

Effect of Incentives and Work Environment on Ship Crew Turnover Intention

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Abstract. In the ship crew shipping company is a human resource that plays a very important role in running its business in realizing the company's goals. Where to achieve this goal the company must be selective in choosing a qualified vessel crew, because the ship's crew is the spearhead for shipping companies. In addition, the management of an effective and efficient vessel crew will optimize performance in terms of company income and expenditure. The research method used is quantitative with regression analysis technique and passing the correlation test and significant hypothesis (F test). The results of Incentive research have a negative effect on turnover intention with a regression coefficient of -0.326 on a significance of 0.004. The work environment does not affect turnover intention with a regression coefficient of -0.132 at significant 0.316. Simultaneously Incentives and Work Environment have a positive effect on Turnover Intention with F count = 4.427 > F table = 3.11, with a coefficient of determination of 10%.

Keywords: turn over intention, incentives, work environment.

1. Introduction

The ship crew shipping company is a human resource that plays a very important role in running its business in realizing the company's goals. Where to achieve this goal the company must be selective in choosing a qualified vessel crew, because the ship's crew is the spearhead for shipping companies. In addition, the management of an effective and efficient vessel crew will optimize performance in terms of company income and expenditure.

The crew itself has the task of running the ship from one destination to the next to meet customer demand in collaboration with the company. Seafarers or often referred to as crew members based on Government Regulation (PP) No. 7 of 2000 concerning maritime mandates that seafarers are any person who has the expertise or skill qualifications as a crew, Indonesian citizens (WNI) who work in the maritime sector (maritime) both Indonesian-flagged companies and official foreign flag companies, affirmation of crew status also strengthened in Law No. 17 of 2008 concerning Shipping. Besides Law No. 17 of 2008 concerning Shipping the crew of the ship are also protected by Law No. 13 of 2003 concerning Manpower as well as the newly enacted law, namely Law No. 15 of 2016 concerning Maritime Labor Certification. Ship crew itself can be said to be the same as company employees in general because both have the same goal, namely to realize the company's dream that distinguishes them only where they work, where the company employees generally work for companies located on land while ship crew works at sea for companies by running ships owned by shipping companies.

Considering that in the era of globalization competition among shipping companies has been increasing as it should have been, companies are looking for quality crew of ships, because ship crews are an important asset for shipping companies. But what often happens is that when the company's performance is good, various ship crew behaviors are not good enough to hinder the operation process of the ship directly or indirectly. One of the behaviors that often occurs in ship crew is the intensity of exit (turnover intention).

PT. Trans Power Marine. PT. Trans Power Marine is a company engaged in bulk sea transportation, especially coal. Which means it deals with trade for regional and national

economic development. As a shipping company in sea transportation services that prioritizes quality in order to create customer satisfaction, of course, there needs to be optimal performance from the company. PT. Trans Power Marine has two types of transportation services, namely Transshipment and Inter-island Freight (Longshipment). The Longshipment ships numbered 25 units of Transshipment ships and ships totaling 12 ships, each of which consisted of 10 crew members. While the crew of the ship on the ship crane barge is different in number with Longshipment and Transshipment vessels, because in addition to the ship's own crew on the crane barge there are operators whose duty is to operate the crane.

Many factors cause turnover intention, in this case PT. Trans Power Marine has several categories that most often cause ship turnover intention, namely Finish Contract (FC), UnFinish Contract, and Management Request (ManReq). Where Finish Contract (FC) means that the ship's crew has completed its working contract for the duration of the month in accordance with the Sea Transport Agreement (PKL) at PT. Trans Power Marine, Un Finish Contract, means that the ship's crew did not complete the agreement stated in the Sea Freight Agreement (PKL) due to many factors, including family affairs, illness, lack of compatibility with fellow ship crew or resignation because they found a workplace he considered it better, and the last was Management Request (ManReq), where the crew of the ship dropped because of the company's request, this usually happened because the ship's crew took action that was not in accordance with the agreed Sea Freight Agreement (PKL). company, and others.

Incentives usually also have a role in the occurrence of turnover intention in the company. Because the provision of incentives for each boat trip can be interpreted as a form of appreciation from the achievement of the target that the company has aligned to the crew of the ship. And this can trigger the motivation of the ship crew for what they have done so that it will increase the sense of loyalty of the ship's crew to the company. However, if the incentives provided by the company do not match what has been done, then the crew will feel less motivated even though the incentive itself is based on the performance of the crew of the ship itself. Incentives or commonly called sailing premiums are given by PT. Trans Power Marine to the crew of the ship is related to the timeliness of sailing and the accuracy of bunker calculations between the ship and the company's operations, if the two things are not the same calculation, premium deductions will occur. With the statement above, the writer can conclude that incentives also affect the occurrence of turnover intention at PT. Trans Power Marine. In addition to the alleged incentives the work environment also influences the occurrence of turnover intention in a shipping company. because if the working environment is conducive, the crew will feel at home working for the company.

Based on information from employees of PT. Trans Power Marine, the cause of turnover intention based on the work environment, is caused by several factors including lack of cooperation between ship crews, causing inconvenience to one another and the ship crew who are less able to be invited to cooperate by the company's operations resulting in management requests that cause the crew to be dismissed. If you see this, it can cause an uncomfortable work environment and can hamper the operation of the ship. Some problems that often arise (1) There is a high level of change in the crew of the ship, this raises operational performance problems, where it causes a waste of money in carrying out the reconciliation, (2) There are still problems between the crew of the ship, which is found lacking crew able to work in teams. This causes a non-conducive work environment, (3) There are still ship crews who are less able to cooperate with the company. This hampered the operation of the ship, (4) There was still dishonesty carried out by the crew of the ship, where the calculation of bunkers and speed differed between the ship and the company which caused a sailing premium cut. Based on these problems, the purpose of the study is (1) To determine the effect of incentives on turnover of ship crew intention at PT. Trans Power Marine, (2) To determine the effect of the work environment on the turnover of ship crew intention at PT. Trans Power Marine, (3) To determine the effect of

incentives and work environment on the turnover of ship crew intention at PT. Trans Power Marine.

2. Literature review

Turnover Intention is the level of movement over the membership limit of an organization. In a broad sense, turnover is defined as the flow of employees entering and leaving the company (Sudiro, 2014). Whereas according to (Sinambela, 2016), turnover as the desire of employees to quit an organization with various reasons stated, and generally move to other organizations will create new challenges for HR development. (Bothma, 2011) argue that leaving work may not always be an option for an individual. The decision to go is influenced by many personal and contextual factors such as working conditions and the labor market. An individual intends to move depends on perceived opportunities and ease of finding another job, the role of mobility cognition, as well as individual differences in behavior. Therefore job opportunities affect turnover behavior. Forms of job satisfaction (intrinsic and extrinsic satisfaction) have an inverse relationship to employee turnover intentions. Although Intrinsic Job Satisfaction has a stronger influence on Turnover Intention. The existence of Extrinsic Job Satisfaction must also be considered in measuring intention. (Mahdi, Nor, & Mohamad Zaid Mohd Zin, 2012)

Incentive programs that can motivate and retain core employees are (1) Implement a diverse and flexible payment and allowance system, (2) Develop employee promotions and career growth planning. Job promotion and career growth can meet employee self-actualization needs. Promotional opportunities and adequate training offered by the company can meet employee demands. Employees realize that just by continually learning new knowledge, they can adapt to increasingly rapid updates. Therefore, it is very important if the company provides an opportunity to learn, (3) Creating a relaxed work environment. companies must create a relaxed work environment for employees, such as work autonomy, flexible work systems and encourage innovation, (4) provide a fair payment system. (Z. Cao, Chen, & Song, 2013)

Basically giving incentives is to improve employee performance. While the types of incentives according to (Sihombing, Gultom, & Sidjabat, 2015) are divided into two, namely (1) Individual incentives, are incentives given to employees in return for individual efforts and performance. Individual plans or programs aim to provide additional income in addition to basic salaries for individuals who can achieve certain achievement standards, (2) Group incentives, in profit sharing programs where group members who fulfill certain conditions share measured results from expected performance.

Crew ships or commonly referred to as crew according to law number 17 of 2008 concerning shipping, ship crews are people who work or are employed on board by the owner or operator of the ship to carry out duties on board in accordance with the position stated in the certificate book (Indonesia, 2008). Based on Government Regulation (PP) of the Republic of Indonesia number 7 year 2000 concerning maritime affairs in articles 21 to 40 and ILO convention number 180 in article 6 in (Ui, 2009) regarding seafarers' working hours, the minimum age for becoming a seaman is 18 years . if the age is between 16 and 18 years, it is considered as an internship (training) and should not be employed at night and also prohibited from being employed in excess of 8 working hours per day 40 hours as high as possible. While for the maximum working hours for loyal crew of the ship is 8 hours of work per day with one day off every week and official holidays. Calculation of working hours salary for ship crew is set at 44 hours per week (5.5 working days). As for working hours that exceed these conditions are considered overtime. According to the ILO (International Labor Organization) number 180 in article 5, the maximum working hours of each ship crew per day is 14 hours of work or 72 hours of work in 7 days. The minimum rest hours according to the two regulations are 10 hours a day (if separated into two, one of which is at least 6 hours of rest) or 77 hours in 7 working days (according to the ILO).

3. Research method

The research was conducted at PT. Trans Power Marine, Tbk. Located at Centennial Tower, Jl. Gatot Subroto No. Kav 24-25, Karet Semanggi, South Jakarta. The population of this study was all ship crew working at PT. Trans Power Marine using the amount of data in 2017 is 532 people. The research sample using the Slovin formula amounted to 85 with an error rate of 10%.

The research method used is a quantitative research method by first conducting an instrument test, namely validation test and reliability test. In this study the authors used data analysis techniques with multiple linear regression methods. To see the degree of relationship between the independent variable (X) and the dependent variable (Y) or to know the strength or weakness of the relationship between the independent variable and the dependent variable. After the magnitude of the correlation coefficient is known, the next step is to find the coefficient of determination. This analysis is used to determine how much influence the dependent variable has on the dependent variable. Hypothesis testing with t-test. T test (t-test) partially tests the regression coefficient. Hypothesis testing with F-test (simultaneous test), is by parameter test b (correlation test) using statistical F test, the criteria used are: H_0 is accepted if $F_{count} < F_{table}$, meaning that the independent variables together have no significant effect towards the dependent variable; H_0 is rejected if $F_{count} > F_{table}$, meaning that the independent variables together have a significant effect on the dependent variable.

4. Discussion and result

From the validity of all questions on the X1 (Incentive) variable questionnaire above, it can be seen that there are no invalid questions because it has the value of Corrected Item Total Correlation > 0.213 , thus the questions that deserve to be analyzed for the X1 variants are 6 questions. All questions on the X2 variant questionnaire (Work Environment) above, are solidly seen that there are no invalid questions because they have the value of Corrected Item Total Correlation > 0.213 , thus the questions that deserve to be analyzed for the X2 variants are 8 questions. From the validity of all the questions on the Y (Turnover Intention) questionnaire above, it is solid to see that there are no invalid questions because they have the value of Corrected Item Total Correlation > 0.213 , thus the questions that are worthy of being analyzed for Y variants are 6 questions. Reliability testing is done using the retest test technique with reference to alpha crumbach, ie the level of reliability or price of r (alpha) reaches 0.6 using SPSS. From the output table data the reliability test results above shows that the Cronbach alpha value for the three variables used in this study is greater than 0.6 so that it can be concluded that all variables in this study are reliable.

Simple Regression Analysis of the Incentive Effects on Turnover Intention was obtained $Y = 31,925 - 0,362X$. From the equation, it can be seen that the Incentive to Turnover Intention is not in the same direction (negative), it is shown in the regression coefficient or the value of b in the regression equation which shows a negative number of -0,362 which implies that every increase in incentives then turnover intention decreases, with assuming there are no additions (constants) on X2 (Work Environment). For example, companies provide incentives on holidays that did not already exist to exist, then companies can also provide individual incentives not only provide group incentives. The influence of the work environment on Turnover Intention obtained the regression equation $Y = 27,837 - 0,132X$. From the equation, it can be seen that the Work Environment for Turnover Intention is not in the same direction (negative), it is shown in the regression coefficient or value b in the regression equation which shows a negative number of -0.132 which implies that every increase in the Work Environment turnover intention experiences , assuming there are no additions (constants) on X1 (Incentives). Increasing the work environment can increase physical effort, such as providing a more comfortable place to rest from the previous place and increase non-physical environment, such as giving praise and motivation to the crew of the ship with them feeling more valued and cared for by the company.

Multiple linear regression analysis is used to find out the influence of Incentive (X1) and Work Environment (X2) variables in a collective manner or jointly on Ship Crew Turnover Intention (Y). The equation $Y = 31.25 - 0.74X1 + 0.28X2$. From the multiple regression equation, it can be seen that the Incentive effect on Ship Crew Intention Turnover is not in the same direction (negative), it is shown in the regression coefficient or b value in the regression equation which shows a negative number of -0,374 and the influence of the Work Environment on Ship Crew Turnover Intention in the direction of (positive), it is indicated in the regression coefficient or the value of b in the equation of the regression is 0.028. Which means that every incentive increase will be followed by a better working environment with a constant of 31.255.

The Multiple Correlation Coefficient (r), to know the extent of the correlation of variables X1 and X2 to Y, it is known that the value is 0.312, based on the table of interpretation of the correlation coefficient there is a low relationship between the Incentive variables (X1) and Work Environment (X2) on Turnover Intention (Y). To find out how much the effect of changes in variables X1 and X2 on Y, the calculation of the coefficient of determination (R) = 10% is used, the magnitude of the effect of Incentives and Work Environment together on Turnover Intention is 10%. The rest is influenced by other factors not examined. Based on the results of interviews with the ship crew who were already resigned, he resigned because he felt less comfortable with the non-physical environment, the workload was too heavy, the absence of health insurance, and, the absence of holiday allowances so he decided to change companies.

Hypothesis Testing, From partial testing can be obtained on the Incentive variable (X1) on Turnover Intention (Y). And from the number of respondents as many as 85 people, it can be obtained t-table is equal to 1.66342 or -1.66342. The value of Sig is known. for Incentive X1 against Turnover Intention Y is $0.004 < 0.05$ and the value of t count $-2,986 > t$ table 1.66342, so it can be concluded that H1 is accepted which means Incentive (X1) affects Turnover Intention (Y). From partial testing can be obtained on the Incentive variable (X2) on Turnover Intention (Y). And from the number of respondents as many as 85 people, it can be obtained t-table is equal to 1.66342 or -1.66342. Know the value of Sig. for X2 Work Environment for Turnover Intention Y is $0.316 > 0.05$ and the value of t count $-1.010 < t$ table 1.66342, so it can be concluded that H2 is rejected which means there is no influence of the Work Environment on Turnover Intention Y.

Uji Hipotesis Simultan (Uji F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	98.277	2	49.139	4.427	.015 ^b
	Residual	910.123	82	11.099		
	Total	1008.400	84			

A. Dependent variable: *Turnover Intention*

B. Predictors: (constant), Lingkungan Kerja, Insentif

Sumber : Data hasil perhitungan kuesioner dengan SPSS

The above data is obtained from the regression analysis conducted by the author, and from the analysis it is known that the Ftable value is 3.11 which the author obtained from the Ftable list. Can also be obtained from the results of the calculated F analysis is 4,427. Then F count > F table, which is $4.427 > 3.11$ that proves that H0 is rejected and Ha is accepted. Then the independent variables together have a significant effect on the dependent variable.

In general, the description of the results of the analysis shows that the conditions of the respondents' research on the Incentives and Work Environment for Turnover Intention Crew Ships at PT. Trans Power Marine as follows:

The Effect of Incentives on Ship Turnover Intention Crew at PT. Trans Power Marine.

The form of incentives used by PT. Trans Power Marine is a production bonus, where the bonus is given when the ship's crew works to meet the target given. Besides that, PT. Trans Power Marine uses a type of incentive distribution in groups, where bonuses are given based on the cooperation of the ship's crew in speed and timeliness of sailing and remaining fuel oil in accordance with the calculations between the company and the crew of the ship. Based on the reference to previous research, in this study the author obtained the results of testing Hypothesis 1 Incentive (X1) using regression analysis showing that incentives have a negative effect on Turnover Intention. If the incentives given by the company are getting bigger, then the Turnover Intention crew of the ship gets lower. This is evidenced by the regression coefficient of $-0,374$ at a significant 0.07 . The resulting R Square coefficient value of 0.097 shows that Turnover Intention of ship crew is influenced by Incentives of 10% and the rest is influenced by other factors outside of this study.

The results of interviews with ship crews conducted by the author also show that financial and non-financial incentives have not fully met the expectations of the crew, but the company continues to improve its shortcomings by starting to provide holiday allowances starting in 2018, accelerating the provision of incentive money for crew success. ship in achieving timely shipping. So that the company can continue to reduce the turnover rate of ship crew caused by incentive factors.

The Effect of Work Environment on Turnover Intention Crew Ships at PT. Trans Power Marine

The results of hypothesis testing 2 Work Environment (X2) using regression analysis show that Hypothesis 2 is rejected. This is evidenced by the significant value of the interaction of the Work Environment greater than 0.05 , which is 0.841 which means it is not significant. The value of t count is also smaller than t table, which is $0.201 < 1.66342$. The rejection of the second hypothesis (H2) shows that Turnover Intention owned by Crew Ship is influenced by Incentives without being able to be strengthened by a good Work Environment.

Nasuiton in Fiky Riadi (2016: 1) explains the intention to leave (turnover intention) is defined as the movement of workers out of the organization. The turnover can be in the form of resignation, transfer out of the organizational unit, termination of employment, or death of an organization member.

Based on the expert explanation above, the writer can conclude that turnover intention is not necessarily driven by the desire of the individual crew to leave the company but also because the encouragement from the company itself is good because the work period has expired or is terminated due to unqualified vessel crew qualifications and turnover intention also not only because of the non-conducive working environment, but there are still many other factors.

Given the density of shipping schedules that the author obtained from the commercial division of PT. Trans Power Marine (attached data) greatly allows many other factors to cause turnover intention other than incentive factors and the work environment, as stated in Chapter II with a discussion of turnover intention factors. If you see the results of the coefficient of determination amounting to 10% the influence of incentives and work environment cannot be the main reference in the causes of the high turnover intention at PT. Trans Power Marine.

The results of the interview also showed that the work environment factors that caused the crew crew turnover intention were mostly caused by the non-physical environment, where a

sense of discomfort in the people around and for the physical environment arising from the interviews showed that they were adequate and appropriate.

5. Conclusions

1. Incentives have a negative effect on Ship Turnover Intention Crew at PT. Trans Power Marine. Thus, the higher the incentives provided by the company to the crew of the ship, the lower the level of Ship Turnover Intention Crew at PT. Trans Power Marine.
2. Work Environment can strengthen the negative influence Incentives for Ship Turnover Intention Crew at PT. Trans Power Marine. Thus, the better the Work Environment will not strengthen the Incentives for the Ship Turnover Intention Crew at PT. Trans Power Marine.
3. Incentives and Environment affect the Ship Turnover Intention Crew at PT. Trans Power Marine. Thus, the higher the Incentive and the more Work Environment given by the company to the crew, the lower the level of Turnover Intention Crew Ship at PT. Trans Power Marine.

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