

## **The Impact of Recruitment Practices And Crew Turnover On Employee Performance, Mediated By Work Motivation, At PT Humpuss Maritim Internasional**

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### **Abstrak**

Penelitian ini bertujuan untuk menganalisis penerapan smart farming dalam memperkuat kinerja UMKM serta mendorong keberlanjutan usaha pada UMKM melon di Kabupaten Blitar. Pendekatan yang digunakan adalah kualitatif dengan jenis penelitian studi kasus. Informan penelitian ditentukan secara purposive yang terdiri dari pelaku UMKM, pekerja, dan pihak terkait. Teknik pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan dokumentasi, sedangkan analisis data menggunakan model interaktif. Hasil penelitian menunjukkan bahwa penerapan smart farming telah dilakukan secara bertahap melalui penggunaan teknologi seperti irigasi otomatis, sensor lingkungan, dan greenhouse. Implementasi teknologi tersebut mampu meningkatkan produktivitas, efisiensi biaya, serta kualitas hasil panen. Namun, penerapannya belum optimal karena adanya keterbatasan modal dan rendahnya literasi teknologi. Selain itu, smart farming juga berkontribusi terhadap keberlanjutan usaha melalui efisiensi penggunaan sumber daya dan peningkatan kapasitas pelaku UMKM. Dengan demikian, *smart farming* dapat menjadi strategi efektif dalam meningkatkan kinerja dan keberlanjutan UMKM, apabila didukung oleh sumber daya manusia yang memadai serta pendampingan yang berkelanjutan.

**Kata kunci:** *Smart Farming; Kinerja UMKM; Keberlanjutan; Melon; Teknologi*

### **Abstract**

*This research examines how recruitment practices and crew rotation influence ship crew performance, considering work motivation as an intervening factor at PT Humpuss Maritim Internasional. The study is motivated by observed inconsistencies in crew performance, skill mismatches in job assignments, and delays in crew replacement that potentially reduce motivation and overall effectiveness. A quantitative explanatory design was applied, with data gathered questionnaires from crew members and relevant departments. The analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM). Findings reveal that well-structured recruitment procedures positively contribute to both employee motivation and performance outcomes. Similarly, the management of crew rotation significantly affects these variables, either directly or through indirect pathways. Work motivation is confirmed as a key mediating variable that enhances the relationship between recruitment quality, crew turnover, and performance levels. These results highlight the importance of aligning recruitment strategies with job requirements and ensuring timely and well-managed crew transitions. From a practical standpoint, the study recommends that organizations improve recruitment standards and optimize crew scheduling systems to*

*maintain operational efficiency and ensure safety in maritime operations.*

**Keywords:** *Recruitment, Crew Turnover, Work Motivation, Performance, Maritime Sector*

## **Introduction**

### **Background**

The maritime industry plays a crucial role in supporting both national and global logistics systems. The effectiveness of shipping operations is highly dependent on the quality of human resources, particularly ship crews who are responsible for ensuring safety, navigation efficiency, and overall operational performance. Therefore, crew performance is a key determinant of success in maritime companies.

However, empirical evidence from PT Humpuss Maritim Internasional indicates that crew performance has fluctuated over the period 2022–2025. The number of performance-related cases increased from 240 cases in 2022 to 290 cases in 2023, followed by a decline in subsequent years. Despite this decrease, the improvement cannot be considered stable, as other indicators such as near-miss incidents, delays in crew changes, and inconsistent levels of work motivation continue to present significant challenges.

These issues are closely related to the recruitment system and the management of crew turnover. In practice, mismatches between crew competencies and job assignments are still observed, suggesting that recruitment processes have not fully achieved optimal person–job fit. Furthermore, delays in crew rotation—ranging from 2 to 8 weeks—have led to increased fatigue, psychological strain, and decreased motivation, all of which negatively affect performance.

Work motivation is also recognized as a critical factor influencing crew performance. Highly motivated crews tend to demonstrate better discipline, responsibility, and resilience under high-pressure working conditions. Nevertheless, previous studies have reported inconsistent findings regarding the mediating role of work motivation in the relationship between recruitment, crew turnover, and performance.

Given these conditions, a gap exists between theoretical perspectives in human resource management and the actual practices observed in the field. Therefore, this study aims to empirically examine the influence of recruitment systems and crew

turnover on performance, with work motivation serving as a mediating variable, particularly within the context of PT Humpuss Maritim Internasional.

## Research Questions

Based on the research background and objectives, this study seeks to address the following research questions:

1. To what extent does the recruitment system influence the work motivation of ship crews at PT Humpuss Maritim Internasional?
2. How does crew turnover impact the work motivation of ship crews at PT Humpuss Maritim Internasional?
3. In what way does work motivation affect the performance of ship crews?
4. How does the recruitment system contribute to crew performance at PT Humpuss Maritim Internasional?
5. What is the impact of crew turnover on crew performance?
6. Does work motivation act as a mediating factor between the recruitment system and crew performance?
7. Does work motivation mediate the relationship between crew turnover and crew performance?

## Literature Review

### 1. Human Capital Theory

Human Capital Theory explains that individuals possess valuable assets such as knowledge, skills, competencies, and experience that can significantly contribute to organizational performance. These attributes can be enhanced through education, training, and work experience, making human resources a strategic factor in achieving organizational goals (Becker, 1993). In the maritime industry, the quality of human capital is particularly crucial due to the high level of responsibility associated with ship operations.

This theory also emphasizes that recruitment plays a vital role in shaping organizational human capital. A well-designed recruitment system enables organizations to select individuals whose competencies align with job requirements, thereby improving both motivation and performance. Investment in human

resources, including proper recruitment and development, has been proven to enhance productivity and organizational effectiveness (Burhanudin, 2021; Erdiansyah, 2022).

## **2. Recruitment System**

The recruitment system is a key determinant of employee quality within an organization. An effective recruitment process should be transparent, fair, and based on competency standards to ensure alignment between individual capabilities and job requirements. When recruitment is conducted properly, it can foster employee confidence and increase job satisfaction, which ultimately enhances work motivation (Fitri et al., 2024).

However, inconsistencies in research findings suggest that recruitment does not always directly determine performance outcomes. Some studies indicate that other factors, such as training and work experience, may have a more significant impact on performance compared to initial recruitment quality (Sarbini, 2024). This inconsistency highlights the need for further investigation into the role of recruitment in influencing both motivation and performance.

## **3. Crew Turnover (Crew Change Management)**

Crew turnover, particularly in the form of crew rotation, is an essential aspect of workforce management in the maritime sector. Properly managed crew changes can enhance operational safety and improve employee performance, especially when conducted in accordance with established work agreements (Priyono & Samudro, 2021).

On the other hand, delays in crew turnover can lead to fatigue, decreased psychological well-being, and reduced motivation, ultimately affecting performance. Conversely, excessively rapid crew changes without proper preparation may also reduce operational effectiveness (Putra, 2024). These findings indicate that crew turnover is a sensitive variable that can have both positive and negative impacts depending on how it is managed.

#### 4. Work Motivation

Work motivation refers to the internal and external drivers that influence individuals to perform their tasks effectively. In the maritime industry, where working conditions are often demanding, motivation plays a critical role in ensuring discipline, responsibility, and consistent performance.

Previous studies have shown that work motivation significantly affects employee performance, particularly in high-risk environments such as ship operations (Suganjar & Hermawati, 2020; Putri et al., 2025). However, other studies suggest that factors such as leadership and compensation may have a stronger influence than motivation (Putri et al., 2023). These differing findings indicate the need to further explore the role of motivation, especially as a mediating variable.

#### 5. Employee Performance

Employee performance reflects the level of achievement of work outcomes in relation to organizational goals. In the maritime context, performance includes operational efficiency, compliance with safety procedures, and the ability to work effectively under pressure.

Performance is influenced by a combination of factors, including competence, work experience, training, motivation, and organizational management practices (Bross, 2024). Additionally, the availability of well-maintained safety equipment can enhance crew confidence and improve operational performance (Sitorus et al., 2024). Therefore, performance is the result of complex interactions between internal and external factors.

#### Previous Studies and Research Gap

Previous studies have extensively examined factors influencing employee performance, particularly within human resource management and maritime contexts. Research by Bross (2024) highlights that work experience and training significantly affect crew performance, with job-related skills acting as an important mediating factor. This finding suggests that performance is not only shaped by initial recruitment but also by continuous development processes. In line with this, Sitorus et al. (2024) found that operational readiness, including safety equipment

preparedness, can enhance crew confidence and performance, indicating that both internal and external factors contribute to performance outcomes.

In terms of recruitment systems, Fitri et al. (2024) demonstrated that effective recruitment practices positively influence work motivation by ensuring fairness, transparency, and alignment between competencies and job requirements. However, this finding contrasts with Sarbini (2024), who argued that recruitment has a relatively weaker impact compared to training and work experience. This inconsistency indicates that the role of recruitment in influencing motivation and performance is still inconclusive and requires further investigation.

Crew turnover has also been identified as a critical factor in the maritime industry. Priyono & Samudro (2021) emphasized that timely crew rotation improves both safety and performance, particularly when aligned with contractual agreements. On the other hand, Putra (2024) found that improper crew turnover either delayed or excessively rapid can reduce operational effectiveness and negatively affect crew well-being. These findings suggest that crew turnover has a dual impact, depending on how it is managed.

Work motivation is widely recognized as a key determinant of employee performance. Studies by Sujanjar & Hermawati (2020) and Putri et al. (2025) confirm that motivation significantly enhances productivity and performance, especially in high-pressure work environments. However, Putri et al. (2023) reported that leadership and compensation may play a more dominant role than motivation, highlighting inconsistencies regarding its influence and mediating role.

Based on these previous findings, several research gaps can be identified. First, there is inconsistency regarding the effect of recruitment systems on both motivation and performance. Second, the impact of crew turnover remains ambiguous, as it can produce both positive and negative outcomes depending on its implementation. Third, the mediating role of work motivation is still debated due to conflicting empirical evidence. Furthermore, most prior studies have examined these variables separately, rather than integrating recruitment systems, crew turnover, and work motivation into a comprehensive model.

In addition, limited empirical research has been conducted within the Indonesian maritime industry, particularly in the context of PT Humpuss Maritim

Internasional, where issues such as competency mismatch, delays in crew rotation, and fluctuating performance have been observed. Therefore, this study seeks to fill these gaps by analyzing the integrated effect of recruitment systems and crew turnover on crew performance, with work motivation as a mediating variable, providing a more comprehensive understanding of human resource management in the maritime sector.

### **Conceptual Framework and Hypotheses**

Based on the conceptual framework, the hypotheses of this study are formulated as follows:

1. H1: The recruitment system has a positive and significant effect on work motivation.
2. H2: Crew turnover has a significant effect on work motivation.
3. H3: Work motivation has a positive and significant effect on crew performance.
4. H4: The recruitment system has a positive and significant effect on crew performance.
5. H5: Crew turnover has a significant effect on crew performance.
6. H6: Work motivation mediates the relationship between the recruitment system and crew performance.
7. H7: Work motivation mediates the relationship between crew turnover and crew performance.

### **Research Methods**

This research applies a quantitative explanatory design to investigate the relationships between recruitment practices, crew rotation, and crew performance, with work motivation serving as an intervening variable at PT Humpuss Maritim Internasional. The study involves ship crew members and relevant management personnel responsible for recruitment, crew scheduling, and performance evaluation, selected through purposive sampling based on their relevance to the research context. Data were gathered from both primary sources, using structured questionnaires with a Likert-scale format, and secondary sources, including organizational records such as performance indicators, crew rotation data, and

internal operational reports. The study focuses on recruitment systems and crew turnover as independent variables, work motivation as a mediator, and performance as the outcome variable. The analysis employs Partial Least Squares–Structural Equation Modeling (PLS-SEM), incorporating measurement model assessment to ensure validity and reliability, followed by structural model evaluation to test the relationships and hypotheses among the variables.

## **Research Findings and Discussion**

### **1. Research Findings**

In the evaluation of the outer model, all measurement indicators and constructs were confirmed to meet the required standards of validity and reliability. This is evidenced by loading factor values exceeding 0.70, Average Variance Extracted (AVE) values above 0.50, Composite Reliability (CR) values greater than 0.70, cross-loading values surpassing 0.70, Heterotrait–Monotrait Ratio (HTMT) values below 0.90, and Cronbach's Alpha values above 0.70. These results indicate that all instruments used in this study are both valid and reliable in measuring the constructs of recruitment system, crew turnover, work motivation, and crew performance.

The structural model was evaluated using the bootstrapping method in PLS-SEM to determine the significance and strength of relationships between variables. Hypothesis testing was conducted based on the t-statistic and p-value criteria. At a significance level of 5%, a hypothesis is accepted if the t-statistic is  $\geq 1.96$  and the p-value is  $\leq 0.05$ . Based on the assessment of the inner model, the results of hypothesis testing are presented as follows:

- Recruitment System (X1)  $\rightarrow$  Work Motivation (Z): The results show a positive and significant relationship, indicating that an effective recruitment system enhances employees' work motivation. Therefore, H1 is accepted.
- Crew Turnover (X2)  $\rightarrow$  Work Motivation (Z): The findings indicate a significant effect of crew turnover on work motivation. Properly managed crew rotation contributes to maintaining motivation, while ineffective turnover reduces it. Thus, H2 is accepted.
- Work Motivation (Z)  $\rightarrow$  Crew Performance (Y): Work motivation is found to have



a positive and significant impact on crew performance. Higher motivation leads to improved performance outcomes. Therefore, H3 is accepted.

- Recruitment System (X1) → Crew Performance (Y): The analysis shows that the recruitment system has a positive and significant influence on crew performance, indicating the importance of competency-based recruitment. Thus, H4 is accepted.
- Crew Turnover (X2) → Crew Performance (Y): Crew turnover significantly affects performance. Effective crew rotation enhances performance, while delays or mismanagement reduce it. Therefore, H5 is accepted.
- Recruitment System (X1) → Work Motivation (Z) → Crew Performance (Y): The mediation analysis indicates that work motivation significantly mediates the relationship between recruitment system and crew performance. This suggests that recruitment influences performance both directly and indirectly through motivation. Therefore, H6 is accepted.
- Crew Turnover (X2) → Work Motivation (Z) → Crew Performance (Y): The results show that work motivation also mediates the relationship between crew turnover and performance. Proper turnover management enhances motivation, which in turn improves performance. Therefore, H7 is accepted.

## 2. Discussion

This study aims to examine the effects of recruitment systems and crew turnover on ship crew performance, with work motivation acting as a mediating variable at PT Humpuss Maritim Internasional. The discussion integrates empirical findings with relevant theories and previous research.

- The recruitment system has a positive and significant effect on work motivation. This indicates that an effective recruitment system enhances employee motivation. According to Human Capital Theory (Becker, 1993), alignment between competencies and job requirements encourages individuals to perform better. Transparent recruitment processes also increase perceptions of fairness and trust. This finding is consistent with Fitri et al. (2024) and Elly et al. (2016).
- Crew turnover has a positive and significant effect on work motivation. This

suggests that well-managed crew rotation improves employee morale. Proper rotation helps maintain employees' physical and psychological conditions, which enhances motivation. This result aligns with Priyono and Samudro (2021) and Putra (2024).

- Work motivation has a positive and significant effect on performance. This indicates that motivation is a key driver of performance. Highly motivated employees tend to be more productive, disciplined, and responsible. This finding is supported by Hermawati and Suganjar (2020) and Nuryaman (2023).
- The recruitment system does not have a significant effect on performance. This suggests that recruitment does not directly determine performance. Performance is influenced by other factors such as motivation, experience, and work environment. This finding is consistent with Palembang et al. (2017).
- Crew turnover does not have a significant effect on performance. Although the relationship is positive, it is not statistically significant. This indicates that performance is more influenced by operational and individual factors. This result aligns with Anindhita (2024).
- Work motivation mediates the relationship between recruitment systems and performance. This indicates that recruitment improves performance indirectly through motivation. This finding is consistent with Fitri et al. (2024) and Hermawati and Suganjar (2020).
- Work motivation mediates the relationship between crew turnover and performance. This shows that effective crew rotation enhances motivation, which ultimately improves performance.

## **Conclusion**

Based on the findings of this study, the following conclusions can be drawn:

1. Recruitment practices are found to significantly and positively influence the level of work motivation among ship crews at PT Humpuss Maritim Internasional.
2. The process of crew rotation shows a significant positive relationship with employees' work motivation within the organization.

3. Work motivation plays a crucial role in enhancing the performance of ship crews, with a significant positive impact observed.
4. Recruitment practices do not demonstrate a statistically significant direct effect on employee performance.
5. Crew turnover does not directly contribute to performance improvement in a significant manner.
6. Work motivation serves as an intervening variable in the relationship between recruitment practices and employee performance.
7. Work motivation also functions as a mediating factor in linking crew turnover with performance outcomes.

## **Recommendations**

Based on the research findings, several recommendations can be provided for the company and future researchers:

### **For the Company**

#### 1. Enhancing Recruitment Strategies to Secure High-Quality Talent

The company could improve its hiring practices by adopting advanced digital recruitment tools and applying more objective, competency-driven selection methods. This would enable the organization to attract candidates who are better aligned with job requirements, leading to stronger overall performance outcomes.

#### 2. Establishing More Adaptive and Reliable Crew Rotation Systems

Developing a flexible and well-structured crew rotation system that aligns with operational demands while considering employee preferences can improve both efficiency and crew satisfaction.

#### 3. Strengthening Employee Support and Welfare Programs

The organization should reassess the support provided to its workforce by expanding beyond financial compensation to include benefits such as healthcare coverage, employee welfare initiatives, and financial literacy programs. These efforts can foster greater loyalty and motivation among employees.

#### 4. Improving Performance Evaluation and Skill Development

Implementing consistent performance assessments along with constructive feedback mechanisms can help employees enhance their work outcomes.

Additionally, providing ongoing training and development opportunities will support continuous improvement in both efficiency and quality of work.

### **For Future Research**

#### 1. Investigating Additional Determinants of Performance

Since recruitment practices and crew rotation were not found to directly influence performance, future research should consider examining other variables that may play a more critical role. Factors such as leadership style, training effectiveness, and onboard working conditions could provide a more holistic explanation of employee performance.

#### 2. Expanding the Study of Work Motivation as an Intervening Variable

Given that motivation serves as a significant mediating factor, future studies should explore its underlying dynamics in greater depth. It would be valuable to identify which aspects of motivation such as incentives, recognition, or reward systems have the strongest influence on enhancing performance outcomes.

#### 3. Reassessing the Role of Crew Rotation in Performance Outcomes

As the current findings show no significant direct impact of crew turnover on performance, further investigation is needed to understand this relationship. Future research may examine whether external variables or operational conditions influence the effectiveness of crew rotation processes.

#### 4. Optimizing Recruitment System Components

While recruitment has been shown to influence motivation, future research could focus on refining specific recruitment components. Elements such as selection procedures, interview techniques, and organizational socialization processes may be analyzed to determine how they can better enhance motivation and, in turn, improve performance.

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