



ANALYSIS OF THE EFFECT OF RECRUITMENT AND TRAINING ON JOB PLACEMENT THAT IMPACTS THE PERFORMANCE OF CREW MEMBERS AT KHALID FARAJ SHIPPING LLC: A CONCEPTUAL MODEL

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ABSTRACT

Organizational performance is determined by the performance of its employees. Hence, the decline in Khalid Faraj Shipping LLC's performance could be attributed to the relatively low performance of sailors. The turnover data of company employees indicate a decrease in crew members during the 2018-2022 period at PT. Khalid Faraj Shipping LLC from 79 in 2018 to 60 crew members in 2022 across three ships. Factors influencing the performance of crew members are recruitment, training, and job placement. This quantitative study aims to examine the influence of recruitment and training on performance, mediated by job placement.

Keywords

Recruitment, Training, Performance, Job Placement, Conceptual Model.

INTRODUCTION

Many factors contribute to the decline in performance of Khalid Faraj Shipping LLC, a company that focuses on ship servicing activities. Some factors hindering the company's growth in revenue, assets, and profits include extraordinary corporate actions such as business restructuring, equipment and technology used, and human resources (HR) capabilities.

Gomes (2017) states that organizational performance is determined by the performance of its employees. Mahmood, Iqbal, and Samsaa (2014) through their research results assert that employee performance is the most crucial factor in organizational success, hence the need to adopt effective human resource strategies aimed at enhancing employee performance within the organization. Based on these statements, the decline in Khalid Faraj Shipping LLC's performance could be attributed to the relatively low performance of sailors.

Regarding job engagement, turnover data of company employees indicate a decrease in the number of crew members during the period 2018-2022 at PT. Khalid Faraj Shipping LLC from 79 in 2018 to 60 crew members in 2022 across three ships. The existing phenomenon shows that some crew members experience decreased job satisfaction, where there is a decrease in work discipline, a mirror of low satisfaction of crew members with their work. Some crew members also engage in other activities during working hours.

Additionally, the company cannot manage crew members with more than 70 ships, whereas this study only involves 6 ships. Crewing in the company consists of 4 teams, each holding 15 ships. When crew members pass and depart, they must undergo offshore training, staying in company-provided accommodation, which serves as a shelter for sailors who come and

wait for their leave. Besides taking several offshore trainings, crew members also undergo medical check-ups and visa processing, which can cause delays in work and disrupt leave rotations for other crew members. This research is conducted to identify factors influencing the performance of crew members, namely recruitment, training, and job placement (Sarirati & Baskara, 2020; Pancasasti, 2022; Fahrozi et al., 2022).

LITERATURE REVIEW

A. Recruitment

Rivai (2016) defines recruitment as the process of identifying and attracting applicants capable of working within a company, beginning with the search for applicants and ending with the submission or collection of their applications. Sukirno (2014) further elaborates that recruitment involves attracting individuals who meet the requirements to apply for unfilled positions, categorized into internal and external recruitment. Internal recruitment entails promoting existing employees within the organization to maintain those with good performance, while external recruitment involves attracting individuals from outside the organization to fill job vacancies through methods like advertising, job fair interviews, and other means.

Factors influencing recruitment, as outlined by Sri Larasati (2017), include compensation offered, employee status, promotion opportunities, job specifications, recruitment methods, company solidarity, and job offers available. These factors affect the number of applicants and their interest in job openings within the organization. Hasibuan (2016) further discusses recruitment indicators, emphasizing recruitment basis, sources, and methods. Recruitment basis should align with job specifications, while sources can be internal or external, and methods can be closed or open, each with its implications for the quantity and quality of applicants.

Understanding these recruitment variables and indicators is crucial for exploring how recruitment influences dependent variables such as performance, considering mediating variables like job placement, particularly in the maritime industry context. By examining recruitment practices, including their basis, sources, and methods, this research aims to shed light on their impact on various aspects of organizational dynamics and employee outcomes within Khalid Faraj Shipping LLC.

The research conducted by Sitorus (2010) and Yadav et al. (2022) can serve as an important foundation for understanding and evaluating the influence of recruitment on job placement. Referring to the studies by Puliki, Sundah, and Lumatauw (2023) and Sarirati and Baskara (2020), it can be concluded that recruitment has a significant impact on employee performance.

B. Training

The definition of training, as outlined by Dessler (2015), emphasizes the process of imparting basic skills necessary for employees to perform their jobs effectively. It is seen as a vital effort in enhancing the quality of human resources in the workplace, applicable to both new and existing employees. Rivai (2016) further elucidates that training systematically changes employee behavior to achieve organizational goals. This sentiment is echoed by Ivancevich in Sutrisno (2016), who views training as an endeavor to improve employee performance in their current or future roles. Training is closely related to employees' skills and abilities, aiming to enhance their proficiency in executing their tasks, as described by Sunyoto (2015).

Various factors influence the effectiveness of training programs, as identified by Rivai (2016). These factors include the instructor, participants, content, methods, training objectives, and supportive environments. Additionally, considerations such as cost-effectiveness, relevance of training materials to organizational needs, and the suitability of learning methods are crucial in designing effective training programs, as noted by Marwansyah (2016). The choice of training methods and facilities also significantly impacts the quality of training. By integrating these factors into training planning, holistic human resource development goals can be achieved, ensuring effective and sustainable employee development within an organization.

In measuring training variables, this research adopts indicators outlined by Dessler (2015). The training indicators encompass various aspects such as the qualifications of instructors, participants' enthusiasm, suitability of training methods and materials, and the clarity of training objectives. By employing these indicators, the study aims to investigate and evaluate the effectiveness of human resource training programs in specific organizational contexts. These indicators provide a comprehensive framework for assessing the efficacy of training programs, offering insights into their impact on employee development and organizational performance.

Referring to the research findings of Suparman (2020) and Lepez and Eiguchi (2022), it can be concluded that training plays a crucial role in shaping optimal job placement. Additionally, studies by Fahrozi et al. (2022) and Nur Alam, Idrus, and Nurhikma (2022) suggest that training has a significant positive impact on improving employee performance.

C. Job Placement

The concept of job placement, as outlined by Hariandja (2015) and Mathis & Jackson (2016), revolves around the assignment or filling of positions based on an employee's capabilities and suitability for the role. It aims to match individuals with the right job positions to ensure both quantity and quality of work. Suwatno (2016) emphasizes that job placement involves assigning employees to positions that align with their abilities and skills. The ultimate goal is to place individuals in roles that match their interests and abilities, thereby enhancing overall productivity, in line with Memoria's perspective as cited in Rivai (2016).

Various factors influence job placement decisions, as discussed by Sastrohadiwiryono (2002) and Mangkunegara (2016). These

include academic achievement, work experience, physical and mental health, marital status, and age. Additionally, considerations such as education, job knowledge, work skills, and previous work experience play pivotal roles in job placement decisions, as highlighted by Cahyati (2018). Economic trends, company growth, reorganization, and attrition are also significant factors affecting job placement, as noted in Cahyati's analysis.

In measuring job placement effectiveness, Nugraha et al. (2017) emphasize indicators such as mental abilities, general skills, and specific expertise. These indicators help evaluate individuals' suitability for various job roles based on their mental capacity, overall competence, and specialized skills. By understanding and considering these indicators, organizations can optimize their human resource placement processes, ensuring employees are assigned to positions that align with their abilities and contribute effectively to organizational goals.

Referring to the studies by Pancasasti (2022) and Hidayat, Suwandi, and Akyuwen (2022), it can be concluded that job placement plays a crucial role in shaping employee performance. Based on research by Sitorus (2010) and Pancasasti (2022), it can be inferred that recruitment has a significant impact on job placement, and job placement, in turn, can mediate the influence of recruitment on employee performance. Additionally, studies by Suparman (2020) and Hidayat, Suwandi, and Akyuwen (2022) suggest that training can affect job placement, and job placement, in turn, can act as a mediator in the relationship between training and employee performance.

D. Performance

The definition of human resource performance, as outlined by Sandy (2015) and Sutrisno (2016), emphasizes the reflection of an employee's achievements in carrying out assigned tasks. Mangkunegara (2016) further stresses that performance encompasses both quantitative and qualitative aspects of work results aligned with job responsibilities. Robbins (2016) defines performance as the outcomes achieved by an employee in executing their tasks, evaluated based on specific criteria applicable to a particular job. Therefore, employee performance reflects the accomplishment of work tasks according to assigned responsibilities, underscoring the importance of enhancing employee performance to positively impact organizational success.

Employee performance is influenced by individual and environmental factors, as elucidated by Sutrisno (2016). Individual factors driving performance include effort, abilities, and role/task perception. Environmental factors, on the other hand, encompass physical conditions, equipment availability, time management, material resources, education, supervision, organizational design, and training, as discussed by various authors. By understanding and managing both individual and environmental factors, organizations can create conditions conducive to enhancing employee performance and work achievement.

Performance indicators, according to Robbins (2016), serve as tools to measure the extent of employee performance achievement. These indicators include quality of work, quantity, timeliness, effectiveness, and autonomy. Measuring performance through these indicators allows organizations to monitor and evaluate employee contributions to organizational goals effectively, identifying areas for development and appropriately recognizing high-performing employees.

CONCEPTUAL MODEL

Based on the literature review above, the conceptual model is formulated as follows:

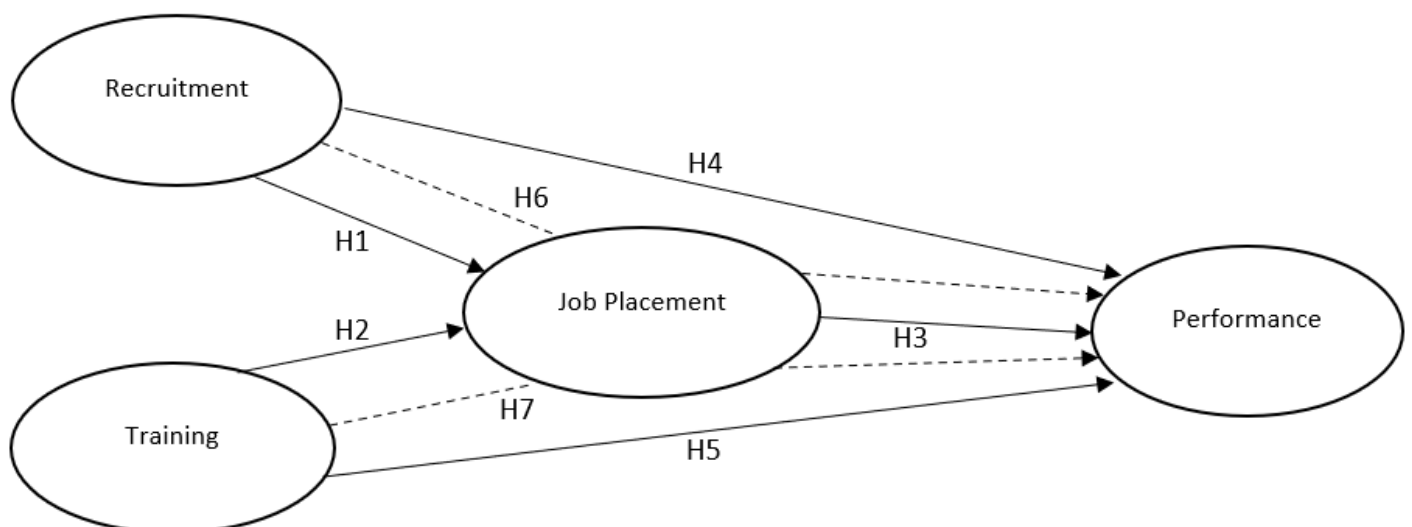


Figure 1. Conceptual Model

HYPOTHESES

Based on the conceptual model and literature review, the hypotheses can be formulated as follows:

- H₁: Recruitment directly has a positive and significant effect on Job Placement.
- H₂: Training directly has a positive and significant effect on Job Placement.
- H₃: Job Placement directly has a positive and significant effect on Performance.
- H₄: Recruitment directly has a positive and significant effect on Performance.
- H₅: Training directly has a positive and significant effect on Performance.
- H₆: Job Placement mediates the relationship between Recruitment and Performance.
- H₇: Job Placement mediates the relationship between Training and Performance.

METHODOLOGY

This study is a quantitative research utilizing primary data in the form of questionnaire data. The population in this study is the crew members of Khalid Faraj Shipping LLC. The sample used in this study was obtained using a Nonprobability Sampling technique with a saturated sampling (census) method, with a sample of 111 crew members of Khalid Faraj Shipping LLC. This research employs data analysis method using path analysis technique divided into two substructures to deepen the understanding of the direct and indirect effects of variables in the path analysis model.

CONCLUSION

This study aims to develop a conceptual model regarding the influence of recruitment and training on performance mediated by job placement at Khalid Faraj Shipping LLC. The study encompasses the research background, literature review, hypotheses, and research methodology. The status of the influence of recruitment and training on performance, through job placement mediation, can be understood by applying the conceptual model proposed in this study.

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