Factors Affecting the Ship Crews Performances on Fleet of PT Pelindo I

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ABSTRACT

Facing an increasingly fierce competition situation after the application of Law/UU No.17 of 2008, PT Pelindo I has carried out a business and cultural transformation. The current competitive challenges faced by PT Pelindo I are not only domestic competitors (private and state company), but also competition with neighboring ports such as Malaysia and Singapore with all their advantages in the digital era (industry 4.0). Pelindo I develops organizational competence, in order to achieve service efficiency in all lines and strengthen infrastructure and services. Training is needed in creating reliable crew members in accordance with their respective competencies and expertise. This study aims to find out what factors have the most significant influence on the low performance of ship crews in PT Pelindo I through testing the competency variables, leadership style, employee compensation, and work environment on 111 crew members as a sample. The results show that competence, leadership style, employee compensation and work environment together or partially have a significant effect on the performance of the crew. Competence has a positive effect on performance, but in this study there is no significant effect on the performance of PT Pelindo I, because the crew have fulfilled the technical (intellectual) competency requirements in accordance with applicable regulations, the emotional and social competency of the crew is also considered to be quite good.

Keywords: Ship Crew, Competence, Leadership Style, Compensation, Work Environment

INTRODUCTION

Indonesia has a very wide area, consisting of land and sea around 1.937 million km^2, sea area 3.1 million km^2, and sea area of Exclusive Economic Zone (EEZ) 2.7 million km^2. Indonesia is the largest archipelago region in the world consisting of around 13,466 large and small islands. These islands stretch from east to west as far as 6,400 km and around 2,500 km distance between north and south. About 80% of Indonesia's territory is ocean. The length of Indonesia's coastline is approximately 81,000 km (Hasbullah, 2016). This condition makes the role of sea transportation such as ships very important role in Indonesia. The ship is not only a means of transportation, it is also a liaison between islands, and is part of the community's economic infrastructure. As one of the companies engaged in port services, PT Pelabuhan Indonesia I (Persero), hereinafter referred to as PT Pelindo I, is a State-Owned Enterprise (BUMN) appointed by the government to manage public ports in Aceh, North Sumatra, Riau and Riau Islands Provinces to participate in implementing and supporting government policy programs in the economic, national development and development sectors in the port services business.

Pelindo I develops organizational competence, in order to achieve service efficiency in all lines and strengthen infrastructure and services. Training is needed in creating reliable crew members in accordance with their respective

competencies and expertise. This study aims to find out what factors have the most significant influence on the low performance of ship crews in PT. Pelindo I through testing the variables of competency, leadership style, employee compensation, and work environment.

Employee performance

According to Mahsun (2006), performance is a picture of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission, and vision of the organization as outlined in the strategic planning of an organization. Performance is often used to refer to the achievement or level of success of individuals or groups. Performance is the result of work within a certain period of time which shows a person's level of achievement in meeting organizational goals. Performance feedback allows employees to know how well they are working when compared to organizational standards. If performance appraisals are carried out correctly, employees, their supervisors, human resources departments, and ultimately the organization will benefit from ensuring that individual efforts contribute to the strategic focus of the organization (Simamora, 2004). Bernadin (in Sudarmanto, 2009) said that there are six performance indicators. The six indicators can be used to measure performance. The six indicators are:

1. Quality; quality indicators related to processes or results are near perfect in meeting objectives.
2. Quantity; quantity indicator is related to the unit of quantity produced.
3. Timeliness; this indicator of timeliness is related to the time required to complete a job or to produce a product.
4. Cost-effectiveness; this effectiveness indicator is related to the level of use of organizational resources such as people, money, materials, technology, and so on in obtaining results.
5. Supervision; this indicator of the need for supervision is related to the ability of employees to complete work without leadership assistance.

Competence

Competence can be in the form of goals, temperament, self-concept, attitudes or values, problem mastery, or cognitive and behavioral skills. Each individual trait that can be measured or counted clearly and can be shown to clearly distinguish a superior behavior from an effective behavior from an ineffective offender (Alain Mitrani et.al in Ardiana et al, 2010). Based on these indicators grouped into 4 namely (Spencer & Spencer in Winanti, 2011):

1. Intellectual Competence; Intellectual competence is the ability needed to carry out mental activities.
2. Emotional Competence; Emotional competence that is the character of attitudes and behavior or the will and ability to master themselves and understand the environment objectively and morally so that their emotional patterns are relatively stable when facing various problems in the workplace that are formed through the synergy between character, self-concept, internal motivation and mental knowledge capacity / emotional.
3. Social Competence; Social competence is the character of attitude and behavior or the will and ability to build cooperation nodes with others which are relatively stable when facing problems in the workplace that are formed through the synergy between character, self-concept, internal motivation and capacity, social knowledge.
4. Spiritual Competence; Spiritual competence is the character and attitude that is part of the deepest awareness in someone associated with the conscious who not only recognizes the existence of values but is also creative to find new values.

Leadership

According to Hasibuan (2013) leadership is the way a leader influences the

behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals. George R. Terry put forward leadership as a whole activity to influence the willingness of others to achieve common goals (Sedarmayanti, 2013). According to Bass and Avolio (1994) in Suwatno and Priansa (2011), leadership has 4 dimensions of transformational leadership known as the "4I" concept.

1. Ideal influence (Idealized influence), the leader must be a good example, which can be followed by his employees, so that it will produce respect and trust in the leader. The indicator is respect from employees, trust, can be a role model

2. Inspirational motivation, leaders must be able to provide motivation, and clear targets to be achieved by their employees. The indicator is motivator and can set goals.

3. Intellectual simulation, the leader must be able to stimulate his employees to come up with new ideas and ideas, the leader must also let his employees become problem solvers and provide new innovations under his guidance. The indicator is creative ideas and problems.

4. Individual consideration, leaders must pay attention, listen to complaints, and understand the needs of their employees. All of these dimensions if implemented properly will help in maximizing the role of leaders in the company. Leaders are expected to improve employee performance by motivating and stimulating creative ideas, paying attention to employees and their special needs, and can also be a leader who is protective and someone who can be respected by all employees. The indicators are career development, creating a good work environment, relationships with subordinates.

Work environment

The work environment is very influential on the employee performances, where employees will not be able to do the work as expected without supportive work environment, and the comfort of employees in carrying out their daily work is highly dependent on the environment. If there are things that interfere with the environment, the employee works directly will have a negative impact on employees concentration. According to Sedarmayanti (2004) the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as groups.

According Sedarmayanti (2011) the types of work environment are divided into 2 namely:

1. Physical work environment; According to Sedarmayanti (2011) "The physical work environment is all physical conditions that exist around the workplace that can affect employees both directly and indirectly. The physical work environment can be divided into two categories, namely:
   a. Environment that is directly related to employees (such as work centers, chairs, tables and so on.
   b. The intermediary environment or general environment can also be called a work environment that influences human conditions, such as temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, etc.

2. Non-Physical Work Environment; all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates. Non-physical environment is also a group of work environments that cannot be ignored. According to Nitisemito (2002) companies should be able to reflect conditions that support cooperation between superiors, subordinates and those who have the same position status in the company.

The conditions that should be created are family atmosphere, good communication and self-control.

From the problems faced by PT Pelindo I and supported by theoretical studies and the results of previous research, a crew performance framework (Y) is influenced by competency variables (X_1), leadership style (X_2), employee compensation (X_3) and work environment (X_4). The causality relationship is presented in the figure as follows:
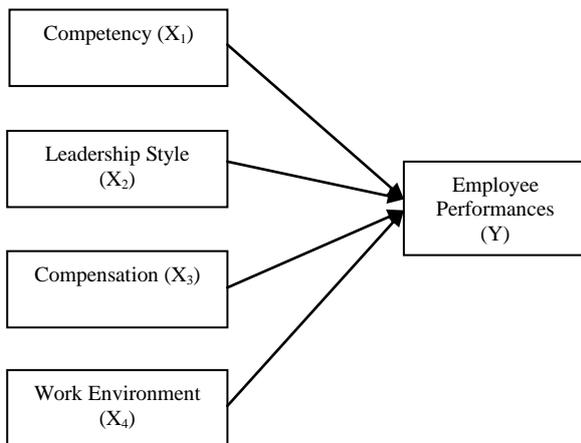

Figure 1. Conceptual framework

Hypothesis

1. Simultaneously (together), competency variables, leadership style, employee compensation and work environment are thought to have a significant effect on the performance of PT. Pelindo I
2. Partially, the competency variable, leadership style, employee compensation and work environment is thought to have a significant effect on the performance of PT. Pelindo I

RESEARCH METHOD

This type of research is correlational research. According to Sinulingga (2017), correlational research is a study carried out with the aim of detecting the extent to which variations in a factor are related (correlated) with one or more other factors based on the correlation coefficient. The population in this study was all organic and non-organic ship crews of PT Pelindo 1 (Persero). According to data obtained in July 2019,

there were 311 crew members consisting of 66 organic people and 245 non-organic people working in the fleet of ships owned by PT Pelindo 1 which were spread in several port branches. While samples using the Slovin formula totaled 111 people. Primary data obtained using questionnaires and interviews measured using a Likert Scale, and secondary data in the form of important data obtained through the official website, library and company administration. Testing this data using SPSS.22 tools.

RESULT AND DISCUSSION
Validity and Reliability Test Results

Table 1. Validity Test Results

Variable	Indicator	r count	r table	Result
Competency	K1	0.652	0.3388	Valid
	K2	0.900	0.3388	Valid
	K3	0.866	0.3388	Valid
	K4	0.866	0.3388	Valid
	K5	0.892	0.3388	Valid
	K6	0.706	0.3388	Valid
	K7	0.755	0.3388	Valid
	K8	0.808	0.3388	Valid
Leadership Style	GK1	0.836	0.3388	Valid
	GK2	0.921	0.3388	Valid
	GK3	0.897	0.3388	Valid
	GK4	0.897	0.3388	Valid
	GK5	0.799	0.3388	Valid
	GK6	0.860	0.3388	Valid
	GK7	0.907	0.3388	Valid
	GK8	0.799	0.3388	Valid
Employee Compensation	KOM1	0.785	0.3388	Valid
	KOM2	0.795	0.3388	Valid
	KOM3	0.758	0.3388	Valid
	KOM4	0.921	0.3388	Valid
	KOM5	0.922	0.3388	Valid
	KOM6	0.921	0.3388	Valid
	KOM7	0.902	0.3388	Valid
	KOM8	0.902	0.3388	Valid
Work Environment	LK1	0.781	0.3388	Valid
	LK2	0.875	0.3388	Valid
	LK3	0.737	0.3388	Valid
	LK4	0.505	0.3388	Valid
	LK5	0.861	0.3388	Valid
	LK6	0.886	0.3388	Valid
	LK7	0.787	0.3388	Valid
	LK8	0.752	0.3388	Valid
Employee Performances	KIN1	0.876	0.3388	Valid
	KIN2	0.900	0.3388	Valid
	KIN3	0.878	0.3388	Valid
	KIN4	0.900	0.3388	Valid
	KIN5	0.868	0.3388	Valid
	KIN6	0.852	0.3388	Valid
	KIN7	0.809	0.3388	Valid
	KIN8	0.852	0.3388	Valid
	KIN9	0.909	0.3388	Valid
	KIN10	0.947	0.3388	Valid

Source: Processed Results of SPSS 24 Data (2019)

Based on the results of the validity test, it is known that each of the questions on the Competency, Leadership Style, Employee Compensation, Work Environment, and Employee Performance variables shows the r count value is greater than r table (0.3388). These results indicate that the data is valid so that all questions are worth using in further research.

Based on the results in the table above, the reliability test results of each variable have a Cronbach's alpha value greater than 0.6. These results indicate that all variables are reliable so that the data can be trusted to be used in further research.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Result
Competency	0,919	Reliable
Leadership Style	0,949	Reliable
Employee Compensation	0,950	Reliable
Work Environment	0,906	Reliable
Employee Performances	0,966	Reliable

Source: Processed Results of SPSS 24 Data (2019)

Table 3. Descriptive statistical analysis results

	N	Minimum	Maximum	Mean	Std. Deviation
Competency	112	3.63	5.00	4.4536	.38179
Leadership Style	112	3.00	5.00	4.2146	.40592
Employee Compensation	112	2.63	5.00	4.0123	.50602
Work Environment	112	1.13	5.00	4.1133	.46428
Employee Performances	112	2.90	5.00	4.2000	.45083
Valid N (listwise)	112				

Source: Processed Results of SPSS 24 Data (2019)

Based on thickness 3 above, it can be explained that the behavioral competency variable has a minimum value of 3.63 and a maximum of 5. The results state that competency has a mean value of 4.4536 and a standard deviation of 0.38179.

1. The value of leadership style has the lowest minimum value of 3.00. Meanwhile the maximum value is 5, and the average value of leadership style is 4.2146 with a standard deviation of 0.40592.
2. The employee compensation value has the highest minimum value of 2.63. Meanwhile the maximum value is 5, and produces an average value (mean) of employee compensation of 4.0123 with a standard deviation of 0.50602.
3. The value of the work environment has a minimum value of 1.13. Meanwhile the maximum value is 5 and the average value of leverage is 4.1133 with a standard deviation of 0.46428.
4. The employee performance value has a minimum value of 2.90. Meanwhile the maximum value of 5 and the average value of the employee's performance of 4.2000 with a standard deviation of 0.45083.

Normality test

Normality test in this study was conducted with two techniques namely Probability Plot and Kolmogorov-Smirnov.
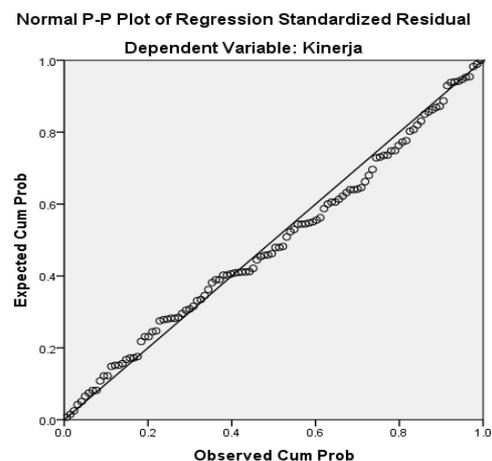

Figure 2. P-Plot Normality Test

From Figure 2 it can be seen that the data in this study are normally distributed with the distribution of data following a diagonal line. Another reason is because there are no data spreads that are too far from the diagonal line, all of them gather around the diagonal line or search the histogram.

Table 4. Results of the Kolmogorov-Smirov Normality Test

		Unstandardized Residual
N		112
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.33870087
Most Extreme Differences	Absolute	.065
	Positive	.065
	Negative	-.050
Test Statistic		.065
Asymp. Sig. (2-tailed)		.200
Test distribution is Normal. Calculated from data		

Source: Kolmogorov-Smirnov normality test results (SPSS24, 2019)

From table 4, the results of the Kolmogorov-Smirnov calculation from SPSS24 are 0.065. This figure is greater than 0.05, so the data in this study are normally distributed.

Multicollinearity Test

Table 5 Multicollinearity Test Results

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.560	.449		1.248	.215		
	Competency	.076	.106	.064	.710	.479	.645	1.549
	Leadership Style	.312	.102	.281	3.045	.003	.617	1.620
	Employee Compensation	.339	.072	.380	4.699	.000	.801	1.249
	Work Environment	.153	.076	.158	2.026	.045	.861	1.161

Dependent Variable: Performance
Source: Processed Results of SPSS 24 Data (2019)

From the results of table 5 it can be seen that the data in this study did not occur multicollinearity because each variable value at tolerance is greater or above the value of 0.10. In addition, each variable value on VIF is smaller or below the value of 10.

Analysis of Multiple Regression Results

Table 6. Regression Testing Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.560	.449		1.248	.215
	Competency	.076	.106	.064	.710	.479
	Leadership Style	.312	.102	.281	3.045	.003
	Employee Compensation	.339	.072	.380	4.699	.000
	Work Environment	.153	.076	.158	2.026	.045

Dependent Variable: Performances
Source: Processed Results of SPSS 24 Data (2019)

T test (Partial Significance Test)

T-test or partial significant test is used to determine the effect of partially independent variables on the dependent variable. An independent variable is said to have a significant effect on the dependent variable if the value of t arithmetic > t table, or if the significant value of each independent variable (p-value) < α. The hypothesis in the t test referred to in table 6 is as follows:

1. Competency variable (X1) obtains a statistical t value of 0.710> 1.982 with a significant value of 0.479 smaller than the significance level of 0.05. So, Ho is accepted and Ha is rejected, so it can be concluded that at the 95% confidence level, the behavioral competency variable does not significantly influence employee performance with the direction of a positive relationship.

2. The leadership style variable (X2), in table 6 explains the statistical t value of 3.045> 1.982 with a significant value of 0.003 smaller than the significance level of 0.05. So, Ho is rejected and Ha is accepted, so it can be concluded that at 95% confidence level the leadership style variable has a significant effect on employee performance with a positive relationship direction.

3. For the employee compensation variable (X3), a statistical t value of 4.699> 1.982 with a significant value of 0.018 is

less than the significance level of 0.05. So, Ho is rejected and Ha is accepted so it can be concluded that at the 95% confidence level, the employee compensation variable has a significant effect on employee performance with a positive relationship direction.

4. For the work environment variable (X4), a statistical t value of 2.026 <1.982 with

a significance value of 0.045 is less than the significance level of 0.05. So, Ho is rejected and Ha is accepted so that it can be concluded that at the 95% confidence level, the work environment variable has a significant effect on employee performance with the direction of a positive relationship.

Coefficient of Determination (R-Square)

Table 7 Results for R-Square Values

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.663[a]	.439	.418	.34387	1.745

a. Predictors: (Constant), Work Environment, Leadership Style, Compensation, Competency
b. Dependent Variable: Performance
Source: R-Square Value Results processed by SPSS24 (2019)

The R value is 0.439. This means that the crew performance variable (Y) as much as 43.9% is influenced by independent variables namely behavioral competence, leadership style, employee compensation and work environment, while the remaining 56.1% is influenced by variables not discussed in this study.

Anova Test (F Test)

Table 8. Test Results F

ANOVA[a]				
Sum of Squares	df	Mean Square	F	Sig.
9.907	4	2.477	20.946	.000[b]
12.653	107	.118		
22.560	111			

a. Dependent Variable: Performance
b. Predictors: (Constant), Work Environment, Leadership Style, Compensation, Competence
Source: Processed Results of SPSS 24 Data (2019)

The results of the data listed in table 8 above, the calculated F_{count} value of 20,946 while the F_{table} value with a significant level (a) = 0.05 and the number of samples 111 obtained F table of 2.457 Because the value of F_{count} > F_{table} (20.777> 2.457), then it can be concluded that the multiple linear regression equation is appropriate and can be used and the hypothesis H_o is rejected and H_1 is accepted which means that behavioral competence, leadership style, employee compensation, work environment together affect the performance of PT Pelindo 1.

Effect of Competence on Ship Crew Performance

The results of the hypothesis indicate that the crew's competency has a positive effect on the performance of the crew but does not have a significant effect. The results of an interview with the Fleet Preparation Manager of the Marine Business Division, stated that the ship crew recruited by PT Pelindo 1 had fulfilled the requirements in accordance with the Ministry of Transportation Regulation No.PM70 of 2013 concerning Education and Training, Certification and the Sea Guard Service as evidenced by the certificate of COC (Certificate of Competency)) and COP (Certificate of Proficiency). In connection with this the PT Pelindo 1 crew members are technically considered capable of operating the ship well. Based on emotional competency indicators, the crew is also considered capable and trained in dealing with emergency conditions on the ship, this is because the crew is used to carry out familiarization of emergency conditions (safety drill) on the ship. Indicators of social competence, based on research also the crew is able to communicate well and work together with the team on the ship or with other employees at PT Pelindo 1.

The Effect of Leadership Style on Employee Performance

The results of hypothesis indicate that the leadership style has a significant effect on the performance of PT. Pelindo 1. This is supported by a significant value of 0.003 less than 0.05, a positive beta coefficient value of 0.281 indicates that if there is an increase in the leadership style variable by unit, the performance of the crew of PT. Pelindo 1 will increase by 0.281. Harold Koontz and Cryill O'Donnell (1976) in Soekarso (2018) stressed that leadership is the art of persuading subordinates to complete their work with a spirit of confidence. With the ideal leadership style, good team work will be developed so that employee performance will improve (Marpaung, 2018). According to Yuniarti (2014), one's leadership style can significantly affect employee performance.

Effect of Employee Compensation on Employee Performance

The hypothesis results show that employee compensation has a significant effect on the performance of PT. Pelindo 1. This is supported by obtaining a significant value of 0,000 less than 0.05, a positive beta coefficient value of 0.380 indicates that if there is an increase in the employee compensation variable by unit, the performance of PT. Pelindo 1 will increase by 0.380. Compensation given to employees must be in accordance with the performance they produce so that they can be motivated and can be even more enthusiastic at work. Compensation needs to be increased again so that the performance of existing employees does not decrease but can be even more increased compensation proven to affect the performance of PT Pelindo 1's crew, because compensation is a form of compensation provided by the organization to PT Pelindo 1's crew members that can be valued in money and have tendency is given regularly in the hope that the organization will get a reward in the form of PT Pelindo's crew work performance 1. In addition to salary, compensation can be in the form of leave, incentives, holiday allowances, bonuses and also health and pension facilities provided by the PT Pelindo organization 1. Results This research is the same and supports previous research, namely from the study of Warin-Angin (2008), and Yulianti (2011) where in the study it was found that the compensation variable affected employee performance.

Effect of Work Environment on Employee Performance

The results of the first hypothesis indicate that the work environment has a significant effect on the performance of PT. Pelindo 1. This is supported by a significant value of 0.045 obtained slightly smaller than 0.05, a positive beta coefficient value of 0.158 indicates that if there is an increase in the work environment variable by unit, the performance of PT. Pelindo 1 will increase by 0.158. The results of this study are the same and support previous research that is from Arisanti (2010) where in the study it was found that work environment variables affect employee performance. These results explain that the work environment is very influential on the performance of ship crew where the crew will not be able to do the work as expected without the support of a supportive work environment, and the comfort of the crew in carrying out their daily work is highly dependent on the environment where they work. If there are things that interfere with the environment where the employee works directly will have a negative impact on the concentration of the crew working which ultimately affect the performance of the crew.

Managerial Implications

This research is expected to help the parties concerned at PT Pelindo 1, including:
1. The management of PT Pelindo 1 can evaluate the proper salary calculation
2. PT Pelindo 1's management should to provide leadership training
3. PT Pelindo 1's management should to repair facilities on board
4. Each party, both the management and the crew, is involved in protecting and

caring for the environment, maintaining equipment and work facilities on the ship and making good use of it.

5. Implementing and certifying ISM Code (international safety management on board)

6. The management of PT Pelindo 1 build an effective organization to manage the fleet and crew in a centralized manner, because currently the vessels are operated in each branch with different leadership styles.

CONCLUSION

Based on the results of tests that have been done statistically, the conclusions of this study can be made as follows:

1. Competence, leadership style, employee compensation and work environment together have significant influence on the performance of PT. Pelindo 1's ship crew..

2. Competence has a positive effect on performance, but in this study no significant effect on the performance of PT. Pelindo 1's ship crew., because the crew has fulfilled the technical (intellectual) competency requirements in accordance with applicable regulations, the emotional and social competency of the crew is also considered to be quite good.

3. Leadership style has a directly significant effect on the performance of PT. Pelindo 1's ship crew.

4. Compensation has a directly significant effect on the performance of PT. Pelindo 1's ship crew.

5. The work environment has a directly significant effect on the performance of PT Pelindo 1's ship crew.

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