

The Relationship between Recruitment and Selection Methods with Human Resource Quality in the Shipping World: A Case Study on PT. Lighthouse Linta Sindo Shipping Company

Andi Nasrun Cahyadi¹, Syahrir², Andi Arwinda Wildam³

^{1,2,3}Indonesian College of Management Sciences YAPMI Makassar, Indonesia

Email: cahyadinasrun30@gmail.com, ssyahrir.0109@gmail.com, andiarwindawildam@stimiyapmim.ac.id

Keywords:

Work Motivation, Work Environment and Employee Performance Recruitment, Selection and Human Resources Quality

Abstract

The purpose of this study is to analyze the relationship between recruitment and selection methods with the quality of human resources in the shipping world, specifically at PT. Pelayaran Mercusuar Linta Sindo. Data collection methods used were observation, literature study, and interviews. The data analysis used was descriptive qualitative. The results of the study indicate that the recruitment and selection methods to obtain the quality of the company's human resources have been carried out according to predetermined procedures. The requirements for the recruitment method begin with the submission of prospective workers until the ratification of the transfer order and work agreement. The recruitment method is adjusted between the abilities and competencies of job applicants and the company's needs, so that no jobs are filled by people who do not match their abilities and skills. Obstacles encountered in the recruitment method include incomplete applicant certificates and expired certificates, thus hampering the administrative selection or filing process. The recruitment and selection method is to identify areas of improvement and improve the quality of workers.

INTRODUCTION

Considering the Society 5.0 era, the industrial world, including the shipping sector, is required to focus not only on technological efficiency and automation as in the Industrial Revolution 4.0 era, but also on utilizing technology to improve the overall quality of human life (Sugiharto and Ningsih, 2023). In this context, the role of superior and adaptive human resources (HR) becomes increasingly crucial. The shipping industry, as a vital part of the global logistics chain, requires HR who are not only technically competent but also able to innovate, adapt to digital developments, and demonstrate a high work ethic and professional responsibility.

A common gap in the Indonesian shipping industry is the mismatch between crew competencies and shipping company needs, particularly in terms of technical readiness, discipline, and the ability to work in cross-cultural teams. Some private shipping companies even report high employee turnover rates, failed recertification tests, and conflicts between crew members that disrupt operations. One of the main causes is believed to be ineffective recruitment and selection methods (Nurfarizki et al., 2020).

PT. Pelayaran Mercusuar Linta Sindo, a national shipping company engaged in inter-island logistics and export-import transportation, is experiencing a disparity between operational growth and the availability of qualified human resources. In 2023, an internal HR report showed that 28% of new employees did not meet minimum competency standards after six months of employment.

Furthermore, the company's annual report noted a 21% increase in retraining costs compared to the previous year, indirectly burdening the company's budget.

According to data from the Indonesian National Shipowners' Association (INSA), 35% of member shipping companies experience difficulty finding crew candidates who meet international standards (STCW – Standards of Training, Certification and Watchkeeping). This suggests that issues at the initial stage of HR management, namely recruitment and selection, are crucial and warrant further investigation. Research by Arifin et al. (2021) shows that competency-based recruitment methods have a significant positive correlation with work productivity in the maritime logistics sector. A study by Sugiharto and Ningsih (2023) revealed that a selection system based on psychological tests and work simulations in a multinational shipping company can increase job suitability by 40% compared to conventional methods. However, few studies have specifically examined the relationship between recruitment and selection methods and HR quality in the context of national shipping companies.

Recruitment is the process of attracting potential and qualified job applicants from various sources (Dessler, 2020). Recruitment methods include internal recruitment (promotions, transfers) and external recruitment (advertising, job fairs, online portals, headhunters). According to Robbins and Judge (2021), the effectiveness of recruitment methods is influenced by the suitability of recruitment sources to the type of job and organizational culture. Considering the shipping industry context, commonly used recruitment methods include collaboration with shipping educational institutions, online advertisements specifically for the maritime sector, and professional associations. Research by Lee & Park (2022) states that a collaborative approach between educational institutions and shipping companies can reduce the level of work competency mismatch.

The next step in selection is the process of selecting the most qualified individuals from a pool of applicants. This process involves various stages, such as administrative selection, interviews, competency tests, and psychological assessments (Mondy & Noe, 2021). In the shipping industry, selection typically includes physical tests, maritime English proficiency, and a technical assessment (STCW). According to Kim et al. (2023), selection based on realistic job previews can reduce initial turnover rates by up to 30% in South Korean shipping companies. This demonstrates that the quality of selection significantly determines the suitability and sustainability of crew members.

Human resource quality refers to an individual's competence in carrying out tasks, including knowledge, skills, work attitudes, and adaptability. According to Armstrong (2022), high-quality human resources are characterized by productivity, loyalty, and technological mastery. In the shipping sector, human resource quality significantly impacts efficiency, shipping safety, and a company's reputation. Research by Jannah & Wahyudi (2020) shows that shipping companies with selective human resource management systems have higher customer satisfaction scores and safety audits. This underscores the importance of initial recruitment and selection methods on human resource quality.

Few studies have specifically examined the relationship between recruitment and selection methods and human resource quality in the context of national shipping companies. In practice, success in the shipping industry is highly dependent on the quality of its human resources (Lola, 2022). Appropriate recruitment and selection methods not only serve as a starting point for selecting candidates but also serve as the foundation for developing a professional, reliable workforce that meets the demands of the complex maritime world. Systematic, competency-based

recruitment and selection methods can minimize job competency mismatches, reduce turnover rates, and increase the effectiveness of advanced training (Mia and Andreani, 2020). This means there is a close and strategic relationship between how a company recruits and selects its workforce and the quality of its human resources, which will determine the shipping company's operational sustainability and reputation.

Based on this background, this research is important to analyze the relationship between recruitment and selection methods applied by PT. Pelayaran Mercusuar Linta Sindo in producing quality human resources, as well as to provide recommendations for improvements based on data and scientific studies.

METHODS

A key consideration in this research is understanding the recruitment and selection process for PT. Pelayaran Mercusuar Linta Sindo to secure qualified workers. Data collection methods include interviews, skills tests, psychometric assessments, and document review, including application letters and curriculum vitae (CV). The company can also utilize technology for online testing and application applications.

The data collection method in this study requires explanatory data and qualitative information as study material. Observation methods were used by conducting direct observation of recruitment methods, interviews by asking questions to crew and prospective tugboat crew or company leaders, and literature studies.

The data collected includes personal information such as name, address, educational background, work experience, skills, and references. Companies can also collect data through assessment tests, interviews, and references to gain insight into the candidates they will select. Data sources include cover letters, resumes, and additional information requested by the company. Data can also be obtained through in-person interviews, tests, and references from third parties such as coworkers and former employers.

The company also uses external sources such as industry databases. Data analysis is conducted after the company collects data, analyzing it and evaluating the qualifications, abilities, and suitability of candidates for the position offered. This research uses descriptive analysis methods to analyze, describe, and summarize several conditions using data collected through observations or interviews.

RESULTS AND DISCUSSION

1. Recruitment Methods to Obtain Quality Human Resources

Recruitment is carried out by companies to acquire additional workers through several stages, including identification, evaluation, and determination of the company's workforce needs. Recruitment methods are steps to find the right candidates for a company. This method involves disseminating information about available positions, attracting potential applicants, and attracting applicants with the goal of attracting as many applicants as possible.

The purpose of recruitment is to receive qualified applicants for the company's needs from various sources, so that the best job candidates can be selected. The purpose of PT. Pelayaran Mercusuar Linta Sindo in conducting recruitment is to provide qualified job candidates who meet the company's requirements and conditions. There are several recruitment objectives, namely obtaining workers according to the company's needs, experienced, creative workers and able to work hard for the company. Recruitment carried out by the company through new recruitment methods from outside to meet the company's needs. In addition, there are also strategies carried out by the company through transfers and promotions to advance and develop the company. The company chooses recruitment methods to anticipate certain job opportunities that require new human resources. Recruitment is tailored to the circumstances and needs of the company.

Recruitment methods are used to attract and secure qualified and competent candidates to support the company's performance. The recruitment process is carried out in accordance with established company guidelines and mechanisms. Recruitment is conducted through the following procedures and mechanisms:

a. Internal company

The mutation process is used to recruit ships from within the company. There are three types of mutations:

- 1) Position promotion, a worker is promoted from a previous position to a higher position/to another place.
- 2) Job transfer or rotation, moving workers from one position to another without changing their job level.
- 3) Job demotion, the removal of workers from lower-level positions based on their work conditions and performance, or due to simplification of the organizational structure.

Companies provide existing employees with the opportunity to apply for the recruitment process before external recruitment takes place. Position announcements are typically posted in the office and sent via internal email. Internal employees applying for internal promotions must

meet the requirements, demonstrate good performance, demonstrate relevant experience, and pass a test or interview as required.

b. External Company.

The recruitment process from outside the company is carried out in the following ways:

- 1) Advertising or using mass media allows companies to receive a large number of job applications. Therefore, companies can select candidates who meet the requirements and qualifications needed to fill the positions they have.
- 2) Job applications received can be processed directly to meet the company's needs. The company announces vacancies through its website, career portal, social media, and in collaboration with relevant institutions. Applicants must meet the requirements for each position, including education, skills, work experience, and competencies.

2. Selection to Obtain Quality Human Resources

In considering the selection process, the company selects several candidates. More specifically, employee selection is the decision-making process through various procedures to hire workers who meet the needs of PT. Pelayaran Mercusuar Linta Sindo. Several factors influence selection, including age, gender, and health. The selection process is carried out after applicants submit their applications. This process involves assessing qualifications, abilities, and suitability for the position offered with the aim of selecting the best candidate to meet the company's needs.

Each time a vacancy is opened, the company records the number of applicants. Of these applicants, it records how many successfully pass the initial selection process, including written tests and interviews. If the company requires a crew, 30 people will participate in the selection process. Crew members who pass the selection process are periodically evaluated to determine their alignment with the company's expectations. Managers and other employees can also provide feedback on the quality of the recruited workers, the recruitment process, and suggestions for improvement. The recruitment methods used are evaluated to determine their effectiveness in attracting qualified candidates to meet the company's needs.

Recruitment and selection considerations can be influenced by several factors, both internal and external to the company. A company's recruitment process involves several stages that prospective ship crew members must go through. The human resources department makes decisions regarding the number of workers to be selected and the number of workers to be hired. The selection process generally involves document review or fulfilling administrative requirements. Companies conduct comparative studies of similar companies'

recruitment processes to gain insight into best practices and improve their internal processes.

Data on recruitment time, costs, and employee quality can be compared with those of similar companies to determine the company's competitiveness.

In addition to certification-related issues, recruitment methods also address other obstacles such as job market competition, immigration policies, and changing industry trends. Recruitment at PT. Pelayaran Mercusuar Linta Sindo involves applicants filling out an application form at the company, followed by staff and crewing officers checking the completeness of their application documents. The next step in the inspection and evaluation process is the port captain. The selection method used is an interview based on the curriculum vitae of those who pass the initial screening test. The interview process involves prospective workers or ship crew members, who must achieve a score that meets the company's standards as an assessment of qualified human resources. After meeting company standards, prospective workers can sign a seafaring employment agreement and receive a transfer letter for job placement.

CONCLUSION

The relationship between recruitment and selection methods is a crucial step in human resource management within a company. Recruitment steps include job postings, candidate screening, interviews, competency assessments, and hiring decisions. This aims to recruit qualified human resources, individuals who align with the company's needs and possess the abilities, skills, and character traits appropriate to the position.

The relationship between recruitment and selection methods includes the effectiveness of the selection used in assessing candidates, including the accuracy and objectivity of the evaluation tools used, time efficiency in recruitment methods from announcements to placement of selected candidates, the relevance of selection criteria to job demands and company culture, and the retention rate of workers recruited through the process.

Suggesting the relationship of recruitment methods includes the use of more sophisticated technology in the candidate screening and evaluation process to increase efficiency and objectivity, increased collaboration between the human resources department and business units in determining more appropriate recruitment needs, training for interviewers to improve their ability to assess candidates holistically including technical and personality aspects, continuous evaluation of recruitment and selection methods to identify areas of improvement and improve the quality of human resources from the process. By making these improvements, it is hoped that recruitment and selection methods can be efficient, effective, and relevant to the needs and goals of the company.

REFERENCE

- Arifin, R., Sutaryo, M., & Lestari, N. 2021. Competency-Based Recruitment in the Maritime Industry. *Human Capital Review*, 9(2), 112–125.
- Armstrong, M. 2022. *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.
- Dessler, G. 2020. *Human Resource Management* (15th ed.). Pearson Education.
- Djio Gerald Paoki, 2020. 'The Importance of Recruitment and Selection Methods to Measure the Quality of Employee Performance,' *J. Manaj. For Econ. Sciences and Library. UNMER*, pp. 12–40.
- E. Suparni, 2022. Recruitment and Selection Process at PT. Jamsostek. Vol. 1 No. 2 pp. 159-163.

- Jannah, M., & Wahyudi, A. 2020. Strategic Human Resource Management in Maritime Industry. *Journal of Maritime Business and Management*, 5(1), 77–89.
- Kim, S., Lee, H., & Park, J. 2023. Simulation-Based Selection and Its Impact on Employee Retention in Maritime Companies. *Maritime HR Journal*, 10(1), 45–60.
- Lee, M., & Park, J. 2022. Recruitment Strategies and Employment Outcomes in Maritime Firms. *International Journal of Maritime HR*, 8(3), 210–224.
- Lola Kori Lofika Lumban Raja, 2022. The Influence of Recruitment and Compensation on Employee Performance at the Grand Zuri Hotel Pekanbaru,” *JOM FISIP*, vol. 5, pp. 1–13.
- Mondy, RW, & Noe, RM 2021. *Human Resource Management* (14th ed.). Pearson.
- Mia, W. and F. Andreani, 2020. Analysis of Recruitment and Selection at PT Pelayaran Anugerah Wijaya Bersaudara,” *AGORA*, vol. 3, p. 2.
- N. Nurfarizki, N. Syarweni, and DW Susyanti, 2020. Analysis of New Employee Recruitment & Selection at PT Baruna Dirga Dharma, Jakarta,” *Epigram*, vol. 15, no. 2, doi: 10.32722/epi.v15i2.1240.
- Robbins, SP, & Judge, TA 2021. *Organizational Behavior* (18th ed.). Pearson.
- Sugiharto, T., & Ningsih, S. 2023. The Effectiveness of Maritime Personnel Selection Methods. *Maritime HR Journal*, 9(4), 201–215.
- Mujahidin, Rahmadani, N., & Putri, Q. A. R. (2024). Analysis of the Influence of Religiosity Values In Reducing Consumptive Behavior in Indonesian Muslim Consumers. *Amwaluna: Jurnal Ekonomi dan Keuangan Syariah*, 8(2), 253-274.
- Wulandari, S., Irfan, A., Zakaria, N. B., & Mujahidin. (2024). Survey Study on Fraud Prevention Disclosure Measurement at State Islamic Universities in Indonesia. *IQTISHODUNA: Jurnal Ekonomi Islam*, 13(1), 327–348. <https://doi.org/10.54471/iqtishoduna.v13i1.2305>
- Sapsuha, M. U., Alwi, Z., Sakka, A. R., & Al-Ayyubi, M. S. (2024). Review of Gold Trading Practices on Credit (non-Cash) Based on Hadith. *Al-Kharaj: Journal of Islamic Economic and Business*, 6(3).
- Majid, N. H. A., Omar, A. M., & Busry, L. H., Mujahidin Reviving Waqf In Higher Education Institutions: A Comparative Review Of Selected Countries. *European Proceedings of Social and Behavioural Sciences*.
- Ishak, I., Putri, Q. A. R., & Sarijuddin, P. (2024). Halal Product Assurance at Traditional Markets in Luwu Raya Based on Halal Supply Chain Traceability. *Amwaluna: Jurnal Ekonomi dan Keuangan Syariah*, 8(2), 224-240.
- K, A. ., Astuti, A. R. T. ., & ., Mujahidin. (2024). The Impact of Word of Mouth and Customer Satisfaction on Purchase Decisions: The Role of Maslahah as an Intervening Variable in the Cosmetic Products Industry in Indonesia. *Journal of Ecohumanism*, 3(7), 1525–1540. <https://doi.org/10.62754/joe.v3i7.4307>
- Arno, A., & Mujahidin, M. (2024). Enhancing Zakat Management: The Role of Monitoring and Evaluation in the Amil Zakat Agency. *Jurnal Economia*, 20(3), 397-418. doi:<https://doi.org/10.21831/economia.v20i3.53521>
- Amiruddin, R., Abdullah, M. R., & Noor Bakri, A. (2025). The Influence of e-WOM, Fashion Trends, and Income on the Consumption Style of the Muslim Community in Palopo City: A Quantitative Analysis. *El-Qist: Journal of Islamic Economics and Business (JIEB)*, 14(2), 185–205. <https://doi.org/10.15642/elqist.2024.14.2.185-204>

- Meilany, R., Fasiha, F., & Moalla, M. (2025). The Role of Interest as a Mediator in The Relationship of Knowledge and Islamic Financial Inclusion to The Loyalty Costumers of Non-Muslim. *IKONOMIKA*, 10(1), 1-24.
- Fiqran, M., Mujahidin, M., Bakri, A. N., & Abdulrahman, A. J. A. (2024). Motivation for Waqf in Millennials and Generation Z: Highlighting Religiosity, Literacy and Accessibility. *IKONOMIKA*, 9(2), 309-332.
- Putri, Q. A. R., Fasiha, F., & Rasbi, M. (2024). Affiliate marketing and intention to adopt mudarabah: The mediating role of trust in Islamic financial decision-making. *JEMA: Jurnal Ilmiah Bidang Akuntansi Dan Manajemen*, 21(2), 337–362. <https://doi.org/10.31106/jema.v21i2.23381>