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EMPLOYEE ENGAGEMENT: AS A MEDIATOR OF THE SHIP CREW'S WORK EFFECTIVENESS

*Prasadja Ricardianto¹, Lira Agushinta², Reza Fauzi Jaya Sakti³,
Erni Pratiwi Perwitasari⁴, Yuni Praktino⁵*

^{1,2,3,4}Transportation Management, Trisakti Institute of Transportation and Logistics, Jakarta,
Indonesia

⁵STIMA IMMI, Jakarta, Indonesia

E-mail: ¹ricardianto@gmail.com, ²agusinta@yahoo.com, ³reza.jayasakti@gmail.com,
⁴ernie_pratiwi@yahoo.com, ⁵yuni.pratikno@gmail.com

¹Corresponding author e-mail: ricardianto@gmail.com

**Prasadja Ricardianto¹, Lira Agushinta², Reza Fauzi Jaya Sakti³, Erni Pratiwi Perwitasari⁴,
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Ship Crew; Work-Life Balance; Work Effectiveness**

Abstract

This study aims to examine the effect of transformational leadership style, compensation, work-life balance, and employee engagement on the ship crew's work effectiveness. Some of the problems identified in work effectiveness are based on direct interviews with the ship crew and also his direct supervisor, such as; lack of punctuality, lack of punctuality when using personal protective equipment in accordance with, in a sailing trip, it is still difficult to report many difficulties encountered, the International Safety Management Code is not very well understood, and periodic supervision is less effective. The research is done toward 290 ship crew using a sampling technique of the entire population of 1,050 ship crew on seven ship anchored at the Port of Tanjung Priok, Jakarta. The data analysis in this study uses the analysis method of Structural Equation Model. The result of this study shows that transformational leadership style, compensation, work-life balance and employee engagement directly and positively influence the work effectiveness. In novelty, this study found findings based on the results of hypothesis testing, there were differences in the research methods, dimensions and indicators used, the

results of the test there is a direct relationship between research variables, there are differences in the causal structure. Novelty on endogenous variables, namely the effectiveness of ABK work which is influenced by the four variables with exogenous and intervening variables directly and indirectly.

Introduction

Based on data reported by the General and Human Resources Section from Indonesian National Shipping Company relating to the crew ship on seven ships anchored in Tanjung Priok port, Jakarta, the competence of National Shipping Companies's ship crew can specifically be seen as an example of assessment from the officers, such as navigator and machinist, in general the grades of good and fair are prevalent. There has been an assessment to one of the machinists, who is given grade very poor. The problem of employee engagement is on the level of ship crew's loyalty. For example, they feel the company's service in welfare is poor because their salary is generally not so big, still under the one in private shipping companies. The engagement of an enlisted usually stronger than a petty officer, because it is easier for a petty officer to move to the same department in other ships. Here are some problems identified on the work effectiveness of ship crew based on direct interviews (Saputra, 2015), such as; (1) Lack of timeliness in taking action to repair ship installations, (2) There is still a slow delivery of reports and analysis of non-compliance with accidents and dangerous events that are fast, precise and accurate, (3) Less timeliness when using personal protective equipment in accordance with the Standar Operation Procedure, (4) In one sailing trip, it was still difficult to report the many difficulties encountered, (5) Ship safety quality standards (International Safety Management-Code) has not been understood, and (6) Periodic supervision is less effective for the maintenance of ship hulls and mechanical and electrical installations.

In the previous study on transformational leadership style, compensation, work-life balance, employee engagement and work effectiveness can be explained as follows; ship officers with limited resources must provide an effective approach in order to increase the effectiveness of ship crew work. Research according to Garg, (2014) uses four variables; transformational leadership, compensation, work-life balance (WLB), employee engagement. The results of his research show that the work-life balance sequence is higher than other variables, namely, compensation and transformational leadership. There are four variables that can be applied and in accordance with this study are on four variables; transformational leadership, compensation, WLB, employee engagement. Research according to AON Hewitt, (2012) uses five variables; transformational leadership, compensation, WLB, employee engagement and employee performance. This Garg research supports employee engagement as mediating with several variables such as transformational leadership, appreciation, performance, WLB. There are three research variables that can be applied and in accordance with this study on three variables; transformational leadership, WLB, and employee engagement. The equation

uses the research dimension on the dimensions of loyalty or stay as one of the elements of employee engagement. In this case, the employees are ship crew being affected by the transformational leadership style of ship supervisors as the responsible factor. Research according to Hasibuan, Akbar, & Suyatno, (2018) uses four variables, namely; transformational leadership, employee engagement, self learning and work effectiveness. Research result; simultaneously, the three independent variables means that descriptive and inferial statistics have a positive and significant effect on employee work effectiveness, it can be concluded that transformational leadership style, employee engagement, and self learning have a significant influence on employee work effectiveness. Based on the research of the researchers with three or four research variables, also other studies by Waruwu, (2018); Mohd. Hassan, (2016); Bedarkar & Pandita, (2014), can be explained that the variables in this study are different from previous studies which only have a maximum number of research variables integrated only four variables. Discussion of the formulation of the problem, reviewed the similarities and differences in the use of research methods, differences in research and the benefits of research.

In novelty, this study tries to get findings based on the results of hypothesis testing, is there a difference in the research method, the dimensions and indicators used, the results of testing whether there is a direct or indirect relationship. In the research variable is there a difference in the causal structure, the position of the intervening variable. The novelty of this research is expected to be known by comparing the research and the results of relevant previous studies. The practical benefits of this research are as input for the policy makers in the field of sea transportation, especially in the field of transportation at the Ministry of Transportation. The objective of the study and implementation activities in the field of transportation is to provide input and consideration for the Government in the framework of policy making and follow-up actions regarding the development plan of the general human resources division at shipping company under the directorate general of sea transportation and especially at National Shipping Companies.

Literature review and hypothesis

Work Effectiveness

According to Armstrong & Taylor, (2014b), it seems that the main obstacles for effective employee in part are the lackness of employee enthusiasm and the absence of necessary skills to implement and manage employee's opinion. Someone able to do things right by performing activities is directly helping the organization achieve the goals (Drucker, 2006; Dyck & Neubert, 2009; Robbins & Coulter, 2012). Effectiveness and efficiency are exclusive performance measurements, which can use to assess their performance (Bartuševičienė & Šakalytė, 2013; Sikora et al., 2016). Management is expected to make the right decisions for the objectives demanded in an

effective manner in agreeing with human resources, as a major force to improve the safety of the ship's crew. Ship crews in national company companies need to improve their effectiveness so they can compete more with private companies. Work effectiveness also has five dimensions; namely quantity, quality, reliability, presence, and ability to collaborate (Mathis & Jackson, 2010). The six classifications are deadline fulfillment, work accuracy, degree of complaint received from customers, superordinates, and other departments, loyalty or compliance with quality standard and obedience to the approved budget, and productivity (Mullins, 2013). The research dimensions in the variable of work effectiveness comprise: 1) Work quality, 2) Work quantity, 3) Right time, 4) Work effectiveness, and 5) Independent attitude (Mathis & Jackson, 2010). According to Jones, (2006); Dyck & Neubert, (2009), the research dimension is the conformity in performing the work to achieve the goals.

Based on the theoretical review from some experts who support this research, it can be conceptually synthesized that work effectiveness is the output of employee work consisting of work quality, work quantity, punctuality and employee job satisfaction used for achieving the real goals in some dimensions, namely; 1) Punctuality with the indicators of punctuality in completing the work according to SOP, realistic completion time, 2) Work quantity with the indicators of accuracy, skill, work orderliness, responsibility, quantity of completed work, 3) Work quality with the indicators of job satisfaction, accuracy, skill, work orderliness, responsibility, regularity, recognition, ability, knowledge, challenge, work peer, procedure, work enthusiasm, work result, and 4) Work conformity, with the indicators of seaworthiness, level of ship's safety, maintenance, reporting, ship documentation, work accident handling.

Transformational Leadership Style

In general, transformational leadership style is a process through which a leader and the members help each other toward higher or better motivation, trust, engagement, and empowerment (Burns, 1978; Hater & Bass, 1988; Bass & Avolio, 1994). Transformational leadership style is an ability to bring significant changes to the followers and the organization (Robbins & Judge, 2013; Newstrom, 2015; Daft, 2015). Transformational leaders have an ability to lead changes in the organization vision, strategy and culture as well as to promote innovations of product and technology, to inspire the followers not to prioritize personal interest but prioritize more on the organization's interest and also have agreement with and great impact on the followers. This leadership style with democratic dimension, according to Robbins & Coulter, (2013); Sad & Bosiok, (2013), which can provide employees with certain freedoms and involve them in decision making, is more productive.

Initially, some researchers like Avolio, et al., (2004) argue that transformational leaders can also show their trust on their followers ability, therefore creating the opportunity for them to significantly influence their work

that can lead to a higher commitment level. Conceptualized in a concrete way that a better leadership style is autocratic or democratic, ideal influence, intellectual stimulation, and individual consideration (Ricardianto, et al., 2020). Transformational leadership behaviour explains the result that reflects the leaders' effectiveness, controls the effect of transactional leadership (Judge & Bono, 2000; Shin & Zhou, 2003; Gong, Huang, & Farh, 2009). In addition, the results of researches conducted by Callow, Smith, Hardy, Arthur, & Hardy, (2009); H. Li et al., (2019), also show the significant impact of transformational leadership on the trust on a leader, and subsequent positive impact on the employee engagement. Transformational leadership model for ship's crew that can build employee job satisfaction must pay attention more to the internal and external imbalances experienced by the employees (Thamrin, 2012). Another research result explains that ship officer places the priority on the people onboard the ship and their needs and tries to support their decision (Theotokas, Lagoudis, & Kotsiopoulos, 2014). The leader has orientation to people and job. This democratic leadership style is very effective although the next studies show various results. Tschannen-Moran, (2003), explains the same thing about "Four I's", the characteristics in transformational leadership style (Tschannen-Moran, 2003), by developing the dimensions of transformational leadership, namely; 1) Idealized Influence; 2) Inspirational Motivation/Motivational Inspiration; 3) Intellectual Stimulation; and 4) Individual Consideration. Idealized influence is one of the transformational leadership dimensions that become the most important predictor of organizational learning.

Based on the theoretical study and previous relevant researches from some experts that support this study, it can be conceptually synthesized that transformational leadership style is the way a leader designs, influences, and ask for employee engagement in achieving the organizational goals comprising several dimensions, namely; 1) idealized or charismatic influence, with the indicators of having strong character, strong commitment, responsibility, self-confidence, quick response, 2) motivational inspiration, with the indicators of giving motivation, growing challenge, 3) intellectual stimulation, with the indicators of being innovative, 4) individual consideration with the indicators of being tolerant, paying attention, rewarding, being fair, being a mentor, and 5) democratic style, with the indicators of authority, two-way communication, supervision, honesty, trust.

Compensation

Compensation is an extrinsic reward in the form of financial, material and social reward coming from the environment as well as intrinsic reward (Ivancevich, Konopaske, & Matteson, 2013; Armstrong & Taylor, 2014a; Kreitner & Kinicki, 2014). Compensation influences key outcomes like job satisfaction, attraction, retention, performance, skill acquisition, cooperation, motivation, and employee mutation. Influences on behavior and economics as jobs have made good progress in determining how compensation and forms

affect workers. Michael and Harold, stated that forms of compensation such as status, meaning in fields, appreciation for achievement, position of office, certainty of ownership, recreation, group formation, and groups are specific to solving problems (Andi & Rina, 2018). Company policy in providing effective compensation for ship crew can help work while sailing and will maintain its competitive advantage. In addition, compensation also plays a major role in improving employee satisfaction and performance, and some of the factors which contribute to an employee performance are rewards and benefits, compensation, and incentives (Tobing, 2016; Siahaan, 2017). Based on the research result by Kadarisman, (2019) that compensation is significantly influential at level 5% of mistakes toward the performance. Financial or non-financial compensation will be part and as important input for the ship crew's work. Company policy in providing effective compensation for ship crew can help work while sailing and will maintain its competitive advantage.

Based on the theoretical study and previous relevant researches from some experts that support this study, it can be conceptually synthesized that compensation is the reward obtained by an employee as the result of work completion with such dimensions and indicators as direct financial compensation; salary, overtime, incentive, allowance, indirect mandatory compensation; employee social security, health insurance, benefit beyond working hours in the form of spiritual tour, overtime on holidays, annual leave and maternity leave as well as non-mandatory compensation in the form of life insurance, and employee pension program. Whereas non-financial compensations are providing interesting jobs, receiving responsibility, recognition on work performance and achievement, and in the environmental aspect in the form of infrastructures and facilities in a comfortable environment (Maseleno et al., 2019).

Work-Life Balance

Work-life balance (WLB) leads to attention by referring to the work hours and the positive result when an individual is able to combine work role and family role (Gibson, et al, 2012; Robbins & Coulter, 2012; Mullins, 2013). WLB, according to Clark, (2000); Guest, (2003); Deery & Jago, (2015) shows that it has become a key variable when handling employee management issues. It is a positive result when an individual can combine work role and family role. There is a significant positive relationship between family life and work. Ryan & Peters, (2015) argue that WLB is an individual ability to devote the appropriate quantity of time and energy, both for their work and their life out of work. Discussion about WLB according to Baral & Bhargava, (2010); Pasamar & Valle Cabrera, (2013), is closely related to some other variables: job characteristics, allowance and benefit of work life, support from superordinates, employee work culture as the results of related work consisting

of job satisfaction, positive commitment, and behaviour of organization members.

Based on WLB classification, Frone, Yardley and Markel divide it into five dimensions. The five classifications of WLB are: (1) Balance or time management; (2) Having social life out of job; (3) Balance of work and personal life; (4) Work-family balance (can meet and be responsible for the family while performing the responsibility in the company); and (5) Ability to stay involved in non-work interests and activities (Parkes & Langford, 2008). Work-life balance based on the theoretically is the perception of an employee revealing that some domains of personal time, family care, and job can be maintained and integrated with minimum role conflict (Ungerson & Yeandle, 2005). WLB is the perception of an individual that job and non-job activities are compatible and they encourage self-development in accordance with his or her current life priorities. Furthermore, WLB is negatively associated with work demands, intentions to move away and psychological strain, and is positively associated with family and job satisfaction (Kalliath & Brough, 2008; Brough et al., 2014). One hundred and thirty-two participants in other studies showed that in a low-quality WLB, job satisfaction is equivalent to a WLB that is low, average or high.

Based on the theoretical study and previous relevant researches from some experts that support this study, it can be conceptually synthesized that in WLB employees will obtain a balance between their work and family life through some dimensions, namely: 1) time balance, with the indicators of Flexy-time, utilization of rest time, 2) involvement balance, with the indicators of flexibility at workplace, 3) satisfaction balance, with the indicators of psychological engagement level, 4) Job security balance, with the indicators of psychological security, physical security, and 5) Balance between work and family, with the indicators of family life, social life, personal life.

Employee Engagement

Employee engagement is a form of employee's personal engagement, employee job satisfaction, and work enthusiasm. The employee engaged in an organization or company will make them have strong commitment so as to get job satisfaction in his company. The engagement when an employee has a commitment to his/her job and company as well as is motivated to achieve a high performance (Armstrong & Taylor, 2014; Kreitner & Kinicki, 2014; Robbins & Judge, 2015). Basically, the employee who is not engaged will be eliminated and become unaware. In previous researches, employee engagement, according to Macey & Schneider, (2008); Markos & Sridevi, (2010); Mazzei, (2018) as a condition expected by the company, psychological engagement, has organizational goals and indicates an engagement, spirit of commitment, very enthusiastic and focuses on the work. In addition, an employee may be engaged in a behaviour that is favorable for the organization, but not for himself. Likewise, Khan says that employees will be engaged in

their work, and when they have been engaged they will work in full physically, cognitively and feel the emotion in their work (Saks, 2006). Aon Hewitt, a consultant, develops a model of employee engagement shown in Figure 1, explaining that [employee engagement as an intervening variable or the one that mediating other variables such as senior transformational leadership determined as leadership style, total reward to be compensation, WLB, and managing performance to be work effectiveness] (AON Hewitt, 2012). These five terminologies from Human Resources Management are established to be a Grand Theory and variable unity in this study.



Sources: AON Hewitt, (2012)

Figure 1. Model: Engagement Drivers

Theoretically, employee engagement is a positive and fulfilling work related to the state of mind characterized by vigor, dedication, and absorption which are significantly and positively related to the performance of an organization (Schaufeli et al., 2002; Schaufeli & Baker, 2004; Schaufeli, Bakker, & Salanova, 2006; Robertson et al., 2012; Timms et al., 2015; Frederick & VanderWeele, 2020). A discussion of employee engagement says that interested employees voluntarily devote their best effort to their work. Other researchers argue that the social context is the main factor and can determine a climate of employee engagement that plays an important role for management (Bakker, Albrecht, & Leiter, 2011). Whereas Wellins, Benthall, & Phelps, (2005), as researchers from Development Dimensions International consultant, propose three dimensions of employee engagement, namely Say, Stay and Strive. Strong employee engagement has influenced work and will also increase employee engagement (Meijerink et al., 2018; Monica & Krishnaveni, 2018; Zhang et al., 2018). Research by Kaliannan & Adjovu, (2015) reveals the engagement strategy used by the organizations which have reached the

satisfactory level. Crew's ship with strong engagement to the dimensions of vigor, absorption and dedication strongly support the improvement of their performance during shipping. The engagement of a strong ship crew during shipping will avoid the level of stress on the work unit. In addition, it is found that during the sea voyage senior officers are engaged less than junior officers (Bhattacharya, 2015). Employee engagement is a predictor of seafarer retention as well. Finally, Adnan, Bhatti, & Farooq, (2020); Rahman, Björk, & Ravald, (2020), think that organization can have a competitive advantage in the form of enhanced employee engagement and can influence their welfare.

Based on the theoretical study and previous relevant researches from some experts that support this study, it can be conceptually synthesized that employee engagement is where an employee has positive attitude toward engagement, work commitment, enthusiastic in working, feeling comfortable to work with some dimensions of work, namely: 1) Vigor, with the indicators of being energetic in working, willingness to work hard, work endurance, 2) Dedication, with the indicators of very strong, involvement, meaning, pride, 3) Absorption, with the indicators of seriousness, work enjoyment and 4) Stay, with the indicators of staying in the organization, obeying the regulations, giving suggestions.

Hypothesis

- H1:** Transformational leadership style has influences on work effectiveness
- H2:** Compensation has influences on work effectiveness
- H3:** Employee engagement has influences on work effectiveness
- H4:** Transformational leadership style has influences on employee engagement
- H5:** Compensation has influences on employee engagement
- H6:** Work-lfe balance has influences on employee engagement
- H7:** Transformational leadership style has influences on work-lfe balance
- H8:** Compensation has influences on work-lfe balance

We propose that transformational leadership style, compensation, work-life balance, and employee engagement are signaling tools that increase work effectiveness of Indonesian shipping crew.

From these five variables we can see their causal relations (Figure 1).

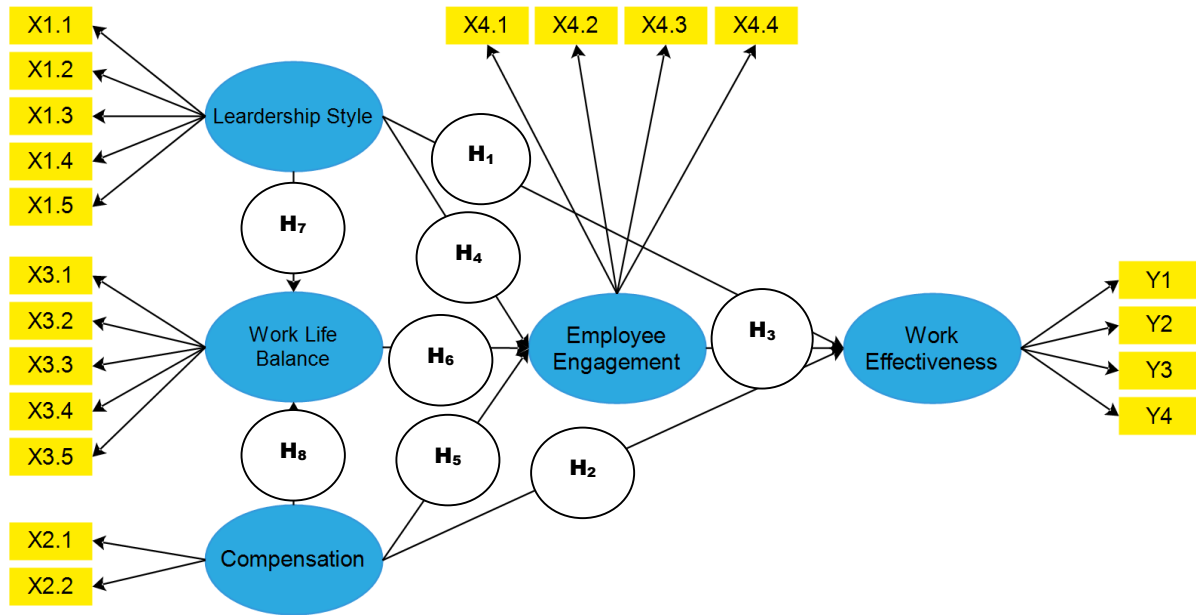


Figure 2. Conceptual Framework

Methodology

Research design

There are five latent variables in this research, namely transformational leadership style (X_1), compensation (X_2), WLB (X_3), employee engagement (X_4), and work effectiveness (Y). Each latent variable is measured by some observable variables/indicators. This research uses quantitative approach with Structural Equation Modeling (SEM). The data is analyzed using Partial Least Square (PLS) through several steps: survey design, model design, and validity and reliability tests. Using the SEM / PLS approach, this research is exploratory or expansion of theory, identifies the main determinant variables or predicts certain constructs. PLS can be used to explain the presence or absence of relationships between latent variables (prediction), and can be used to confirm the theory (Monecke & Leisch, 2012). In PLS, the assumption of multinormal distribution is not needed because direct estimation uses bootstrapping techniques. The sampling technique is through the clusters of observation unit called cluster systematic sampling, which in National Shipping Companies is known as Rating system.

Validity and reliability

Furthermore, each variable instrument is used, starting from the variables of Work Effectiveness (Y), Transformational leadership style (X_1), Compensation (X_2), WLB (X_3), and Employee Engagement (X_4), followed by a description of the test result such as, instrument as validity and reliability of each research variable. Tests based on instruments Research of each variable consisting of latent variables or dimensions, indicators and items statement. To get the preliminary data, a trial was conducted with a sample of 30 Ship crew from one type 2000 passenger ship which at that time anchored at the port of

Tanjung Priok, Jakarta, namely the Labobar passenger ship. Validity and reliability tests were conducted on five research variables and 40 items of statements with the results of the questionnaire were mostly declared valid and reliability results were more than 0.9. Testing the next field data, the use of Slovin formula with sample as many as 290 ship's crew out of the total population from seven passenger ships as many as 1,050 ship's crew. The level of precision used in Slovin formula, set at five percent with a confidence level of 95 percent. With the determination of five percent, so that with a the larger number of samples the smaller the chance of mistakes will be. Data processing uses statistical program of SPSS version 22 and SmartPLS, aimed to facilitate the causal analysis of exogenous variable or dependent variable, intervening variable and endogenous variable or independent variable.

Data Analysis

Several stages of research analysis with the use of SEM-PLS consist of; (1) The results of respondents' responses to each indicator of each variable, the highest and lowest scores can be known and the average scores of each dimension of the research variable (2) Test of Convergent Validity in each variable in the measurement model test (outer model), (3) Test the full convergent validity of structural models, it can be seen that all dimension indicators have a factor loading greater than 0.5, then valid, and a summary of the validity and reliability test of the measurement model on the full structural model with t standardized, (4) Testing validity discriminant, is done to test the correlation of each dimension indicator with all the latent variables tested, (5) Full structural model, a model that connects exogenous latent variables with endogenous latent variables or relationships of endogenous variables with other endogenous variables, (6) In full structural models (t values), a summary of estimated structural models of relationships between variables, 7) Hypothesis test results, hypothesis conclusions are carried out by calculating the path coefficient value and significance for each path studied, (8) A discussion of all hypotheses is conducted, will be known to have a positive influence on each hypothesis, and (9) Discussion of research results, it will be known that the research will support theoretical studies and relevant prior research and find out the similarities and differences in each hypothesis. The use of PLS approach from SEM for quantitative analysis is much made by some previous researchers to test the conceptual framework. Transformational leadership studies use SEM-PLS which reveals low levels of innovative behavior among employees (Jyoti & Dev, 2015; Molodchik et al., 2016). Another research identifies the relationship transformational leadership, employee engagement, and performance uses SEM, as stated by Yasin Ghadi et al., (2013); Jena et al., (2018); Xie et al., (2016). Some researchers also use SEM Model for WLB variable such as Sheppard, (2016); Ricardianto et al., (2020).

Results and Discussion

The data of respondents' answers can be used to enrich discussion; through the descriptive data of the average score of respondents' answers, the condition of each variable indicator being studied can be known. To test the validity and reliability, this research uses Confirmatory Factor Analysis (CFA). This research model consists of five variables, namely transformational leadership style, compensation, WLB, employee engagement, and work effectiveness. All these dimensions have loading factors bigger than 0.50. It means that all these dimensions have been valid as the measurement tools.

Convergent Validity Test of Full Structural Model

From the previous Confirmatory Factor Analysis test for each research variable, the results show that all the indicators have been valid and reliable (Figure 3 and Table 1), so they can be used for the next test. From these results, it can be obtained the Latent Variable Score of each dimension which is tested on the full structural model.

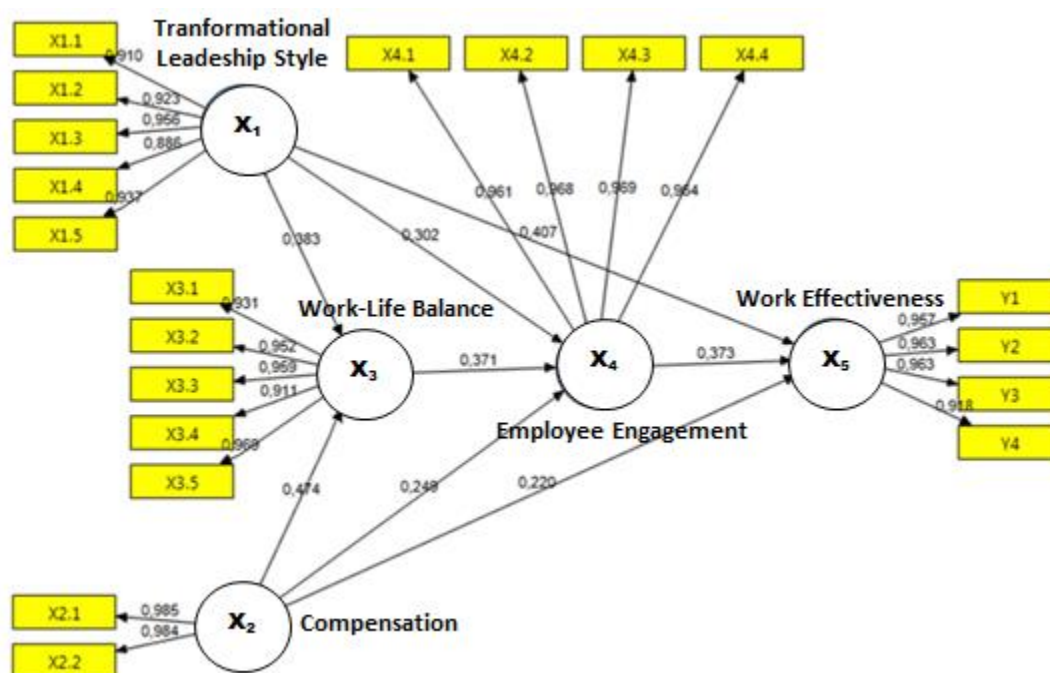


Figure 3. Results of full structural model (Standardized)

Tabel 1. Summary of Test Validity and Reliability of Measurement Models on Full Structural model

Latent Variable	Dimension	Factor Loading	t statistic	Resume	AVE	CR	Resume
Transformational Leadership Style (X ₁)	X1.1	0,910	96,030	Valid	0,851	0,966	Reliable
	X1.2	0,923	113,643	Valid			
	X1.3	0,956	175,862	Valid			
	X1.4	0,886	58,691	Valid			
	X1.5	0,937	140,766	Valid			

Compensation (X ₂)	X2.1	0,985	421,349	Valid	0,969	0,984	Reliable
	X2.2	0,984	384,205	Valid			
	X3.1	0,931	95,372	Valid			
Work-Life Balance (X ₃)	X3.2	0,952	126,877	Valid	0,892	0,976	Reliable
	X3.3	0,959	175,092	Valid			
	X3.4	0,911	95,203	Valid			
	X3.5	0,969	204,658	Valid			
Employee Engagement (X ₄)	X4.1	0,961	156,295	Valid	0,932	0,982	Reliable
	X4.2	0,968	215,877	Valid			
	X4.3	0,969	231,461	Valid			
	X4.4	0,964	166,892	Valid			
Work Effectiveness (Y)	Y1	0,957	214,133	Valid	0,904	0,974	Reliable
	Y2	0,963	198,434	Valid			
	Y3	0,963	211,296	Valid			
	Y4	0,918	107,519	Valid			

Discriminant Validity Test

All the latent variables variables have the value of AVE root higher then the highest correlation among the variables. Thus, it can be concluded that the research model has a good validity discriminant (Table 2).

Table 2. Discriminant Validity Test

	Work Effectiveness	Transformational Leadership Style	Work-Life Balance	Employee Engagement	Compensation
Work Effectiveness	0,951				
Transformational Leadership Style	0,833	0,923			
Work-Life Balance	0,821	0,710	0,944		
Employee Engagement	0,833	0,736	0,769	0,965	
Compensation	0,772	0,688	0,738	0,730	0,984

Result of Full Structural Model Test

In this research, structural model is concerned with eight research hypothesis which signal causal relationship among the latent variables.

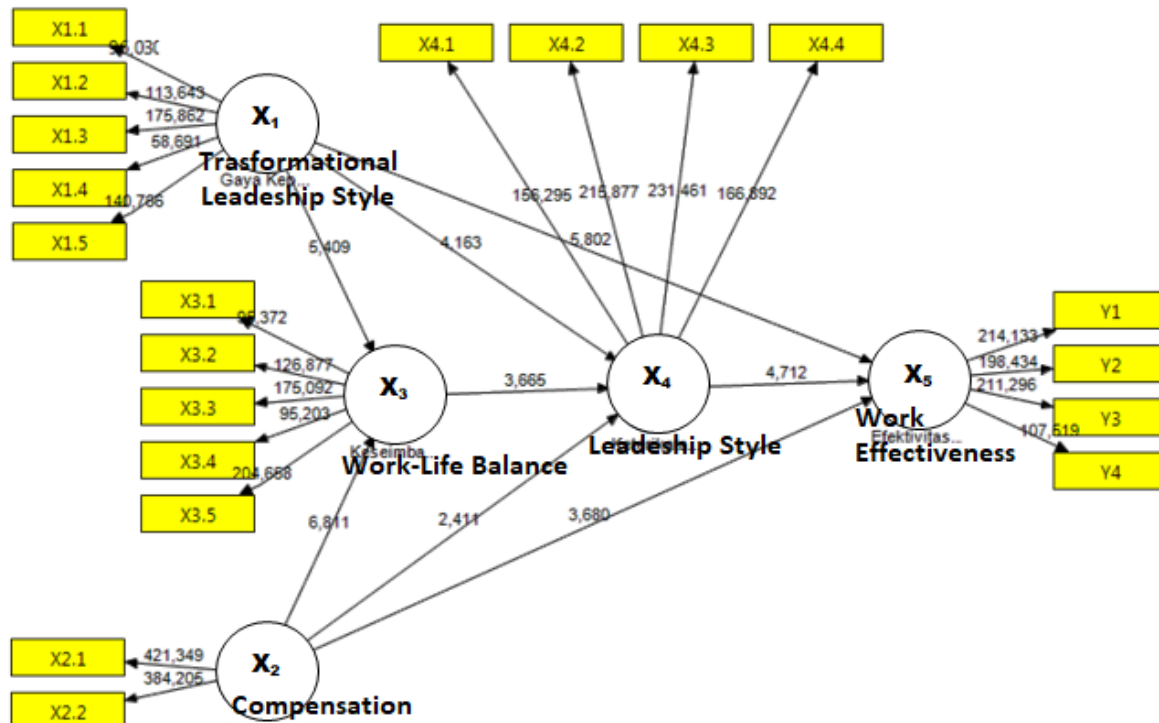


Figure 2. Full Structural model results (t value)

Table 3. Summary of Estimated Path Coefficient and Statistical Test

Substructure	Correlation	Path Coefficient	t statistic	R-Square Partial	R-square Simultaneous
First	X1 -> X3	0.383	5.409	0.272	0.622
	X2 -> X3	0.474	6.811	0.350	
Second	X1 -> X4	0.302	4.163	0.222	0.689
	X2 -> X4	0.249	2.411	0.182	
	X3 -> X4	0.371	3.665	0.285	
Third	X1 -> Y	0.407	5.802	0.339	0.819
	X2 -> Y	0.220	3.680	0.170	
	X4 -> Y	0.373	4.712	0.310	

In the first sub-structure, sequentially the more dominant influence is the compensation variable with a path coefficient of 0.474 (35.0%) then a transformational leadership style with a path coefficient of 0.383 (27.2%). In the second sub-structure, sequentially the more dominant influence is work life balance variable with a path coefficient of 0.371 (28.5%) then transformational leadership style with a path coefficient of 0.302 (22.2%) and finally a compensation variable of 0.249 (18, 2%). Whereas, in the third sub-structure, sequentially the more dominant influence is the transformational leadership

style variable with a path coefficient of 0.407 (33.9%) then employee engagement with a path coefficient of 0.373 (31.0%) and finally the compensation variable of 0.220 (17.0%).

Hypothetical Testing

Based on the data analysis and statistical calculation in the hypothetical test, it is proven that all the eight hypothesis proposed have direct positive influence and they are accepted. Concerning the hypothetical test result, the description of result (Table 4):

Table 4. Summary of Test Results on Inter-Variable Influences

Hypothesis	Path Coefficient	t _{statistic}	t _{table}	H ₁
Hypothesis 1	0.407	5.802	1.96	Accepted
Hypothesis 2	0.220	3.680	1.96	Accepted
Hypothesis 3	0.373	4.712	1.96	Accepted
Hypothesis 4	0.302	4.163	1.96	Accepted
Hypothesis 5	0.249	2.411	1.96	Accepted
Hypothesis 6	0.371	3.665	1.96	Accepted
Hypothesis 7	0.383	5.409	1.96	Accepted
Hypothesis 8	0.474	6.811	1.96	Accepted

Based on the table 4, hypothesis are developed from the research model which proves that transformational leadership style, compensation, work-life balance, and employee engagement have direct positive influence on the work effectiveness of National Shipping Companies ship's crew.

Discussion

H1. Transformational Leadership Style on Work Effectiveness

From Table 4 it is seen that transformational leadership style on work effectiveness, thus hypothesis 1 is accepted. Theoretical study states that transformational leadership style supports work effectiveness. Very important for effectiveness, employee performance, there is a context in which the importance of leaders can be inferred (Colquitt, LePine, & Wesson, 2015). In another research, partial test shows that transformational leadership style influences positively and significantly toward the work effectiveness (Dvir, et al., 2002; Lu & Lin, 2014; Jyoti & Dev, 2015). The results of this research support previous theoretical and related studies. The study can be proven even though there are studies that state differences in significance, but finally transformational leadership style has a positive effect on work effectiveness.

H2. Compensation on Work Effectiveness

From Table 4 it is seen that compensation on work effectiveness, thus hypothesis 2 is accepted. Theoretical study states that compensation supports work effectiveness. This result of research supports the theory saying that the leaders have a way to reward the best employees by giving bonuses or promoting them to other positions (Robbins & Coulter, 2012). Work effectiveness based on the opinion of Ivancevich, Konopaske, & Matteson, (2013) can be improved by connecting compensation with performance, respecting differences among employees, information socialization to employees, providing the employees with sustainable training and learning. The same result that compensation has significance effects on work effectiveness based on Aslam et al., (2015); Waruwu, (2018). Finally, this research study supports the opinions of previous researchers, although in this study the non-financial dimensions of compensation variable were the most problematic in the previous research. Finally compensation has a positive effect on work effectiveness.

H3. Employee Engagement on Work Effectiveness

From Table 4 it is seen that employee engagement on work effectiveness, thus hypothesis 3 is accepted. Theoretical study states that employee engagement supports work effectiveness. The results of previous relevant research state that employee engagement has a direct positive influence on work effectiveness. Employee engagement behavior impacts tangible and intangible results, such as performance improvement; while the results can be intangible forms of customer loyalty, and intellectual capital (Macey, et al., 2009). The relationship between work engagement and work performance, is specially paid attention because it is focused on performance improvement (Kim et al., 2012). Failing to address problem performance can erode other employees' engagement and commitment, as their workloads increase and they conclude that the company is willing to tolerate poor performance (Vance, 2006). Finally, the findings provide a model for employee engagement and work effectiveness of national shipping ship crew (Ricardianto, et al., 2020). Thus, the results of this study support the theoretical discussion of previous research. It means, employee engagement has a direct positive influence on work effectiveness, although there were differences in this study, absorption dimensions of employee engagement variable were not examined in previous studies.

H4. Transformational Leadership Style on Employee Engagement

From Table 4 it is seen that transformational leadership style on work effectiveness, thus hypothesis 4 is accepted. Theoretical study states that transformational leadership style supports employee engagement. The results of previous relevant research state that transformational leadership style has a direct positive influence on employee engagement. Theoretical study states that transformational leadership style supports engagement (Armstrong, 2009). Research by Bedarkar & Pandita, (2014); Ghadi, Fernando, & Caputi, (2013)

explains the concept of employee engagement and highlights the main drivers of employee engagement by analyzing leadership in a special way. In the previous relevant researches, transformational leadership style give a direct positive influences on employee engagement (Wefald et al., 2011; Nelson & Shraim, 2014; Tabak & Hendy, 2016; Lee, Idris, & Tuckey, 2018). The right leadership style and Human Resources will encourage engagement, so it is necessary to manage the organization to encourage performance (Popli & Rizvi, 2016). Transformational leadership has a higher level of trust when they are able to feel meaningful employee engagement, and transformational leadership from their respective companies (Ghafoor, et al., 2011; Elwyn et al., 2017; Jena et al., 2018). The transformational leadership style based on the opinions of several researchers is very appropriate to be applied to ship officers as direct leaders can positively and significantly affect ship crew engagement. Finally, ship crew will be more engaged when their leader shows more transformational leadership (Breevaart et al., 2014). The results of Nelson & Shraim, (2014) study show a significant but small positive relationship between leadership behaviors and engagement. The results of the study can be proven even though there are studies that state differences in significance, but finally transformational leadership style has a positive effect on employee engagement.

H5. Compensation and Employee Engagement

From Table 4 it is seen that compensation on employee engagement, thus hypothesis 5 is accepted. Theoretical study states that compensation supports employee engagement. The results of previous relevant research state that compensation has a direct positive influence on employee engagement. An appropriate rewards, financial and non-financial combinations, can help develop and improve employee engagement. Compensation and benefits can encourage employee engagement and involvement (Berger & Berger, 2011; Armstrong & Taylor, 2014b). The result of this research is supported by the previous relevant researches which show that compensation has a direct positive influence on employee engagement (Scott et al., 2010; Brown, Callen, & Robinson, 2016). Thus, although there are indeed previous studies that are different from this study, the results of the study can be proven even though there are studies that state differences in significance, but finally compensation has a positive effect on employee engagement.

H6. Work-Life Balance on Employee Engagement

From Table 4 it is seen that WLB on employee engagement, thus hypothesis 6 is accepted. Theoretical study states that WLB supports employee engagement. The results of previous relevant research state that WLB has a direct positive influence on employee engagement. The ability of employees to achieve WLB with organizational supports must lead to a higher employee engagement as

well as promoting job satisfaction, better productivity, loyalty, and employee engagement, WLB plays an important role in the employee engagement (de Kort, 2016; Waclawska, 2018; Jaharuddin & Zainol, 2019). Another research examines the hypothesis, stating that WLB is necessary for employee engagement and retention in the other organizational climate dimensions (Parkes & Langford, 2008; Namita, 2014). The result of employee engagement, and WLB are highly correlated (Bedarkar & Pandita, 2014; Iqbal, et al., 2017). In addition, another research demonstrates the positive effects of good mood, with the influence of work and family predicting work engagement, and family work affects the prediction of family satisfaction (Rao, 2017). The result of employee engagement and WLB are highly correlated. Shankar & Bhatnagar, (2010), propose a model that focuses on WLB construct and its relationship with the variable of employee engagement. Finally, the findings by Wood, et al., (2020) show various antecedents, mediators, and moderators that illustrate the relationship between employee engagement and WLB. The results of this research support previous theoretical and related studies. Although there are differences in the variables of work life balance on the dimensions of the accuracy balance with the lowest CR value compared to the opinions of previous studies, work-life balance has a direct and significant positive influence on employee engagement.

H7. Transformational Leadership Style on Work-Life Balance

From Table 4 it is seen that transformational leadership style on WLB, thus hypothesis 7 is accepted. Theoretical study states that transformational leadership style supports WLB. The results of previous relevant research state that transformational leadership style has a direct positive influence on WLB. Theoretical study states that transformational leadership style has a direct positive influence on WLB. The result of this research supports the opinion stating that transformational leadership style is the most important factor in all sectors (Ryan & Peters, 2015; Wang et al., 2017). Transformational leadership model to build employee job satisfaction must pay more attention to the work balance among employees (Thamrin, 2012). Some researchers link transformational leadership with employee work and family experience based on a framework of four categories of leader behavior (tasks, relationships, change, and ethics/unethical) (A. Li et al., 2017). This research study supports the theory and results of previous studies. This research study supports the theory and results of previous studies. In this study the dimensions of consideration of individual interests with the lowest scores on transformational leadership style became a distinguishing element because they were not examined in previous studies. Although there are different results of this study, leadership style has a direct and significant positive influence on work life balance.

H8. Compensation on Work-Life Balance

From Table 4 it is seen that compensation on WLB, thus hypothesis 8 is accepted. Theoretical study states that compensation supports WLB. The results of previous relevant research state that compensation has a direct positive influence on WLB. Theoretical study states that compensation supports WLB. Theoretical study states that compensation supports WLB. The result of this research supports the theory stating that dissatisfaction and insufficient reward will decrease WLB (Frone et al., 2003). Another research, stating that compensation has a direct positive influence on WLB (Eagle-Hill-Consulting, 2014). The results of this study support theoretical discussion and are in line with previous research. Although there is a difference in the lowest CR value for the nonfinancial dimension on the compensation variable that was not carried out by previous studies, compensation has a direct and significant positive influence on work life balance.

Conclusion

The integrated conclusion is that work effectiveness in the national shipping companies is directly influenced by the transformational leadership style of ship officer, compensation, WLB, and ship crew engagement. Based on the research findings, the novelty of this research is through the work effectiveness of national shipping companies' ship crew in the dimension of work reliability, through transformational leadership style in the dimension of intellectual stimulation, through compensation in the dimension of financial, through WLB in the dimension of balance between work and family as well as through ship crew's engagement in the dimension of loyalty (stay). Another novelty is that the variable of employee engagement is expected to be able to be used as the element of employee Key Performance Indicator especially for national shipping companies' ship crew.

Overall, respondents' assessment on the work effectiveness from the average value of its dimensions, the lowest value is on the dimension of punctuality, so it is recommended that ship crew should be able to report and analyze discrepancies, accidents and dangerous incidents in a quick, appropriate and accurate way. The proposed study has potential to help national shipping companies such as PELNI, Pelayaran Bahtera Adhiguna, and Pelayaran Samudera Djakarta Llyod, also Research and Development Institution under the Ministry of Transportation to strengthen the policy on human resources to enhance the work effectiveness of employee, especially ship crew, and it is also recommended to explore it in the further research. This research findings reveal the need of further study using certain methods on the ship officer's transformational leadership style in foster a positive WLB and enhancing engagement as the factor that can improve the work effectiveness of national shipping companies' ship crew.

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