



The Application of Leadership Behavior and Work Motivation in Ship Agency Services at PT Djakarta Lloyd (Persero), Berau Branch

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Abstract. This study aims to analyze the influence of leadership behavior and work motivation on ship agency services at PT. Djakarta Lloyd (Persero) Berau Branch. The research employed a quantitative approach using a survey method. The population consisted of all employees directly involved in ship agency services, totaling 41 people, all of whom were selected as the sample using a saturated sampling technique. Data were collected through questionnaires using a Likert scale. Data analysis employed multiple linear regression, t-test, F-test, and the coefficient of determination (R^2). The results showed that leadership behavior has a positive and significant effect on ship agency services, with a t-value of 3.378 and a significance level of 0.001. Work motivation also has a positive and significant effect on ship agency services, with a t-value of 5.486 and a significance level of 0.000. Simultaneously, leadership behavior and work motivation significantly affect ship agency services, with an F-value of 64.673 and a significance level of 0.000. The coefficient of determination of 71.7% indicates that variations in ship agency services can be explained by leadership behavior and work motivation, while the remaining 28.3% is influenced by other factors outside the research model. The findings indicate that work motivation is the most dominant variable in improving ship agency service quality.

Keywords: Leadership Behavior; Maritime Human Resources; Service Quality; Ship Agency Services; Work Motivation.

1. INTRODUCTION

The shipping industry is one of the strategic sectors that plays an important role in supporting the distribution of goods and national economic mobility. As an archipelagic country, Indonesia relies heavily on maritime transportation to support interregional and international trade activities. Within this maritime transportation system, ship agency companies have a very important function because they are responsible for handling various ship requirements while vessels are in port, ranging from document processing and coordination with relevant authorities to operational ship services.

The quality of ship agency services is one of the main indicators of a shipping company's success in providing services to its customers. Fast, accurate, responsive, and professional services will increase customer satisfaction and strengthen the company's competitiveness. However, service quality is determined not only by technical and operational aspects but also by human resource factors, particularly leadership behavior and employee work motivation. (Parasuraman et al., 1988; Yuliantini et al., 2022; Adawiyah & Taharuddin, 2024).

Leadership behavior is the pattern of actions demonstrated by leaders in influencing, directing, and guiding subordinates to achieve organizational goals. Meanwhile, work motivation is the drive that influences an individual's enthusiasm and commitment in carrying

out their duties. Both factors are believed to make an important contribution to improving the quality of ship agency services. (House, 1996; Kurnia et al., 2025).

This study aims to analyze the influence of leadership behavior and work motivation on ship agency services at PT. Djakarta Lloyd (Persero) Berau Branch.

2. LITERATURE REVIEW

Leadership Behavior

Leadership behavior refers to the actual actions demonstrated by leaders in directing, influencing, motivating, and coordinating subordinates to achieve organizational goals. Path-Goal Theory explains that effective leaders are able to provide clear direction, reduce work obstacles, and facilitate subordinates in achieving organizational goals. (House, 1996).

Work Motivation

Work motivation is an internal and external drive that influences a person's behavior, effort intensity, and persistence at work. Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory explain that motivated individuals will demonstrate greater commitment, responsibility, and work quality. (Maslow, 2019; Gunawan, 2025).

Ship Agency Services

Ship agency services refer to the quality of services provided by a company in handling a vessel's needs while it is in port. Service quality is measured through the dimensions of reliability, responsiveness, assurance, empathy, and tangibles, with a focus on customer satisfaction. (Parasuraman et al., 1988; Yuliantini et al., 2022; Adawiyah & Taharuddin, 2024).

3. RESEARCH METHOD

This study employed a quantitative approach using a survey method. The research population consisted of all 41 employees of PT. Djakarta Lloyd (Persero) Berau Branch who were directly involved in ship agency services. A saturated sampling technique was used, whereby the entire population was selected as the research sample. Data were collected through questionnaires using a 1–5 Likert scale. Data analysis was conducted using validity tests, reliability tests, multiple linear regression, t-test, F-test, and the coefficient of determination (R^2).

4. RESULTS AND DISCUSSION

Reliability Test

The reliability test results show that all research variables have good reliability levels. The Cronbach's Alpha value for Leadership Behavior was 0.763, Work Motivation was 0.670, and Ship Agency Services was 0.707. Therefore, all research instruments were deemed suitable for further analysis.

Multiple Linear Regression Analysis

The regression equation obtained is:

$$Y = 11.383 + 0.328X_1 + 0.447X_2$$

The equation indicates that leadership behavior and work motivation have positive relationships with ship agency services. Work motivation has a larger coefficient than leadership behavior, making it the more dominant factor influencing ship agency service quality.

The Effect of Leadership Behavior on Ship Agency Services

The t-test results show that leadership behavior has a positive and significant effect on ship agency services, with a t-value of 3.378 and a significance level of 0.001. This result indicates that the better the leadership behavior implemented, the better the quality of services provided to customers.

This finding supports Path-Goal Theory, which emphasizes the importance of leaders' ability to provide direction and support to subordinates, thereby improving work effectiveness and service quality. (House, 1996).

The Effect of Work Motivation on Ship Agency Services

Work motivation was found to have a positive and significant effect on ship agency services, with a t-value of 5.486 and a significance level of 0.000. This result indicates that highly motivated employees tend to work more diligently, responsibly, and responsively to customer needs. (Gunawan, 2025).

This finding supports the theories of Maslow and Herzberg, which explain that motivated individuals will demonstrate higher performance and service quality. (Maslow, 2019; Gunawan, 2025).

The Simultaneous Effect of Leadership Behavior and Work Motivation

The F-test results show an F-value of 64.673 with a significance level of 0.000. This demonstrates that leadership behavior and work motivation simultaneously have a significant effect on ship agency services.

The coefficient of determination (R^2) of 0.717 indicates that 71.7% of the variation in ship agency services can be explained by leadership behavior and work motivation, while the remaining 28.3% is influenced by other factors outside the scope of the study.

5. CONCLUSION

This study demonstrates that leadership behavior and work motivation have positive and significant effects on ship agency services at PT. Djakarta Lloyd (Persero) Berau Branch. Work motivation is the most dominant variable influencing ship agency service quality. Simultaneously, the two variables explain 71.7% of the variation in ship agency services. Therefore, improving the quality of ship agency services requires strengthening leadership behavior and continuously increasing employee work motivation. (House, 1996; Gunawan, 2025; Kurnia et al., 2025).

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