra	B/C/H	10	10,81	11,56	12,05	12,02	10,64	10,79	11,00	11,27	WELL	
	- IKD	B/C/H	10	-	-	-	-	-	-	-	-	-	
10	Rate of dock usage (BOR)												
	- Belawan Lama	%	60	39,20	29,87	25,79	37,50	41,13	23,34	48,18	35,00	WELL	
	- Ujung Baru	%	60	54,80	48,47	53,89	51,71	56,53	55,72	57,04	54,02	WELL	
	- Citra	%	70	51,23	38,48	61,05	74,16	51,63	60,49	65,10	57,45	WELL	
	- IKD	%	70	16,28	19,30	17,19	26,05	23,00	18,82	21,29	20,28	WELL	
	- BICT	%	70	39,59	55,32	55,93	59,25	57,46	44,79	49,70	51,72	WELL	

Table to be continued...												
	- TPKDB	%	70	68,20	80,41	79,70	73,44	87,41	78,74	74,70	77,51	NOT GOOD
11	Warehouse use rate (SOR)											
	- Belawan Lama	%	65	2,17	17,50	17,50	39,22	5,34	46,88	15,72	20,62	WELL
	- Ujung Baru	%	65	45,33	52,28	57,49	27,31	28,40	47,00	68,33	46,59	WELL
	- Citra	-	-	-	-	-	-	-	-	-	-	-
	- IKD	-	-	-	-	-	-	-	-	-	-	-
12	Level of field use (YOR)											
	- Belawan Lama	%	65	1,48	17,17	6,53	60,00	12,61	3,90	65,13	23,83	WELL
	- Ujung Baru	%	65	19,42	48,25	10,09	3,56	54,14	26,20	41,02	28,95	WELL
	- Citra	%	50	3,43	5,74	7,68	8,79	4,24	41,60	73,22	20,67	WELL
	- IKD	%	70	-	-	-	-	-	-	-	-	-
13	The level of readiness for port facilities, equipment and equipment operations											
	- Belawan Lama	%	80	-	-	-	-	-	-	-	-	-
	- Ujung Baru	%	80	-	-	-	-	-	-	-	-	-
	- Citra	%	80	-	-	-	-	-	-	-	-	-
	- IKD	%	80	-	-	-	-	-	-	-	-	-

Source: PT. Pelabuhan Indonesia - I (Persero) Belawan

Table 1.1 above shows, of the 13 (thirteen) operational performance standards of the port services of PT. Pelabuhan Indonesia -1 (Persero) Belawan, as stipulated in the Letter of Decision of the Head of the Main Port Authority Office Belawan Number: HK.107 / 1 / 81 / OPi.Blw-2018 concerning the Standards of Operational Service Performance in the Port of Belawan, there are still quite good performance indicators or lack of performance indicators well. The standard ship waiting time is 1 hour, on average realized delay is up to 1.15 hours. Likewise, the standardized guiding service time is 1.5 hours, also the average delay is realized up to 1.64 hours. Effective Time (EffectiveTime compared to BerthOTime / ET: BT) which is standardized 70%, actually only reached 62.71%. The loading and unloading performance of non-container goods at the conventional Bag Cargo (BC) multipurpose terminal standardized 50 T / G / J, on average reached 49.19 T / G / J, the performance of loading and unloading of non-container goods at the mltipurpose terminal / conventional Dry Bulk (CK) is standardized 50 T / J, on average reached 48.81 T / J.

Basically, performance is the result of an activity or activity and whether the activity carried out intensively carries responsibility that is effective and efficient. Samsudin (2015) defines performance as "the level of implementation of tasks that can be achieved by a person, unit or division by using existing capabilities and predetermined boundaries to achieve organizational or corporate goals". Based on

Samsudin (2015) that performance has two perspectives, namely individual performance and organizational performance. Moeljono (2013) said "that organizational performance is largely determined by individual performance".

According to Richard et al. in Jacqueline (2009), "Organizational performance is related to factors such as profitability, improved service delivery, customer satisfaction, market share growth, and increased productivity and sales". General provisions of the Decree of the Director General of Sea Transportation Number: UM.002 / 38/18 / D.TML.11 concerning Standards ... Performance of Port Operational Services states that the organizational performance of port operational services is a measurable work result achieved by the port in carrying out the services of ships, goods and utilization of facilities and tools in a period of time. and certain units.

"Many factors affect performance, one of which is human resources" (Jarad, 2010). Companies without human resources will be paralyzed. Human resources or also termed employees are the spearhead of the company in carrying out company operations, because no matter how sophisticated technology is without the support of qualified human resources, the technological advancement will not be able to contribute maximally to the achievement of a company's performance. Sitorus and Soesatyo (2014) in their research prove that ability variables have a significant effect on employee performance. The findings of

Sitorus and Soesatyo (2014) are not in line with the research of Osei (2015) which precisely proves that "the dimension of workforce competence consisting of social interaction between employees (SIE), strategic training and development activities (STDA), adaptation to change by employees (ACE), effective communication medium (ECM), self-development of employees (SDE) affect company performance, but the R square social interaction between employees (SIE), strategic training and development activities (STDA) is still low".

Robbins (2016) says "that ability is the capacity of an individual to do various tasks in a job". Greenberg and Baronm in Buyung (2007) state "mental abilities and physical capacities to perform various tasks". Ability consists of two main groups that are most relevant to behavior in work are intellectual abilities that include the capacity to carry out a variety of cognitive tasks and physical abilities that refer to the capacity to carry out physical actions. Robins (2016) "states that an individual's abilities are essentially composed of two sets of principles, namely intellectual ability and physical ability". The results of preliminary observations conducted at PT.PPelabuhan Indonesia - I Belawan Branch showed the intellectual abilities of employees are still not qualified, but the physical abilities are quite qualified. Employees rely more on physical abilities than innovation and creativity.

Besides the ability of employees, the achievement of an organization's performance is also influenced by the effectiveness of the leader in carrying out his leadership (Jarad, 2010). Suherman (2014) in his research proved that "leadership effectiveness has a direct positive effect on performance". In other words the higher the effectiveness of leadership the higher the performance. The findings of Sitorus and Soesatyo (2014) on the effect of leadership effectiveness on performance above are similar to the findings of Karamat (2013) which prove that leadership has a strong influence on

organizational performance. The behavior of CEO D&R Cambric Communication with company employees is one of the main reasons for the company's success. Leadership behavior is a key factor. very important for the growth of companies in the service sector. Pawatte, et al (2015) precisely found different things, "dimensions of leadership effectiveness, partially influential and made a low contribution to the performance of civil service".

Suyuti (2011) states "leadership is the process of directing, guiding and influencing the thoughts, feelings, actions and behavior of others to be moved towards certain goals". According to Rivai (2014), "leadership is the process of influencing or setting an example to his followers through the process of communication in an effort to achieve organizational goals". The function of leadership in an organization can not be denied is a function which is very important for the existence and progress of the organization in question. As revealed by Wahjosumidjo (2012), "leadership has a central role in organizational life, where there is a cooperative interaction between two or more people in achieving their goals". The existence of effective and dynamic leaders in the organizational structure is very strategic. Effective leaders and dynamically able to control, direct and motivate their subordinates towards achieving employee performance, as expected by leaders in achieving something. Kartono (2013) states "some important situational factors that influence leadership effectiveness are the quality of the leader-subordinate relationship, the level of structure in the task to be done, and the strength of the leader's position".

The results of preliminary observations made at PT. Pelabuhan Indonesia - I Belawan Branch in connection with leadership shows leaders at PT. Pelabuhan Indonesia - I Belawan Branch is able to carry out its leadership role, but in its implementation sometimes there are still some employees who feel that

communication and interaction between leaders and employees is lacking, leaders rarely go directly to the field to evaluate the work of subordinates.

In addition to employee ability and leadership effectiveness, organizational culture also influences the performance of an organization (Jarad, 2010). Suherman (2014) proves that "organizational culture has a direct positive effect on performance". In other words the better the organizational culture the higher the performance. Robbins & CCoulter (2010) states that "Organizational culture or organizational culture is a set of values, principles, traditions and ways of working shared by and influencing the behavior and actions of members of the organization" (2016) said "organizational culture has different characteristics between one organization with another organization". Cultural organization in PT. Pelabuhan Indonesia I (Persero) Belawan, including: Customer Focus, Integrity, Professionalism and Teamwork.

The results of preliminary observations made at PT. Pelabuhan Indonesia I (Persero) Belawan in connection with the existing organizational culture in the company shows that conceptually it is quite good in stimulating company performance, but in practice there are still some employees who are less proactive in serving and building relationships with customers, less disciplined and more like to work alone rather than teamwork.

Besides the practical phenomena that show the performance, employee capabilities, leadership effectiveness and culture of PT. Pelabuhan Indonesia - I (Persero) Belawan, each of which is not good, the results of previous research exploration on the relationship of employee ability and effectiveness with organizational performance also still show inconsistent phenomena, "on the one hand the ability of human resources and leadership effectiveness has a strong and significant effect on organizational performance" (Sitorus and Soesatyo, 2014 and Pawatte,

et al, 2015), on the other hand, precisely concluded the ability of human resources and leadership effectiveness negatively affect organizational performance.

Sugiono (2017) said to strengthen or weaken the relationship between the independent variable and the dependent variable used moderating variables. Hirst (2011) says that "the development of an organization is influenced by differences in environmental features. The hypothesis further states that the success of an organization depends on uncertainty, internal factors, feedback with other organizations, the organization's external interactions ". In the context of this study, the organisation's external interaction is an external supervision conducted by the UtamanBelawan Port Authority Office. Article 2 Regulation of the Minister of Transportation Number: PM 35z of 20121 concerning the Organization and Work Procedures of the Main Port Authority Office stating that "The Main Port Authority Office has the task of carrying out the regulation, control and supervision of port activities in commercially managed ports".

Siagian (2012) said "supervision is monitoring the work activities of employees to keep the company running towards achieving goals and making corrections if needed". Siagian (2012) further mentions the dimensions of supervision measurement through 4 (four) supervisory processes which include: "Setting Standards, Measuring Performance, Comparing Performance with Standards and Determining the Need for Corrective Action". Ardansyah and Wasilawati (2014) prove that "supervision has a significant effect on the performance of the KSK."

Hypothesis

Based on the background of the study and the justification of the relationship between variables, the research hypothesis is as follows:

1. There is a positive and significant effect simultaneously on the ability of employees, the effectiveness of

- leadership, organizational culture and oversight of the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
2. There is a positive and significant influence on the ability of employees to the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
 3. There is a positive and significant effect of leadership effectiveness on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
 4. There is a positive and significant influence of organizational culture on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
 5. There is a positive and significant effect of supervision on the port service operational performance at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
 6. There is a positive and significant effect on the ability of employees to the operational performance of port services with the supervision of the authority office as a moderating variable at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
 7. There is a positive and significant influence of leadership effectiveness on the operational performance of port services with the supervision of the authority office as a moderating variable at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
 8. There is a positive and significant influence of organizational culture on the operational performance of port services with the supervision of the authority office as a moderating variable at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
 9. Interaction of authority office supervision as a moderating variable influences the relationship between employee capability, leadership effectiveness and organizational culture

with PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.

MATERIAL AND METHODS

This research is an empirical study supported by survey data on factors related to research variables. Survey research uses questionnaires that revolve around employee skills, leadership effectiveness, organizational culture and operational performance of PT. Pelabuhan Indonesia -I (Persero) Belawan, as well as the supervision of the Belawan port auto office. This type of research conducted in this research is explanatory research on a causal relationship (causal effect) structured variable. Explanation format is intended to describe a generalization or explain the causal relationship of a variable with other variables (Bungin, 2011).

The population is the whole members or groups or who form objects subject to investigation by researchers. The members or groups referred to in this study are permanent employees of PT. Pelabuhan Indonesia -I (Persero) Belawan, which is spread across 10 fields of organization. Population members in this study amounted to 177 people.

The sample is a subset of the population. The subset referred to is the population chosen as responders providing information on employee capabilities, leadership effectiveness, organizational culture, port authority office oversight and PT. Pelabuhan Indonesia - I (Persero) Belawan. The sample in this study was calculated using the Slovin formula so that the number of samples in this study amounted to 123 people in accordance with the proportions of each field.

Data collection techniques used in this study were questionnaires, which are data collection techniques used by distributing questionnaires to research respondents. Each answer to the question is scored according to each measurement scale. Interview, which is a way to collect data by asking a number of questions verbally to research respondents to be

answered verbally and to study documentation, namely to obtain data by reviewing, reading and studying documents relating to the problem under study. The type of data used in this study are primary data and secondary data. Primary data in this study were sourced from employees of PT. Pelabuhan Indonesia -1 (Persero) Belawan was chosen as the respondent. This data was collected using a questionnaire technique and an observation technique. Secondary data in this study were sourced from documents at PT. Port of Indonesia -1 (Persero) Belawan. This data was collected using documentation studies.

RESULTS AND DISCUSSION

Classic Assumption Test Results

Data Normality

A data is said to be normally distributed, if the Assymp Sig Kolmogorov-Smirnov value is > 5%. The results of the normality test in this study are shown in the following table.

Table 4.9. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		AbsUt
N		168
Normal Parameters ^{a,b}	Mean	11.6400
	Std. Deviation	6.91786
Most Extreme Differences	Absolute	.065
	Positive	.065
	Negative	-.047
Test Statistic		.065
Asymp. Sig. (2-tailed)		.079 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The table above shows that the value of Assymp Sig Kolmogorov-Smirnov all data examined in the study amounted to 0.079 > 5%. Thus it can be justified that the overall data used in this study is normally distributed.

Heteroscedasticity Data

A variable is said to be free from heteroscedasticity deviation, if the entire independent variable used does not affect the value of the unstandardized residual that is validated (AbsUt). The results of the heteroscedasticity test in this study are shown in Table 4.10. the following.

Table 4.10. Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.206	2.463		2.113	.036
	Employee Ability	-.057	.038	-.141	-1.492	.138
	Effectiveness Leadership	.150	.038	.396	1.626	.080
	Organizational Culture	-.002	.026	-.006	-.071	.943
	Supervision	.056	.033	.129	1.710	.089

a. Dependent Variable: AbsUt

Table 4.10. above shows that the overall independent variable used in this study does not affect the value of the unstandardized residual that is answered (AbsUt), this is evident from the sig tcount value of each independent variable greater than 5%. Thus it can be justified that all variables used in this study are free from the assumption of heteroscedasticity.

Multicollinearity Results

A variable is said to be free from multicollinearity deviations, if the tolerance value is between 0.1 and 1.0, and the VIF

value is between 1.0-10 (Nugroho, 2005). The results of the multicollinearity test in this study are shown in Table 4.11. the following.

Table 4.11. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Employee Ability	.612	1.633
	Effectiveness Leadership	.535	1.868
	Organizational Culture	.835	1.198
	Supervision	.958	1.043

a. Dependent Variable: Operational Performance Port Service

The table above shows that the overall tolerance value generated in this study is between 0.1 and 1.0, and the VIF value is between 1.0-10. Thus it can be justified that all independent variables used in the study are free from the assumption of multicollinearity.

Data Analysis Model

This research is an explanatory research with a causal relationship dimension (causal effect) which is modified by moderating variables. Causal relationships in this study are explained through the results of the regression analysis transformed into 2 (two) equations, namely:

Direct Equation

This equation is a data analysis model used to estimate the direct effect of employee ability, management effectiveness, organizational culture and supervision on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch. Based on the results of the direct regression analysis conducted in this study, the following equation is formulated:

$$Y = 70.567 - 0.319X_1 + 0.137X_2 + 0.155X_3 + 0.216X_4$$

Information :

Y: The operational performance of port services

X1: The ability of employees

X2: Leadership Effectiveness

X3: Organizational Culture

X4: Supervision of the Office of the Port Authority

The above equation interprets that the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch has a constant value of 70,567 without being affected by employee capability, leadership effectiveness, organizational culture and supervision of the Belawan Port Authority Office.

The ability of employees has a negative effect of -0.319 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, meaning that each increase of 1 employee's inability is

estimated to reduce the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of -0,319. The effectiveness of leadership has a positive effect of 0.137 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, meaning that each increase in leadership effectiveness is estimated to be able to improve the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of 0.317. Organizational culture has a positive effect of 0.155 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, meaning that every addition of a good organizational culture is estimated to improve the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of 0.155. Supervision of the Belawan Port Authority Office has a positive effect of 0.216 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, meaning that each additional 1 employee of the Belawan Port Authority Office is estimated to improve the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of 0.216. Error estimating the data analysis model generated in this study amounted to 13,536

Moderating Variable Interaction Equation

This equation is a data analysis model used to estimate employee capability, management effectiveness, organizational culture and supervision of port services authority offices, interaction of port service authority offices on employee capability, port service authority office interactions on leadership effectiveness and service authority office interaction interactions port on the organizational culture of the port performance operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch with the interaction of supervision by the port authority office as a moderating variable. Based on the results of the

regression analysis conducted in this study, the following equation was formulated:

$$Y = 73.457 - 0.185X_1 + 0.106X_2 + 0.112X_3 + 0.673X_4 - 0.013|X_1 * X_4| - 0.005|X_2 * X_4| - 0.002|X_3 * X_4|$$

Information :

Y: The operational performance of port services

X1: The ability of employees

X2: Leadership Effectiveness

X3: Organizational Culture

X4: Supervision of the Belawan Port Authority Office

| X1 * X4 |: Interaction of Belawan Port Authority Office on Employee Capabilities

| X2 * X4 |: Interaction of the Belawan Port Authority Office on Leadership Effectiveness

| X3 * X4 |: Interaction of Belawan Port Authority Office in Organizational Culture

The above equation interprets that the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch has a constant value of 73,457 without being influenced by the ability of employees, leadership effectiveness, organizational culture, supervision of the belawan port authority office, interactions of the belawan port authority office supervision on employee capabilities, interaction interactions of the belawan port authority office on leadership effectiveness and the interaction of supervision of the Belawan Port Authority Office on organizational culture.

The ability of employees has a negative effect of -0.185 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, meaning that each increase in 1 employee ineffectiveness is estimated to reduce the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of -0,185. The effectiveness of leadership has a positive effect of 0.106 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, meaning that every 1 increase in leadership effectiveness is estimated to improve the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan

Branch of 0.106. Organizational culture has a positive effect of 0.112 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, meaning that each increase in 1 good organizational culture is estimated to increase the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of 0.112. Supervision of the Belawan Port Authority Office has a positive effect of 0.673 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, meaning that each additional 1 employee of the Belawan Port Authority Office is estimated to improve the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of 0.673.

The interaction of the Belawan Port Authority Office on the ability of employees still has a negative effect of -0.013 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, better than the direct influence of 0.185. This means that each additional 1 interaction of the belawan port authority office on the ability of employees is estimated to strengthen the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of -0,013. The interaction of the Belawan Port Authority Office on leadership effectiveness still had a negative effect of -0.005 on the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, better than the direct influence of 0.106. This means that each additional 1 interaction of the Belawan Port Authority Office on the effectiveness of leadership is estimated to strengthen the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of -0.005. The interaction of the Belawan Port Authority Office on the organizational culture still has a negative effect of -0.002 on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, is also better than the direct influence of 0.112. This means that each additional 1

interaction of the belawan port authority office on organizational culture is estimated to strengthen the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of -0.002. The estimated error of the data analysis model generated in this study was 13,728.

Results of the Determination Coefficient Analysis

The results of the analysis of the coefficient of determination in this study are shown in Table 4.12. and Table 4.13. below this.

Table 4.12. Determination Coefficient Analysis Results of the Direct Effect of Employee Ability, Management Effectiveness, Organizational Culture and Oversight of the Office of the Port Services Authority on Port Operational Performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.596	.561	13.53567

a. Predictors: (Constant), Supervision, Organizational Culture, Employee Ability, Leadership Effectiveness.

Table 4.13. Determination Coefficient Analysis Results Direct Effect of Employee Ability, Management Effectiveness, Organizational Culture, Port Services Authority Office Oversight, Port Services Authority Office Interaction Interaction on Employee Capabilities, Port Service Authority Office Interaction Interaction on Leadership Effectiveness and Port Service Office Oversight Interaction on Organizational Culture on the Port Performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.591	.582	13.63968

a. Predictors: (Constant), Port Authority Office Oversight Interaction on Organizational Culture, Employee Ability, Supervision, Leadership Effectiveness, Organizational Culture, Port Authority Office Oversight Interaction on Leadership Effectiveness, Port Authority Office Oversight Interaction on Employee Capabilities

Table 4.12. shows the adjusted R square value of 0.561, meaning that the ability of employees, the effectiveness of leadership, organizational culture and direct supervision has a power of 56.10% in explaining the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, while the remaining 43.90% again, the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch is influenced by other variables not revealed in this study.

Table 4.13. shows the adjusted R square value of 0.582 means that the ability of employees, the effectiveness of leadership, organizational culture and oversight, the interaction of the Belawan Port Authority Office Oversight on the

ability of employees, the interaction of the Belawan Port Authority Office Oversight on the effectiveness of leadership and the interaction of the Belawan Port Authority Office Oversight in the organizational culture has strength of 58.20% in explaining the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, while the remaining 42.80%, the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch is influenced by other variables not revealed in this study.

Hypothesis Testing Results

Simultaneous Test (F Test)

Based on SPSS output as shown in Appendix 12.1. the results obtained simultaneous test (Test F) as follows:

Table 4.14. Simultaneous Hypothesis Test Results (Test F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42919.282	4	10729.820	56.869	.000 ^b
	Residual	30754.337	163	188.677		
	Total	73673.619	167			

a. Dependent Variable: Operational Performance Port Service

b. Predictors: (Constant), Supervision, Organizational Culture, Employee Ability, Leadership Effectiveness

Table 4.14. above shows the Sig F value of 0.000 α 5%. This indicator justifies that

simultaneous employee capability, leadership effectiveness, organizational

culture and supervision have a significant effect on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch. Thus, hypothesis -1 in this study which states: There is a simultaneous positive and significant influence of employee ability, leadership effectiveness, organizational culture and oversight on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch, received.

Partial Test (t Test)

Table 4.16. Partial Hypothesis Test Results (t Test) The Influence of Office Authority Supervision Interaction as a moderating variable on the relationship of Employee ability, Leadership Effectiveness, Organizational Culture and Supervisors on the Port Operational Performance of PT. Pelabuhan Indonesia - I Belawan Branch.

Coefficients ^a			
Model		t	Sig.
1	Interaction of Supervision of the Office of the Port Authority on the Capabilities of Employees	-.241	.613
	Interaction of Oversight of the Office of the Port Authority on Leadership Effectiveness	.362	.000
	Interaction of Port Authority Office Staffing in Organizational Culture	.301	.000

a. Dependent Variable: Operational Performance Port Service

Table at 4.15. and 4.16. above justifies that:

1. The ability of employees has a significant negative effect on the operational performance of port services at PT. Pelabuhan Indonesia - I Belawan Branch. This justification can be seen from the coefficient of t-count which is negative at a significance level of $0.000 < \alpha 5\%$. Thus the hypothesis - 2 which states "There is a positive and significant effect on the ability of employees to operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan ", Rejected.
2. The effectiveness of leadership has a significant positive effect on the operational performance of port services at PT. Pelabuhan Indonesia - I Belawan Branch. This justification can be seen from the coefficient of t-test which is positive at a significance level of $0.000 < \alpha 5\%$. Thus hypothesis - 3 which states "There is a positive and significant effect of leadership effectiveness on the operational performance of port services at PT. Pelabuhan Indonesia

Based on SPSS output as shown in Appendix 12.2. t test results obtained (partially) as follows:

Table 4.15. Partial Hypothesis Test Results (t Test) The Influence of Employee Ability, Leadership Effectiveness, Organizational Culture and Supervisors on the Port Service Operational Performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch

Coefficients ^a			
Model		t	Sig.
1	(Constant)	16.531	.000
	Employee Ability	-3.427	.000
	Leadership Effectiveness	6.541	.000
	Organizational Culture	3.681	.000
	Supervision	3.025	.002

- I (Persero) Belawan Branch", accepted.
3. Organizational culture has a significant positive effect on the operational performance of port services at PT. Pelabuhan Indonesia - I Belawan Branch. This justification can be seen from the coefficient of t-test which is positive at a significance level of $0.000 < \alpha 5\%$. Thus the hypothesis-4 which states "There is a positive and significant influence of organizational culture on the operational performance of port services at PT. Pelabuhan Indonesia - 1 (Persero) Belawan ", accepted.
4. The supervision of the Belawan Port Authority Office has a significant positive effect on the operational performance of port services at PT. Pelabuhan Indonesia - I Belawan Branch. This justification can be seen from the coefficient of t-test which is positive at a significant level $0.002 < \alpha 5\%$. Thus hypothesis - 5 which states "There is a positive and significant influence of the supervision of the Belawan Port

- Authority Office on the port service operational performance at PT. Pelabuhan Indonesia - I (Persero) Belawan ", accepted.
5. Interaction of supervision of the Belawan Port Authority Office on the ability of employees has a significant negative effect on the operational performance of port services at PT. Pelabuhan Indonesian - I Belawan Branch. This justification can be seen from the coefficient of t-count which is negative at a significance level of $0.613 > \alpha 5\%$. Thus the hypothesis - 6 which states "There is a positive and significant effect on the ability of employees to operational performance of port services with the supervision of the authority office as a moderating variable at PT. Pelabuhan Indonesia - 1 (Persero) Belawan. ", Rejected.
 6. Interaction supervision of the Belawan Port Authority Office on the effectiveness of leadership has a positive and significant effect on the operational performance of port services at PT. Pelabuhan Indonesian - I Belawan Branch. This justification can be seen from the coefficient of t-test which is positive at a significance level of $0.000 < \alpha 5\%$. Thus hypothesis - 7 which states "There is a positive and significant influence of leadership effectiveness on the operational performance of port services with the supervision of the authority office as a moderating variable at PT. Pelabuhan Indonesia - I (Persero) Belawan. ", Accepted.
 7. The interaction of supervision of the Belawan Port Authority Office on the organizational culture has a positive and significant effect on the operational performance of port services at PT. Pelabuhan Indonesian - I Belawan Branch. This justification can be seen from the coefficient of t-test which is positive at a significance level of $0.000 < \alpha 5\%$. Thus hypothesis - 8 which states "There is a positive and significant influence of organizational culture on the port service operational performance with the supervision of the Belawan Port Authority Office as a moderating variable at PT. Pelabuhan Indonesia - I (Persero) Belawan. ", Accepted.

Moderating Variable Interaction Test

The results of the moderating test in this study are shown in Table 4.17. the following:

Table 4.17. Moderating Variable Interaction Hypothesis Test Results

Moderating Test Indicator	The influence of employee ability, leadership effectiveness and organizational culture on the operational performance of port services with the supervision of the authority office as a moderating variable at PT. Pelabuhan Indonesia - 1 (Persero) Belawan Branch	The influence of employee capabilities, leadership effectiveness and organizational culture on the operational performance of port services at PT. Pelabuhan Indonesia - 1 (Persero) Belawan Branch	Criteria
Adjusted R Square	0.573	0.572	$0.573 < 0.572$

Table 4.17. above shows that the adjusted R2 value influences employee ability, leadership effectiveness and organizational culture on the operational performance of port services with the supervision of the port authority office as a moderating variable at PT. Pelabuhan Indonesia - 1 (Persero)

Belawan Branch, which is 0.573 greater than the adjusted R2 value of the influence of employee ability, leadership effectiveness and organizational culture on the operational performance of port services at PT. Pelabuhan Indonesia - 1 (Persero) Belawan Branch. This means that the port

authority's oversight function has been proven to strengthen the influence of employee capability, leadership effectiveness and organizational culture on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch. Thus hypothesis 9 in this study which states: "The interaction of authority office supervision as a moderating

variable influences the relationship between employee ability, leadership effectiveness and organizational culture with the port service operational performance of PT. Pelabuhan Indonesia - 1 (Persero) Belawan, Accepted.

For more details, a summary of the results of hypothesis testing in this study is shown in Table 4.18. below this:

Table 4.18. Summary of Hypothesis Testing Results

Hypothesis	Hypothesis Testing Results	Decision
H1 There is a positive and significant effect simultaneously on employee ability, leadership effectiveness, organizational culture and oversight on the operational performance of port services at PT. Pelabuhan Indonesia - 1 (Persero) Belawan.	Sig F 0.000 < α 5%	H1 Accepted
H2 There is a positive and significant effect on the ability of employees to the operational performance of port services at PT. Pelabuhan Indonesia - 1 (Persero) Belawan.	Sig t_{hitung} 0.000 < α 5%	H2 Rejected
H3 There is a positive and significant effect of leadership effectiveness on the operational performance of port services at PT. Pelabuhan Indonesia - 1 (Persero) Belawan.	Sig t_{hitung} 0.000 < α 5%	H3 Accepted
H4 There is a positive and significant influence of organizational culture on the operational performance of port services at PT. Pelabuhan Indonesia - 1 (Persero) Belawan.	Sig t_{hitung} 0.000 < α 5%	H4 Accepted
H5 There is a positive and significant effect of supervision on the port service operational performance at PT. Pelabuhan Indonesia - 1 (Persero) Belawan.	Sig t_{hitung} 0.002 < α 5%	H5 Accepted
H6 There is a positive and significant effect on the ability of employees to the operational performance of port services with the supervision of the authority office as a moderating variable at PT. Pelabuhan Indonesia - 1 (Persero) Belawan.	Sig t_{hitung} 0.613 > α 5%.	H6 Rejected
H7 There is a positive and significant effect of leadership effectiveness on the operational performance of port services with the supervision of the authority office as a moderating variable at PT. Pelabuhan Indonesia - 1 (Persero) Belawan.	Sig t_{hitung} 0.000 < α 5%	H7 Accepted
H8 There is a positive and significant influence of organizational culture on the operational performance of port services with the supervision of the authority office as a moderating variable at PT. Pelabuhan Indonesia - 1 (Persero) Belawan.	Sig t_{hitung} 0.000 < α 5%.	H8 Accepted
H9 The interaction of authority office supervision as a moderating variable significantly strengthens the relationship between employee ability, leadership effectiveness and organizational culture with PT. Pelabuhan Indonesia - 1 (Persero) Belawan.	Adj R ² IE 0.582 > Adj R ² DE 0.561	H9 Accepted

Information :

IE = Indirect Effect (Influence of moderating variables)

DE = Direct Effect (without the influence of moderating variables)

DISCUSSION

The Influence of Employee Capability, Leadership Effectiveness, Organizational Culture and Office Oversight of the Port Authority Office on the Operational Performance of PT. Pelabuhan Indonesia (Persero) Belawan Branch

General provisions of the Decree of the Director General of Sea Transportation Number: UM.002 / 38/18 / DTML.11 concerning Port Operational Service Performance Standards said the organizational performance of port operational services is the measured work achieved by the port in carrying out ship services, goods and facility utilization tools in certain time periods and units. Article 3 Decree of the Director General of Sea Transportation Number: UM.002 / 38/18 /

DTML, states that there are 9 (nine) performance standards in assessing the operation of port services, namely: 1) Waiting Time (M'T); 2) Approach Time (A T); 3) Effective time (effective compared to Berth Time / ET: BT); 4) Work productivity (T / G / J and B / CIH); 5) Receiving / Delivery of containers; 6) Level of Pier Use (Berth Occupancy Ratioi B0R); 7) Shed Occupancy Ratio (SOR); 8) Yard Occupancy Ratio (YOR), and 9) Equipment operation readiness.

Talking about organizational performance, variable variance is very broad and complex. Jarad (2010) who said that a company's performance is influenced by HR capabilities, leadership effectiveness and organizational culture, and contradicts Hirst (2011) who said that operational

performance is also influenced by the organization's external interaction, in this case supervision.

Descriptive statistical analysis results in this study describe that the actual operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch is in poor criteria. This can be seen from the frequency distribution of respondents' answers which are dominated by disagreement and disagreement answers on 22 (twenty two) questionnaire statement instruments used to measure 9 (nine) dimensions of the port operational service performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch. The results of closed interviews and further observations made on the object of research, obtained information that the operational performance of the port services in PT. Pelabuhan Indonesia - I (Persero) Belawan Branch is more due to: HR limitations, which for junior employees have more career opportunities than senior employees, this is because the educational background of senior employees is lower than junior employees and also the level of saturation of these employees where there are some employees who have not been transferred or rotated for almost 20 years have also been added to the issue of unofficial levies experienced by service users, the occurrence of ship queues that will carry out loading and unloading at ports due to inadequate dock facilities and natural conditions added at the port is the cause of the underperformance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch due to the siltation of the pond and the channel to the port which for almost ± 2 years has never been done dredging of the pond and the channel leading to the port which causes ships going in and out of the port to depend on tides.

The actual condition of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch above is different from the ability of employees, effectiveness of leadership, organizational culture and supervision of the port authority office which is precisely in

very good criteria. The majority of respondents gave a strongly agreed response to all statement instruments used to measure each dimension of employee capability, leadership effectiveness, organizational culture and supervision of the Belawan Port Authority Office.

The results of the descriptive analysis conducted in this study indicate that there is a contradiction between the actual condition of the port operational service performance at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch with the actual condition of the ability of employees, also contradicts the actual condition of the supervisory function performed by the Port Authority Office as a partner of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch. This actual picture is also in line with Jarad (2010) which says that the performance of a company is influenced by the ability of HR, leadership effectiveness and organizational culture, and in line with Hirst (2011) which says that operational performance is also influenced by external organizational interactions, in this case oversight.

The results of the analysis conducted in this study prove that the ability of employees has a negative and not significant effect while the effectiveness of leadership and organizational culture has a positive and significant effect on the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch. The findings of this study are in line with the findings of research by Pawatte, et al (2015) which prove the dimensions of leadership effectiveness, partially influential and make a low contribution to the performance of civil service. Osei (2015) which precisely proves that the dimensions of workforce competence consisting of social interaction between employees (SIE), strategic training and development activities (STDA), adaptation to change by employees (ACE), effective communication medium (ECM), self- development of employees (SDE) has an effect on company performance, but the

R square social interaction between employees (SIE), strategic training and development activities (STDA) is still low. The research findings are also contradictory to the research findings of Sitorus and Soesatyo (2014) which prove that the employee ability variable has a significant effect on employee performance, Suherman's research (2014) and Sitorus and Soesatyo (2014) find that Leadership effectiveness has a direct positive effect on performance, Suherman (2014), Pratama (2016), Sinaga (2016), Sudarmadi (2007), Rismawanti (2016), Sukaryanti (2016) agreed to prove that organizational culture has a direct positive effect on performance.

The results of the research conducted in this study also prove that the supervision conducted by the Belawan Port Authority Office has a significant positive effect on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch. The evidence of this study is in line with Hirst (2011) which says operational performance is influenced by external organizational interaction (external oversight), also in line with research by Ardansyah and Wasilawati (2014) which proves that supervision has a significant effect on the performance of the CWC. In the public sector, Sukmana and Lia (2009), Dewi, et al (2015), Djiloy (2016) and Rosmarini (2016) prove that internal supervision has a significant influence on the performance of the Sigli district government SKPD.

The Influence of Employee Ability, Leadership Effectiveness and Organizational Culture on the Port Operational Performance with the Supervision of the Office of the Port Authority as a Moderating Variable at PT. Pelabuhan Indonesia - 1 (Persero) Belawan.

The results of research conducted in this study prove that partially the ability of employees has a negative and not significant effect on the operational performance of the port services of PT. Pelabuhan Indonesia - I

(Persero) Belawan Branch, while the effectiveness of leadership and organizational culture has a positive and significant effect on the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.

Sugiono (2017) said to strengthen or weaken the relationship between the independent variable and the dependent variable used moderating variables. Hirst (2011) says that the development of an organization is influenced by differences in environmental features. The hypothesis further states that the success of an organization depends on uncertainty, internal factors, feedback with other organizations, external interactions of the organization, one of which is external supervision. Article 2 of the Minister of Transportation Regulation Number: PM 35 of 2012 concerning the Organization and Work Procedures of the Main Port Authority Office which states that the Main Port Authority Office has the task of carrying out the regulation, control and supervision of port activities in commercially managed ports.

The results of the analysis carried out further in this study prove that the supervisory function of the Belawan Port Authority Office has an effect on strengthening the relationship of employee capability, leadership effectiveness and organizational culture with the operational performance of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch. This evidence is justified based on the adjusted R2 value of Influence of Employee Ability, Effectiveness of Leadership and Organizational Culture on the Operational Performance of Port Services with the Supervision of the Port Authority Office as a Moderating Variable at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch of 0.582 is greater than the adjusted R2 value of Influence of Employee Capability, Leadership Effectiveness, Organizational Culture and Oversight of the Office of the Port Authority on the Operational Performance of the Port Service of PT.

Pelabuhan Indonesia - I (Persero) Belawan Branch of 0.561.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research and discussion conducted in this study, it was concluded that: Based on the results of research and discussion conducted in this study, it was concluded that:

1. Simultaneously employee capability, leadership effectiveness, organizational culture and supervision have a significant positive effect on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
2. The ability of employees has a significant negative effect on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
3. The effectiveness of leadership has a significant positive effect on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
4. Organizational culture has a significant positive effect on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
5. The supervision of the Belawan Port Authority Office has a significant positive effect on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
6. Interaction supervision of the Belawan Port Authority Office on the ability of employees has a significant negative effect on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.
7. Interaction of supervision of the Belawan Port Authority Office on the effectiveness of leadership has a significant positive effect on the operational performance of port services

at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.

8. Interaction of supervision of the Belawan Port Authority Office on organizational culture has a significant positive effect on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch..
9. Supervision of the Belawan Port Authority Office has been proven to strengthen the influence of employee capabilities, leadership effectiveness and organizational culture on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch.

Recommendations

Suggestions recommended in this study:

1. The results of the descriptive statistical analysis in this study indicate that the employee's ability, leadership effectiveness, organizational culture of PT. Pelabuhan Indonesia - I (Persero) and the supervision of the Belawan port authority office are in good criteria, but the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch is in poor criteria. For this reason, PT. Pelabuhan Indonesia - I (Persero) Belawan Branch and the Belawan Port Authority Office in synergy with the port office majority service office in improving the operational performance of the port services of PT. Pelabuhan Indonesia - I (Persero) Belawan Branch concrete actions that need to be taken include:
 - a. Trim bureaucratic systems and procedures for one stop services (one-stop service) for mooring applications and container in and out of containers to avoid container buildup.
 - b. Alert employees to help dock the ship, tie and release the mooring.
 - c. Adding cranes and loading and unloading power to speed up the process of moving containers and loading and unloading to reduce ship queue length.

- d. Add work equipment and replace old or damaged ones.
 - e. Alert internal inspectors and supervisors of port authority offices at problem-prone points, namely the bureaucracy, the exit and entry of containers and loading and unloading.
2. The results of research and discussion in the study indicate that the supervisory function of the port authority office has been proven to strengthen the effect of employee capability, leadership effectiveness and organizational culture on the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch. Therefore, the Belawan port authority office should further tighten its supervisory function, so that the contribution of employee capabilities, leadership effectiveness and organizational culture in improving the operational performance of port services at PT. Pelabuhan Indonesia - I (Persero) Belawan Branch can be maximized.
3. PT. Pelabuhan Indonesia - I (Persero) Belawan Branch and Belawan Main Port Authority Office conduct coordination and reconciliation related to the dredging authority at Belawan port.

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