
THE EFFECTS OF LEADERSHIP STYLE AND HR QUALITY ON SHIP X CREW PERFORMANCE MEDIATED BY MOTIVATION AND DISCIPLINE: A CONCEPTUAL MODEL

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ABSTRACT

Efficient crew performance is crucial for the safety and efficiency of maritime operations. This conceptual research investigates the effect of leadership style and human resource quality on the performance of a ship's crew, with motivation and discipline serving as moderators. The study underlines the importance of effective crew performance for the safety and efficiency of the marine sector. Crew performance is influenced by essential aspects such as leadership style, human resource quality, motivation, and discipline. The study adopted a quantitative technique, with data collected using a Likert scale questionnaire and analyzed using SPSS software. The project intends to give significant insights into human resource management onboard ships by understanding the relationships between these factors.

KeyWords

Conceptual Model, Crew Performance, Leadership Style, Human Resource Quality, Work Motivation, Work Discipline.

INTRODUCTION

According to the Directorate General of Sea Transportation (2017), sea transportation can contribute to the development of the Indonesian economy by promoting tourism and enhancing the transportation sector. Long-term maritime conveyance operations rely heavily on the efficiency of a vessel's crew. The competent performance of a ship's crew is essential for ensuring the safety and security of maritime transportation, as well as the efficient transit of cargo and passengers. Comparatively, the decline in the workforce of X PT. X's average performance metric between 2020 and 2023 has become a significant issue in examining organizational performance. Several variables, such as leadership style, quality of human resources, motivation, and discipline, can all contribute to the observed decline.

Leadership style refers to how leaders approach and carry out their leadership responsibilities. It is the unique combination of attitudes, behaviors, and beliefs. In a recent study, Ricardianto et al. (2020) found that applying an effective leadership style can provide distinct advice and increase the motivation of ship personnel, resulting in enhanced performance. In contrast, an ineffective leadership style can engender trust issues and conflicts within a ship's crew, ultimately resulting in a decline in overall performance.

Human resources (HR) of superior quality can significantly enhance the efficacy of a ship's crew. In a recent study, Yamani et al. (2020) discovered a correlation between the quality of human resources (HR) and the performance of shipbuilders. A ship with highly skilled and competent personnel will undoubtedly perform better. Therefore, shipping companies must prioritize the employment of qualified personnel and invest in ship crew training and development. This strategy is essential for enhancing the caliber of their human resources and assuring the highest level of performance in carrying out their maritime obligations.

In addition to leadership style and the caliber of human resources, motivation is essential to enhancing the performance of a ship's crew. Recent research conducted by Wiyono and Kunowati (2022) indicates that a high level of motivation among ship crew members can significantly boost morale and productivity. Overall performance outcomes improve as a consequence of this increased motivation. To enhance the performance of their crews, warships must prioritize examining motivating factors and requirements.

Discipline emerges as a vital aspect in boosting the productivity of a ship's crew in addition to the previous factors. The adherence to ship safety standards and practices can be attributed to the implementation of efficient disciplinary measures. In a study conducted by Malau, Barasa, and Sumali (2019), it was found that the objective of this particular strategy is to decrease the probability of accidents and losses. Hence, it is imperative for shipping companies to give utmost importance to the implementation of rigorous disciplinary measures within their workforce. This conceptual study aims to investigate the complex effects of leadership styles and human resource quality on performance using the data and background information mentioned previously. It will examine how motivation and discipline function as moderators of this relationship.

LITERATURE REVIEW

A. Leadership Style

Robbins (2008) defines leadership as "the capacity to exert influence over a team to accomplish a shared vision or objective." This definition of leadership is the ability to guide a group of people toward a common goal. This power might come from official positions of leadership, or it can come from within the group itself.

According to Hasibuan (2013), leadership style is a way for leaders to motivate subordinates to collaborate successfully to achieve the organization's goals. The strategy leaders use to exert influence over the actions and attitudes of others is referred to as their leadership style. Leaders can use their leadership style to advise and direct their subordinates or followers effectively.

Thoha (2012) defines leadership style as how leaders influence their followers. As a result, leaders must recognize and execute an effective leadership style that matches the specific conditions at hand. Aligning a leader's position and preferred style can improve leadership effectiveness and achieve organizational goals.

Setiawan and Muhith (2013) discovered that many elements have a crucial role in affecting the leadership process inside an organization. These aspects include the leader's personality attributes, the expectations and actions of superiors, and the characteristics of subordinates. According to the findings, these elements have a significant and beneficial impact on the overall effectiveness of leadership within the organizational context. The notion of leadership is examined in Kartono's (2010) study by evaluating three leading indicators: the leader, communicative abilities, and democratic values. These indicators are critical for understanding and evaluating good leadership strategies.

B. HR Quality

According to Supriatin and Asep Dony Suhendra's (2021) findings, the quality of human capital includes the cognitive acumen, technical proficiencies, and competencies demonstrated by every individual within the maritime personnel, allowing for the provision of exemplary service and the successful execution of assigned responsibilities. To achieve high-quality human resources, each member of the ship's crew must have positive attitudes, ethical beliefs, and moral values. This goal can be reached via continual training and education and a commitment to diligently carrying out one's responsibilities.

According to Matutina's comment, as stated by P. Pulung Puryana (2021), assessing the caliber of human resources may be done by looking at three essential elements: knowledge, competencies, and aptitudes. Ethics and morals are important factors in assessing the quality of human resources. The availability of high-quality human resources is critical to maintaining the operational efficiency and effectiveness of maritime endeavors.

According to Rahardjo (2010), the quality of human resources can be measured through several indicators as follows:

- 1) Intellectual quality includes knowledge and skills in science and technology by industrial developments.
- 2) Education, which shows the ability to teach at a higher level, as well as the level of variety and quality of education and skills relevant to the needs of employment at the local, national, and international levels.

In addition, Notoatmodjo (2009) also mentions indicators of the quality of human resources, which include education and training. Meanwhile, Hutapea and Nurianna (2008) added several other indicators, such as understanding their respective fields, knowledge, skills, morale, and planning/organizing skills.

C. Work Motivation

Motivation is the process of persuading or motivating a person or workgroup to complete the duties allocated to them. (2006) (Samsudin). According to Siagian (2002), work motivation is a factor managers take very seriously in organizational life.

According to Maslow's Hierarchy of needs theory, to motivate someone, one must first grasp the hierarchical level he is experiencing and then focus on the requirements above that level. Despite its popularity, this idea should be a general guide tailored to particular needs.

Meanwhile, McGregor (1960) presented several suggestions to boost employee motivation, including participative decision-making, hard work, and robust group interactions. Employees will be more productive as a result, and they will be motivated to reach company goals.

In his needs theory, McClelland (Stephen Robbins, 2008) proposed that motivation may be explained by three primary needs: achievement, power, and relationships. Each person has a distinct level of power requirement, and leaders can utilize this notion to identify individual needs and improve employee motivation and performance in the workplace.

According to Mangkunegara (2005), indicators of work motivation are essential aspects that influence one's degree of motivation in the workplace. These indications are as follows:

- 1) Responsibility, represents the individual's ability to take personal responsibility for the work accomplished.
- 2) Performance, shows how hard an individual works to execute a good job and obtain satisfactory outcomes.
- 3) Advancement, opportunities reflect the individual's desire to be paid fairly for the task.
- 4) Performance, recognition reflects the individual's need for acknowledgment or higher incentives for good performance.
- 5) Difficult work, demonstrates an individual's ambition to continue learning and perfecting work in the relevant sector.

D. Work Discipline

According to Syafrina (2017), work discipline comprises employee behavior in complying with established corporate regulations both orally and in writing, as well as being willing to take punishments if they violate applicable rules. Work discipline is an employee's willingness to follow the rules and regulations established in his work environment. Rahman (2018). Work discipline is critical for enhancing productivity and developing a positive working environment.

As a result, work discipline is a crucial aspect of achieving optimal corporate productivity. According to Husain Arifudin (2018), work discipline is used by managers to communicate with employees to raise awareness and availability and achieve even greater work productivity.

Work discipline is a crucial aspect of obtaining optimal company productivity. According to Hasibuan (2011), various factors influence the level of employee discipline, including:

- 1) Employees' aims and abilities.
- 2) Management.
- 3) Reaction or Reward.
- 4) The rule of law.

According to Syakani (2017), there are various markers of work discipline, including time precision, proper use of company equipment, increased commitment, and adherence to company policies. Meanwhile, according to Sutrisno (2009), work discipline has four markers: adherence to time rules, corporate policies, workplace behavior, and other company regulations.

E. Crew Performance

According to Wibowo (2014), performance can be defined as a process or outcome of work. Quality performance results from an efficient method for achieving job objectives. Meanwhile, according to Kasmir (2016), performance is the consequence of an individual's labor accomplishing specified duties and obligations within a specific time frame.

According to Fahmi (2016), performance is the outcome delivered by an organization, whether for profit or not, over a specific period. Meanwhile, Armstrong and Baron define performance as "work that is closely related to the organization's strategic goals, customer satisfaction, and economic contribution."

According to numerous professional definitions, performance refers to a person's achievements or work results, measured based on the quality and quantity attained in carrying out the assigned activities and obligations. This demonstrates the importance of performance in measuring the efficacy and efficiency of labor at both the individual and organizational levels. As a result, performance is a critical consideration in human resource management.

According to Wibowo (2014), there are seven interrelated performance elements that Harsey, Blanchard, and Johnson explain, namely:

- 1) Goals things that people or organizations want to accomplish in the future.
- 2) A standard is a measurement used to determine whether a goal can be met.
- 3) Feedback provides information regarding progress toward the standard's aims.
- 4) Tools or means are resources that aid in completing tasks and achieving goals.
- 5) Competence refers to a person's ability to complete a task correctly.
- 6) Motive, which is the cause or driving factor behind someone doing anything.
- 7) The possibility for personnel to demonstrate their work successes.

Various employee performance indicators can be established, according to Afandi (2018), to analyze their performance more comprehensively:

- 1) Work output quantity
- 2) Work quality.
- 3) Task completion efficiency.
- 4) Workplace Discipline
- 5) Drive
- 6) Thoroughness
- 7) Leadership Honesty
- 8) Creativity.

CONCEPTUAL MODEL

Based on the findings of the literature review and previous study, the factors of leadership style and human resource quality are regarded as independent variables. At the same time, motivation and discipline are seen as mediating variables. Meanwhile, the ship's crew performance will be considered the dependent variable. This study is intended to generate significant insights into the development of human resource management aboard ships and provide a clearer picture of the link between related variables. As a result, a conceptual model was developed, as depicted in Figure 1.

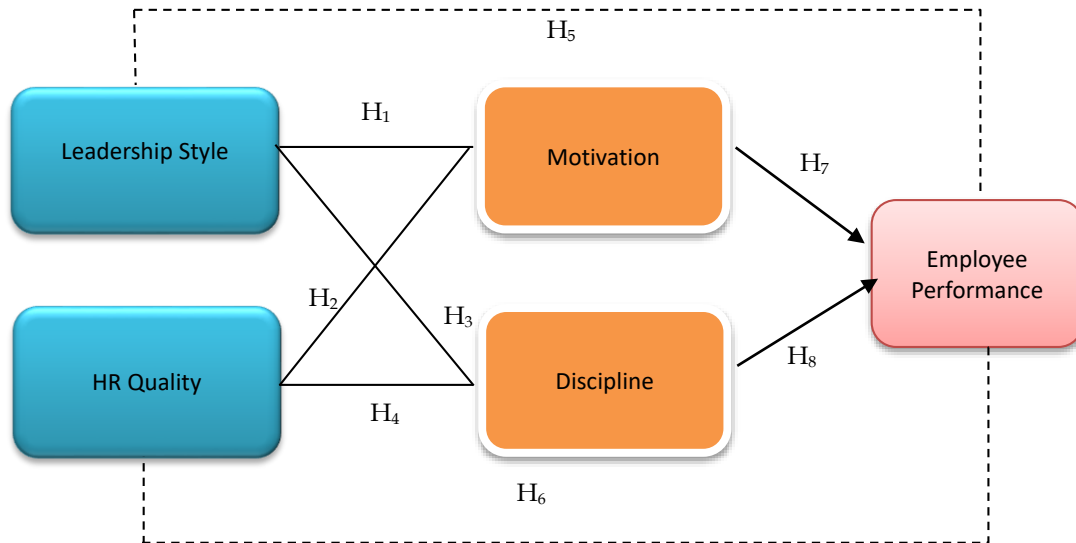


Figure 1. The Conceptual Model

Description:

—————> : Direct Effect

- - - - -> : Indirect Effect (Mediated)

HYPOTHESES

The researchers developed this research by analyzing the phenomena between the variables studied to produce hypotheses. The following is a study that confirms that work experience and training variables are thought to influence crew performance and indirectly affect career development. Based on the conceptual model in Figure 1, seven hypotheses were developed as follows:

- H1: The leadership style of the ship's officers has a direct positive and significant effect on the motivation of the ship's crew.
- H2: The quality of human resources has a direct positive and significant effect on crew motivation.
- H3: The leadership style of the ship's officers has a direct positive and significant effect on the work discipline of the ship's crew.
- H4: The quality of human resources has a direct and significant positive effect on the work discipline of the ship's crew.
- H5: The leadership style of the ship's officers has a direct positive and significant effect on the performance of the ship's crew.
- H6: The quality of human resources has a direct positive and significant effect on the performance of the ship's crew.
- H7: Motivation has a direct positive and significant effect on crew performance.

METHODOLOGY

Research on Ship X Crew Performance was carried out using quantitative methods in data collection. The sampling technique used was saturated or census sampling, with a population and sample of 57 samples taken in the study.

The data that has been collected will be given a Likert scale score and data tabulation. The research instrument test was carried out by testing the validity and reliability using SPSS software, the test results were also then analyzed using SPSS.

CONCLUSION

This research paper was written to establish a conceptual model to investigate the effect of leadership style and human resource quality on the performance of the X ship's crew, which is mediated by motivation and discipline variables. This article includes a research backdrop, literature review, conceptual model, hypotheses, and research methods for the leadership style and human resource quality of the crew of the X ship. This paper aims to provide information about the influence of leadership style and human

resource quality on ship crew X performance, which is mediated by motivation and discipline variables, with the expectation of theoretical and practical benefits from the research results.

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