Influence of Income and Leadership Style during the Covid-19 Pandemic on Employee Performance and Their Implications on Operational Performance of Sea Ship Agent Company (Case Study at PT. Harapan Cipta Perkasa)

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Abstract

The Covid-19 pandemic outbreak which has led to the enactment of a central government policy for employees to work from home, both private employees and government employees, so that all systems and parties related to licensing. The delay in the process and the ship's operation to a halt and the ship's departure. This makes company leaders to look for solutions in dealing with these situations because the company is experiencing a decline in revenue, which has an impact on the income of each employee as well. The purpose of this study is to analyze and examine whether a decrease in income will have an impact on employee performance and company operations. The method used in this research is the method of Structural Equation Model (SEM) based on Partial Least Square (PLS). The results of the findings in this study are a partial decrease in income has a positive effect on employee performance and company operational performance but is not significant. Leadership style partially has a positive and significant effect on employee performance and company operational performance.

I. Introduction

Indonesia as an Archipelagic State *which* has received international recognition based on *the United Nations Convention on the Law of the Sea* (UNCLOS) 1982, which was later ratified by the State of Indonesia with Law No. 17 of 1985 concerning the ratification of the *United Nations. Convention on the Law of the Sea. Geographically*, Indonesia is a maritime country, which has a sea area of approximately 5.8 million km² of which 5.8 million km^2 is a combination of the territorial sea with an area of 0.8 million km², the archipelago sea of 2.3 million km² and the Exclusive Economic Zone (*EEZ*) of 2.7 million Km². Then the State of Indonesia also has islands of approximately 17,480 islands and has a coastline of about 95,181 km² (Susetyorini, 2019).
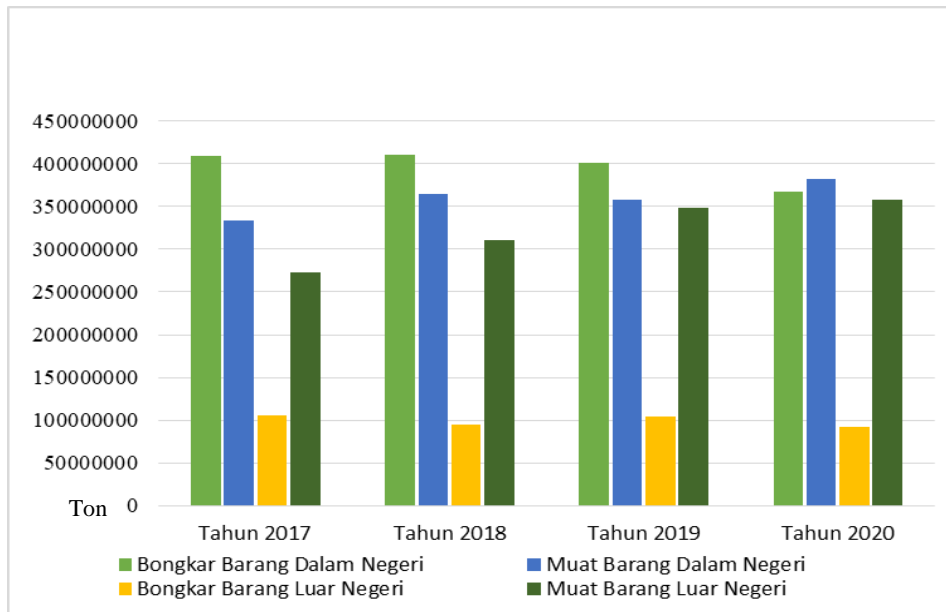
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Source: Indonesian Central Statistics Agency
**Figure 1.** *Export Value from 2019 to November 2021*
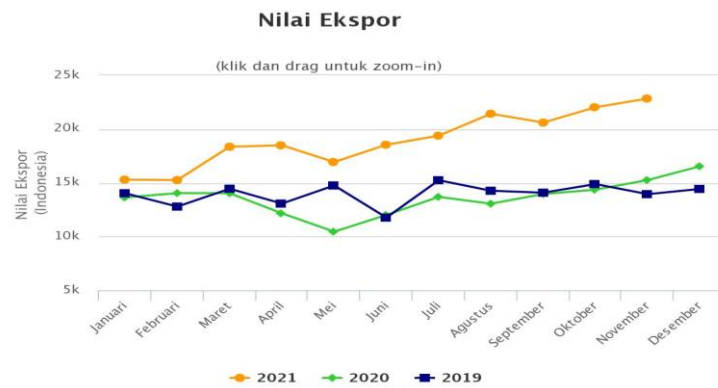
Source: Indonesian Central Statistics Agency
Figure 1. *Import Value in 2019 until November 2021*

Based on Figure 1 and Figure 2, the value of exports and imports every year tends to increase, therefore the need for transportation services It is very important to support the smooth process of export and import of these goods. Sea transportation services, both for goods and for passengers, must be prepared very well in order to ensure the availability of transportation services of adequate quality and quantity, so that it can help distribute development results, strengthen national unity and integrity as well as increasing a national resilience in the context of realizing the insight of the archipelago.

Source: Indonesian Central Statistics Agency

Figure 3. Loading and Unloading of Goods (Containers and Non Containers) Domestic and Overseas Shipping Period 2017 – Year 2020 in Indonesian Ports
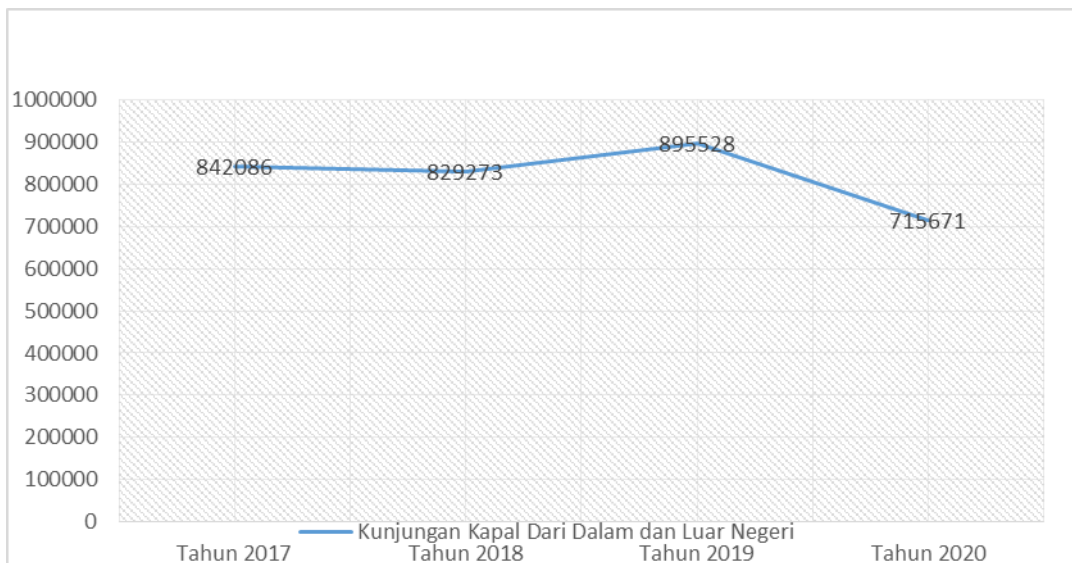

Source: Indonesian Central Statistics Agency

Figure 2. Domestic and Foreign Ship Visits at Indonesian Ports

The use of sea transportation services every year tends to increase, although in some sectors there is a decline, this can be seen from the number of goods unloaded and loaded, both domestic shipping and shipping from abroad and can also be seen from the number of ship visits at ports throughout Indonesia, both from within the country and from abroad, as shown in Figure 3 and Figure 4.

Shipping companies that have many ships and have many shipping routes, in order to assist the operational activities of the ships they own, usually use the services of a ship agency company, to reduce expenses. A ship's agency company, its journey and the

development of its company are very dependent on the operation of ships belonging to the shipping company that uses its agency services. However, since the authorities of the State of China confirmed that they had identified a new virus that named *Novel Corona Virus* (2019-nCoV) on January 7, 2020. Until finally on March 11, 2020, WHO declared COVID-19 (*Novel Corona Disease*) a *pandemic* . This has a huge impact and has a major impact on the transportation sector, both sea transportation, air transportation and land transportation, all of these sectors are affected by the *COVID* -19 pandemic . As a result, several large shipping companies were hit hard by the emergence of Covid - 19, such as Maersk Line and Hapag Lloyd. At Maersk Line about 30% of its annual shipment volume comes from operations in China and at Hapag Lloyd companies about 25% of group revenue comes from operations in China. Both Maersk Line and Hapag Lloyd are in danger of losing their business (Hartoto, 2021).
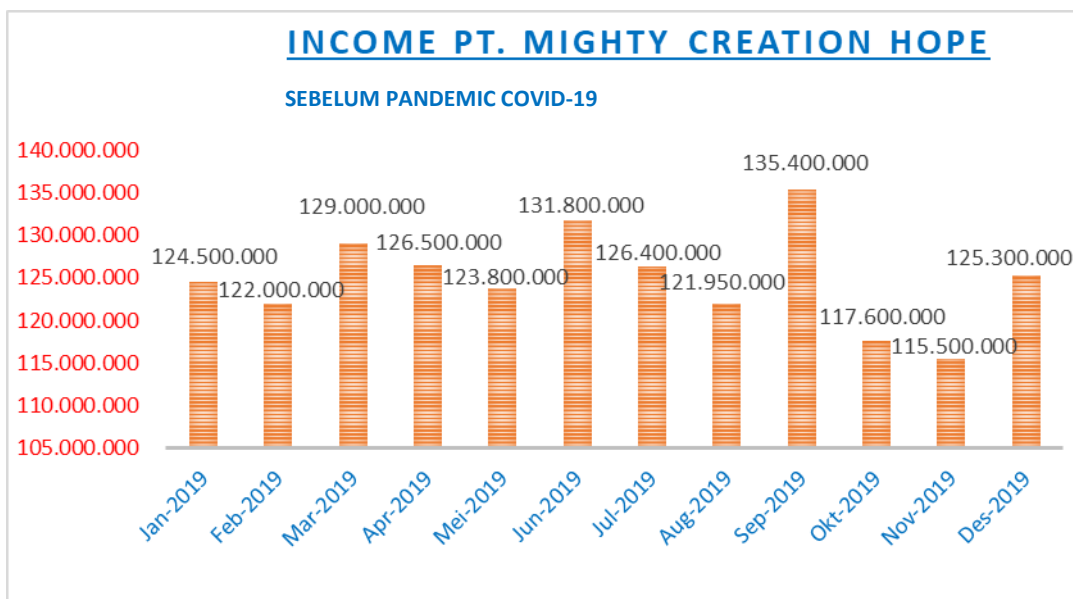
Source: Finance Department of PT. Harapan Cipta Perkasa

Figure 5. Revenue of PT. Harapan Cipta Perkasa before the Covid-19 pandemic
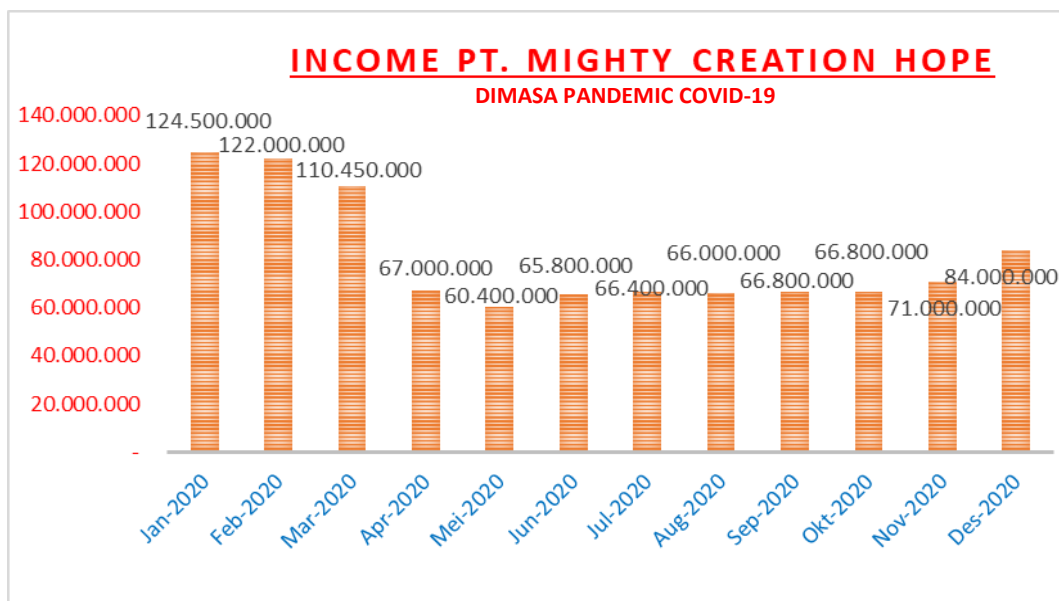
Source: Finance Department of PT. Harapan Cipta Perkasa

Figure 6. *Revenue of PT. Harapan Cipta Perkasa after the Covid-19 pandemic*

As a result of the *Covid-19 Pandemic* , many ships have stopped operating and their operational activities have been delayed, this has made the income (income*)* of the ship's agency company decreased significantly (*income*) of the company before *the Covid-19 Pandemic* , so that it affected the income of each of its employees , considering that most of the employees were from ship agency companies . in addition to getting a basic salary, they get a bonus from every cargo carried by the ships they agent, Due to the decline in income, the performance of some employees has changed compared to before the Covid - *19 Pandemic*.

The outbreak of this virus has an impact of a nation and Globally (Ningrum *et al*, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

Coupled with the implementation of Large-Scale Social Restrictions (PSBB) by the DKI Jakarta Provincial Government, in order to break the chain of the spread of the *Covid-19 virus* , as a result of the PSBB implementation, many government agencies and shipping companies including ship agency companies have must employ employees from home (*Work From Home*). As a result, the performance of employees is increasingly ineffective and the implementation of *Work From Home (WFH)* makes most of the permits related to ship operational activities delayed in issuance , in addition to the existence of arrears in payments (*invoices*) from shipping companies as shown in Table I.1, Table I.2 and Table I.3, this further adds to the problems faced by the shipping agency company PT. Harapan Cipta Mighty.

Table 1. *Invoice* arrears *of* PT. Independent Ocean Light

No	Invoice Date	Ship name	Nominal	No. Invoice	TA	TD	Note. Invoice	Payment Status
1	13-Feb-20	TB. SM 88 / Kindergarten. Soekawati 27	20,631,999	411/HCP-INV/II	8-Feb-20	11-Feb-20	Paid 17 Feb 2020	0
2	13-May-20	TB. Batara VI / TK. KBU VI	22,939,198	482 / HCP-INV / V	26-Apr-20	9-May-20	Paid 3 Jul 2020	0
3	9-Jul-20	TB. SM 88 / TK. Soekawati 27	11,000,000	506A / HCP-INV / VII	3-Jul-20	10-Jul-20	Paid 21 Jul 2020	0
4	5-Aug-20	TB. Battery VI / TK. KBU VI	31,925,979	537 / HCP-INV / VIII	24-Jul-20	27-Jul-20	Paid 16 Sep 2020	0
5	2-Sep-20	TB. Battery VI / TK. KBU VI	23.301.980	575/HCP-INV/IX	22-Aug-20	23-Aug-20	Paid 27 Nov 2020	0
6	31-Oct-20	TB. SM 88 / TK. Soekawati 27	18.811.250	638/HCP-INV/X	13-Oct-20	14-Oct-20	Paid 27 Nov 2020	0
7	13-Nov-20	TB. Batara VI / TK. KBU VI	23.280.250	667/HCP-INV/XI	5-Nov-20	6-Nov-20	Unpaid	23.280.250
8	16-Dec-20	TB. SM 88 / TK. Soekawati 27	20,256,950	695/HCP-INV/XII	19-Nov-20	21-Nov-20	Unpaid	20,256,950
9	8-Jan-21	TB. Batara VI / TK. KBU VI	57,597,215	717/HCP-INV/I	27-Dec-20	31-Dec-20	Unpaid	57,597,215

Source: Financial Report of PT. Harapan Cipta Perkasa period 24 March 2021

Table 2. Arrears *I invoice* PT. Hengtat Marine Ocean

No	Invoice Date	Nama Kapal	Nominal	No. Invoice	TA	TD	Ket. Invoice	Status Pembayaran
1	29-Jun-20	MT. Victoria 11	12.250.560	503/HCP-INV/VI	4-Jun-20	29-Jun-20	Paid 1 Jul 2020	0
2	8-Oct-20	MT. Tirta Samudera XI	42.353.415	627/HCP-INV/X	3-Sep-20	9-Oct-20	Paid 20 Oct 2020	0

| 3 | 19-Nov-20 | MT. Tirta Ocean XI | 33,435,0001 | 674/HCP-INV/XI | 10-Nov-20 | 14-Nov-20 | Paid 08 Jan 2021 | 0 |
| 4 | 30-Nov-20 | MT. Bintang Mas HSB 3 | 26,023.936 | 684/HCP-INV/XI | 15-Nov-20 | 24-Nov-20 | Unpaid | 26,023.936 |

Source: Financial Report of PT. Harapan Cipta Perkasa period 24 March 2021

Table 1. *I nvoice* arrears PT. Mahameru Kencana Abadi Cruise

No	Tanggal Invoice	Nama Kapal	Nominal	No. Invoice	TA	TD	Ket. Invoice	Status Pembayaran
1	28-Dec-20	TB. Nelly 39 / TK. Mia	32.724.877	707/HCP-INV/XII	1-Dec-20	11-Dec-20	Paid 14 Jan 2021	0
2	10-Jan-21	TB. Olivia / TK. Naomi	20.213.783	737/HCP-INV/I	6-Jan-21	9-Jan-21	Unpaid	20,213,783
3	18-Mar-21	TB. Olivia / Kindergarten. Naomi	25,024,230	758/HCP-INV/III	12-Mar-21	17-Mar-21	Unpaid	25,024,230

Source: Financial Report of PT. Harapan Cipta Perkasa period 24 March 2021

Due to the background of the above problems and coupled with the ineffectiveness of employee performance due to the enactment of PSBB (Large-Scale Social Restrictions) by the DKI Jakarta Regional Government which requires working from home (*Work From Home*) as a result of the *Covid-19 Pandemic* , causing many work past the *deadline*. So the author wants to examine further how much influence the decline in income (*income*) from the company and employees, the leadership style of the company's leadership on employee performance and the operational performance of the shipping agency company PT. Harapan Cipta Perkasa during this *Covid-19 Pandemic*.

II. Research Method

The place where the author will conduct this research is at PT. Harapan Cipta mighty, by distributing questionnaires to employees in the PT. Harapan Cipta Perkasa there are 150 people, consisting of 30 land employees and 120 ship crews. The research time will start in June 2021 until August 2021, following the working hours of PT. Harapan Cipta Perkasa, which is at 08.00 WIB - 17.00 WIB.

In this study, the sampling method was using the *Simple Random Sampling method* , where according to Sugiyono (2018) *Simple Random Sampling* is technique taking member sample from population carried out by random without notice from the existing strata in the population it . For gather necessary information and data in the author 's research do this , author using secondary data from books , sites and documents other related _ with study this , while the primary data there is two the author 's technique do in To do collection the data , that is questionnaire and observation

III. Results and Discussion

3.1 Test Model Structure (Inner Model)
a. R-Square (R^2) and Adjusted R-Square (R^2)
The coefficient of determination (R2 $^)$ is a way to assess how much the endogenous variable construct can be explained by exogenous constructs, while the R2 value ranges between 0 and 1, the *R Square value* of 0.67, 0.33 and 0.19 indicates that the model is strong, moderate and weak, while *Adjusted* R2 is the *R Square value* that has been corrected based on the standard error value. His ability to assess an exogenous construct in explaining the endogenous construct *adjusted R square* can provide a better view than the

usual *R square*. Table IV.7 shows the results of the *R Square test* from the data that has been processed by SmartPLS:

Table 4. Coefficient of Determination Value

Variable	R Square	R Square Adjusted
Operational Performance_Z	0.235	0.221
Employee Performance_Y	0.540	0.527

Source: SmartPLS 3.0 Data Processing, 2021

Based on tabel 4 above, it can be concluded that the value of *R Square* has a joint or simultaneous influence on the Leadership Style and Income variables as exogenous variables on operational performance of 0.235 or it can be said to be weak. And the employee performance variable can explain the endogenous value of 0.540 or it can be said to be moderate.

b. Fit Model

In order to meet the model fit criteria, the limit values or model fit criteria include: RMS Theta value or *Root Mean Square Theta* > 0.102, SRMS value or *Standardized Root Mean Square* < 0.10 or > 0.08 and NFI value < 0.9. Table IV.8 shows the results of the fit mode of data processing using SmartPLS.

Tabel 5. Model *Fit Summary*

	Saturated Model	Estimated Model
SRMS	0.078	0.078
d_ULS	2.668	2.668
d_G	1.837	1.837
Chi-Square	961.845	961.845
NFI	0.677	0.677

Based on n results from *calculating PLS Algorithm* the existing model, the RMS (*Root Mean* Square) *Theta value* is 0.170 , that means the RMS Theta value is > 0.102 and based on table 5 the value of the NFI is 0.677 , where the value is < 0.9 , and is based on the SRMS (*Standardized) value. Root Mean* Square) the value is 0.078 , where the value is <0.10 , then based on these values , the fit model with the existing data has met the limits or criteria of the model fit value .

3.2 Hypothesis testing

Hypothesis testing aims to test hypotheses or conjectures while research is accepted or not accepted, in the smartPLS 3.0 application the steps to test a hypothesis need to be *bootstrapped* PLS SEM. *Bootstrapping* aims to assess the level of significance of the direct effect (direct *effect)*, *outer loading* and *outer weight*.

The hypothesis is accepted when the significance level is less than 0.05 or *the t-value* exceeds the critical value. In addition to comparing *the t-value* , the *t-statistic value* must also be >1.98, this is based on *a t-table* with a significance level of 5% and a sample size of 110 people.
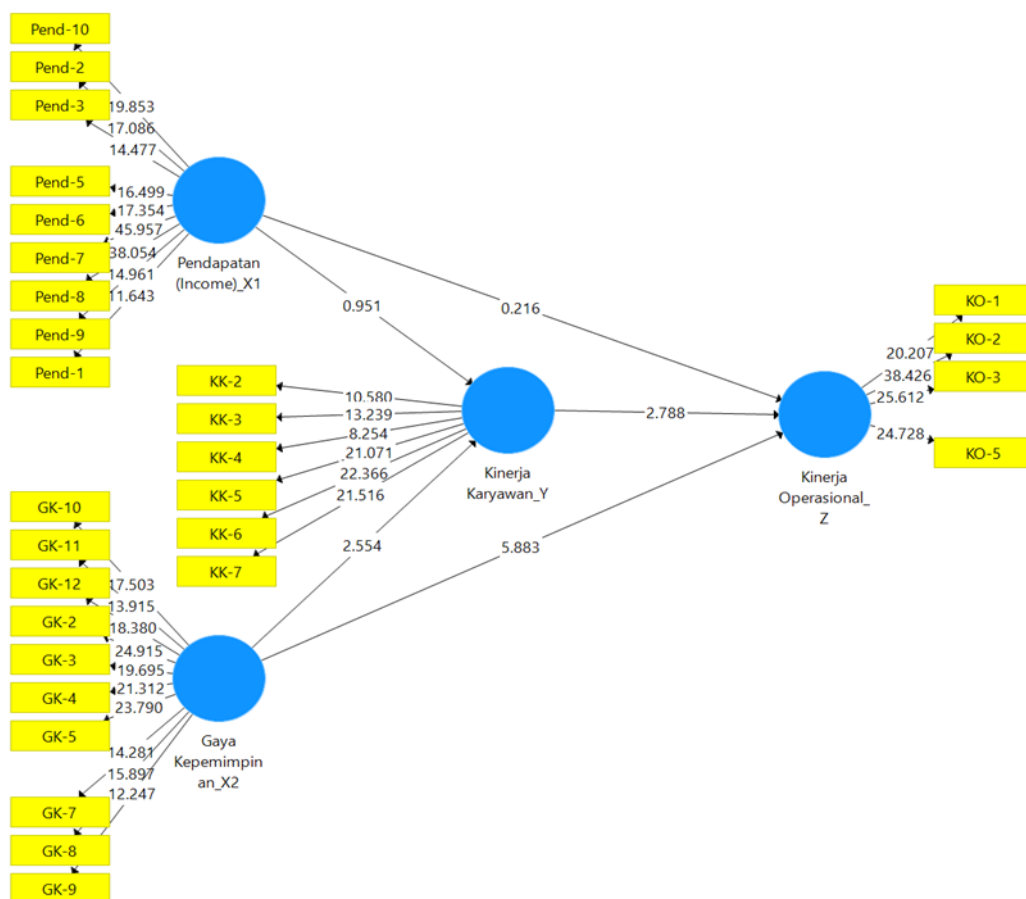
Source: SmartPLS 3.0 PLS-Algorithm Calculate Results, 2021

Figure 1. *Model after Bootstrapping*

a. Direct Effect Analysis

Bootstrapping analysis of the *direct* effect on the SmartPLS 3.0 application can be seen in the *path coefficient* table as shown in the table below:

Table 6. *Path Coefficient*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Employee →Performance Income _	0.129	0.165	0.135	0.951	0.342*
Employee Performance Leadership Style→	0.384	0.364	0.150	2,554	0.011
Employee →Performance Operational Performance	0.291	0.293	0.104	2,788	0.005
Income (*income*) →Operational Performance	0.020	0.008	0.095	0.216	0.829*
Operational Performance Leadership Style→	0.535	0.551	0.091	5.883	0.000

Source: Data Processing using SmartPLS 3.0, 2021

From table 6. In the 9 *path coefficients* above, there are several columns, but in this direct effect analysis, only a few columns will be used as an assessment reference to test the existing hypothesis. As previously explained, the hypothesis can be accepted if *the t-statistic* is greater than the *t-table* whose value is 1.98 (*T-Statistic > 1.98*) and the *p value* must be less than 0.05 (*P-Value* <0.05). .

The first hypothesis is that a decrease in income affects employee performance, based on table 6 above, the large *t-statistic* for the income variable affects performance is 0.951, where the value is <1.98, which means that the first hypothesis or a decrease in *income has* no effect . on the performance of employees of PT. Harapan Cipta Perkasa, this can be seen from the t-statistic value < from *t-table* or 0.956 < 1.98 and *p-value* of 0.340 where this value is > 0.05 and empirically this is due to the characteristics of the sample, where most of the employees in the PT. Harapan Cipta Perkasa, still has a family relationship with the owner of the company, so the first hypothesis is rejected.

The second hypothesis is that leadership style affects employee performance, based on table 6 the magnitude of the *t-statistic* for the leadership style variable on performance is 2.554, this means that the leadership style has a significant effect on employee performance, because it is seen from *the t-statistics >* t-table or 3.976 > 1.98 and *the p-value* is smaller than 0 .05 which is 0.011. Then the second hypothesis is accepted.

The third hypothesis is that employee performance affects operational performance, based on table 6 the magnitude of the *t-statistic* for the employee performance variable on operational performance is 2.788, this means that the third hypothesis of employee performance has a significant effect on operational performance, because it is seen from the *t-statistic value* which is greater than *the t-table* , namely 2.788 and *p-values* is smaller than 0.05, namely 0.005, then the third hypothesis is accepted.

The fourth hypothesis is that a decrease in *income* affects operational performance, based on table 6 the magnitude of the *t-statistic* for the variable of decreasing income (*income*) on operational performance is 0.216. This means that the fourth hypothesis is that the decline in income (*income*) has no effect on operational performance, this can be seen from the *t-statistic value* which is < *t-table* , namely 0.216 and also its *p value* > 0.05 which is 0.829, then the fourth hypothesis is rejected.

The fifth hypothesis is that leadership style affects operational performance, based on table 6 the magnitude of the *t-statistic* for the leadership style variable on operational performance is 5.883, this means that the fifth hypothesis of leadership style has a significant effect on operational performance, it can be seen from the *t-statistic value >* t-table, where the t-statistic value is 5.883 and the *p-value* is smaller than 0.05, which is 0.000, then the fifth hypothesis is accepted.

b. Indirect Influence Analysis

The results of the analysis of *Specific indirect effects* can be seen in table 7 below, where the exogenous variable that has the greatest relationship to the endogenous variable of operational performance through the intervening variable of employee performance is the leadership style variable, this is based on the value of the *original sample* , which is 0.112 . Meanwhile, the *original sample value* for the exogenous income variable is only 0.037.

Table 7. *Specific Indirect Effect*

	Original Sample (O)
Leadership →Style_X2 Employee →Performance_Y Operational Performance_Z	0.112
Income (Income)_X1 →Employee →Performance_Y Operational Performance_Z	0.037

Specific indirect effect values are *bootstrapped* in the SmartPLS 3.0 application, in order to find out whether the indirect effect hypothesis is accepted or rejected, the results can be seen in the following table:

Table 8. *Indirect Effect*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Income (*income*) →Performance Operational	0.037	0.053	0.051	0.728	0.467*
Operational Performance Leadership Style→	0.112	0.101	0.050	2.223	0.027

Source: Data Processing using SmartPLS 3.0, 2021

The sixth hypothesis, a decrease in income (*income*) has an indirect effect on operational performance, it can be seen based on table 8 above, the indirect effect of a decrease in income has no effect on the operational performance of the company PT. Harapan Cipta Perkasa, because the t-statistic value is < 1.98, which is 0.037, and the *p-value* is > 0.05, which is 0.973 , and empirically because the connecting variable is employee performance where almost most of the employees of PT. Harapan Cipta Perkasa has a family relationship with the owner of the company, its performance is not affected even though the company is experiencing a decline in income, so the sixth hypothesis is rejected.

The seventh hypothesis is that leadership style has an indirect effect on operational performance. Based on table 8 above, leadership style indirectly has a significant effect on operational performance, it is based on its t-statistic value which is > 1.98 which is 2.931, and can seen the value of its *p value* <0.05, which is equal to 0.027. Then the seventh hypothesis is accepted.

IV. Conclusion

If viewed based on the results of the analysis and discussion of the existing data, the authors conclude that the authors can draw from this research regarding the effect of decreasing*income*and leadership style during the COVID-19 pandemic on employee performance and its implications for the operational performance of agency companies. ship PT. Harapan Cipta Perkasa, as follows:

1. The decrease in*income*employee and company *covid 19 pandemic did* not directly affect employee performance, this was because almost most of the employees of PT. Harapan Cipta Perkasa still has a family relationship with the owner of the company.
2. Leadership style has a direct positive and significant influence on employee performance at PT. Harapan Cipta Perkasa during *the covid 19 pandemic.*
3. Employee performance of PT. Harapan Cipta Perkasa has a positive and significant direct influence on the operational performance of the company PT. Harapan Cipta Perkasa during *the covid 19 pandemic.*
4. The decrease in income (*income*) of employees and the company has no effect on the operational performance of the shipping agency company PT. Harapan Cipta Perkasa during *covid 19 pandemic*, so it doesn't have a direct effect. This is because the connecting variable, namely employee performance, is not affected by a decrease in company income because most of the employees have family relationships with the company owners.
5. Leadership style has a positive and significant direct influence on the operational performance of the company PT. Harapan Cipta Perkasa during *the covid 19 pandemic.*
6. The decrease in income (*income*) of employees and the company indirectly, has no effect on the operational performance of the company PT. Harapan Cipta Perkasa in *covid 19 pandemic.*
7. Leadership style indirectly, has a positive and significant influence on the operational performance of the company PT. Harapan Cipta Perkasa in *the covid 19 pandemic.*

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