



The Impact of Service Quality and Compensation on Crew Satisfaction in Manning Companies

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Abstract

Purpose: This study aims to examine the relationship between service quality, compensation, and crew satisfaction in a maritime crew service company. Specifically, it explores how service quality and compensation significantly affect crew satisfaction and the combined impact of these variables on overall satisfaction.

Research Methodology: A quantitative research design was employed, using an explanatory approach. The population of the study consisted of 146 crew members from PT. FOC Indonesia, with 60 participants selected through simple random sampling. Data were collected via a structured questionnaire with a five-point Likert scale, tested for validity and reliability.

Results: The analysis indicates that both service quality and compensation have a significant impact on crew satisfaction. Furthermore, when combined, these two factors also show a substantial relationship with crew satisfaction, demonstrating that quality service and fair compensation are crucial for maintaining high levels of satisfaction among the crew.

Conclusions: The study concludes that improving service quality and providing adequate compensation are essential for increasing crew satisfaction. The results suggest that PT. FOC Indonesia can enhance its competitive advantage in the crew recruitment market by addressing these factors.

Limitations: The study is limited by its focus on a single company and its sample size, which may not fully represent the entire industry. Further research could expand the scope to include other companies and a larger sample size to generalize the findings more broadly.

Contributions: This research contributes to the broader understanding of the factors influencing crew satisfaction in the maritime industry. It provides valuable insights for crewing companies seeking to improve their services and compensation systems to enhance employee satisfaction and retention.

Keywords: *Compensation, Quality Service, Satisfaction*

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1. Introduction

The Unitary State of the Republic of Indonesia (NKRI), the 12th largest archipelagic country in the world, has enormous potential in the maritime domain. Therefore, it is only fitting that Indonesia prepare itself to contribute to it with the preparation of human resources (HR) at sea by establishing maritime schools in various Indonesian (Abdullah, 2021). This is also what has become the basis for the stakeholders idea to establish a cruise company that engages in manning services for ships as a container job placement for marine human resources or ship crews as users of its services (Sharma et al., 2016).

However, in reality, there is still a lot of disappointment felt by users of manning services (ship crew) in manning companies (Adeoye & Fields, 2014). In this researcher's thesis writing assignment, we tried to find a solution by conducting research on one of the international merchant ship crewing service companies, PT. FOC Indonesia (Candra Susanto & Henokh Parmenas, 2021). A little about the company's existence: PT. FOC Indonesia Which we make research location that PT. FOC Indonesia was established not solely oriented towards profit alone, but if possible, it can be useful more broadly. Among other things, it can contribute to the government in helping to channel commercial ship crews, both graduates of shipping schools, shipping academies, and educational institutions, and other maritime training under the auspices of the government (Ministry of Transportation), as well as graduates from maritime education institutions managed by the private sector (Ariani, 2015). According to the Directorate of Maritime Transportation, Indonesia graduates a workforce of work crew boat new business as much as 34,073 people every year (Singh et al., 2016). Thus, the management or administration of the crewing company, which contributes to the distribution of jobs, needs to be considered (Ferrero-Ferrero et al., 2015). Quality service is intended to satisfy users, that is, merchant ship crews or seafaring laborers, so they can remain happy and enthusiastic about carrying out their profession (Back et al., 2011). Furthermore, it can try to make the profession of sailor more popular among the young generation in Indonesia.

The above will only be possible by making efforts to ensure satisfaction in carrying out the profession in the crew of merchant ships or sailors that already exist (Blešić et al., 2017). Therefore, in this study, the central theme is satisfaction in terms of service for merchant ship crews at PT. FOC Indonesia. The argument underlying the choice of this theme is as follows: First, many companies or organizations ignore the attention to providing the best service or quality of service to customers; in other words, the best service is still just a slogan. This will later become an indicator of clients' willingness to establish a long-term cooperative relationship. Assael stated that "A satisfied customer is your best salesperson. Satisfied customers influence their friends." and relative to buy, dissatisfied customers inhibit sales" (A satisfied customer is the best individual salesperson. A satisfied customer will influence his colleagues and the tendency to buy; dissatisfied customers will inhibit sales) (Setyawati et al., 2021). Satisfaction is something that is highly desired by everyone at this time, so that anyone who sets up a business, whether goods or services, should pay close attention to this issue of satisfaction (Boussaidi & Hamed, 2015). Second, a method must be found immediately so that satisfaction of users of the services of the manning company can be realized optimally by analyzing factors that influence satisfaction, including highlighting issues of service quality and compensation. Third, the researcher aims to provide insight or inspiration to other business actors, particularly those in the field of merchant ship crewing services and other business sectors in general, so that they can provide inspiration regarding the issue of satisfaction for service or product users (Chiang & Wu, 2014). Thus, Can becomes part of the mission of the company for which it was founded.

Based on the research background described, several problems can be identified. encountered while analyzing the relationship between service quality and compensation for satisfaction crew commercial vessels at PT. Indonesian FOC such as:

1. There is still much disappointment among sailors and ship crews who use the services of manning companies regarding the services provided by their staff. Crews feel that they are not fully served.
2. Crew the ship is not get the information clear about placement on the ship is related to departure schedule, ship route where he will be placed, the type of ship with the ship's particular so that the crew experiences a situation that feels uncertain.
3. The crew does not receive support from the company regarding the costs of formalities in the departure process, such as extending seafarer documents, including medical check-ups and others.

4. The crew does not receive transparent information about the amount of compensation (salary) or the payroll system.
5. The crew felt dissatisfied with the amount of compensation (salary) received, other work benefits, and the way they coordinated with the company

The formulation problem is as follows:

1. Is the Service Quality variable related? significant impact on crew satisfaction in PT. FOC Indonesia?
2. Is the Compensation variable related? significantly impacted crew satisfaction at PT. FOC Indonesia?
3. Whether the variables Quality Service And Compensation together are significantly related to satisfaction for ship crew at PT. FOC Indonesia?

2. Literature Review

Service quality, or often called service quality, according to [Idoko et al., 2020](#) is how far the difference is between reality and customer expectations regarding service. They accept or get hope, which is the desire for a customer from a service that may be provided by the company. [Jou et al., 2013](#) stated that quality service can be known by comparing the customer's perception of the service they actually receive or obtain with the service they actually expect and desire. If the reality is greater than what is expected, then the service can be said to be of high quality, whereas if reality is less from which expected, then the service it can be said no "Quality is when reality is the same as expectations, then the service is said to be satisfactory." As stated by [Kiffin-Petersen and Soutar, 2020](#), companies engaged in the service sector are highly dependent on the quality of the service provided. Service quality in the sense of being differentiated first into: "service is a form of unified work of equipment and supplies or anything else and employees to provide accommodation and activities desired by people or the public or the implementation of any task or work for others." According to [Lanis et al., 2017](#), service is defined as " an activity or activity that is tangible or intangible in nature. which is conducted to serve consumers by providing goods or services with or without the transfer of ownership of the goods or services."

In fact, it is not easy to define quality precisely, according to [Maharani et al., 2020](#) the definition of quality is, "the right factors in a good or service that cause the good or service to be in accordance with the purpose for which the good or service is intended and intended." Based on the elements above, [Normala, 2010](#) defines quality with a broader scope, namely, quality is a dynamic condition related to products, services, people, processes, and the environment that meets or exceeds expectations. Thus, the definition of service quality is that quality must be linked to consumer expectations and satisfy their needs and demands, but this does not always mean complying with or submitting to consumer desires. This is where the professional skills of service providers are crucial. One of the main ways to differentiate a service company is to consistently present higher-quality services than its competitors. The key is to match or exceed the quality expectations of customers ([Nugroho et al., 2020](#)). Their expectations are the result of their experience, people's words, and service company advertisements. Customers choose service providers based on this, and after receiving the service, they compare the perceived service with the desired service ([Candra Susanto et al., 2021](#)). If the perceived service falls below the expected service, customers lose trust in the service provider ([Peric' et al., 2021](#)). However, if the perceived service meets the desired quality, they will use the service provider again.

[Piriyathanalai and Muenjohn, 2012](#) define quality in a broader sense, namely that quality is a dynamic condition related to products, services, people, processes, and environments that meet or exceed ex-

expectations of the stakeholders. According to [Prasetio et al., 2019](#), the definition of compensation is: "Wages are defined as the adequate and equitable remuneration of personnel for their contributions to organizational objectives ." Furthermore, according to [Rafaeli et al., 2008](#), "Compensation is everything that accepted employees as compensation for their work." According to [Ramseook Munhurrin et al., 2010](#), "Compensation is all income in the form of money or goods directly or indirectly received by employees as compensation or services provided to the company."

Therefore, compensation is a reward given by the company to workers that can be valued in money and tends to be given regularly ([Wellalage & Locke, 2013](#)). Workers' compensation is often the only tool for continuity of life in an economical way. Consumer satisfaction is defined as An individual's desire drive directed towards the goal of get satisfaction ([Richardson et al., 2013](#)). This is what we need to know; a wish must be created or encouraged before fulfilling the motive. The source that encourages the creation of a desire can be different from the person himself or be in their environment. [Salau et al., 2020](#) emphasizes that consumer satisfaction is the level of someone's feelings after comparing the performance (or results) that he feels compared to his expectations. If the performance exceeds expectations they will feel satisfied and vice versa if the performance does not meet expectations they will be disappointed. According to [Sarhan et al., 2019](#) consumer satisfaction is the result of the consumer's assessment that a product or service has provided a level of enjoyment where the level fulfillment this can more or less

Based on the definition above, it can be concluded that the concept of consumer satisfaction includes the difference between expectations and perceived performance or results. Consumer satisfaction assessments take three forms: 1) positive disconfirmation, where performance is better than expectations; 2) simple confirmation, where performance is as expected; and 3) negative disconfirmation, where performance is worse than expected. Essentially, the goal of a business is to create customer satisfaction. Every individual or organization (company) must work with internal and external customers to meet their needs and collaborate with internal and external suppliers to achieve customer satisfaction. Based on the background, problem formulation, and research objectives, a research design was developed for this study. The following hypothesis is proposed:

H_1 : Quality of Service (X_1) is significant to Crew satisfaction at PT. FOC Indonesia (Y)

H_2 : Compensation (X_2) is significant Crew satisfaction at PT. FOC Indonesia (Y)

H_3 : Service Quality (X_1), and Compensation (X_2) together have a significant relationship with crew satisfaction at PT. FOC Indonesia (Y).

The framework of this research is as follows:

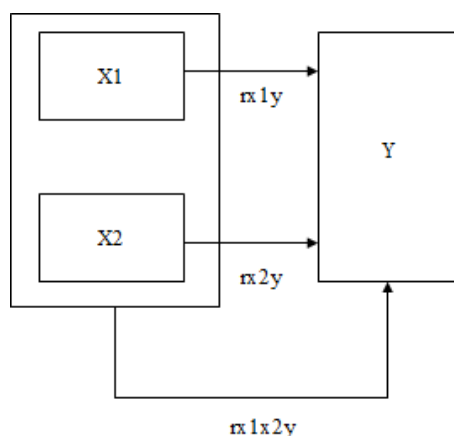


Figure 1. Model Constellation Study

Description:

X_1 : Quality service

X_2 : Compensation

Y : Satisfaction crew boat

rx_{1y} : Coefficient correlation X_1 And Y

rx_{2y} : Coefficient correlation X_2 And Y

rx_{1x_2y} : Coefficient correlation X_1 And X_2 in a way together with Y

3. Methodology

This study used a descriptive research method. This relationship is between two variables, as follows: The aim of the Associative method is to determine whether there is a relationship between the independent variable and the dependent variable [Satria, 2021](#), while the data obtained in study This is quantitative data, namely data in the form of figures. The population in this study included all children with PT. FOC Indonesia fruit, up to January 2015, which totaled 146 crew members.

4. Results and Discussion

An overview of the characteristics based on the status of the respondents is shown in [Table 1](#).

Table 1. Respondent Status

Status	Amount (person)	Percentage (%)
Marry	42	70
Not yet Marry	18	30
Amount	60	100

Based on [Table 2](#), it can be seen that 42 (70%) respondents are married and 18 (30%) are single. respondents unmarried status. Therefore, Most crew members at PT. FOC Indonesia Jakarta is married. An overview of the characteristics based on the age of the respondents is shown in [Table 2](#).

Table 2. Age Respondents

Level Age	Amount (person)	Percentage (%)
< 25 years	-	-
25 -45 years old	44	73.33
> 45 years	16	26.67
Amount	60	

Based on [table 3](#), it can be seen that 44 people (73.33%) of respondents were aged 25-45 years, as many as 16 people (26.67%) aged more than 45 years. Therefore, the majority of the crew Ships at PT. The FOC in Jakarta, Indonesia, were aged between 25-34 years. The characteristics of the respondents' education are shown in [table 3](#) as follows:

Table 3. Status Education

Level Education	Amount (person)	Percentage (%)
Elementary School	-	-
Junior High School	-	-
Senior High School	44	73.33
Diploma III	12	20.00
Diploma IV	4	6.67
Amount	60	100

4.1 Test Reliability

If the alpha cornbach is greater than 0.600, the questions are said to be reliable.

Table 4. Test Reliability Items

Variables Study	Alpha Cornbach	Information
Quality Service (X_2)	0.885	Reliable
Compensation (X_3)	0.936	Reliable
Satisfaction Crew Boat (Y)	0.909	Reliable

Based on table 4, that all items used as measuring tools for the Service Quality variable (X_1), compensation (X_2), and Crew Satisfaction of PT. FOC Indonesia Jakarta (Y) is reliable. This can be seen from the Cronbach's alpha value above ($>$)0.600.

4.2 Normality Test

Data normality testing is essential for drawing valid conclusions. Therefore, researchers used the Kolmogorov-Smirnov test to test for data normality. The decision rule states that if the significance value is greater than <0.05 (with a 5% error rate), the data can be considered normal.

Table 5. Normality Test

		Unstandardized Residual
N		60
Normal Parameters	Mean	.000
	Std. Deviation	5.174
Most Extreme	Absolute	.064
Differences	Positive	.064
	Negative	-.057
Kolmogorov-Smirnov Z		.496
Asymp. Sig. (2- tailed)		.966

The table shows that the Kolmogorov-Smirnov Test obtained a significance value for the residuals of 0.966, which is greater than 0.05 ($\alpha = 5\%$). Therefore, it can be concluded that the model is normal.

4.3 Analysis Correlation

The correlation of X_1 and X_2 with Y (double) is used to determine the closeness of the relationship between all variables X_1 and X_2 with the dependent variable Y using the following formula:

$$SSR = \frac{R}{SST}$$

The results of the SPSS calculations are as follows:

Table 6. R Square Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758	.574	.559	5.264

From the multiple correlation calculation, the R value obtained was 0.758. From these results, it appears that the relationship between the variables Service Quality (X_1), Compensation (X_2), and Crew Satisfaction (Y) is strong and in the same direction (positive).

4.4 Test Hypothesis Correlation (X_1), (X_2) with (Y) (double)

Aim: To determine whether there are multiple relationships between service quality and compensation with crew satisfaction with the hypothesis:

H_3 : There is a connection between service quality and compensation together with the satisfaction of the ship's crew.

Using the F-table:

$$F_{\text{table}} = F(1 - \alpha) \{dk = k, dk = n_k - 1\}$$

$$F_{\text{table}} = F(1 - 0.05) \{dk = 2, dk = 60 - 2 - 1\}$$

$$F_{\text{table}} = 2.57$$

Method to find the F-table:

$$F_{\text{table}} = 2.56$$

1) Count statistics for Test F:

$$F_{\text{count}} = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

$$F_{\text{count}} = \frac{0.473/2}{0.473/57} = 38.401$$

2) Compare statistics test with table value:

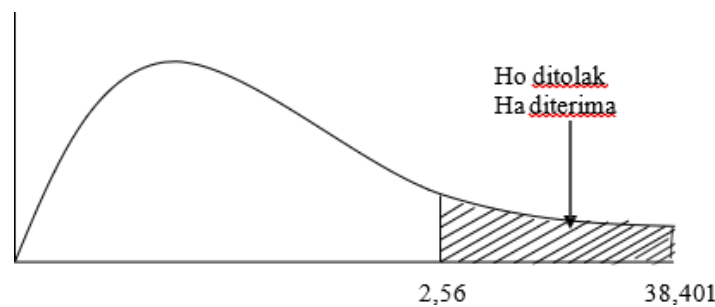


Figure 2. Curve Distribution F

3) Interesting Conclusion

Based on this, since the calculated $F > F_{\text{table}}$ or $38.401 > 2.56$, it means that there is a significant relationship between service quality and compensation, together with crew satisfaction. Thus, the research hypothesis H_4 is accepted. The following are the results of the determination coefficient from R^2 :

Table 7. R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758	.574	.559	5.264

By looking at the calculation results above, the R^2 is 0.574 or 57.4%. This demonstrates the significant contribution of service quality and compensation, together with crew satisfaction, of 57.4%, while the remaining 42.6% is the influence of other factors outside the research model.

5. Conclusions

The results prove that the quality of manning services supports the crew services of PT. The FOC Indonesia Jakarta can be considered high quality. Of the five service dimensions used to measure service quality, namely Reliability, Responsiveness, Assurance, Attention (empathy), and tangibles dimensions, received a positive response from service users. PT. FOC Indonesia Jakarta is expected to improve the quality of its services to service users, especially in terms of speed and accuracy in serving crew, so that crew do not feel disadvantaged and can feel satisfied with the services provided. Handling Crew Complaints must also be done seriously so that the crew is not disappointed with the service provided. so that the ship's crew will always use the manning services of PT. FOC Indonesia Jakarta repeatedly.

Compensation variables significantly influence increasing crew satisfaction PT. FOC Indonesia Jakarta. Compensation is a variable that has a dominant influence on crew satisfaction at PT Garuda. FOC Indonesia Jakarta. Compensation in the form of salary, seniority, travel expense reimbursement, and job promotions has a dominant influence on crew satisfaction at PT. FOC Indonesia Jakarta. This implies that compensation in the form of salary is an attraction that causes someone to do something because of the reward that satisfies their needs. This consideration relates to the level of satisfaction that will be obtained if the effort is increased to an implementation, if the implementation is successful, and if the promised reward is received. The amount of salary received by the crew must be in accordance with two criteria: how far the needs will be met and whether the reward is in accordance with the effort made in carrying out the activity. If this is felt to be appropriate, the motivation process will move to the next level, namely the possibility that the individual that does activity That, so that he gets the reward Which

promised. In other words, after he considers that the incentive to be received is appropriate or can satisfy the existing motive, the individual will also consider the possibility of being successful in carrying out his task or activity.

The research results prove that service quality and compensation simultaneously have a significant influence on crew satisfaction at PT. FOC Indonesia Jakarta. This means that the success of the company is influenced by Crew Satisfaction. Satisfaction Crew members reflect a person's feelings about their work. This is evident in their positive attitude toward their work and everything they encounter in the work environment. Quality of service and compensation are important because they can affect crew satisfaction.

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Author Contributions

DH is the sole author of this study, responsible for all aspects of the research, including the conceptualization, study design, data collection, and analysis. The author was involved in drafting the manuscript and revising it based on feedback. The author also conducted the statistical analysis and interpretation of the data. Finally, DH approved the final manuscript for publication and accepts full responsibility for the accuracy and integrity of the research.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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