



The Role of Facilities and Infrastructure in Maintaining Work Spirit and Optimizing Performance of Ship Crew

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Abstract

The performance of ship crews is very important to be maintained for the management of companies engaged in shipping. This study aims to analyze the effect of infrastructure on the performance of ship crews at PT. Multi Jaya Samudera either directly or using work spirit as a mediating variable. This research is quantitative research that uses a questionnaire for data collection. The data that has been collected is processed using path analysis techniques with the help of SmartPLS software. The results of the study found that good facilities and infrastructure will have an impact on increasing the morale and performance of ship crews at PT. Multi Jaya Samudera Belawan, but work spirit has not been able to become a mediating variable that can strengthen the indirect effect of facilities and infrastructure on the performance of ship crews



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Introduction

Human resources are the assets of an organization or an institution. Human resources are very dynamic assets and always move towards a better direction with various tricks that are sometimes difficult to understand. Therefore, a flexible and flexible direction is needed for what is intended without neglecting humanity. So that every HR can work with good behavior that supports the goals of the agency he works for (Hasibuan, 2012). To achieve company goals, employee morale is needed to work better. Seeing the importance of employees in the company, employees need serious attention to the tasks they are doing to achieve company goals by providing high motivation and giving up easily with the difficulties in completing work tasks and responsibilities (Uno, 2007).

Employee morale is an essential thing in a company. Because of the excellent work spirit, the goals that have been set can be achieved optimally. Conversely, low morale will hinder the

implementation of tasks and task completion; work is less effective and is characterized by low discipline and employee participation in the company. Morale is one of the factors that affect employee work discipline. Morale makes people happy to serve their work, where satisfaction, work, and satisfying family relationships are part of it. Morale is also a person's emotional and mental reaction to his work. Passion affects the quantity and quality of one's work (Purwanto, 2010).

In addition to morale, other factors that affect employee performance are facilities and infrastructure. Siswanto (2012) states that one of the objectives of fostering work discipline for workers is to use and maintain the facilities and infrastructure, goods, and services of the company/agencies as well as possible. The concept above is in line with research conducted by Lukiyana & Detri Sonata Tualaka (2016). PT. Multi Jaya Samudera Belawan is a company engaged in shipping and ship agency. In maintaining the crew's performance, the company should pay attention to infrastructure so that the crew can be more enthusiastic at work. This study aims to analyze the effect of infrastructure on the performance of ship crews at PT. Multi Jaya Samudera either directly or uses work spirit as a mediating variable.

Theoretical Framework and Hypotheses

Pramono (2012) suggests that facilities and infrastructure are physical factors that directly affect employee performance because facilities are tools that are directly used in completing a task function of the organization. Furthermore, it is added that agencies oriented to physical activities, facilities, and infrastructure are the main factors in influencing performance because facilities are direct communication tools in completing the tasks of a company. The existence of supporting infrastructure will have an impact on the morale of the ship's crew in carrying out their work. Terry dan Rue, (2012) states that work enthusiasm is a person's effort to be able to complete work with enthusiasm because he wants to carry it out.

Siswanto (2012) states that one of the objectives of fostering the workforce is to use and maintain the facilities and infrastructure, goods, and services of the company/institution as well as possible. The conceptual framework regarding the influence of infrastructure on employee performance is also supported by research conducted by Lukiyana Lukiyana & Detri Sonata Tualaka (2016); the findings of the research show that work facilities/infrastructure affect employee performance.

According to Siagian, (2010) a good form of spirit will be reflected in the atmosphere, one of which is the high enthusiasm and enthusiasm for work and the employees' initiative in doing work. Then one of the critical factors in the formation of the spirit, according to Martoyo (2010), The success of employees in completing their duties can be achieved with a sense of discipline in carrying out their duties, and a leader must be able to move, guide and motivate the spirit of employees so that organizational goals are achieved. This conceptual framework regarding the influence of work morale on work discipline is also supported by research conducted by Muhammad Zaky Sadewa (2019); the research findings show that there is an influence of work spirit on the morale of employee performance.

Infrastructure facilities are all types of equipment, work equipment, and facilities that function

as the main/auxiliary tool in carrying out work and in the context of interests related to work organizations. The understanding put forward by Moenir gives direction that facilities and infrastructure are tools used in an activation process, whether auxiliary equipment or leading equipment, both of which function to achieve the goals (Manullang & Purnamasari, 2015). Good facilities and infrastructure will provide morale for the ship's crew so that when the infrastructure is always maintained, it will indirectly affect the performance of the ship's crew.

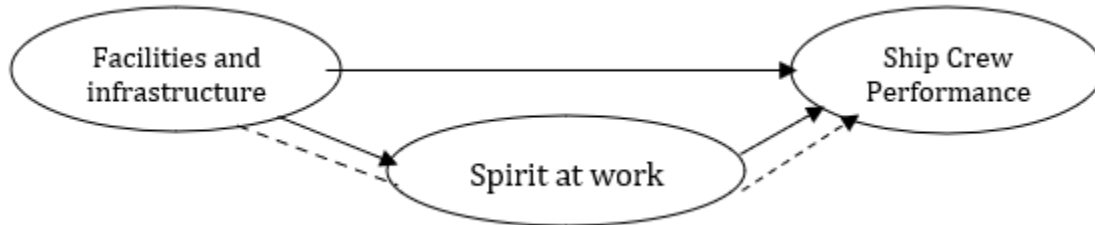


Figure 1. Research Model

H1: Infrastructure has a significant positive effect on the morale of ship crews

H2: Infrastructure has a significant positive effect on the performance of the crew

H3: Work morale has a significant positive effect on the performance of ship crews

H4: Infrastructure has a significant positive effect on the performance of ship crews if mediated by work spirit

Research Method

This study uses a quantitative approach to explain the position of the variables studied and the relationship between one variable and another (Sugiyono, 2016). This study is intended to test the hypotheses that have been formulated previously. This study will explain the causal relationship between the variables through hypothesis testing. In this study, the analytical method used is path analysis using the SmartPLS program. A research location is a place or object for conducting research. The research location is at PT. Multi Jaya Samudera. This company has four oil tankers with a crew of 60 people. The study was conducted from January to March 2022 with a total sample of 60 respondents. The measurement of the variables explains the operationalization of the variables developed in this study. At the same time, the measurement is measured based on indicators using a Likert scale. In the operational definition of these variables, these variables will be explained as follows:

Facilities and infrastructure (X)

Infrastructure is defined as using tools/media, including furniture, equipment, office supplies, and main office support equipment, effectively and efficiently to achieve a goal. According to Tjokroamidjojo, (2008), indicators of facilities and infrastructure are:

- 1) Tools/means.

- 2) Room on the ship.
- 3) Crew in each room.

Work spirit (Y1)

Morale is defined as an employee's mental attitude that shows enthusiasm to carry out his work, which is reflected in the interest and encouragement in the work being done so that the task can be completed on time with minor errors. Some indicators in research by Sidik & Kalimin (2018) which can measure work morale include the following:

- 1) Enthusiasm, every ship crew on a ship must have the ability and work hard because, with work, the work can be completed properly.
- 2) Initiative: ship crews with high initiative in working are very influential in carrying out their duties.
- 3) Loyalty, the crew is required to have an attitude of loyalty in order to achieve the goals of the company

Crew Performance (Y2)

Performance results from a crew's achievement in working with the standards set by the company. In Handayani & Bachri (2014), Mathis dan Jackson states that performance is what employees do or do not do. General employee performance includes several elements and indicators in this study, including:

- 1) Working quantity
- 2) Timeliness of results
- 3) Ability to work together

Data Analysis and Discussion

Data Analysis

Based on the results of the questionnaire data processing, the validity test can be seen based on the outer loading value in the following table 1.

Table 1. Outer Loadings

	Orginal Sampel (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
X1.1 <- Ship Facilities	0.927	0.923	0.027	34.408	0.000
X1.2 <- Ship Facilities	0.868	0.869	0.035	24.514	0.000
X1.3 <- Ship Facilities	0.884	0.876	0.062	14.364	0.000
Y1.1 <- Ship Crew Performance	0.895	0.890	0.058	15.554	0.000
Y1.2 <- Ship Crew Performance	0.770	0.757	0.088	8.732	0.000
Y1.3 <- Ship Crew Performance	0.847	0.825	0.112	7.544	0.000

Z1.1 <- Work Spirit	0.942	0.942	0.021	45.422	0.000
Z1.2 <- Work Spirit	0.922	0.920	0.026	35.772	0.000
Z1.3 <- Work Spirit	0.849	0.840	0.062	13.675	0.000

Table 1 shows the value of outer loadings that can be used as a validity test with the provisions of the original sample above 0.6 so that all constructs that make up the variables are declared valid and then reliability testing is carried out with the following results:

Table 2. Construct of Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Ship Crew Performance	0.788	0.876	0.703
Ship Facilities	0.873	0.922	0.798
Work Spirit	0.889	0.932	0.820

Based on the table above, it can be seen that the value of Cronbach's alpha, composite reliability and AVE of each variable is above 0.6 so that all variables are declared valid for further hypothesis testing. The results of hypothesis testing can be seen in the following table 3:

Table 3. Hypothesis Test Results

	Original Sample	T Statistics	P Values	Information
Ships facilities -> Ship Performance	0.664	5.332	0.000	Hypothesis Accepted
Ships facilities -> Work Spirit	0.744	10.062	0.000	Hypothesis Accepted
Work Spirit -> Ship Performance	0.241	1.161	0.246	Hypothesis Rejected
Ships facilities -> Work Spirit -> Ship Performance	0.179	1.117	0.265	Hypothesis Rejected

Discussion

The influence of facilities and infrastructure on the morale of the crew at PT. Multi Jaya Samudera Belawan

Griffin & Elbert (2007) said that morale is the overall behavior of employees towards their high work environment, where morale reflects the extent to which they feel that their needs are met by their work. Facilities and infrastructure significantly positively affect the performance of ship crews at PT. Multi Jaya Samudera Belawan so that it can be interpreted that when facilities and infrastructure are developed, the crew's spirit in this company will increase. According to Moekijat (2010), The word spirit was initially used in military circles to denote the morale of troops but now has a broader meaning and can be defined as the shared attitude of workers towards one another, towards superiors, towards management, or work. More opinion from Nitisemito (2010), morale is doing work more actively so that work can be expected to be faster and better.

The influence of facilities and infrastructure on the performance of ship crews at PT. Multi Jaya Samudera Belawan

Facilities and infrastructure are everything that is used as a tool in achieving goals and objectives. In contrast, infrastructure is everything that is the primary support for the implementation of a process (Fathuroyana, 2019). Facilities and infrastructure have a positive and significant effect on the performance of ship crews at PT. Multi Jaya Samudera Belawan means that when shipping companies always provide facilities and infrastructure that are maintained or developed, this can support efforts to improve the performance of ship crews. Facilities and infrastructure are essential to support the performance of ship crews at this company because if the work equipment provided is adequate, the workspace is comfortable, and the number of crew members in a room will also affect the work process, which will have implications for the performance of the crew.

The effect of morale on the performance of the crew at PT. Multi Jaya Samudera Belawan

Morale is the desire and sincerity of someone to do well and be disciplined to achieve maximum work performance (Hasibuan, 2011). Morale is the ability of a group of people to work together diligently and consistently in the pursuit of a common goal (Tohardi, 2010). In this study, morale has a positive and insignificant effect on the performance of ship crews at PT. Multi Jaya Samudera Belawan so that it can be interpreted that the high and low morale of a crew member is not a benchmark for improving the performance of the crew because under certain conditions when morale is reduced, for example, having sailed for months away from family but performance can still be maintained. On the other hand, showing enthusiasm in the workplace is not a guarantee for a ship's crew to improve their performance. The results of this study do not support the results of previous studies, which found empirical facts that life on board is a small organization and with a limited environment, the harmony of crew members and high morale has an essential role in improving the performance of sailors on board (Firdaus Sitepu, 2018).

The influence of facilities and infrastructure on the crew's performance through the spirit of work at PT. Multi Jaya Samudera Belawan

Facilities and infrastructure have no significant positive effect on performance if mediated by the morale of the ship's crew at PT. Multi Jaya Samudera Belawan so that it can be interpreted that work enthusiasm cannot affect increasing the indirect effect of facilities and infrastructure on the performance of ship crews. Therefore, this is a challenge for this shipping company to improve the working spirit of its crew.

Conclusions

Good facilities and infrastructure will impact the morale and performance of ship crews at PT. Multi Jaya Samudera Belawan, but work spirit has not been able to become a mediating variable that can strengthen the indirect effect of facilities and infrastructure on the performance of ship crews. The results of this study are interesting to be developed by further researchers on a scale of added variables and more respondents.

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