

**THE INFLUENCE OF LEADERSHIP STYLE AND EMPLOYEES
MOTIVATION ON SHIP CERTIFICATION SERVICES AT THE
DIRECTORATE OF SHIPPING AND MARINE DIRECTORATE
GENERAL OF MARINE TRANSPORTATION, MINISTRY OF
TRANSPORTATION**

Zaman Zaini, Astri Wahyuningsih

Postgraduate Masters Program in Administrative Sciences, STIAMI Institute of Social Sciences
and Management, Jakarta, Indonesia

zamanzaini@stiami.ac.id, astri@certificationntr.org

ABSTRACT

The purpose of this research is to analyze the magnitude of the influence of the style of leadership and motivation against the ship Certification on Shipping Directorate and Directorate General of Sea Transportation Kepelautan the Ministry of transportation. The theory used in this study refers to the opinion of Tamami (2015), that there are influences between leadership style and motivation towards the Ministry. The research method used is the quantitative methods through the dissemination of a questionnaire, with a total population of 119 people and the sample were 54 people respondents, based on the Slovin formula. Based on the results of the research with the use of linear regression analysis for partial double and with the help of SPSS 23 shows that: partially showed that leadership style has a positive and significant influence of 44.2% against Ministry. In the second partial results showed that motivation has a significant and positive influence of 14.9% against. Free variable style of leadership and motivation are jointly tested with test F prove positive and significant influence towards services and the magnitude of the influence Coefficient Determination value as seen from (R²) was 49.1 %.

Keywords: style of leadership, motivation, ministry

INTRODUCTION

In transportation services, the most basic quality of service is in terms of security and safety. This is also what caused the Ministry of Transportation to declare a 'zero accident'. One of the efforts that must be made by the Government to ensure the safety and security of shipping, including those of the people, is to issue standards related to ship technology, completeness of safety equipment on board, and certification of ship crews. Thus, the characteristics of the ship, both physical and complete with safety facilities, are part of the service quality indicator. In addition, certification of crew members and service patterns are also included as variables studied in the perspective of service quality. Therefore, the purpose of this paper is to map the strengths and weaknesses of shipping-people from the aspect of ship technology,

Based on the results of initial observations made by researchers, ship certification services at the Directorate of Shipping and Maritime Affairs of the Directorate General of Sea Transportation are still not in line with expectations, not all programs can be implemented properly so that the quality of licensing services has not been maximized. This can be seen from the large number of complaints from the public which are grouped into several substance of reported complaints. In addition, the lack of timeliness of the promised service is what the researchers saw firsthand. Then the researchers also observed that at the Directorate of Shipping and Maritime Affairs there was a lack of Human Resources or employees, where the number of employees in charge of entering data into the computer for further processing was limited,

The low level of service is influenced by factors of leadership style and employee motivation. The phenomenon that the authors found based on the results of interviews conducted with several employees that there are problems in the way leaders lead employees. In this process the leader has a very decisive role in the implementation of the company. The function of the leader is not only to guide and direct subordinates, but the most important thing is how the leader is able to provide a clear vision and mission or direction where the organization will be taken. Good employee performance will determine the success or failure of an organizational goal and can also assist leaders in making decisions.

Based on observations made at the Directorate of Shipping and Maritime Affairs, employees' work motivation is considered lacking. This is evident from the presence of employees who are often late for work. In addition, based on the information of one member, it was obtained information that there were several employees who experienced a decrease in performance such as completing their work on time. The leadership also does not have the initiative to provide work motivation to its members to be better at work and there is no opportunity to develop abilities in working in each of their units. Therefore, very good motivation is needed from the leadership level to be able to develop the work skills of employees to be even better in the future.

LITERATURE REVIEW**1. Leadership Style**

According to House in Gary Yukl, (2009:4) says that: Leadership is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. So from House's opinion it can be said that leadership is a way of influencing and motivating others so that people want to contribute to the success of the organization.

While Terry in Wahjosumidjo, (2010:25) states that "Leadership is the activity of influencing exercised to strive willingly for group objectives". Terry's opinion can be interpreted that leadership is the ability to influence and move others to achieve goals.

According to Dubin in Wahjosumidjo, (2010:21) "Leadership is the authority and the making of decisions". From Dubin's opinion, it can be interpreted that leadership is an activity carried out by the holders of power in making a decision.

Leadership in organizations is directed at influencing the people they lead, so they want to act as expected or directed by others who lead them. (Sutikno, 2014:16). From this understanding it can be concluded that leadership is the nature or character, or activities of superiors or leaders to positively influence the behavior

of a group of employees, guide and direct them to work smoothly so that company goals can be achieved properly.

Based on the definition of leadership above, it can be interpreted that leadership is a person's ability to influence, move, encourage, control other people or their subordinates to do some work on their consciousness and contribute to achieving a goal.

Dimensions and indicators of leadership style according to Thoah (2013: 63), namely:

- 1) Authoritarian leadership style
 - a) Absolute authority centered on the leadership
 - b) Decisions are always made by the leadership
 - c) There is no chance for subordinates to give suggestions
- 2) Delegative leadership style
 - a) Leaders delegate more authority to subordinates
 - b) Wisdom is made by subordinates a lot
 - c) Most decisions are made by subordinates
- 3) Participative leadership style
 - a) Leadership authority is not absolute
 - b) Decisions are made jointly between leaders and subordinates
 - c) Many opportunities for subordinates to submit suggestions

2. Motivation

Motivation is an impulse or turmoil that arises from within humans to fulfill their various needs in accordance with their respective desires (Afin Murtie, 2012: 63). In his book Robbins (2008:222) suggests motivation as a process that explains the intensity, direction, and persistence of an individual to achieve his goals.

The importance of motivation because motivation is what causes, distributes and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Motivation is increasingly important because managers share work with their subordinates to be done well and integrated into the desired goals.

According to Kadarisma (2012: 278), work motivation is the driving force or impetus in a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him. Meanwhile, according to Hasibuan (2009:141), motivation questions how to direct the power and potential of subordinates, so that they want to work together productively to achieve and realize the goals that have been determined.

Based on the opinions expressed by the experts, the researcher concludes that work motivation is an encouragement from within a person or employee to work as optimally as possible in order to achieve organizational goals as well as fulfill employee needs.

Hasibuan (2009:151), says that the motivation process is as follows:

- 1) Destination
In the process of motivation, it is necessary to first define organizational goals. Only then are employees motivated towards goals.
- 2) Knowing the interests
The important thing in the motivation process is to know the wishes of employees and not only see it from the point of view of the interests of the leadership or agency.
- 3) Effective communication
In the motivation process, good communication with subordinates must be carried out. Subordinates must know what they will get and what conditions must be met in order for the incentive to be obtained.
- 4) Goal integration
The motivational process needs to unify the goals of the organization and the goals of the employee's interests. The purpose of the organization is the needs complex, namely to earn profits and expand the

company. While the individual goals of employees is the fulfillment of needs and satisfaction. So, organizational goals and employee goals must be unified and for that it is important to adjust motivation.

5) Facility

It is important for managers to provide facility assistance to organizations and individual employees that will support the smooth implementation of the work.

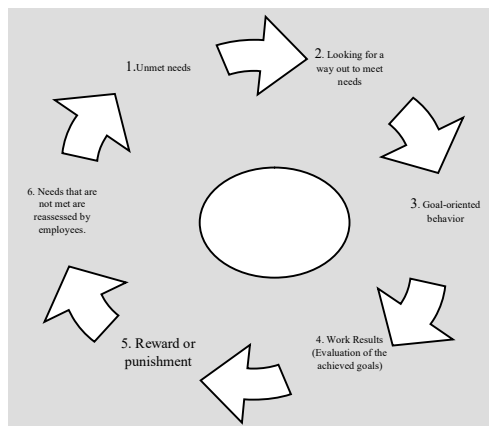


Figure 1. Motivation Process

6) Teamwork

Managers must form a well-coordinated team work that can achieve company goals. Team work is important because in a company there are usually many parts.

Indicators are divided into three dimensions, namely the need for achievement, the need for affiliation, and the need for power. The three dimensions of this need are reinforced by Mc. Clelland in Malay SP Hasibuan (2009:162), the dimensions and indicators of motivation are.

- 1) Dimensions The need for achievement, this dimension is measured by two indicators, namely:
 - a) Develop creativity.
 - b) Enthusiasm for high achievement.
- 2) Dimension Need for affiliation, this dimension is measured by four indicators, namely:
 - a) The need to feel accepted by others in the environment where he lives and works (sense of belonging).
 - b) The need for feeling respected, because every human being feels important (sense of importance).
 - c) The need for a feeling of progress and not failure (sense of achievement).
 - d) The need for a sense of participation.
- 3) Dimensions of the need for power, this dimension is measured by two indicators, namely:
 - a) Has the best position.
 - b) Putting your abilities to power.

b) Service

Service is an activity carried out by a person or group in providing satisfaction to those who receive services. Services take place regularly and continuously covering all people's lives in society. Pasolong in his book Bureaucratic Leadership explains that service is the activity of a person, group and or organization either directly or indirectly to meet needs (Pasolong, 2008:198).

Ratminto and Winarsih (2010: 52-53) argue that good service can only be realized if:

“Strengthening the bargaining position of service users (community) is a top priority. Thus, service users are placed at the center which gets support from a) Service organizational culture that prioritizes the interests of the community, especially service users, b) Service systems in service delivery organizations, and c) Human resources oriented to the interests of service users.

Based on the three opinions that have been stated above, that service is a form of interaction between a person or a certain group that aims to meet the needs to be achieved. In addition, services do not have a form but services are quickly lost, can be felt, and in its implementation it requires community participation in the service process.

Assessing service quality can be seen from all dimensions that exist in the service itself. There are five main dimensions of service quality according to Parasuraman, Zeithaml and Berry quoted by Tjiptono and Gregorius (2011: 133),

- 1) *Tangible*, which relates to the attractiveness of the physical facilities, equipment and materials used by the company, as well as the appearance of employees.
- 2) *Empathy*, which is about the company understanding the problems of its customers and acting in the interests of customers, as well as giving personal attention to customers and having comfortable operating hours.
- 3) *Responsiveness*, which is related to the willingness and ability of employees to help customers and respond to their requests, as well as inform when it will be provided and then provide services quickly.
- 4) *Reliability*, which is related to the company's ability to provide accurate services from the first time without making any mistakes and presenting its services in accordance with the agreed time.
- 5) *Insurance*, namely the behavior of employees who are able to foster trust in the company, and the company can create a sense of security for employees to always be polite and master the knowledge and knowledge skills needed for any inquiries on customer problems.

METHOD

This research has a quantitative approach, descriptive and associative type. It is said to be a quantitative approach because the approach used in the research proposal, process, hypothesis, down to the field, data analysis and data conclusions up to the writing uses aspects of measurement, calculation, formula and certainty of numerical data. With this qualitative research approach, the researcher will make a description of the description of the object that is studied systematically, both regarding the facts, characteristics and various things related to the research theme.

This research is a descriptive research because it aims to make a scathing/painting/description of the facts and characteristics of a particular population or area in a systematic, factual and thorough manner (Ginting, 2008:55).

The population in this study were employees at the Directorate of Shipping and Maritime Affairs in 2018, totaling 119 people. Meanwhile, to obtain the number of samples used the following formula: (Slovin in Umar, 2008: 49).

$$n = \frac{N}{1 + N(e)^2}$$

Description:

n = Sample

N = Employee Population

e = error 10%

Know :

$$\begin{aligned} n &= \frac{119}{1 + 119(0,05)^2} \\ &= 54 \text{ people} \end{aligned}$$

From the calculation results in the 10% error stage, 54 people will be taken.

The data that has been obtained is then processed and analyzed with the help of SPSS version 23 for Windows. The analysis used in this study are:

1. Descriptive Statistical Analysis The analysis used to describe the conditions, characteristics of respondents and the distribution of items for each data variable was collected, edited and tabulated in tables, then discussed the data in percentage figures.

2. Inferential Statistical Analysis This analysis is used to examine the effect of the independent variables on the dependent variable. The analysis technique used in this study is multiple linear regression which is used to determine the effect of two or more independent variables together on the dependent variable indicated by the regression coefficient.

3. Hypothesis Test

a. F Uji test

F test The F statistic test is used to test the overall regression equation, namely whether all independent variables have a simultaneous influence on the dependent variable.

b. t test

T test The t test is used to determine the effect of a partially independent variable on the dependent variable. This analysis is also useful for knowing which independent variables are the most influential or dominant among other variables.

RESEARCH RESULTS AND DISCUSSION

1. The Influence of Leadership Style on Ship Certification Services at the Directorate of Shipping and Maritime Affairs.

Based on the analysis using the SPSS 23 for Windows program, the results of multiple linear regression are obtained as shown in the following table:

Table 1. Leadership Style Effect Regression Equation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,339	5,682		3,228	,002
	Style_Leadership	,942	,147	,664	6,412	,000

a. Dependent Variable: Service

From the table above, it can be seen that the regression equation for the influence of leadership style on Ship Certification services at the Directorate of Shipping and Maritime Affairs is:

$$Y = 18.339 + 0.942 X$$

This means that each additional answer score for the leadership style variable is 1, then the Ship Certification service at the Directorate of Shipping and Maritime Affairs will increase by 0.942 to 18.339 + 0.942 = 19.281.

The results of this study found that leadership style has a significant effect on service, in a positive direction. The better the leadership style that is carried out, the more the service will improve.

The results of this study are in line with Jacob's (2015) research which states that the existence of a leadership style affects ship certification services at the Directorate of Shipping and Maritime Affairs. Employees can convey complaints and problems effectively to superiors, so that there are solutions that encourage employees to provide services. Thus, it can be stated that the leadership style within the Directorate of Shipping and Maritime Affairs has a significant influence on ship certification services

at the Directorate of Shipping and Maritime Affairs, or in other words the better the leadership style built, the more ship certification services at the Shipping Directorate will increase. and Marine.

2. The Effect of Employee Motivation on Ship Certification Services at the Directorate of Shipping and Maritime Affairs.

Based on the analysis using the SPSS 23 for Windows program, the results of multiple linear regression are obtained as shown in the following table:

Table 2. Motivational Effect Regression Equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36,840	5,902		6,242	,000
	Motivation	,537	,178	,386	3,020	,004

a. Dependent Variable: Service

From the table above, it can be seen that the regression equation for the influence of motivation on Ship Certification services at the Directorate of Shipping and Maritime Affairs is:

$$Y = 36,840 + 0,537 X$$

This means that for every addition to the answer score for the motivation variable of 1, the Ship Certification service at the Directorate of Shipping and Maritime Affairs will increase by 0.537 to 36,840 + 0,537 = 37,377.

The results of this study found that motivation has a significant effect on service, in a positive direction. The better the motivation that is done, the more the service will improve.

Thus, it can be stated that high employee motivation in the Directorate of Shipping and Maritime Affairs has a significant influence on ship certification services at the Directorate of Shipping and Maritime Affairs, or in other words, the better employee motivation is built, the more ship certification services will increase in the future. Directorate of Shipping and Maritime Affairs. This study resulted in the same conclusions as previous research conducted by Sianturi (2017) Employee motivation is a factor that greatly influences service.

3. The Effect of Leadership Style and Employee Motivation Together on Ship Certification Services at the Directorate of Shipping and Maritime Affairs.

Based on the analysis using the SPSS 23 for Windows program, the results of multiple linear regression are obtained as shown in the following table:

Table 3. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.085	6,373		1,739	,088
	Leadership_Style	,858	,147	,605	5,852	,000
	Motivation	,320	,144	,230	2,226	0.030

a. Dependent Variable: Service

Based on the results of the analysis in the table above, the regression equation in this study is as follows:

$$Y = 11.085 + 0.858X_1 + 0.320X_2$$

The regression equation has the following meaning:

1. The constant value of 11.085 means that if the leadership style and motivation variables are considered equal to zero, then the service variable is 11.085.
2. The regression coefficient value for the leadership style variable (X_1) is 0.858, meaning that if there is an increase in the leadership style variable (X_1), assuming motivation (X_2) is constant, it will cause an increase in service of 0.369.
3. The regression coefficient value for the motivation variable (X_2) is 0.320, meaning that if there is an increase in the motivation variable (X_2), assuming the leadership style (X_1) is constant, it will cause an increase in service of 0.858.

Thus, the leadership style and employee motivation together can improve ship certification services at the Directorate of Shipping and Maritime Affairs. This study produces the same conclusion as previous research conducted by Tamami (2015) which proves that simultaneously leadership style and employee motivation affect service quality.

CONCLUSION

Based on the results of research conducted at the Directorate of Shipping and Maritime Affairs and the results of the discussion, in this chapter the author tries to put forward conclusions and suggestions as input for agencies to be able to improve the shortcomings that have existed so far:

1. Leadership style has a positive and significant effect on ship certification services at the Directorate of Shipping and Maritime Affairs by 44.2%. This is evident from the results of the partial regression analysis which produces the equation $18.339 + 0.942 X_1$. This means that if the score for the X_1 variable, namely leadership style, is increased by one unit, the service variable will also increase by 0.942 units with a constant of 18.339. The results of the t-test also show that $t_{count} > t_{table}$ ($5.852 > 2.011$) so that through this hypothesis testing, discipline has a statistically positive and significant effect on service delivery.
2. Employee motivation has a positive and significant effect on ship certification services at the Directorate of Shipping and Maritime Affairs by 14.9%. This is evident from the results of the partial regression analysis which produces the equation $36,840 + 0,537 X_2$. This means that if the score for the X_2 variable, namely motivation, increases by one unit, the service variable will also increase by 0.537 units with a constant of 36,840. The results of the t-test also show that $t_{count} > t_{table}$ ($2.226 > 2.011$) so that through this hypothesis testing, discipline has a statistically positive and significant effect on service delivery.
3. Leadership style and employee motivation have a positive and significant effect simultaneously on ship certification services at the Directorate of Shipping and Maritime Affairs. In other words, the better the implementation of the leadership style and motivation, the more ship certification services at the Directorate of Shipping and Maritime Affairs will increase by 49.1%. This is evident from the results of the simultaneous regression analysis which produces the equation $Y = 11.085 + 0.858 X_1 + 0.320 X_2$. The results of the F test also show that $F_{count} > F_{table}$ ($24,596 > 3.13$), which means that through this hypothesis testing, leadership style and motivation have a statistically positive and significant effect on service delivery.

SUGGESTION

Based on the above, the suggestions that can be put forward are as follows:

1. To improve the leadership style, it is necessary to increase the leadership's ability in terms of integrating the organization in the right roles and positions, being able to make subordinates participate in decision making, being open to ideas, being able to accept and considering views and suggestions from

- subordinates, having a rational and objective nature, and can maintain conducive, innovative and creative working conditions.
2. To increase employee motivation, it is necessary for organizational efforts to increase good work motivation, several things that leaders can do more often go directly to motivate and monitor the performance of members so that leadership communication with employees to be better.
 3. Improving the quality of service by improving communication skills and the ability of officers to provide services, increasing the attitude, attention and responsibility of employees towards ship certification services at the Directorate of Shipping and Maritime Affairs.

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