

# SUPERVISION MODERATING INTERNATIONAL SAFETY MANAGEMENT CODE (ISM CODE) AND CULTURAL ORGANIZATION THE PERFORMANCE OF EMPLOYEES

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**Abstract:** The safety of a cruise is a big responsibility and is the most important thing in all aspects. Shipping transportation safety is very close to the human resources that operate the ship. Thus, the performance of employees is very important in supporting the safety and quality of shipping in accordance with the regulations. The ISM Code is an international standard of safety management in the operation of ships as well as efforts to prevent or control environmental pollution. This study aims to analyze and examine the effect of the ISM Code, and organizational culture on employee performance with supervision as a moderating variable. The population in this study included long-distance crossing officers working at PT Dharma Lautan Utama. In this study, sampling was based on purposive sampling criteria, then a sample of 72 respondents was obtained. Data collection techniques in this study used a questionnaire. The type of data used in this study is primary data collected by sending questionnaires to respondents. The research method is quantitative, while the data analysis technique uses the Moderating Regression Analysis (MRA). The results of this study indicate that the ISM Code, and organizational culture have a positive influence, while supervision variables as moderating factors can strengthen the influence of the International Safety Management Code (ISM Code), and organizational culture on employee performance.

**Keywords:** International Safety Management Code, organizational culture, supervision, employee performance



3  
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Indonesia as the largest maritime country in the world, which has more than 17,000 (seventeen thousand) islands stretching from 6°North latitude to 11°South latitude and 92 °East longitude to 142° East longitude, with a coastline stretching along± 81.000 km<sup>2</sup> and a wide sea area around 5.9 million km<sup>2</sup>. Based on the spatial structure externally, Indonesia's position is located between the continents of Asia and Australia, is in a very strategic cross position and rich in natu-

ral resources, energy and biodiversity and animals is an extraordinary wealth for the Indonesian people.

Employees are expected to maximize the responsibility for their work because the employees have been equipped with education and training, which is certainly related to the implementation of their work. The ISM Code is a standard of international safety management regulations in the operation of ships as well as efforts to prevent or control environmental pollution. This code sets safety management goals and requires a safety management system to be set by the "Company".

**LITERATUR REVIEW**

**Goal-Setting Theory**

The grand goal-setting theory used in this study is about management. According to Robbins and Coulter (2012) that management is defined as work activities that involve coordination of supervision of the work of others so that the work can be completed efficiently and effectively.

**Conceptual Framework**

The framework of thought is synthesized, abstracted, and extrapolated from various theories and scientific thought, reflecting paradigms as well as demands for solving research problems and formulating hypotheses. In this study, the framework of thinking can be shown as in Figure 1.

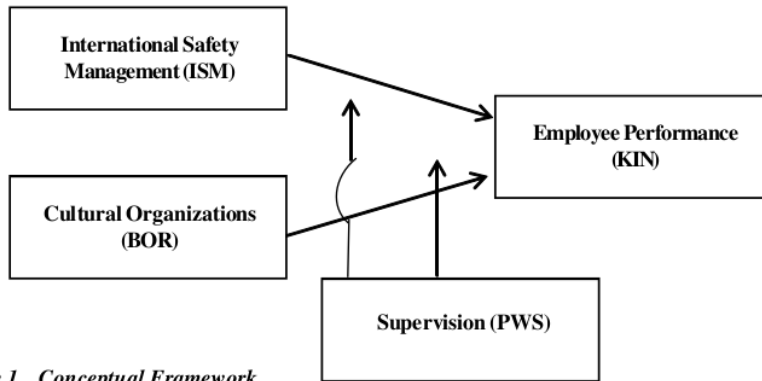


Figure 1 Conceptual Framework

**HYPOTHESIS DEVELOPMENT**

**The Influence of the International Safety Management Code on Employee Performance.**

Safety of a cruise is a big responsibility and is the most important thing in all aspects. Shipping transportation safety is very closely related to the human resources that operate the ship. The performance of a ship's fleet employees is very important in improving the quality of shipping ships. Both in terms of technical and social, and it is a top priority in terms of human resource management to improve the quality standards of cruise companies. Based on the theories and facts outlined above, this study is in-

tended to reexamine the International Safety Management Code's relationship to employee performance, with the following hypothesis formulation:

H1: International Safety Management Code (ISM-Code) Influences Employee performance

**The Effect of Organizational Culture on Employee Performance**

An organization is usually formed to achieve certain goals through the performance of all human resources in the organization. However, the performance of human resources is largely determined by the condition of the organization's external and

internal environment, including the culture of the organization. Therefore, it has become a necessity to have the ability to create organizations with a culture that can drive performance (Wibowo, 2010). Organizational culture will make it easier for employees to adjust to the environment of the organization, and help employees to know what actions must be taken in accordance with the values in the organization and uphold these values as a guide for employees to behave that can be carried out in carrying out their duties and work (Riani, 201).

Organizational culture can produce effects that affect individuals and performance, especially in competitive circles, this influence can be even greater than all other factors (Kotter and Heskett, 2007). According to Ananta and Adnyani's research (2016), which states that the values and norms applied by companies can be done as they should, it can improve employee performance, because employee performance can be determined by internal and external environmental conditions of the organization, including organizational culture. Based on the theory and facts described above, this study is intended to reexamine the relationship of organizational culture to employee performance, with the formulation of hypotheses as follows:

H2: Organizational culture Influences Employee performance

### Supervision Moderates the Effect of International Safety Management Code Interactions on Employee Performance

Transportation safety is an absolute must. Safety includes land, rail, air, and sea transportation modes. Marine transportation safety has several elements that must be met. Marine transportation safety starting now referred to as safety cruise must at least meet two reasonable criteria. First is seaworthy and second is seaworthy. Seaworthy is the fulfillment of 12 criteria in accordance with the provisions contained in the International Safety Management (ISM). This includes providing the necessary support and resources from both ship and land management. Every company is expected "to appoint a person or people on land (DPA/ Designated Person Ashore) who have direct access to the high-

est level of management". Procedures required by the Code must be documented and arranged in the Safety Management Manual, copies must be kept on board as well as at the cruise company management office. The results of research by Rastanto (2010) and Nurhasanah et al., (2015), suggest that internal supervision and external supervision are in accordance with the ISM Code guidelines, such as supervision of ship maintenance and equipment such as determining criteria that serve as benchmarks so that supervision ships can run according to with the aim of the company so that later can reduce accidents at sea. Based on the theories and facts outlined above, this study is intended to reexamine the relationship of supervision in moderating the International Safety Management Code on employee performance, with the formulation of a hypothesis as follows:

H3: Supervision strengthens the influence of International Safety Management on employee performance

### Supervision Moderates Organizational Culture against Employee Performance

Organizational culture can produce effects that greatly affect the individual and performance, especially in a competitive circle, this influence can even greater than all other factors. Every company has different habits and rules from one another and even has become its character for a company. Based on the theory and facts described above, this study is intended to reexamine the relationship of supervision in moderating organizational culture to employee performance, with the formulation of the following hypotheses:

H4: Supervision strengthens the influence of organizational culture on employee performance

## METHOD

### Types of Research and Description of the Population (Object)

The approach in this research is to use a quantitative approach that requires mathematical calculations. The testing model used in this study is the parameter testing model, where data from the re-

sults of a list of questions carried out on the existing target population. Sugiyono(2012), population is the object to be examined which has certain qualities and characteristics that are determined by researchers to learn and then be deduced. The population is a group of people, events, or anything that has certain characteristics that are expected. The population in this study is the long crossship officers of PT. Dharma LautanUtama, as many as 157 people.

#### Sampling technique

The sampling technique is part of the population consisting of some members selected from the population. In this study, the sampling technique used was purposive sampling. The sample in this study is the ship officers PT. Dharma LautUtama. The criteria used in this study include Long-distance ship officers and Ship officers who have a minimum service life of 5 years. Given the population of 157 heterogeneous, the sampling using criteria obtained a sample of 72 respondents.

#### Data collection technique

This research uses primary data. These primary data were collected by sending questionnaires to long-term ship officers at PT. Dharma LautUtama. Source data used are primary data is data obtained by the distribution of a questionnaire directly to respondents and addressed to respondents of PT. Dharma Laut Utama. The data collection technique used was a questionnaire, which is a data collection by giving or distributing a list of questions or statements to PT. Dharma LautUtama.

#### Variables and Operational Definitions of Variables

##### Employee performance (EP)

The performance in this study is a result achieved by the employees of PT. Dharma LautanUtama in carrying out its work according to the criteria that apply to a job at this company. The Employee performance indicators that refer to Siagian (2009) include Number of jobs, Quality of work, Knowledge of the task, Responsibilities, and Creativity.

##### International Safety Management Code (ISM Code/IC)

Safety Management System in ships refers to the ISM-Code standard, which is an international regulation to regulate the safe management of ship operations and prevent marine pollution (SOLAS Chapter IX). The cultural indicators of the International Safety Management - Code referring to the International Maritime Organization (IMO) (2015), that are objectives and objectives are in accordance with the law, safety, and environmental protection policies, Authority and responsibility of the company, Appointed Officer (DPA), Responsibilities and authority of the captain, Reports and analyzes of accidents and incidents, Personnel resources, Emergency preparedness, Ship operations, Ship and equipment maintenance, Documentation, Verification, inspection and revaluation by the company, Certification, verification and supervision, Temporary certificates, Verification, and Form of certificate.

##### Organizational culture (OC)

Organizational culture is a set of assumptions or systems of beliefs, values, and norms developed in PT. Dharma LautanUtama, which is used as a guide for behavior for ship fleet employees to overcome the problem of external adaptation and internal integration. The organizational culture indicators that refer to Sumaki et al. (2015) that are Self-assurance to employees, Firmness in attitude, Emotional Intelligence of employees, and Employee initiatives.

##### Supervision (S)

Supervision can be defined as the way a PT. Dharma LautanUtama in realizing effective and efficient performance, and supporting the realization of the vision and mission of PT. Dharma LautUtama. The supervision indicators that refer to Siregar (2017) include Accurate, Be on time, Object and overall, and Accepted by members of the organization.

**Data analysis**

Hypothesis testing is done using Moderated Regression Analysis (MRA). The regression equation for this study is:

$$EP = \alpha + \beta_1 ISM + \beta_2 OC + \beta_3 ISM * S + \beta_4 OC * S + e$$

Information

EP : Employee performance

$\alpha$  : Constanta

$\beta_{1,2,3,4}$  : Regression Coefficient of the Independent Variable

ISM : International Safety Management

OC : Organizational culture

S : Supervision

e : Error

In this research model, the influence of moderating variables is shown by the interaction between supervision variables with International Safety Management, and organizational culture. This interaction approach aims to explain the variation of Employee performance variables derived from interactions between independent variables and moderating variables.

**RESULTS**

Research subjects or respondents are people who are asked to provide responses or information about a fact or opinion. Thus, the subjects in this study were long cross officers who worked at PT Dharma LautanUtama Surabaya. While the object of research is something that is researched or subjected to research. The object of this research is PT Dharma LautanUtama Surabaya. Data were obtained using a questionnaire that was distributed directly in the form of hard copies or via e-mail in the form of soft copies to long-term or key personal officers working at PT Dharma LautanUtama Surabaya. The results of questionnaires or returning questionnaires were 72 questionnaires.

**Validity test**

Validity test in research is defined as a degree of accuracy of the measuring instrument research-

ers about the content or the actual meaning that is measured. Validity testing uses the provisions if the significance of  $r_{count} > r_{table}$  then the variable items are concluded valid. Based on the test results using the validity test, it was found that all statements that measured the International Safety Management, organizational culture, supervision and employee performance variables totaling 40 items were valid because the values obtained from all the variables had the value of  $r_{Calculate} > r_{table}$  value of 0.266.

**Reliability Test**

Measurement of reliability in this study is to use a one-shot method or measurement just once. To measure reliability by looking at Cronbach alpha. A constructor variable can be said to be reliable if it gives a Cronbach alpha value  $> 0.60$ . The results of reliability testing, it can be seen that all variables, namely International Safety Management, organizational culture, supervision, and employee performance are reliable because they have a Cronbach alphabet value greater than 0.60.

**Moderating Regression Analysis (MRA)**

Hypothesis testing is done using Moderated Regression Analysis (MRA). The results of the analysis are shown in Table 1.

Based on Table 1, the Moderated Regression Analysis results obtained using 0 significance level of 5% obtained 0 regression equation as follows:

$$EP = \alpha + \beta_1 ISM + \beta_2 OC + \beta_3 ISM * S + \beta_4 OC * S + e$$

$$EP = \alpha + \beta_1 ISM + \beta_2 OC + \beta_3 ISM * S + \beta_4 OC * S + e$$

Based on the regression equation model obtained, it can be explained as follows:

**International Safety Management Regression Coefficient**

The value of the ISM Code regression coefficient is 0.442. The regression coefficient values are positive, indicating a direct relationship between the ISM Code variables and employee performance.

Table1 Moderated Regression Analysis Result

Model	Coefficients <sup>a</sup>				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	10.285	1.700			6.048	.000
ISM	.442	.198	.451		2.233	.021
OC	.435	.177	.458		2.452	.018
ISM_P	.482	.244	.470		2.048	.047
OC_P	.459	.210	.389		2.189	.034

a. Dependent Variable: EP

Source: 2018 Primary Data, processed

This indicates that by implementing the ISM Code as an international safety management regulation for the safety and safety of ship operations and the prevention of pollution of the marine environment.

#### The organizational culture regression coefficient

The magnitude of the organizational culture regression coefficient value of 0.4355 the value of the regression coefficient is positive, which indicates a direct relationship between organizational culture variables and employee performance.

#### Regression Coefficient of International Safety Management Interaction with Supervision

Based on the results of the interaction, it can be seen the effect of supervision in moderating the effect of the ISM Code on employee performance, with a regression coefficient of 0.482 greater than the ISM Code coefficient on employee performance.

#### Regression Coefficient Organizational culture Interaction with Supervision

Based on the results of interactions, it can be seen the effect of supervision in moderating the influence of organizational culture on employee performance, with a regression coefficient of 0.459 greater than the organizational culture coefficient value on employee performance, which means supervision can strengthen the relationship between organizational culture and employee performance.

#### Normality test

The results of the normality test using the Kolmogorov Approach indicate that the asymp value. Significance of 0.770.

#### Multicollinearity

Based on the value of Variance Influence Factor (VIF) on all ISM Code and organizational culture variables smaller than 10 and tolerance values less than 1, the research found no correlation between ISM Code variables and organizational culture or can also be called free from multicollinearity so that these variables can be used in research.

#### Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in the regression model, there is no similarity of the variables from the residuals of one observation to another. Heterokedastisitas test results, obtained points spread randomly, do not form a specific, clear pattern, and spread above or below the number 0 on the Y axis, it can be concluded that there is no interference with heteroscedasticity in the regression model.

#### Model Feasibility Test (Goodness of Fit)

The model feasibility test shows whether the regression model is fit for further processing. Tests carried out using a significant level of 0.05 ( $\alpha = 5\%$ ). The results of the F Test appear in Table 2.

**Table 2 Test Results F**

ANOVA <sup>b</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.224	2	1.112	23.907	.000 <sup>a</sup>
Residual	2.512	54	.047		
Total	4.735	56			

a. Predictors: (Constant), ISM, OC

b. Dependent Variable: EP

Source: 2018 Primary Data, processed

Based on the results of the model feasibility testing in Table 2, a significant level of the model feasibility test is obtained = 0,000 < 0.05 (level of significance), which indicates that the model is feasible to be used in further research.

**Multiple Determination Coefficient Test (R<sup>2</sup>)**

The results of the Determination Coefficient Test appear in Table 3.

Seeing the test results in Table 3, it is known R square (R<sup>2</sup>) of 0.470, which shows the contribution

**Table 3 Test Result Multiple Determination Coefficient (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685 <sup>a</sup>	.470	.450	21566

a. Predictors: (Constant), ISM, OC

b. Dependent Variable: EP

Source: 2018 Primary Data, processed

of the International Safety Management and organizational culture variables to employee performance. While the remaining 0.530 was contributed by other factors outside the research model. The multiple correlation coefficient is used to measure the closeness of the relationship simultaneously between the International Safety Management variables and organizational culture on employee performance. The multiple correlation coefficient is

indicated by (R) of 0.685 which indicates that the correlation or relationship between the International Safety Management variables and organizational culture on employee performance of PT Dharma Lautan Utama has a strong enough relationship.

**T-Test**

The test results of the t-test appear in Table 4.

**Table 4 T-Test Result**

Model	t	Sig	Information
ISM	2,571	0,014	Accept Hypotesis
OC	3,917	0,000	Accept Hypotesis

Source: 2018 Primary Data, processed



Based on the t-test results in Table 4, it can be obtained, Testing the effect of International Safety Management on employee performance produces a significance value of 0.014, then H0 is rejected and H1 is accepted, which means that International Safety Management has a positive relationship and has a significant effect on employee performance, and Testing the effect of organizational culture on employee performance produces a significance value of 0,000, then H0 is rejected and H1 is accepted, which means organizational culture has a positive relationship and has a significant effect on employee performance.

## **DISCUSSION**

### **The Effect of International Safety Management on Employee Performance**

International Safety Management (ISM-Code) is a safety management system on ships, which is an international regulation to regulate the management of ship operations safely and to prevent sea pollution. The application of ISM Code guidelines for Safety Cruise and Marine Environmental Protection can be different if there is no training and good application from company management, for that period the company needs to conduct training on prevention and prevention of safety disturbances to cruise activities of the Cruise Company concerned, so that accidents ship can be minimized and the marine environment will be maintained well. Also, the purpose of the ISM Code is to provide international standards for safe management and operation of ships and pollution prevention. This code sets the objectives of safety management and requires a safety management system (Safety Management Systems) to be set by PT Dharma Lautan Utama, which is defined as the shipowner who has taken responsibility for operating the ship. The results of this study are in line with research conducted by Rastanto (2010) and Nurhasanah et al. (2015).

### **The Effect of Organizational Culture on Employee Performance**

Organizational culture in this study is a value that is believed to be a characteristic given by mem-

bers to an organization, in addition organizational culture that describes the internal environment of an organization because of the diversity of cultures in an organization as much as the number of individuals in the organization so that organizational culture as a unifying cultures that exist in individuals to create actions that are acceptable in the organization.

### **Supervision Moderates International Safety Management on Employee Performance**

Based on the results of the study, it can be seen that the effect of supervision variables in moderating the International Safety Management variable to employee performance can strengthen, with a regression coefficient of 0.482, the regression coefficient value is positive which indicates a direct relationship between the variables of supervision in moderating the influence of International Safety Management on employee performance. Supervision in research is a process to ensure that organizational and management objectives are achieved, this is related to ways to make activities as planned.

### **Supervision Moderates Organizational Culture against Employee Performance**

The effect of supervision variables in moderating organizational culture variables on employee performance can strengthen, with a regression coefficient of 0.482, the value of this regression coefficient is positive which indicates a direct relationship between variable variables in moderating the influence of organizational culture on employee performance. Organizational culture will make it easier for employees to adapt to the organization's environment, and help employees to know what actions must be carried out in accordance with the values in the organization in carrying out tasks and work in accordance with company goals.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

Hypothesis testing results show that the International Safety Management (ISM-Code) variable has a significant and positive influence on employee

performance, which means that by applying the ISM Code guidelines For Safety Cruise and Marine Environment Protection can be different if there is no training and good application of company management, for that periodically the company needs to conduct training on prevention and prevention of safety disturbances to the cruise activities of the relevant Cruise Company, so that ship accidents can be minimized and the marine environment will be maintained well

Hypothesis testing results show organizational culture variables have a significant and positive influence on employee performance, which means that the existence of organizational culture imposed on PT Dharma LautanUtama will make it easier for employees to adjust to the work environment, and help employees know what actions should be carried out in accordance with the values in PT Dharma LautanUtama and upholding these values as guidelines for employees to behave that can be carried out in carrying out their duties and work in accordance with company standards; (3) Supervision moderates the International Safety Management (ISM-Code) for employee performance can strengthen, this means that internal and external supervision in accordance with ISM Code guidelines.

### Recommendations

Based on the results of research and conclusions that have been taken, the suggestions that can be submitted relating to this research are as follows: (1) For the sake of safety and safety cruise PT Dharma LautanUtama should further enhance discipline in implementing the ISM-Code both administratively and administratively technical and carry out checks on safety devices on an ongoing basis, because disaster can always happen; (2) PT Dharma LautanUtama can maintain the existing norms and values in the company in order to improve employee performance, because the performance of human resources is largely determined by the internal and external environmental conditions of the organization; (3) Supervisors should not give sailing permits for ships that do not meet the safety rules criteria of the ISM Code, and conduct

periodic supervision of checks on safety equipment readiness, the recommended minimum availability limit and can be ascertained to function as it should.

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# SUPERVISION MODERATING INTERNATIONAL SAFETY MANAGEMENT CODE (ISM CODE) AND CULTURAL ORGANIZATION THE PERFORMANCE OF EMPLOYEES

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