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The Influence of Work Abilities, Work Motivation, Work Culture, Work Environment and Work Coordination on Ship Crew Performance

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Abstract

The International Safety Management Code or commonly known as the ISM Code or short for is an international standard for the Safety Management System for the safe operation of ships and efforts to prevent pollution at sea. The aim of implementing the ISM Code is to ensure safety at sea to avoid accidents that can cause loss of life and damage to ships that can cause environmental pollution at sea. SOLAS (Safety of Life at Sea) in 1994 adopted the ISM Code which is a product of the IMO (International Maritime Organization) The respondents for this research were 70 people consisting of ship crew members and office staff of PT. Atosim Lampung Pelayaran in 2024. Taking respondents consisting of ship crew members and office staff was aimed at finding an overview of HR competencies and communication patterns between them in carrying out work tasks. The performance of employees, especially crew members of the PT. ALP Banyuwangi Branch, is at a good level based on research results. That the variables Motivation and Coordination simultaneously have a significant effect on the performance of the crew members of the PT. ALP Banyuwangi Branch ship.

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1. Introduction

The International Safety Management Code or commonly known as the ISM Code or short for is an international standard for the Safety Management System for the safe operation of ships and efforts to prevent pollution at sea. The aim of implementing the ISM Code is to ensure safety at sea to avoid accidents that can cause loss of life and damage to ships that can cause environmental pollution at sea. SOLAS (Safety of Life at Sea) in 1994 adopted the ISM Code which is a product of the IMO (International Maritime Organization).

Frequent ship accidents became the background for the creation of the ISM Code. In general, the causes of these accidents are due to human error or negligence in operating the ship and only a few are classified as technological failures. At that time the existing regulations and conventions such as MARPOL, SOLAS, LOAD LINE Convention and ship classification regulations mostly only regulated matters of a technical or hardware nature, and little related to humans or software. Several studies conducted show that the majority of errors that arise due to human error/negligence can be controlled by implementing a good Safety Management System.

The Indonesian government has ratified the ISM Code and issued Regulation of the Minister of Transportation of the Republic of Indonesia Number 45 of 2012 concerning Ship Safety Management. In this regulation, companies that operate ships of certain types and sizes must fulfill the requirements for safety management and prevention of pollution from ships by implementing a Safety Management System. The types and sizes of ships referred to in these regulations include:

a. Passenger ships, including high-speed passenger ships of all sizes
b. Oil tankers, chemical tankers and gas carriers with a size of ≥ 150 GT

c. Other cargo ships, high speed cargo ships, bulk carriers, fishing ships, MODUs and FSO or FPSO units including manned barges with a size of ≥ 500 GT

Ships that have met the requirements for safety management and pollution prevention from ships will be given a certificate.

PT Atosim Lampung Pelayaran (ALP) is a shipping company that serves short and long distance crossing routes. This company was founded on April 9 2002. The routes it serves include Merak – Bakauheni, Jakarta – Bandar Lampung and Tanjungwangi – Lombok which will later become the location for this research. This company is located at Gandaria 8 Office Tower, Lt. 16, Unit A Jl. Iskandar Muda Pondok Pinang Kebayoran Lama South Jakarta. Several of its branches are operating well, including the Banyuwangi Branch which currently operates a fleet of 3 ships to serve passengers on the Tanjungwangi Port - Gilimas (Lombok) route. The data on the fleet of ships owned are as follows:

1	KM Bahuga Jaya	Merak – Bakauheni	Tenggelam di Selat Sunda 26 September 2012 [3] [4] [5]
2	KM Bahuga Pratama	Merak – Bakauheni	
3	KM Mutiara Persada I	Merak – Bakauheni	
4	KM Mutiara Persada II	Merak – Bakauheni	Juli 2020 [6]
5	KM Mutiara Persada III	Surabaya – Bandar Lampung	6 Mei 2015 [7]
6	KM Mutiara Barat	Semarang [1]	
7	KM Mutiara Timur I	Jakarta – Bandar Lampung	22 Juni 2016 [8]
		Gilimas – Tanjung Wangi	Agustus 2020 [9]
8	KM Mutiara Sentosa II	Jakarta – Bandar Lampung	22 Juni 2016
		Surabaya – Makassar	1 Desember 2019 [10]
		Gilimas – Tanjung Wangi	Agustus 2020 [11]
9	KM Mutiara Sentosa III	Jakarta – Bandar Lampung	22 Juni 2016
		Gilimas – Tanjung Wangi	Agustus 2020 [9]
10	KM Aeng Mas I	Ternate – Tidore	25 Agustus 2017 [12]
11	KM Mutiara Pertiwi I	Ternate – Bitung	30 November 2019 [13]
12	KM Mutiara Alas I	Kayangan – Pototano	14 September 2019 [14]
13	KM Permata Lestari V	Sofifi – Ternate	Juni 2019 [15]
14	KM Kayong Utara	Tidore	Februari 2018 [16]
		Muntok – Tanjung Api-api	Februari 2018 [17]

Figure 1. Data on the Fleet of Ships Owned
Source: PT Atosim Lampung Shipping (2024)

Based on the Regulation of the Minister of Transportation of the Republic of Indonesia Number 45 of 2012 concerning Ship Safety Management, PT Atosim Lampung Pelayaran is obliged to implement the ISM Code to maintain the safety of crew members, passengers, ships and the maritime environment. In 2022, a ship accident belonging to this company was recorded in the Bali Sea, KM Mutiara Timur I caught fire in the waters around Gili Selang, Karangasem, Bali on Wednesday (16/11/2022) afternoon. The ship was carrying passengers on the route Tanjungwangi Port, Banyuwangi - Gilimas Port, Selamat, Lombok. KM Mutiara Timur I departs from Banyuwangi at around 06.45 WIB from Tanjungwangi Harbor, Banyuwangi. The ship is planned to dock at Gilimas Harbor, Selamat, Lombok, at around 16.00 WIB. The ship has a Sailing Approval Letter, which means the ship is seaworthy and is permitted to leave the port of loading for the port of discharge (next). However, during the voyage it turned out that an accident occurred, namely a ship fire caused by the vehicle load on the ship. The qualifications and competence of the ship's crew are considered to be one of the factors that ensure minimal fatalities. The existence of a safety management system also means that accidents can be handled effectively and efficiently even though in the end the ship has to sink without loss of life. The minimal loss of life is a sign that there is good coordination between the ship's crew led by the captain to accommodate passengers in the face of dangerous conditions with the main aim of

safety.

Taking into account accidents in 2022, the management of PT Atosim Lampung Pelayaran, especially the Banyuwangi branch, is making improvements to achieve zero accidents in ship operations. The results achieved in 2023 will be no crew work accidents, incidents for passengers or ship accidents that result in environmental pollution. This situation is certainly a real contribution by the ship's crew and DPA to have a pattern of behavior that prioritizes safety. From the results of observations, researchers who are also ISM Code auditors from the Harbor Master's Office and Tanjungwangi - Banyuwangi Port Authority see the role of ship crew from the perspective of human resource management theory put forward by Mangkunegara (2017, p. 67) revealing that there are 5 factors that influence employee performance, namely Work Ability, Work Motivation, Work Culture, Work Environment and Work Coordination. Ability Factor (Ability), psychologically the ability (ability) of employees consists of potential ability (IQ) and reality ability (knowledge and skills).

Based on Republic of Indonesia Government Regulation Number 7 of 2000 concerning Maritime Affairs, article 3 paragraph 1 states that every ship's crew must have a seafaring certificate. Furthermore, article 2 reads: the types of maritime certificates referred to in paragraph (1) consist of: a. Seamanship Certificate; b. Seaman Skills Certificate. This proves that there is special attention to the abilities of prospective crew members before they are assigned to the ship. Attention to the capabilities of the ship's crew is important because they will operate a ship carrying cargo and/or passengers dealing with natural risks and technical risks that have the potential to threaten life safety during the voyage, the risk of marine environmental pollution and loss of cargo. According to Sumardjo & Priansa (2018, p. 202) work motivation is behavior and factors that influence employees to show individual intensity, direction and perseverance as an effort to achieve organizational goals. This means that motivation cannot only come from the individual, but there are external factors that can stimulate it as well. As stated by Winardi (2018, p. 2) that motivation is the result of a number of processes both internal and external for an individual, giving rise to an attitude of enthusiasm and enthusiasm in carrying out certain activities. The term performance comes from the words Job Performance or Actual Performance (work performance. The Big Indonesian Dictionary quoted and translated by Nawawi (Anwar, 2017) says that performance is something that is achieved, achievement shown, work ability. According to Triguno (2003), culture work is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected in attitudes into behavior, beliefs, ideals, opinions and actions which manifest as work or work. On the front wall of the ship's accommodation under the bridge is usually displayed the words SAFETY FIRST . This writing is also found in certain work areas on the ship, for example in the ship's workshop in the engine room in first place. The work environment is everything that surrounds the employee's work place and can influence the way and work that is being done. As stated by Sunyoto (2015, p. 38) that the work environment is everything that is around the worker and that can influence him in carrying out the assigned tasks. The working environment on a ship is different from the working environment on land, there are many differences, including; (1) natural conditions which generally often come into contact with extreme weather, (2) the workplace is limited to ship space which is also the "home" for the ship's crew, (3) working hours based on watch hours are also different from workers on land. Work coordination is closely related to the work system and leadership patterns on board the ship. The military leadership pattern is applied on board the ship to carry out the work system on board. Absolute authority rests with the ship's captain/master over everything that happens on the ship. The distribution of job descriptions is carried out by placing personnel with appropriate qualifications. The personal character of each crew member is also considered to have an impact on communication patterns between them.

The achievement of zero accidents at PT Atosim Lampung Pelayaran Banyuwangi as a result of the performance of the crew cannot be separated from the factors above. Work ability, work motivation, work culture, work environment and work coordination will produce performance, however, how much influence each variable has and the joint influence of the above variables on crew performance certainly needs to be studied/researched, so this is the aim of the research. This. The results of this research can be used as a reference and information for other researchers

who are interested in conducting research in the field of human resource management in the shipping sector. And can contribute to the development of studies regarding human resource management. The limitations of the problem in this research are work ability, work culture, work motivation, work environment and work coordination and performance of passenger ship crew belonging to PT. Atosim Lampung Pelayaran (ALP) Banyuwangi Branch from 01 Feb 2024 to 24 June 2024 in Banyuwangi.

In this research the conceptual framework can be described as follows;

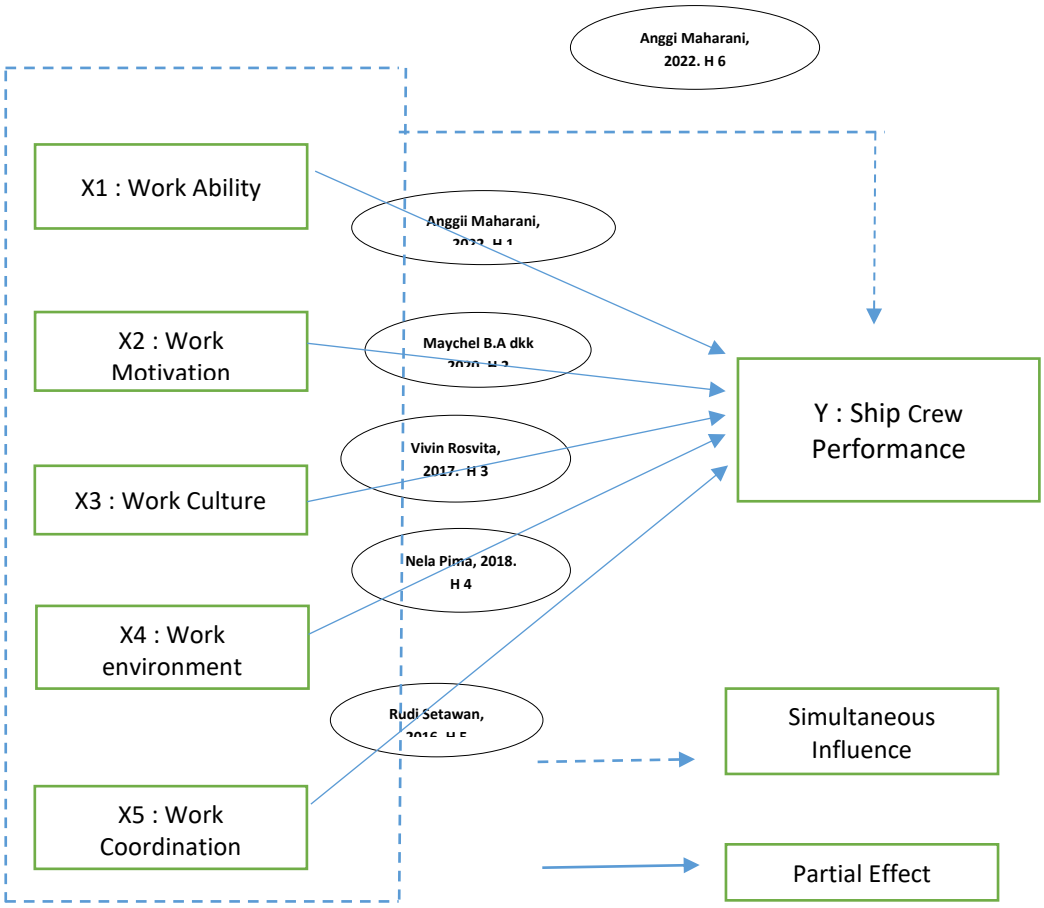

Figure 2. Conceptual Framework
Source: Reseacher Development (2024)

In accordance with the research objectives, researchers want to determine the influence of 5 variables, both partially and simultaneously, on the performance of ship crew.

2. Methods

The research was carried out at PT Atosim Lampung Pelayaran (ALP) Banyuwangi Branch. With the intention that later the results of this research can be used as a consideration in developing the implementation of the ISM Code on the fleet of ships owned by PT Atosim Lampung Pelayaran. The planned time allocation starts from March to July 2024. This research is a quantitative research that uses a statistical procedure-based research design to measure the variables studied. The population of this study includes all members of the ship's crew and DPA staff at PT Atosim Lampung Pelayaran, with a sample of 70 people selected using a saturated sampling technique. Saturated sampling was chosen because all members of the population were used as samples, with the aim of obtaining accurate data for generalization with very small errors. The variables studied include the performance of the ship's crew as the dependent variable, with independent variables including ability, motivation, work culture, work environment, and

coordination. The operational definition of the variables includes the performance of the ship's crew as measured from the aspects of quality and quantity of work, as well as ability consisting of potential and reality of ability (IQ, knowledge, and skills). Motivation is defined as a condition that encourages employees to achieve work goals, while work culture refers to the way and attitude in carrying out tasks. The work environment includes everything around the workplace that can affect the way of working, and coordination is the process of harmonizing every step and activity in the organization to achieve common goals. Data collection techniques are carried out through questionnaires, interviews, observations, and documentation. Questionnaires were used as the main tool to obtain data, while interviews and observations were conducted to dig deeper information from respondents, and documentation was used to collect secondary data. The data obtained were then analyzed using multiple linear regression analysis techniques with the help of the SPSS application to test the significant relationship between the independent variables and the dependent variable. Hypothesis testing was carried out using the t-test to see the partial effect of each independent variable on the dependent variable, as well as the F-test to assess the simultaneous effect of all independent variables on the dependent variable.

3. Results and Discussion

Respondent Profile Based on Level of Formal Education

The respondents for this research were 70 people consisting of ship crew members and PT Atosim Lampung Pelayaran office staff in 2024. The aim of taking respondents consisting of ship crew members and office staff was to find an overview of HR competencies and communication patterns between them in carrying out work tasks. Graphically, the level of formal education of respondents can be seen in the picture below:

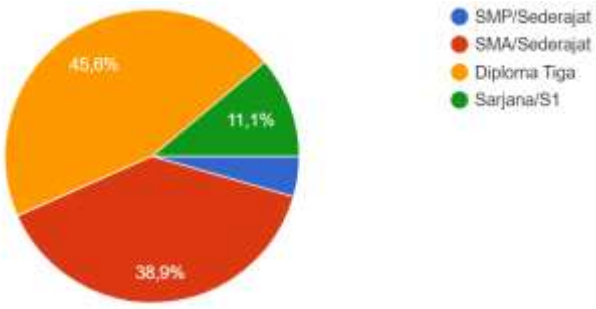

Figure 3. Graph of Formal Education Level of PT ALP ABK in 2024
Source: Data Processed (2024)

The level of formal education describes the intellectual abilities of the respondents in carrying out daily tasks that have been explained by the office. On the other hand, this data provides information to researchers that at least the respondents have an understanding in accepting research statements so that they can provide the data needed in the research. The research respondents were dominated by diploma 3 education level, this data was considered appropriate because the diploma 3 level in the academic world would be compared with the seafaring competency of a third level nautical expert. A total of 45.6 % of respondents had a third diploma level education and generally they were graduates of a shipping academy (ANT III). The next rank is occupied by respondents with formal high school/equivalent education, amounting to 38.9 % , they are generally crew members with skill competencies who come from maritime training centers or level IV nautical experts. Respondents with a bachelor's education level amounting to 11.1 % are generally office staff whose daily duties are as DPA or operational staff.

Respondent Profile Based on Maritime Competency

Based on the research data obtained, it can be described the level of palm oil competency possessed by PT ALP crew members as follows:

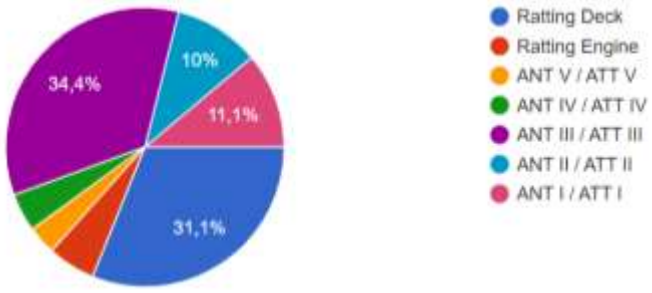

Figure 4. Graph of Maritime Competency Levels of PT ALP Crew Members in 2024
Source: Data Processed (2024)

Based on the graph above, it can be seen that the maritime competence of the crew members consists of ship officers with ANT/ATT II maritime competence of 31.1%, they hold positions as deck officers with duties including navigation, arranging ship cargo and logistics, handling emergencies, equipment safety and engine readiness during the shipping process with the highest position as ship captain and/or head of the engine room. Furthermore, there are crew members with ANT III/ATT III maritime competency, 34.4% of whom have the same type of position as ANT/ATT II maritime competency but at a lower level, generally as ship captains or machinists in the engine room with the task of assisting the officers above them. . A deck rating of 10% and an Engine Rating of 11.1% are ship class positions whose job is to assist officers in their daily duties on the ship.

Data Collection Results

The research was carried out by distributing questionnaires that were declared valid and reliable using Google Form with a certain time limit. The results of respondents' responses to statements on each variable have been summarized in the table as attached to this research. A total of 70 respondents filled in via the Google Form link that was distributed. Next, we input the research results into the SPSS application. The majority of respondents responded by giving an agreeing assessment of the existing statements.

Analysis of Research Results

The statistical method to test whether the data is normally distributed or not is the non-parametric Kolmogorov-Smirnov (KS) statistical test. The Residual Test is normally distributed if it has a significance value of more than 0.05 . The results of the Kolmogorov-Smirnov (KS) non-parametric statistical test can be seen in the following table:

Table 2. Results of the Kolmogorov-Smirnov (KS) non-parametric statistical test

		Unstandardized Residuals
N		70
Normal Parameters [a, b]	Mean	.0000000
	Std. Deviation	2.32460051
Most Extreme Differences	Absolute	,046
	Positive	,039
	Negative	-.046
Statistical Tests		,046
Asymp. Sig. (2-tailed)		,200 [c,d]

Source: Data Processed (2024)

To find out whether multicollinearity occurs or not, this is done by looking at the Variance Inflation Factor (VIF) value of each variable from the analysis results using SPSS. If the VIF is smaller than 10, it can be concluded that the data is free from symptoms of multicollinearity (Imam Ghozali, 2016; 104). The results of data processing using the SPSS program obtained VIF values as can be seen in the following table:

Table 3. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	1,811	2,291		,790	,433		
Ability	.173	,088	,274	1,962	,055	,575	1,739
Culture	,209	.114	,243	1,835	,042	,640	1,561
Motivation	.173	,088	,274	1,962	,055	,575	1,739
Environment	,209	.114	,243	1,835	,042	,640	1,561
Coordination	.173	,088	,274	1,962	,055	,575	1,739

Source: Data Processed (2024)

Paying attention to the data processing results in table 3 above, it is known that the VIF value of each variable is greater than 1 and the tolerance value is greater than 0.1, so, in accordance with the opinion of (Imam Ghozali, 2016; 104) the test results state that multicollinearity does not occur.

Hypothesis Test Results

Hypothesis testing is a process for evaluating the strength of evidence from a sample, and provides a basis for making decisions regarding the population. The purpose of hypothesis testing is to decide whether the hypothesis being tested is rejected or accepted.

This test also uses a level of significance or significance level (α) of 5% or 0.05. The results of data processing are as follows:

Table 4. t Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	4,474	2,160		2,071	,042
Ability	.064	,157	,053	,409	,084
Culture	-,191	.156	-,202	-1,225	,225
Motivation	.223	,102	,279	2,184	,033
Environment	-,015	.152	-,018	,100	,921
Coordination	.527	,238	,530	2,217	,030

Source: Data Processed (2024)

Based on the theoretical basis and paying attention to the results of data processing in table 4 as mentioned above, it is known that; The sign values X3, X5 and -each has a partially significant effect on Y. The sign values X1, X2 and X4 has a partially not significant effect on Y.

This test also uses a level of significance or significance level (α) of 5% or 0.05. The results of data processing are as follows:

Table 5. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	184,838	4	46,209	7,991	,000 [b]
Residual	329,630	57	5,783		
Total	514,468	61			

Source: Data Processed (2024)

Based on table 5 above, it is known that the sign value is 0.00 < 0.05, which means that H0 is rejected, and it can be concluded that X1,

It is known that the sign value of 0.00 < 0.05 means that H0 is rejected, and it can be concluded that X1, X2 , Simultaneous is a term used to describe the relationship between two or more variables that influence each other simultaneously. In simultaneous analysis, the combined effect of these variables is taken into account. It is proven that there is harmony between the hypothesis and results of this research with the opinions of experts and previous research which states that components or independent variables have a simultaneous influence on the dependent variable.

However, the joint influence of all these variables can be seen in the value of the coefficient of determination. The coefficient of determination value is between zero and one. If the R^2 value is small, it means that the ability of the independent variables to explain the dependent variable is very limited. Meanwhile, an R^2 value that is close to one means that the independent variable provides almost all the information needed to predict the dependent variable (Imam Ghozali, 2016; 95). Paying attention to table 4, column 3, second row, it is known that the value of the Coefficient of Determination (R^2) is 0.359, so it can be interpreted that there is a simultaneous influence of all independent variables on the dependent variable (Y/ship crew performance) of 35.9%. This value is considered still low, for this reason PT. ALP must create the right strategy to provide "threatments" so that each independent variable can be increased so that the influence value on performance is higher. However, it does not rule out the possibility that PT. ALP management should try to observe other variables which could have a positive impact on the performance of the ship's crew.

4. Conclusion

The performance of employees, especially crew members of PT. ALP Banyuwangi Branch ships, is at a good level based on the results of the research and discussion in the previous chapter. Researchers can draw several conclusions, including: a) Ability, which include formal education status, seafaring competency of the crew members partially haven't a significant effect on the performance of the crew members of the PT. ALP Banyuwangi Branch ships. b) Culture, which includes the distribution of job descriptions, compliance with SOPs, and implementation of work safety culture partially hasn't a significant effect on the performance of the crew members of PT. ALP Banyuwangi Branch ships. c) Motivation, which includes the desire to achieve shipping security and safety, obtain better rewards/salaries and the desire to avoid sanctions partially has a significant effect on the performance of the crew members of PT. ALP Banyuwangi Branch ships. d) The environment, which includes the work location, facilities for the personal needs of the crew members, consumption and entertainment needs, and completeness of work equipment partially has a significant effect on the performance of the crew members of the PT. ALP Banyuwangi Branch ship. e) Coordination, internal ship communication patterns (officers with regular crew members, as well as officers with officers), ship communication with office management partially have a significant effect on the performance of the crew members of PT. ALP Banyuwangi Branch ships. f) That the variables Motivation and Coordination simultaneously have a significant effect on the performance of the crew members of the PT. ALP Banyuwangi Branch ship. Conclusions explain the findings of the study that are relevant to the research question and research objectives without using statistical data. The conclusion section includes the implications of further research and research.

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