FACTORS AFFECTING SERVICE QUALITY IN SHIPPING AGENCIES: A CASE STUDY OF PT. BERKAH SAMUDRA SENTOSA

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ABSTRACT

Service quality in the shipping industry is essential for operational efficiency and customer satisfaction. This study investigates the impact of workload, work motivation, and work environment on service quality at PT. Berkah Samudra Sentosa, a leading shipping agency in Indonesia. Utilizing a quantitative research design, data were collected from 55 employees through a structured questionnaire and analyzed using SPSS 25. The reliability of the measurement instruments was confirmed with a high Cronbach's Alpha value of 0.882. Correlation analysis revealed strong positive relationships between the independent variables and service quality, with Pearson correlations ranging from 0.812 to 0.915, all significant at the 0.01 level. Regression analysis indicated that the predictors explained 38.1% of the variance in service quality (R^2 = 0.381), with work environment showing a significant positive effect (β = 0.557, p < 0.001) and work motivation exhibiting a significant negative effect (β = -0.581, p < 0.001). The findings underscore the importance of a conducive work environment and balanced motivational strategies in enhancing service quality. These insights offer practical implications for shipping agencies aiming to improve service quality and provide a foundation for future research..

Keywords: *Service Quality, Work Environment, Workload, Work Motivation*

Introduction

In the competitive landscape of the shipping industry, service quality plays a pivotal role in determining operational efficiency and ensuring customer satisfaction (Ebhote & Nkebem, 2019; Michaellim & Habiburahman, 2024; Yang & Sung, 2016). As global trade and logistical demands intensify, shipping agencies are under constant pressure to maintain and elevate their service standards (Dzulhijatussarah & Defrizal, 2024; Le et al., 2020; Shariff et al., 2016). Despite substantial research into service quality across various sectors, there remains a notable gap in understanding how specific internal factors, such as workload, work motivation, and work environment, directly influence service quality within the context of shipping agencies (Alam et al., 2019; Pang & Lu, 2018; Subhashini & Preetha, 2018). This study is designed to bridge this gap by focusing on PT. Berkah Samudra Sentosa, a prominent shipping agency based in Indonesia. PT. Berkah Samudra Sentosa is selected for its significant role in the Indonesian shipping industry and its diverse operational challenges, making it a compelling case for this investigation. The research will delve into how internal factors within the agency impact the quality of services delivered, providing a nuanced understanding of these dynamics.

The study is structured around three key objectives. First, it will critically evaluate the reliability of the measurement instruments used to assess various dimensions of service quality, including workload, work motivation, and work environment (A. R. P. Barusman, 2024; Sharma & Das, 2017). Ensuring the robustness and precision of these instruments is fundamental for obtaining accurate and credible results. Second, the study will explore the relationships between these internal factors and service quality (M. Y. S. Barusman & Ferdinan, 2019; Gandhi et al., 2018). By analyzing how workload, work motivation, and work environment correlate with service quality, the research aims to reveal the nature and strength of these connections. Finally, the study will employ regression analysis to assess the impact of these factors on service quality (A. R. P. Barusman, 2019; Prakash, 2019; Zameer et al., 2018). This quantitative approach will provide a detailed understanding of how variations in

workload, work motivation, and work environment influence the quality of services provided by PT. Berkah Samudra Sentosa.

By addressing these objectives, this research will contribute valuable insights to the existing body of literature on service quality in the shipping industry (Habiburahman et al., 2019; Selasdini et al., 2021; Shariff et al., 2016). The findings are anticipated to offer practical implications for shipping agencies seeking to optimize their internal processes and enhance service delivery. Furthermore, this study aims to provide actionable recommendations that can help shipping agencies like PT. Berkah Samudra Sentosa improve operational efficiency and achieve higher levels of customer satisfaction. Through this comprehensive analysis, the research will not only address an existing gap but also support the development of strategies that can lead to sustained improvements in service quality within the shipping sector.

Methodology

This study employs a quantitative research design to systematically investigate the effects of workload, work motivation, and work environment on service quality at PT. Berkah Samudra Sentosa. Data collection is carried out using a structured questionnaire that measures these variables through items rated on a 5-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree" (Firdaus, 2021; Nopriani et al., 2021; Triana & Defrizal, 2024). This approach allows for a detailed assessment of each variable and quantifies the relationships between them.

The study targets the entire population of 55 employees at PT. Berkah Samudra Sentosa, employing a saturated sampling method to include all individuals in the sample. This comprehensive approach ensures that data collection captures a full range of employee experiences and minimizes sampling bias, enhancing the representativeness and reliability of the findings (Rahman et al., 2023; Saputra et al., 2020).

Data are collected via self-administered questionnaires distributed to all employees. To ensure the validity and reliability of the measurement instruments, the questionnaires undergo rigorous testing. Validity is evaluated through content and construct validation, while reliability is assessed using Cronbach's Alpha, with a threshold of 0.7 indicating acceptable reliability. These steps are critical for ensuring that the instruments accurately and consistently measure the intended variables.

Data analysis is performed using SPSS version 25. The analysis process involves several key steps. Descriptive statistics are first used to summarize the demographic characteristics of the respondents, providing an overview of the sample and contextualizing the findings (Jimoh et al., 2023; Kalu et al., 2023). Reliability analysis follows, assessing the internal consistency of the measurement instruments with Cronbach's Alpha to confirm that the items within each construct reliably measure their intended variables. Correlation analysis is then conducted to examine the relationships between workload, work motivation, work environment, and service quality, revealing the strength and direction of these associations. Finally, multiple regression analysis is employed to evaluate the impact of the independent variables workload, work motivation, and work environment—on the dependent variable, service quality. This analysis determines the extent to which each independent variable influences service quality while controlling for the effects of the other variables.

Before conducting the regression analysis, several assumptions are tested to ensure the validity of the results. The Kolmogorov-Smirnov test is used to assess the normality of the residuals, crucial for accurate regression results. Multicollinearity is examined using Variance Inflation Factor (VIF) and Tolerance values to check for high correlations among independent variables, which could distort the results. Additionally, the Breusch-Pagan test is employed to detect heteroscedasticity, ensuring that the variance of residuals is constant, which is essential for reliable regression analysis. Through these rigorous methods, the study aims to provide a comprehensive and reliable analysis of how internal factors impact service quality at PT. Berkah Samudra Sentosa, contributing valuable insights to the field of service quality research.

Result and Discussion

Descriptive Statistics

The demographic analysis of the respondents reveals that a significant majority of participants were male (70%), and the largest age group was between 21-25 years (60%). This demographic profile provides important context for interpreting the results of this study, as the characteristics of the sample may influence the generalizability and implications of the findings.

Reliability Analysis

The reliability analysis of the measurement instruments showed a high Cronbach's Alpha value of 0.882 for the 25 items assessed. This indicates excellent internal consistency and suggests that the items used in the questionnaire are reliably measuring the intended constructs of workload, work motivation, work environment, and service quality. The high reliability supports the robustness of the data collected and the validity of the subsequent analyses.

Correlation Analysis

The correlation analysis reveals strong positive correlations between the independent variables and service quality. Specifically, the work environment has a Pearson correlation of 0.915 ($p < 0.01$) with service quality, indicating a very strong positive relationship. Work motivation also shows a strong positive correlation with a Pearson coefficient of 0.890 ($p < 0.01$), while workload has a Pearson correlation of 0.812 ($p < 0.01$). These findings suggest that improvements in the work environment and effective management of workload are likely to significantly enhance service quality. The high correlations highlight the importance of these factors in shaping the quality of service provided by PT. Berkah Samudra Sentosa.

Regression Analysis

The regression analysis reveals that the model explains 38.1% of the variance in service quality ($R^2 = 0.381$). The ANOVA results show that the regression model is statistically significant ($F = 11.070$, $p < 0.001$), indicating that the model provides a meaningful explanation of service quality variation based on the independent variables.

Coefficients

The regression coefficients show that the work environment has a positive impact on service quality ($\beta = 0.557$, $p < 0.001$), reflecting its significant and beneficial influence. However, the coefficient for workload ($\beta = 0.210$, $p = 0.082$) is not statistically significant, suggesting that while workload may influence service quality, its effect is not as pronounced in this study. Interestingly, work motivation has a negative coefficient ($\beta = -0.581$, $p < 0.001$), which is statistically significant. This counterintuitive finding indicates that higher levels of work motivation are associated with lower service quality. This could suggest that excessive motivation, possibly coupled with inadequate support and resources, may lead to increased stress or burnout, thereby adversely affecting performance and service quality.

Discussion

The findings of this study underscore the crucial role that the work environment plays in enhancing service quality at PT. Berkah Samudra Sentosa. A supportive and well-organized work environment, marked by clearly defined job roles, adequate resources, and positive interpersonal relationships, emerges as a key factor in elevating service quality. These results corroborate existing literature, which emphasizes the significance of a conducive work environment in fostering high performance and employee satisfaction (Ebhote & Nkebem, 2019; Yang & Sung, 2016).

Conversely, the study reveals a complex and somewhat unexpected relationship between work motivation and service quality. The significant negative coefficient associated with work motivation suggests that high levels of motivation, in the absence of adequate support and resources, may lead to increased stress or burnout. This finding aligns with previous research indicating that motivation alone is insufficient for improving service quality; rather, it must be accompanied by proper support systems and resources to effectively manage workload and maintain employee well-being (Alam et al., 2019; Pang & Lu, 2018). This phenomenon points to the need for a balanced approach where motivation is supported by the necessary infrastructure to prevent negative outcomes.

To address these issues, future research should further explore the interplay between motivation and support to optimize service quality. Investigating how to effectively balance motivational factors with adequate resources and support could provide deeper insights into improving service quality and employee satisfaction. By integrating both environmental and motivational factors into strategies, shipping agencies like PT. Berkah Samudra Sentosa can enhance their service delivery and operational efficiency.

In summary, while the work environment proves to be a significant factor in boosting service quality, the relationship between work motivation and service quality presents a nuanced challenge. Addressing both aspects comprehensively can lead to more effective strategies for enhancing service quality and overall employee performance, supporting the development of best practices in the shipping industry (Shariff et al., 2016; Sharma & Das, 2017).

Conclusion

This study provides valuable insights into the factors affecting service quality in shipping agencies. The work environment emerged as a crucial determinant of service quality, while the negative impact of work motivation suggests the need for balanced motivational strategies. These findings have practical implications for shipping agencies aiming to improve service quality. Future research should explore the underlying reasons for the negative impact of work motivation and investigate other potential factors influencing service quality. By addressing these gaps, this study advances our understanding of service quality determinants in the shipping industry and offers actionable recommendations for practitioners.

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