ANALYSIS OF RECRUITMENT, SELECTION, AND COMMUNICATION ON THE PERFORMANCE OF THE CREW AT PT. KAMANDANU JAYA SAMUDERA JAKARTA

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Abstract

This study aims to analyze the effect of recruitment, selection, and communication on the performance of ship crews at PT. Kamandanu Jaya Samudera Jakarta. As an essential part of the national maritime industry, shipping operations require professional human resource management, particularly in the recruitment and selection processes of ship crews and communication between crewing staff and clients. The company faces several issues, including mismatches between crew competencies and client requirements, delays in crew placement, and communication problems that affect crew performance. This research employs a quantitative approach with a descriptive method. The population consists of 150 ship crews working at PT. Kamandanu Jaya Samudera, with a sample of 109 respondents determined using the Slovin formula and purposive sampling technique. Data were collected through questionnaires that had been tested for validity and reliability and analyzed using multiple linear regression analysis with SPSS software. The results indicate that recruitment, selection, and communication individually have a positive and significant effect on ship crew performance. Simultaneously, these three independent variables also significantly influence ship crew performance. These findings confirm that structured recruitment and selection processes, supported by effective communication between crewing staff and clients, can enhance ship crew performance. This study is expected to contribute both theoretically and practically to the development of human resource management strategies in the maritime and shipping industry.

Keywords: Recruitment, Selection, Communication, Ship Crew Performance, Crewing Staff

INTRODUCTION

In the maritime sector, Indonesia, as the largest archipelagic country in the world, has significant challenges in the management of maritime resources and crew operations. Referring to the latest report, Indonesia has great potential in the marine sector (mediaindonesia.com), but is faced with problems in the effectiveness of crew recruitment and selection that affect the overall performance of the shipping industry. According to Ricardianto (2021), crew performance requires good human resource management, which includes an effective recruitment process to increase productivity and work safety. This phenomenon is exacerbated by the need to adapt to evolving technology in conducting recruitment and selection, where technology can increase the efficiency and effectiveness of the process.

In the context of human resource management, according to Suryono (2021), human resource performance is the result of work achieved by individuals or groups in the organization in accordance with the responsibilities given. Performance is influenced by ability, motivation, and a supportive work environment. In the context of human resource management research, performance is an important variable used to assess the effectiveness of an organization and the success of a human resource management strategy. The recruitment and selection process is a crucial stage that determines the quality of the crew to be hired. Hidayati (2022) emphasized that errors in the selection process can have a direct impact on shipping safety and ship operational efficiency. In addition, communication between *crew staff* and prospective crew members and clients (*ship owners*) has a strategic role in maintaining trust and facilitating coordination. (Rahman, A. 2023) stated that effective communication in the crew placement process can increase loyalty and job satisfaction by up to 23%.

Crew Staff is the part responsible for crew *management*, starting from the recruitment, selection, placement, administration, training, to crew rotation and repatriation. This division or staff is the main liaison between the shipping company (*shipowner/ship management*) and the crew to ensure that the ship is always manned by competent personnel, in accordance with international safety standards and regulations.

PT Kamandanu Jaya Samudera, which was established in 2020 This company is located on Jl. Warakas III No.23, RT.10/RW.4, District. Tj. Priok, North Jakarta. as a company engaged in maritime resource management services, faces similar challenges, Competition between *crewing agencies* requires companies to have a professional recruitment and selection system and transparent communication with clients. However, there are still obstacles in the placement of crew members who are in accordance with the client's qualifications and needs, which ultimately affects operational performance in the field. This phenomenon shows that there is a close relationship between the effectiveness of recruitment, selection, and communication with crew performance.

The urgency of this research lies in the need to understand the extent to which the recruitment, selection, and communication patterns *of Crew Staff* affect the performance of the crew at PT Kamandanu Jaya Samudera. The results of the research are expected to make an empirical contribution to the development of human resource management strategies in the maritime sector, as well as become the basis for improving the quality of *globally competitive crewing* services .

The formulation of the problem in this study focuses on the influence of the recruitment, selection, and communication process on the performance of the crew at PT Kamandanu Jaya Samudera. The problems studied include the extent to which the recruitment process affects the performance of the crew, whether there is a significant influence between the selection process of prospective crew members and their performance, and how much the communication between *the Crew Staff* and the client contributes to the performance of the crew in the company.

The purpose of this study is to analyze the influence of recruitment, selection, and communication on crew performance at PT Kamandanu Jaya Samudera Jakarta, as well as identify communication challenges that arise in the context of management and crew.

The benefits of this research are expected to contribute to the development of human resource management studies in the maritime industry, especially related to the importance of effective communication in the recruitment and selection process. The results of this study can be used as an academic reference for researchers interested in the relationship between management practices and operational performance in the shipping industry. In addition, the findings of this study are also expected to provide practical insights for PT Kamandanu Jaya Samudera in improving the quality of the recruitment, selection, and communication processes between management and crew, so that the company is able to optimize the performance of the crew and minimize the risk of work accidents at sea.

REVIEW OF LITERATURE

Recruitment

Recruitment is the initial process in human resource management to attract qualified individuals to fill available positions in the company. This process aims for companies to acquire employees who are in accordance with the qualifications and needs of the organization, so that they are able to work optimally and responsibly in the workplace.

Rayendra et al. (2024) stated that recruitment is one of the important elements in human resource management, which not only aims to acquire qualified employees, but also to minimize the risk of errors in the placement of workers that are not in accordance with the company's competencies and culture. The recruitment process must pay attention to the match between the applicant's abilities and competencies and the company's needs so that there is no mismatch between the job and the employee's skills.

Research conducted by Rayendra et al. (2024) shows that the recruitment and selection process is in accordance with company procedures, although there are still obstacles to the completeness and validity of applicants' certificates.

Furthermore, research by Ananta (2022) shows that the implementation of recruitment often encounters obstacles, such as delays in selecting crew members at client requests, the use of documents that are no longer valid, and slow communication between companies and foreign parties.

Another study by Hidayati (2022) shows that the recruitment process has gone well, but is still constrained by low salary standards, crew negligence, and *the jump ship* phenomenon that causes inefficiencies in operations.

Based on the four studies, it can be concluded that all studies highlight the importance of professional and standardized recruitment in supporting the performance of maritime human resources. However, previous research has focused on internal factors of the company and has not examined the role of communication with clients as part of recruitment dynamics in the shipping industry. This gap is one of the bases for the *novelty* of this research.

Selection

Selection is an advanced stage of recruitment that involves evaluating candidates to ensure a match for the crew position. In the maritime industry, crew selection must consider international standards, as set by the *International Maritime Organization* (IMO), including competency and mental health certifications to prevent accidents.

Crewing staff are responsible for an accurate selection process to minimize the risk of misplacement, which can impact vessel safety and operational efficiency. Rahman (2023) points out that bias in selection, such as discrimination based on national origin, is still a problem in Asian shipping companies, which can affect crew motivation and productivity.

Research conducted by Sidjabat and Pardede (2023) shows that recruitment and selection have a significant influence on *crew* performance, with significance values of 0.002 and 0.000 (less than 0.05), respectively. A determination coefficient of 58.3% indicates that both variables are able to explain most of the variation in *crew* performance, while the rest are influenced by other factors, such as training and work experience.

Subsequent research by Pradana (2022) shows that the selection process has not been fully organized well because there are still obstacles, such as the lack of English language skills in prospective crew members. This research also emphasizes the importance of implementing quality standards and good communication between the crewing and applicants to improve the quality of seafarers' human resources.

The fourth research by Dzahabiyyah (2024) shows that the recruitment process still uses internal sources with closed methods, starting from document checks, interviews, health tests, to sea work agreements. However, several obstacles were found, such as inconsistencies in documents and *crew* certificates that were close to expiration, causing delays in the recruitment process. This research highlights the need to improve a more open and competency-based recruitment system so that companies are able to obtain high-quality crews that are in accordance with operational needs.

Communication

Communication within an organization refers to the effective exchange of information between related parties, including between *crew members*, clients (such as ship owners or operators), and crew members. Communication highlights the importance of two-way communication to build trust and reduce miscommunication that often occurs in distributed maritime environments.

The crewing staff at PT Kamandanu Jaya Samudera must facilitate clear communication with clients to ensure that the recruitment and selection process is aligned with operational expectations. Communication failures can lead to client dissatisfaction and decreased crew motivation.

The first study conducted by Supangat and Listriyawati (2023) shows that personal communication management has a positive but insignificant effect on work effectiveness,

while English language skills have a positive and significant effect. Simultaneously, these two variables also have a positive and significant effect on the work effectiveness of the crew.

The second study by Anggraeny et al. (2025) shows that the implementation of international communication rules, such as *the International Code of Signals, Vessel Traffic Service* (VTS), and *Ship Reporting System*, has a positive and significant influence on shipping safety.

The fourth study conducted by Herningsih et al. (2022) shows that the ability to communicate and use international sign codes have a positive and significant effect on shipping safety. The p-value for communication skills is 0.014 and for the use of international codes is 0.025, which shows the significance of the relationship between the two variables to improve occupational safety.

Crew Performance

Crew performance is defined as the ability of an individual or team to carry out the ship's operational tasks efficiently, safely, and effectively. Employee performance theory emphasizes factors such as motivation, competence, and work environment. In the maritime industry, the performance of the crew is also influenced by external variables, such as sea conditions.

Crewing staff plays a critical role in monitoring and improving performance through an ongoing recruitment, selection, and communication process. Wang (2020) showed that crew members with a good background of recruitment and selection tended to have higher performance, with a reduction in accident risk of up to 30%. In addition, effective communication with clients can provide the necessary logistical support, such as additional training, to maintain optimal performance.

Research conducted by Palapa and Anwar (2024) provides an important picture that the balance between workload, communication, and time management is key in maintaining crew performance in a maritime work environment that demands high physical and mental resilience.

Furthermore, research by Siahaan et al. (2024) shows that dense activities on board, lack of rest time, nutritional imbalances, limited equipment, and low crew skills are the main causes of declining work performance.

The fourth study conducted by Ardian et al. (2023) showed that job satisfaction, discipline, and work motivation had a positive and significant influence, both partially and simultaneously, on crew performance, with an influence contribution of 88.9%. Among the three variables, job satisfaction was the most dominant factor with a correlation value of 0.918.

RESEARCH METHOD

This study uses a quantitative approach with a descriptive type of research. The quantitative approach was chosen to allow the researcher to make objective measurements of the variables studied and analyze the data in statistical form. Through this approach, the relationship between crew staff recruitment, selection, and communication with crew performance can be explored in more depth.

This research was carried out at PT Kamandanu Jaya Samudera located in North Jakarta. Data collection was carried out over a four-month period, from September to January 2026. The selection of this location is relevant because PT Kamandanu Jaya Samudera is one of the shipping service providers that has a strict crew recruitment and selection system, so that it can provide valid and representative data.

The population in this study is seafarers who sail on PT Kamandanu Jaya Samudera with a population of 150 people. The sample taken amounted to 109 respondents using the Slovin formula and *purposive sampling techniques*. This technique was chosen because it focusses on individuals who have certain criteria related to research, such as five years of work experience, ship crew who fulfil a work contract of 10 to 12 months and a standard crew salary of 1000 - 4000 Usd, so that it is expected to be able to provide accurate data related to the recruitment, selection, and communication processes carried out .

$$n = \frac{N}{1 + N\ C^2}$$

Description:

n : number of samples

N : total population

C : percentage of inaccuracy allowance due to sampling errors that are still tolerable/desirable

$$n\ = \frac{150}{1 + 150\ (\ 0{,}05^2)} = \ 109$$

The variables in this study consist of the recruitment process, selection process, communication of *crew staff*, and crew performance. The recruitment process includes the methods used to recruit prospective crew members, while the selection process includes the criteria and methods applied in selecting suitable candidates for a particular position. Crewing staff communication is related to the quality and effectiveness of communication between *the crewing* staff and the crew. Meanwhile, the performance of the crew is measured based on several indicators, such as work discipline, work efficiency, and compliance with safety procedures. The operational definition of each variable describes how each variable is measured in the context of this study.

The instrument used in this study is a questionnaire consisting of closed-ended and open-ended questions. The questionnaire will be tested for validity and reliability before being used in data collection. The questions in the questionnaire are designed to assess each variable with a focus on aspects of recruitment, selection, communication, and performance (Rahman, A. 2023).

The data obtained from the questionnaire will be analyzed using SPSS software. The analysis techniques applied include descriptive analysis to describe the characteristics of respondents and inferential analysis to test hypotheses regarding the relationship between variables. Multiple linear regression analysis was used to determine the extent of the influence of recruitment, selection, and communication on crew performance (Dzahabiyyah, F. H. 2024). With this approach, it is hoped that the results of the research can provide comprehensive and applicable insights for the management of PT Kamandanu Jaya Samudera Jakarta.

Research Hypothesis

H_1: There is an influence of Recruitment on the performance of the ship's crew.

The better the recruitment process, for example through *initial recruitment*, document checks, competency suitability, and the application of company standards, the more competent the crew's performance. This is because the right recruitment produces candidates who have had competence from the beginning so that they are able to work effectively and meet the ship's operational standards.

H_2: There is an influence of Selection on the performance of the ship's crew.

The more objective and rigorous the selection process, such as skills tests, certifications, work experience, interviews, and health checks, the performance of the crew will increase. The selection serves to obtain the best workforce, so that the quality of the individuals placed becomes more in line with the needs of the work on the ship.

H_3: There is an influence of Communication on the performance of the ship's crew.

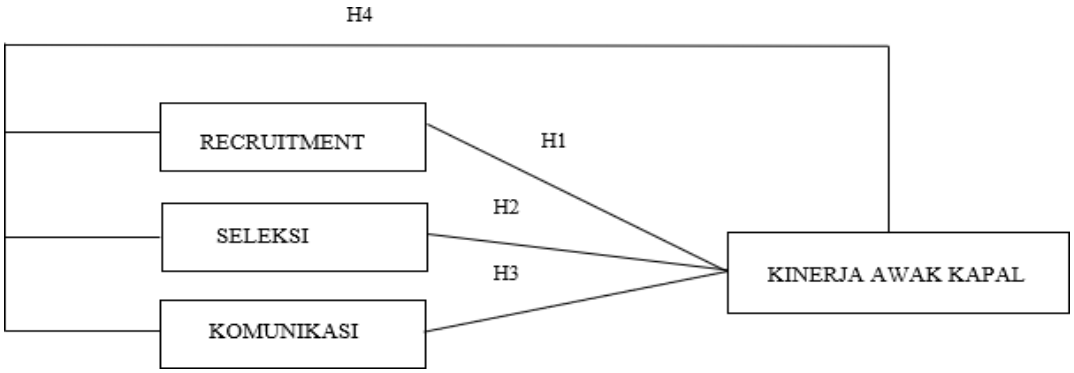
This hypothesis shows that clear, two-way, responsive, and minimal miscommunication between *crew* staff, clients, and crew will result in more optimal performance. Good communication allows task coordination to run more smoothly, minimizes work errors, and improves crew discipline and effectiveness.

H_4: There is a simultaneous influence of recruitment, selection and communication on the ship's crew.

Simultaneously, this study suspects that recruitment, selection, and communication together influence the performance of the ship's crew. In other words, the quality of human resources formed through proper recruitment and selection and strengthened by effective communication as a whole will improve the performance of the crew in carrying out their duties.

Research Framework

In the shipping industry, crew performance is a key indicator of operational success and client satisfaction levels. The performance of the crew is not only determined by the technical capabilities of the individual, but also influenced by how the *crewing* company carries out the recruitment, selection and building processes of effective communication with clients. Therefore, this study integrates these three variables as the main factors that affect the performance of the crew. Conceptually, recruitment affects the performance of the crew because the process of selecting the right candidates ensures the suitability of competencies with job needs. Selection also has a direct influence on performance as this stage determines the quality of individuals who are recruited and placed on board. Meanwhile, communication with clients acts as an external coordinating factor that strengthens the synchronization between the client's operational needs and the quality of human resources provided, thereby encouraging improved crew performance. Simultaneously, recruitment, selection, and communication complement each other and together affect the performance of the crew, both through technical and coordinating aspects in shipping operations.



RESULTS AND DISCUSSION

Table 1.
Recruitment reliability test (X_1)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.776	.780	10

Based on the results of the reliability test on the Recruitment variable (X_1) consisting of 10 statement items, Cronbach's Alpha value was 0.776 and Cronbach's Alpha based on Standardized Items was 0.780. These values show that the recruitment variable measurement instrument has a good level of internal consistency.

In general, an instrument is said to be reliable if Cronbach's Alpha value is above 0.70. Cronbach's Alpha value of 0.776 is in the good category, which means that all statement items in the recruitment variable are able to measure the same construct consistently and stably. Thus, the recruitment variable questionnaire was declared reliable and feasible to be used in this study.

Meanwhile, Cronbach's Alpha Based on Standardized Items value of 0.780, which is slightly higher than the initial Alpha value, indicates that even if the items are normalized or standardized, the internal consistency level of the instrument is well maintained. This indicates that there is no significant difference in scale between items and that all statements have uniformity in measuring recruitment variables.

Thus, it can be concluded that the research instrument for the Recruitment variable (X_1) meets the reliability criteria and can be used as a reliable measurement tool in this study.

Table 2.
Selection reliability test (X_2)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.839	.838	10

The results of the reliability test on the Selection variable (X_2) consisting of 10 statement items showed a Cronbach's Alpha value of 0.839 and Cronbach's Alpha Based on

Standardized Items of 0.838. This value indicates that the selection variable measurement instrument has a high level of internal consistency.

Based on the general standard of reliability interpretation, Cronbach's Alpha value ≥ 0.80 falls into the category of reliable (good). Thus, an Alpha value of 0.839 indicates that all statement items in the selection variable are able to measure the same construct consistently and stably. This means that each statement is correlated and supports the measurement of the selection variables as a whole.

In addition, Cronbach's Alpha Based on Standardized Items value of 0.838 which is relatively balanced with the initial Alpha value indicates that even if the item is standardized, the instrument's reliability level is maintained. This condition indicates that the difference in scale between items does not affect the consistency of the measurement.

Thus, it can be concluded that the research instrument for the Selection variable (X_2) is declared reliable and feasible to be used as a measuring tool in this study.

Table 3.
Communication Reliability Test (X_3)

Cronbach's Alpha	Cronbach's Alpha Basìed on Standardizìed Itìems	N of Itìems
.756	.758	10

The results of the reliability test for the Communication variable (X_3) measured using 10 statement items showed a Cronbach's Alpha value of 0.756 and Cronbach's Alpha Based on Standardized Items of 0.758. These values show that the communication variable measurement instrument has an adequate level of internal consistency.

Based on general reliability criteria, a Cronbach's Alpha value ≥ 0.70 falls into the category of fairly reliable or acceptable. Therefore, an Alpha value of 0.756 indicates that the statement items in the communication variable are consistently correlated in measuring the same construct.

Cronbach's Alpha Based on Standardized Items value that is slightly higher than the initial Alpha indicates that the item standardization process does not lower the reliability level of the instrument, and even strengthens the stability of the measurement. This shows that the difference in scale between items does not significantly affect internal consistency.

Thus, it can be concluded that the research instrument for the Communication variable (X_3) is declared reliable and feasible to be used as a measurement tool in this study.

Table 4.
Reliability

Cronbach's Alpha	Cronbach's Alpha Basìed on Standardizìed Itìems	N of Itìems
.794	.795	10

The results of the reliability test on the Crew Performance (X_4) variable measured using 10 statement items showed a Cronbach's Alpha value of 0.794 and Cronbach's Alpha Based on Standardized Items of 0.795. This value reflects the instrument's level of internal consistency in measuring crew performance.

Based on commonly used reliability criteria, Cronbach's Alpha value ≥ 0.70 is categorized as fairly reliable or acceptable, while a value that approaches or exceeds 0.80 indicates good reliability. Thus, the value of 0.794 is within the reliable range, so the instrument can be trusted to be used in research.

The very small difference between Cronbach's Alpha and Cronbach's Alpha Based on Standardized Items values suggests that the item standardization process does not significantly affect the stability of the measurements. This indicates that all statement items have a consistent contribution in measuring the construction of crew performance.

Thus, it can be concluded that the research instrument for the Crew Performance variable (X_4) is declared reliable and feasible to be used as a measuring tool in this study.

Table 5.
Multiple Linear Regression Analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.951[a]	.905	.903	2.011	.905	356.881	3	112	.000	2.126

a. Predictors: (Constant), x3, x1, x2

b. Dependent Variable: y

Based on the results of multiple linear regression analysis in the Model Summary table, a correlation coefficient value (R) of 0.951 was obtained. This value shows a very strong relationship between independent variables, namely recruitment (X_1), selection (X_2), and communication (X_3), and dependent variables on crew performance (Y).

An R-Square (R^2) value of 0.905 indicates that 90.5% of the variation in crew performance can be explained by simultaneous recruitment, selection, and communication variables, while the remaining 9.5% is influenced by other factors outside of this research model, such as training, work motivation, or work environment. The Adjusted R Square value of 0.903 indicates that the regression model remains strong and stable after adjusting for the number of variables and the study sample.

Furthermore, an F Change value of 356.881 with a significance level of 0.000 (< 0.05) indicates that the regression model is overall significant. This means that the variables of recruitment, selection, and communication together have a significant effect on the performance of the crew. Thus, the multiple linear regression model used in this study is feasible and can be used to explain the relationship between variables.

The Standard Error of the Estimate value of 2.011 indicates a relatively small level of prediction error, so the model is able to predict crew performance quite well. In addition, the Durbin–Watson value of 2.126 is around the number 2, which indicates that there is no autocorrelation in the regression model, so the classical assumption of regression is fulfilled.

Overall, the results of this multiple linear regression analysis prove that recruitment, selection, and communication have a very strong and significant role in improving the performance of the crew at PT. Kamandanu Jaya Samudera Jakarta, both partially and simultaneously.

Table 6.
Test results F

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4330.316	3	1443.439	356.881	.000[b]
	Residual	452.994	112	4.045		
	Total	4783.310	115			

a. Dependent Variable: y

b. Predictors: (Constant), x3, x1, x2

The F test is used to determine whether independent variables, namely recruitment (X_1), selection (X_2), and communication (X_3), simultaneously have a significant effect on the dependent variables of crew performance (Y). This test is performed through the ANOVA table on multiple linear regression models.

Based on the test results, an F-value of 356.881 was obtained with a significance value (Sig.) of 0.000, which is smaller than the significance level of 0.05. With degrees of freedom df regression = 3 and df residual = 112, this result shows that H_0 is rejected and H_1 is accepted. This means that recruitment, selection, and communication together have a significant effect on the performance of the crew.

In addition, the magnitude of the Sum of Squares Regression (4,330,316) which is much larger than the Sum of Squares Residual (452,994) suggests that most of the variation in crew performance can be explained by the regression model used. This is reinforced by the comparison of the Mean Square Regression of 1,443,439 with the Mean Square Residual of 4,045, which results in a very large calculated F-value, which is 356,881, thus confirming the strength and feasibility of the model.

Furthermore, the Durbin–Watson value of 2.126 is around 2, which indicates that there is no autocorrelation in the regression model. Thus, the model has fulfilled one of the classic assumptions of regression, so that the test results are reliable and unbiased.

Based on the results of the F test, it can be concluded that the multiple linear regression model used in this study is very feasible, significant, and robust. The variables of recruitment (X_1), selection (X_2), and communication (X_3) were simultaneously able to explain 90.5% of the variation in crew performance (Y) without any autocorrelation problems, so that the model can be used for further analysis and conclusion of the study.

Table 7.
T Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.068	1.330		.803	.423	-1.566	3.703					
	x1	.890	.045	.873	19.766	.000	.801	.979	.949	.882	.575	.434	2.306
	x2	.098	.039	.112	2.505	.014	.020	.175	.748	.230	.073	.425	2.355
	x3	-.013	.038	-.013	-.354	.724	-.089	.062	.507	-.033	-.010	.672	1.488

a. Dependent Variable: y

The results of the t-test (partial) showed that the recruitment variable (X_1) had a positive and significant influence on crew performance (Y). This is shown by the value of

the regression coefficient (B) of 0.890, the calculated t-value of 19.766, and the significance value of 0.000, which is smaller than the significance level of 0.05. The Beta value of 0.873 is also the largest compared to other variables, so it can be concluded that recruitment is the most dominant variable in influencing crew performance. This means that every one unit increase in the quality of the recruitment process will increase the performance of the crew by 0.890 assuming other variables are constant.

Furthermore, the selection variable (X_2) was also proven to have a positive and significant influence on crew performance. This can be seen from the value of B of 0.098, t calculation of 2.505, and significance value of 0.014, which is still below the limit of 0.05. Although the magnitude of the influence of selection is smaller than that of recruitment, these results show that an objective and competency-based selection process still makes a significant contribution to improving crew performance.

In contrast to the previous two variables, the communication variable (X_3) did not show a significant influence on crew performance. The value of the regression coefficient (B) of –0.013, t calculated of –0.354, and a significance value of 0.724 greater than 0.05 indicate that the influence of communication is partially statistically meaningless. Although the direction of influence was negative, the results were not strong enough to prove the existence of a significant relationship, so the hypothesis of the influence of communication on crew performance was rejected.

Meanwhile, the significance value on the constant of 0.423 (> 0.05) indicates that the constant is not statistically significant. Nevertheless, constants are still needed in regression models as the starting point for calculating the relationship between independent and dependent variables.

Based on the results of the multicollinearity test, all independent variables showed a Tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) of less than 10. The recruitment variable (X_1) has a tolerance value of 0.434 and VIF of 2.306, the selection variable (X_2) has a tolerance of 0.425 and VIF of 2.355, while the communication variable (X_3) has a tolerance of 0.672 and VIF of 1.488. Thus, it can be concluded that there is no multicollinearity between independent variables, so that the regression model meets classical assumptions and is suitable for use.

Based on the results of partial tests and classical assumption testing, it can be concluded that recruitment (X_1) and selection (X_2) have a positive and significant effect on crew performance (Y), so that the first and second hypotheses are accepted. In contrast, communication (X_3) had no partial significant effect on crew performance, so the third hypothesis was rejected. In addition, recruitment is the most dominant variable in influencing crew performance compared to other variables.

Based on the results of the normality test using histogram graphs and Normal P–P Plot Regression Standardized Residuals, it can be seen that the residual distribution forms a pattern that is close to the normal distribution. On a histogram graph, the residual is symmetrically distributed around the zero value, whereas on the Normal P–P Plot graph, the residual points tend to follow a diagonal line. This shows that the residual data is normally distributed, so the normality assumption in the regression model has been met.

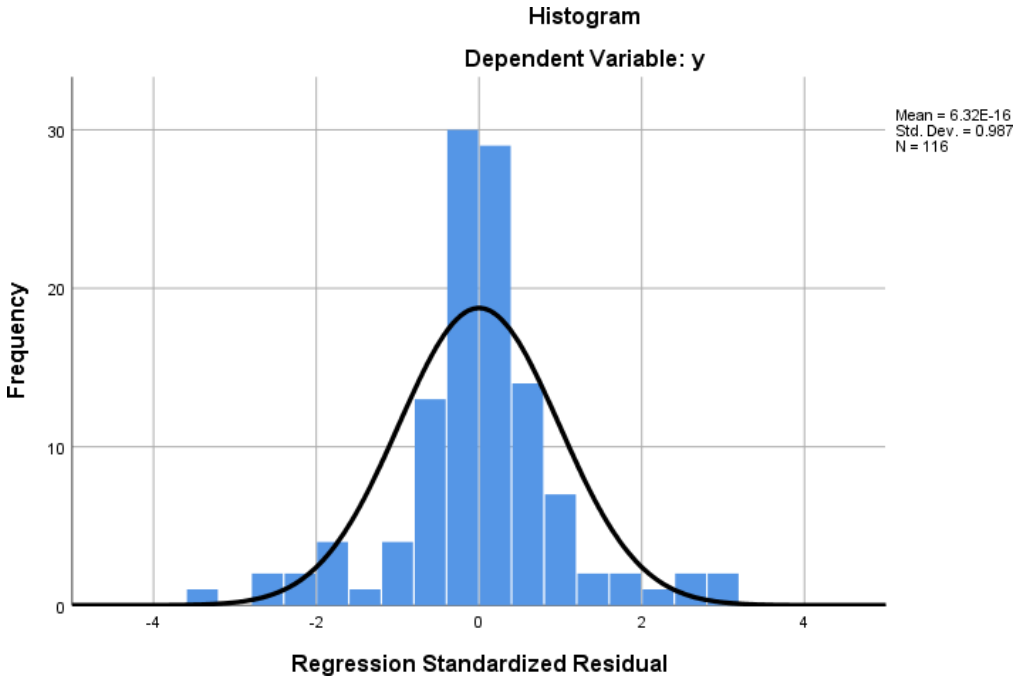


Figure 1.
Histogram

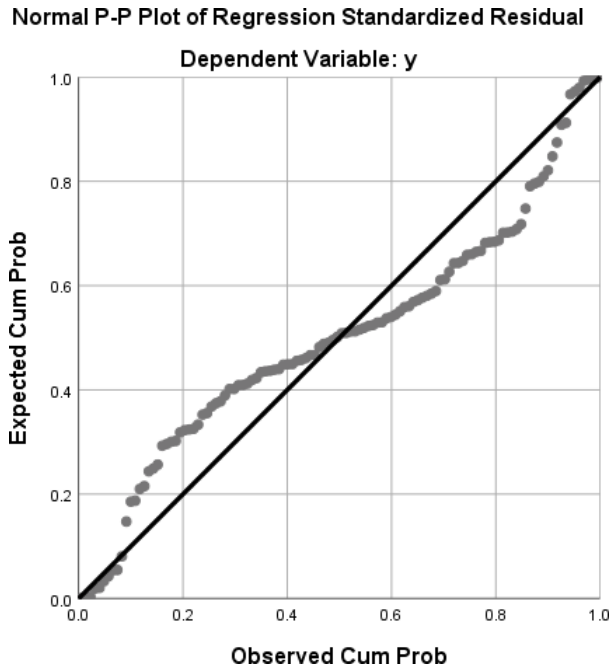


Figure 2.
Normal P-P Plot

CONCLUSION

Based on the results of research on the influence of recruitment, selection, and communication on the performance of the crew at PT Kamandanu Jaya Samudera Jakarta,

it can be concluded that the management of crew human resources has a very important role in supporting the operational performance of shipping companies. The results of the study show that recruitment that is planned and in accordance with operational needs has a positive and significant effect on the performance of the crew because it is able to produce a competent and work-ready crew. In addition, the selection process that is carried out objectively and based on competence has also been proven to have a positive and significant effect on the performance of the crew through the suitability of individual abilities with the demands of work on board.

Meanwhile, communication between *the crew* and the client partially did not show a significant influence on the performance of the crew. However, communication still plays an important supporting role in smoothing the process of recruitment, selection, and placement of crew members. Simultaneously, recruitment, selection, and communication have a significant effect on crew performance, which indicates that crew performance is influenced by an integrated and mutually supportive human resource management system.

Based on these findings, PT Kamandanu Jaya Samudera is advised to continue to improve the quality of the recruitment process by ensuring the suitability between client needs and the competencies of the recruited crew. The selection process also needs to be maintained and improved through the implementation of competency-based standards, work experience, certification, and crew health conditions so that the quality of the human resources produced is more optimal. In addition, companies need to evaluate and improve the communication system between *the crewing* staff and the client so that information can be conveyed clearly, accurately, and on time.

For further research, it is recommended to add other variables, such as training, motivation, job satisfaction, and work environment, in order to gain a more comprehensive understanding of the factors that affect the performance of crew in the shipping industry.

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