

Analysis of the Effect of Interpersonal Communication on the Performance of Woman Seafarers

A. Chalid Pasyah, Suhartini, Pratiwi Pramono

Sekolah Tinggi Ilmu Pelayaran

Jl. Marunda-Makmur, Cilincing, Jakarta Utara - 14150, (021) 88991618

e-mail: chalidpasyah@yahoo.com

Abstract

Communication is an absolute necessity in an organization including on board ship because communication can strengthen, unite, or separate the community in its environment. If communication goes well and fun, then employees will be able to work well too, so that organizational performance will be better. Conversely, if communication is not good, it will cause bad social relations, authoritarian attitudes, indifference, and even prolonged conflict. Communication has a very important influence on employee performance. One type of communication that is very important is interpersonal communication, or direct interpersonal communication, both verbal and nonverbal. Communication maintains motivation by explaining to employees what to do, how well they are doing it and what can be done to improve performance if it is below standard. When carrying out the sea-training on board ship, the researcher found communication problems between crew members including a woman seafarer and a foreign Second Officer (WNA), causing disruption of their interpersonal communication. Currently, woman seafarers represent only 2% of the total 1.2 million seafarers in the world and from this 2%, 94% of women seafarers work in the shipping industry. In this man-dominated industry, IMO has made concerted efforts to help the industry move forward and support women to achieve representation that matches the expectations of the 21st century. IMO has taken a strategic approach to increasing the contribution of women as key maritime stakeholders. IMO continues to support the participation of women in positions based on land and at sea. This research was conducted to determine and analyze how good and effective interpersonal communication skills and skills are able to create a conducive work environment and improve the performance of woman seafarers who work on boats.

Keywords: Interpersonal Communication, Performance, Woman Seafarers, Root Cause Analysis.

1. Introduction

Communication activities are daily activities that are mostly carried out by humans as social beings, where most of our time is spent communicating with others. Thus the ability to communicate is the most basic skill. In the activities of daily life we often experience differences of opinion, uncomfortable situations or even open conflicts caused by misunderstandings in communication. Facing a situation like this, humans will realize that knowledge is needed about how to communicate properly and effectively that a human being must have. The success of communication also depends on the understanding of the

recipient. If the recipient does not understand the message, then the communication will not succeed in informing or influencing it. In order for communication to run smoothly, it requires communication skills. Not everyone has communication skills. Many people who communicate only rely on the style used in everyday life. They think the way of communication they use is correct. However, if you look closely, there are still many mistakes in communication.

Performance is a factor that encourages a person to carry out certain activities in a company. Therefore, performance is often interpreted as a factor driving one's behavior in performing in a company. The main factor that most encourages someone to show performance is the result of a person's interaction with certain situations they face, where there is a communication process in them. Effective interpersonal communication within a group such as the workplace can create a conducive, friendly and welcoming work environment, which will have an impact on creating a good working atmosphere and can motivate all members, and all will feel appreciated. Thus, effective interpersonal communication will help build loyalty, trust, job satisfaction and increase productivity and performance. Regarding the aspects of interpersonal communication and performance, the conditions on a ship are different because the scope of communication is limited to only between crew members, which is a maximum of 20 people.

Currently the maritime world is prioritizing the importance of women in the professional ranks of the seafaring profession. So that equality and empowerment of women in the maritime community is raised as the theme of this year's World Seafarer Day, which is expected to provide strong and widespread resonance. The IMO gender program began in 1988, when only a few maritime training institutions opened their doors to female students. Since then, IMO's gender and capacity building programs have helped implement an institutional framework for incorporating a gender dimension into IMO policies and procedures. On the commemoration of World Seafarers Day this year, the Ministry of Transportation cq. The Directorate General of Sea Transportation appreciates seafarers as well as encourages gender equality for women to act as reliable seafarers in accordance with the theme of World Seafarers Day 2019, namely "I Am On Board With Gender Equality".

Researcher's experience aboard the MV. Ocean Glory which is one of the Handymax bulk carriers owned by PT. Indomaritime Management (Bogasari), which has a LOA of 187.3 meters and a dead weight of 48.437 tons, is a reference in the problem of the lack of understanding of female sailors' interpersonal communication as crew members (ABK) with officers on board. The first problem occurred when the ship was loading and unloading coal at the Port of Songxia, China, where there was a dispute between the crew members and Chief Officer when carrying out the Ballasting Operation. The second problem occurred during the ship berthing process, where a dispute occurred between Chief Officer and Second Officer, because Second Officer gave orders to the crew to heave up the rope at the back, while Chief Officer had not given the order to heave up the rear rope so that the rope in front almost broke. because it's too strong.

The voyage schedule of MV. Ocean Glory is quite tight in loading and unloading crude oil, so the accuracy and speed of the ship in carrying out cargo operations is highly-calculated so that no losses are caused by the ship herself. Operational delays that occur and all the resulting losses will be the responsibility of ships and shipping companies so that they have a major impact on shipping company earnings. Starting from the description above, the research team is interested in conducting their research with the title:

"Analysis of the Effect of Interpersonal Communication on the Performance of Woman Seafarers".

This research aims to identify and analyze and find methods or ways of increasing understanding of woman seafarers about good and effective interpersonal communication so as to create competent woman seafarers.

The benefit of this research for the academic world is as a contribution of thought and knowledge on the importance of good interpersonal communication in improving the performance of woman seafarers who work on board ships. Meanwhile, the benefit for the practitioner world is to provide reference reading material for seafarers as well as input for shipping companies in terms of policies for women seafarers in order to improve their performance as seafarers.

2. Method

To maintain the focus of research, research subjects are limited to subjects that can be people, objects or nature. For this time, researchers will conduct research with all crew members as of the research population, while Second Officer is a research sample that falls into the category of people. The method used is qualitative research with root cause analysis techniques (RCA).

2.1. Types of Research

According to Oei (2010), one type of research whose use is adjusted to the information sought in HR research is causal research and root cause analysis. Causal research is a research design whose main objective is to provide a causal relationship or a relationship that influences and is influenced by the variables studied. Meanwhile, root cause analysis research (RCA) is an analysis method used to determine the main cause of a problem by identifying the most common problem or most visible to the specific problem that is the root of the problem.

2.2. Population and Research Sample

Population is the total number of objects (units or individuals) whose characteristics are to be estimated (Sunyoto, 2013). The sample is a part of the population whose characteristics are to be investigated and are considered to be representative of the entire population (the number is less than the total population) (Sunyoto, 2013). The method used in sampling uses probability sampling method, namely the magnitude of the probability or probability of population elements being selected as sample subjects is known (Sekaran, 2014).

In this study, the researchers used Second Officer as the research sample, while all crew members were the research population. The end result of qualitative research, not only produces data or information that is difficult to find through qualitative methods, but also must be able to produce meaningful information, even new hypotheses or science can be used to help solve problems and develop knowledge.

2.3. Data Collection Techniques

Researchers conducted research using the direct data collection method, which was carried out by taking existing data when the researcher sailed on board MV. Ocean Glory. with data collection techniques through observation, interviews, and literature study.

1). Interview:

The process of obtaining information for research purposes by means of face-to-face question and answer between the questioner or interviewer and the answerer or respondent using a tool called an interview guide (Nasir 1988 in Sunyoto 2013).

2). Questionnaire:

The method of collecting data is by providing a list of questions to respondents to fill in (Soeratno and Arsyad 1993 in Sunyoto 2013).

3). Observation:

The data collection method is carried out by jumping and looking directly into the field to make observations of the object under study (population) so that the data obtained is in accordance with the actual situation (Iqbal 1997 in Sunyoto 2013).

4). Literature Study:

The research was conducted by studying the literature and books related to thesis writing. For example scientific papers, journals, books and matters related to research.

Researchers collected the research data using structured observations where observations were systematically designed about what would be observed. Researchers also made observations based on the ship's crew list, and collected data by way of direct interviewing the Second Officer.

Researchers realize that the data and information they have are not sufficient without conducting a literature study. From the literature study, the researchers managed to get some information regarding the issues raised. As for the article:

(<http://imo.org/en/OurWork/TechnicalCooperation/Pages/WomenInMaritime.aspx>) which is available on the internet is a source of information for researchers when carrying out marine practices.

2.4. Data Analysis Techniques

In this study, researchers used a qualitative descriptive method with root cause analysis techniques. Root Cause Analysis (RCA) is an analysis method used to determine the main cause of a problem by identifying the most common problems or the most visible to specific problems that are the root of the problem.

There are three approaches that can be used to identify the main causes of problems in a company with the Root Cause Analysis method:

1). Solution Must Relate to the Root Cause of the Problem

Analyze cause-and effect relationship - Once the existing problem has been successfully defined, it is important to find the root cause of the problem and understand how the problems relate to one another. Collect a sample of data related to the problem and perform a root cause analysis to identify the reasons why the problem arises. This analysis will form the basis for determining a solution capable of preventing the recurrence of the same problem.

2). Apply the 5 Whys Technique to Find the Root Cause of the Problem

The question "why" is the most basic process of fundamental reasoning in a person, at least, as explained by Goldstein & Levin, who also consider problem solving as the most complex part of all intellectual functions. Find out about how to apply the 5 Whys technique here.

3). Use Cause & Effect Diagram

The Cause & Effect diagram or commonly called Fishbone or Ishikawa diagram aims to solve the root cause of the problem as a team. Constraints that arise when carrying out the problem solving process as a team are the different ideas and perceptions of each team member. Fishbone diagrams help to visually display the sources of problem causes making it easier for the team to identify the root causes of problems

Data analysis can include data on the lack of competence of the crew members (ABK) who work on the ship, the lack of interpersonal communication skills for woman seafarers due to different emotional expressions with men, and the severity of the work on board the ship. Coupled with the less conducive work environment on board which can have an impact on work safety and not optimal performance for female seafarers.

With this method, researchers can find out more in-depth perspective of the object of research that cannot be represented by statistical numbers. Through qualitative methods, researchers can get to know the person (subject) personally and can also develop their own definition. Researchers can feel what crew members experience in everyday life on board.

3. Discussion

From the data description in the field that occurred when the researcher was doing research on board MV. Ocean Glory, which has been compiled, obtained data related to the lack of understanding of woman seafarers' interpersonal communication as Ship Crew (ABK) with officers on board. The data description can be discussed and analyzed with Root Cause Analysis as described above, the solutions that can be given are as follows:

3.1. Lack of Jiwa Korsu.

a. The dispute between Able Seaman and Second Officer

For everyone involved in communication there must be a similarity in meaning, so if there is no similarity in meaning, communication will not take place. If the person being spoken to understands what is meant then a conversation occurs, which means communication is running. However, if the person being spoken to does not understand the point, the person does not react, meaning communication is not working.

During the voyage to Vostochnyy, Russia there was news from Vostochnyy, Russia that was planned to load coal. When the ship arrived, it would immediately be docked for loading because the dock was empty and the cargo was ready. After hearing the news of berthing, the crew was immediately ordered to prepare tros and others for mooring purposes. Likewise, it was informed to the engine room to prepare for berthing motion. During the berth of the ship while sending the rear tros at the dock, Second Officer gave orders to Able Seaman so that after the tros were tied up heave up quickly. However, Second Officer felt that the implementation of the heave up tros was considered slow, so that the Second Officer shouted and said rather harsh words towards Able Seaman, which offended him, especially when he was ordered by an officer who all the time felt that communication and working relations were not good between them. As a result, there was an emotional outburst in the form of a debate between Able Seaman and Second Officer at the stern during the implementation of the berthing motion, which resulted in a delay in the process of berthing. The incident actually originated from the communication that had not been going well and the working relationship that was not in harmony between Second Officer and Able Seaman, in which Second Officer thought that Able Seaman was not capable of carrying out the duties according to the responsibilities assigned to him. Second Officer often feels dissatisfied over Able Seaman's slowness and inadequacy in carrying

out the duties, which causes Second Officer to often feel lazy to talk to Able Seaman. So that both of them have feelings of dislike, and communication and work relationships were not going well because there has been a personal conflict between the two.

As it was known that the organization on board was a small organization with a narrow scope, so that if there was a relationship that was not harmonious like what happened between Second Officer and Able Seaman above, it will cause a feeling of uneasiness and a feeling of not feeling at home on the ship. From the problems and conflicts above, Able Seaman always thinks tense and likes to daydream, so that in carrying out the duties he often makes mistakes which cause Second Officer to be even more angry with him and then the communication between them was never again harmonious. Good communication always requires the same meaning and importance for human social life because without communication there will be no interaction and there will be no exchange of knowledge, experience, civilization and culture.

Likewise with the activities and life on board the ship, where the organization on board only consists of a few people (in small numbers), namely the captain as the supreme leader, officers and ratings as subordinates. Ships with small organizations and different environmental situations compared with the environment on land really need harmonious communication which can create a peaceful and pleasant atmosphere.

3.2. Lack of good communication leads to conflict.

According to Purwanto (2011) communication patterns that are built in interpersonal communication are more informal or informal and the language used in delivering messages is also not formal. Interpersonal communication that is well established in a company and the existence of emotional intelligence will make employees able to produce high performance so that they meet their daily needs, both individual and social needs.

Robbins and Judge (2013) state that poor communication is most often referred to as a source of conflict which will ultimately cause stress and will hinder performance. Good communication in the workplace will minimize work stress so that it will not hinder employee performance.

a. Disputes between Chief Officer and Second Officer

The role of humans in the life of an organization is very dominant. Even though in modern times human work has been facilitated by fully automatic equipment that can replace manpower. There is also such a thing on a ship, all sophisticated navigation equipment as well as automatic cargo loading and unloading machinery and equipment so that it makes it easier for someone to carry out their duties. However, the human factor (human error) remains the determinant. Because everything is operated by humans. Therefore, on a ship which only consists of a few people and is a small organization, harmonious communication needs to be created and fostered to achieve the desired objectives in ship operation.

b. Disputes between Cadet and Chief Officer

In the case of working in a closed room, there must be room ventilation so that air can circulate and the people who work in it do not feel hot and the work can be done quickly. Chief Officer in this case of work does not understand the meaning of his duties and responsibilities in his work and should not give jobs to subordinates, especially for Cadets where there is no responsibility on board.

3.3. Efforts to Improve Good Communication to Prevent Conflict

Purwanto (2011) also explains that communication maintains motivation by providing explanations to employees about what to do, how well they do it and what can be done to improve performance if it is below standard. Communication culture in the context of organizational communication must be seen from various perspectives. The first swap is communication between superiors and subordinates. The second swap is between one employee and another. The third swap is between employees and superiors. Communication is very important to establish a cooperative relationship between people involved in organizations and has a very big influence in the process of achieving organizational goals. Communication will allow each member of the organization to help each other and interact with each other. Warm and friendly relationships are greatly influenced by a person's ability to communicate with others.

Holding Monthly Meetings

Communications and working relationships on board do not always go as well as we would like. Often conflicts arise that are caused by misunderstandings in communication and work relationships. For this reason, it is very important to have monthly meetings held on board to hold persuasive communication between one person and another face-to-face (for all crew) in work situations and in work organizations with the aim of arousing passion and working activities with the same spirit of cooperation. productive with feelings of happiness and satisfaction.

In this meeting, the role of the leader on board the ship, namely the captain must have the characteristics and actions that can solve problems that arise as soon as possible so that unwanted things do not occur.

a. Giving Orders and Reprimands Well

To improve the conduciveness of the work environment, of course, it is imperative to maintain good communication between people. A leader in giving orders and reprimands must also be in a good way. In this case, the leader must try to develop the most appropriate techniques with his / her personality. Some leaders may succeed with a succinct approach while others may find it a more lenient stance.

Therefore, good communication between each other will make subordinates feel appreciated because the leader also participates and interacts, which includes subordinates discussing problems even though to a certain extent and the resulting decisions are joint decisions, so that the subordinates will carry out orders fully ***b. Make Management Transparent***

In an organization making transparent management on board in certain cases is very important to avoid negative feelings in the form of suspicion where disputes in the organization often occur only one party is aware and responds to the dispute or one party perceives another party who has or will attack negatively. Communication through open behaviors centered on several main causes, for example, regarding the financial management of the budget can reduce negative and detrimental impacts due to poor communication resulting from lack of trust, openness among individuals so that the harmony of the Ship Crew does not work well. The trick is to make transparent financial reports if necessary when shopping for food to include one individual or other party who can be trusted by the crew as a witness in the expenditure of food finances in order to reduce any suspicion that occurs within an organization.

3.4. Providing a Good Understanding of Individual Character

People judge behavior by appropriateness, how well an action conforms to situational rules. People also rate how effective communication is. Effectiveness is based on goal-oriented behavior, if communication reaches the goal then it is considered effective. Taking appropriate and effective actions requires the ability to be flexible and act in new ways (Rubin and Martin, 1994).

a. Performing worship together every Friday for Muslims and praying together for followers of other religions

How to carry out character education can be done by holding worship together on the ship every day by holding Friday prayers together and praying together for adherents of other religious communities. The Captain as a leader can instill the values of religious education, tolerance, honesty, friendship, peace-loving, communicative, discipline, and hard work because by means of da'wah, character education can be run more effectively and easily accepted. In character education, the emphasis is that each individual must be able to motivate himself to compete or be competent in instilling good character values and must be able to set an example in everyday life on the ship.

Carrying out character education as a deliberate effort to help Ship Crew members understand, pay attention to and practice core ethical values. Character is a way of thinking and behaving that characterizes each individual to live and work together, both within the sphere of family, society, nation, and state. These characteristics will be rooted in the personality or individual, and are a "machine" that drives how a person acts, behaves, speaks, and responds to a personality in terms of ethical or moral starting points, for example one's honesty, and is usually associated with the characteristics relatively fixed.

b. Do routine activities together

With the increasing intensity of communication and interaction between crew members, it will be easier to understand each other's character well. In understanding the character of each individual, it can also be done when routine activities are held together, whether in the form of monthly meetings, in sports activities, or in safety training activities or in work as a group or together, because by the group activities will appear or can be seen by itself relatively fixed characteristics in the form of personality in terms of ethical or moral starting points, for example a person's honesty that encourages how a person acts, behaves, says, and responds to something.

From several alternative problem-solving options stated above, by looking at the advantages and disadvantages, the researchers took the following problem solving:

1. Improve Good Communication

Rubin and Martin (1994) use 10 indicators to measure interpersonal communication in the study, namely:

- 1) **Self-disclosure (Self-disclosure)**; The ability to open or reveal elements of another person's personality through communication.
- 2) **Empathy (Empathy)**; An element of identification, a feeling with other people. Empathy has an impact on emotional reactions to other internal circumstances and can understand other people's perspectives.
- 3) **Social relaxation**; Lack of anxiety or fear in day-to-day social interactions: feeling good, low level of fear, and ability to handle criticism.

- 4) **Assertiveness**; Assertion includes standing up for the truth without denying others rights.
- 5) **Interaction management**; One's ability to handle ritual procedures in everyday conversation.
- 6) **Responsive (Altercentrism)**; Altercentrism involves being interested in topics that other people started, being mindful of what they say and how they say it, being responsive not only to what they say but also what not being said, being responsive to what the other person thinks and being able to adapt during the conversation. .
- 7) **Expressive (Expresiveness)**; Ability to communicate through nonverbal behaviors such as facial expressions, gestures, precise vocals and gestures.
- 8) **Support (Supportiveness)**; Support communication is affirmative, temporary, spontaneous, problem-solving oriented, empathetic and egalitarian.
- 9) **Immediacy**; Closeness is often communicated through nonverbal behaviors such as face to face, openness, having pleasant facial expressions, using direct eye contact, and nonverbal behaviors that convey feelings of interpersonal warmth and closeness.
- 10) **Environmental control**; Controlling the environment means showing one's ability to achieve predetermined goals and meet needs.

In this case the efforts made are:

a. Hold regular monthly meetings to evaluate performance

The advantage of this alternative is that it can hold persuasive communication made by one person to another face-to-face (for all crew) in work situations and in work organizations with the aim of arousing passion and work activities with a productive spirit of cooperation with feelings of happiness and satisfaction.

The disadvantages of this alternative is that the work meeting held can interfere with the crew's break time, because the work meeting is held during break time also requires an additional budget for consumption. Monthly meetings are activities that are carried out routinely and continuously which can cause low levels of stress, so a leader is needed who truly has leadership skills management who is able to motivate, discuss and solve problems together, otherwise this monthly meeting will raise new problems.

b. Give good orders and warnings and appreciate the crew members at work.

The disadvantages of this alternative is that an average officer is only able to reprimand without the need to point out what is right and what is wrong.

c. Make management transparent

To avoid negative feelings through open communication behaviors that focus on several main causes in order to reduce the suspicion and lack of trust that occurs within the organization so as to increase the intensity of good communication integrity in order to maintain the harmony of the Crew. Individuals who have bad character will tend to have uncomfortable feelings and will tend to be reactive because they feel less trusted or suspicious.

2. Provide an understanding of the importance of communication

According to Bochner (2004), interpersonal communication is communication that includes the closest human relationships. Interpersonal relationships are concerned with the process of forming individual relationships, a bond that is close, deep and personal. The benefits of interpersonal communication are clear and even very real, in the sense that

it can be identified or known by both the communicator and the communicant concerned [2].

In this case the efforts made are:

a. Performing worship together every Friday and Maghrib prayer in congregation

Inculcating character education regarding religious values, tolerance, honesty, friendship, peace-loving, communicative, discipline, and hard work because by way of da'wah, character education can be run more effectively and easily accepted. So with the hope that the crew has good character in order to maintain the harmony of the crew. Because the element of worship is not coercion but a calling. Furthermore it is not easy to change a person's individual character in a short time because characters are relatively fixed traits in the form of personality.

b. Do routine activities together

Routine activities together need to be carried out so that individual and group interactions run well, so as to improve good communication and understand the character of each individual, both good and bad. So that the crew can accept each other, both individuals who have their respective strengths and weaknesses.

Evaluation of problem-solving alternatives can provide an assessment of good alternatives. Through this evaluation, we will find the best way to solve the problems that arise. Solving the problem does not mean only solving the problem, but also providing the best solution from the results of implementing the method.

By looking at the results of the evaluation of alternative problem solutions, in order to optimize the creation of competent seafarers who can communicate well interpersonal, the following methods are obtained:

1. Holding regular monthly meetings to evaluate the work that has been carried out on the ship
2. Implementing the Bullying and Harrashment Policy that has been established by management.

As for what has not been implemented on a ship and in the opinion of the researcher, it is tried to be implemented and considered by officers or captains on ships and companies are:

1. Give orders and warnings in a good way to improve the conducive working environment
2. The existence of transparent management that can lead to individual and group interactions is expected to run well so as to increase the intensity of good communication in order to maintain the harmony of the crew.
3. The company provides information on how to maintain good interpersonal communication in order to maintain a conducive working environment on board.

4. Conclusion

Based on the analysis that has been conducted by researchers on the effect of interpersonal communication on the performance of female sailors on the MV ship. Ocean Glory, researchers can draw the following conclusions:

1. Poor communication between the two individuals resulting in feelings of disapproval, controversy and conflict between two or more parties. This occurs due to one party perceiving that another party has or will attack negatively as a result of lack of trust, openness and excessive feelings of ethnicity where one another does not try to

understand and understand each other because there is no social interaction in joint activities.

2. There is a need for social interaction in activities on board in order to optimize the quality of good interpersonal communication among the crew (ABK) in MV. Ocean Glory, the performance of working women sailors will increase.

References

- [1] Befort, N., & Hattrup, K. (2003). Valuing Task And Contextual Performance: Experience, Job Roles, And Ratings Of The Importance Of Job Behaviors Applied H.R.M. Research, 8 (1), 17-32
- [2] Bochner, Richard. 2004. Pokok-pokok manajemen organwasasi. Gadjah Mada University Press. Yogyakarta.
- [3] Effendy, Onong Uchyana. 2003. Ilmu, Teori & Filsafat Komunikasi. Bandung: PT. Citra Aditya Bakti. 2006. Ilmu Komunikasi Teori dan Praktek. Bandung: PT. Remaja Rosda Karya
- [4] IMO Circular (2016), Women in Maritime; IMO's Gender Program.
- [5] Koopmans, L., Bernaards, C.M., Bernaards, V.H., Schaufeli, W.B., Vet, H.C.W., & Beek, A.J. (2011). Conceptual Frameworks Of Individual Work Performance A Systematic Review, American College Of Occupational And Environmental Medicine, 53(8)
- [6] Moleong, Lexy. J. 2004. Metode Penelitian Kualitatif. Bandung: PT Remaja Rosdakarya.
- [7] Motowidlo, S.J. (2005). Job Performance. Handbook of Psychology Vol 12-Industrial and Organizational Psychology- John Wiley & Sons, Inc.
- [8] Mulyana, Dedy. 2005. Ilmu Komunikasi Suatu Pengantar, Bandung: PT. Remaja Rosdakarya.
- [9] Oei, Wastijanto. 2010. Riset Sumber Daya Manusia. PT. Gramedia Pustaka Utama. Jakarta.
- [10] Purwanto, Djoko. 2011. Komunikasi Bawaswas. PT Gelora Aksara Pratama. Jakarta
- [11] Republika.co.id, (2019), Berita tentang peringatan Hari Pelaut Dunia; pidato Direktur Jenderal Perhubungan.
- [12] Rubin, Rebecca B. dan Matthew, M. Martin. 1994. "Development of a measure of interpersonal communication competence". Vol. 11.No 1. Pp 33-44
- [13] Singh, Amit Kumar dan Lalropuii. 2014. "Role of Interpersonal Communication in Organizational Effectiveness". International Journal of Research in Management and Business Studies. Vol 1. No 4. Pp 36-39
- [14] Scotter, J.R.V., & Motowidlo, S.J. (1996). Interpersonal Facilitation and Job Dedication As Separate Facets Of Contextual Performance, Journal Of Applied Psychology, 81(5), 525-531.
- [15] Sunyoto, Danang. 2013. Teori, Kuesioner dan Analwaswas Data. Graha Ilmu. Yogyakarta.
- [16] Suranto, AW. 2011. Komunikasi Interpersonal. Graha Ilmu. Yogyakarta.
- [17] Tuuli, M.M., & Rowlinson, S. (2009). Performance Consequences Of Psychological

Online Documents

<http://imo.org/en/OurWork/TechnicalCooperation/Pages/WomenInMaritime.aspx>

<http://shiftindonesia.com/3-langkah-mengidentifikasi-akar-masalah-dengan-root-cause-analyswas/>