

## **THE PERFORMANCE OF EMPLOYEES ANALYSIS IN STRUCTURAL EQUATION MODELLING TO CONSTRUCT THE ON SHIP SCOUTING SERVICE**

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### ***Abstract:***

*This study aims to analyze the effect of the quality of human resources and organizational structure on employee performance with work motivation as an intervening variable. The research sample is a scouting service company for river and sea transportation vessels located in urban rivers to the sea estuary in the city of Palembang, Indonesia, PT. Hexa Fortuna at Breech Marine. as service executor. Respondents of ship employees were 54 respondents. The research model analysis method uses Partial Least Square (PLS) with SMART PLS 3.0 software. The results obtained in the first sub-structure that the quality of human resources and organizational structure partially have a positive and significant effect on work motivation. However, the organizational structure has a more dominant influence. In the second sub structure, the quality of human resources, organizational structure and work motivation partially affect employee performance. organizational structure has a more dominant influence. The indirect effect between the quality of human resources and organizational structure on employee performance mediated by work motivation shows significant results. This shows that the work motivation variable is very influential in mediating the two variables.*

**Keywords:** *Quality of human resources, organizational structure, motivation and employee performance.*

### ***Abstrak :***

*Penelitian ini bertujuan untuk menganalisis pengaruh kualitas sumber daya manusia dan struktur organisasi terhadap kinerja pegawai dengan motivasi kerja sebagai variabel intervening. Sampel penelitian adalah perusahaan jasa kepanduan kapal angkutan sungai dan laut yang berada di aliran sungai perkotaan menuju muara laut di kota Palembang, Indonesia, PT. Hexa Fortuna di Sungsang Marine. sebagai pelaksana jasa. Responden karyawan kapal sebanyak 54 responden. Metode analisis model penelitian menggunakan Partial Least Square (PLS) dengan software SMART PLS 3.0. Hasil yang diperoleh pada sub struktur pertama bahwa kualitas sumber daya manusia dan struktur organisasi secara parsial berpengaruh positif dan signifikan terhadap motivasi kerja. Namun, struktur organisasi memiliki pengaruh yang lebih dominan. Pada sub struktur kedua, kualitas sumber daya manusia, struktur organisasi dan motivasi kerja secara parsial berpengaruh terhadap kinerja pegawai. struktur organisasi memiliki pengaruh yang lebih dominan. Pengaruh tidak langsung antara kualitas sumber daya manusia dan struktur organisasi*

*terhadap kinerja pegawai yang dimediasi oleh motivasi kerja menunjukkan hasil yang signifikan. Hal ini menunjukkan bahwa variabel motivasi kerja sangat berpengaruh dalam memediasi kedua variabel tersebut.*

**Kata Kunci:** *Kualitas Sumber Daya Manusia, Struktur Organisasi, Motivasi Dan Kinerja Karyawan*

## **Introduction**

Indonesia is the largest archipelagic nation in the world as stated by White et al. (2014) and it has the second longest coastline after Canada (Gumbira and Harsanto, 2019), with two-thirds of its total territory categorized as ocean. With this potential, Indonesia has potential in the marine and fisheries economic sector which can be utilized to lead to a more advanced and prosperous Indonesia (Rochwulaningsih et al., 2019). Indonesia also has 17,058 islands (Russeng et al., 2020), geographically located between the two continents of Asia and Australia and flanked by the Pacific Ocean and the Indian Ocean. No wonder, there are many ports and ships scattered in Indonesia. One of them is a port located in the city of Palembang which always applies scouting services to loading and unloading ships and tankers transporting petroleum belonging to the Indonesian state oil company of PT. Pertamina. Guidance services for ships whose task is to carry/guide ships or assist navigation in shipping lanes and facilitate the mooring of ships. This is performed by scout services in order to avoid the possibility of fatal mistakes made by the captain as well as increasing the safety and efficiency of ship operations.

PT. Hexa Fortuna located in Sungsang marine area, Indonesia is a ship scouting service company which oversees scouting services for tankers loaded with petroleum, both vessels owned by PT. Pertamina or chartered. The aim of this company is to escort them from the outer threshold of the river to the docks of oil companies. During operation, this company requires reliable quality human resources who have high work motivation in order to achieve the objectives of the company. Qualified human resources will provide their energy, talent, creativity and effort to the organization resulting in the better performance of the company. In addition, professionalism (Nurrohmat, 2022, Kaawaase et al., 2020, Polat and

Benligiray, 2022) and organizational commitment (Thamrin, 2012, Nazir and Islam, 2017, Hendri, 2019) affect employee performance.

However, there are problems found at PT. Hexa Fortuna in relation to employee performance in 2020. Build-up of work, lack of employee motivation and low level of discipline were observed. This can be seen from the level of availability of tugboats which is required in scouting. The average availability level of tugboats is ideally set at 80%. However, only 74.74% was achieved as shown in the period of January to December of 2020. This shows that employee performance is not optimal and the expected target is not achieved which can have an impact on the performance of the company. In this case, PT. Hexa Fortuna should improve the quality of human resources in accordance with the needs of the company. One of the factors affecting the employee performance is the work motivation (Al-Musadieq et al., 2018, Rita et al., 2018, Pawirosumarto et al., 2017).

Therefore, it is important for companies to improve employee performance through motivating employees. Besides that, employees who lose work motivation are employees who lose interests tend to be late for work and often take a sick leave. These conditions were also analyzed at PT. Hexa Fortuna. Fortunately, the employees of PT. Hexa Fortuna have good attendance records with only less than 2% of employees were absent in 2019 and 2020. Thus, we aim to determine the impact of the quality of human resources and organizational structure on work motivation as well as its implications on the performance of ship scouting service employees of PT. Hexa Fortuna.

Human resource management (HRM) is mainly focused on maximizing the abilities of employees or members through various strategic steps in order to improve the performance of employees towards optimizing organizational goals. There are various aspects in HRM such as the process of acquiring (Turulja and Bajgoric, 2018, Jimenez- Jimenez and Sanz-Valle, 2013, Than et al., 2021), training (Guan and Frenkel, 2019, Rasheed et al., 2016, Amin et al., 2014), appraising (Gupta and Kumar, 2013, Tuytens and Devos, 2012, Ling et al., 2018) and compensating employees (Diaz-Fernandez et al., 2017, Oh, 2020, Hasan et al.,

2019). An effective process of HRM is expected to increase the employee performance (Cherif, 2020, Sharma and Sharma, 2017, Tian et al., 2016). Employee performance can be defined as a work achieved by individuals in carrying out the tasks assigned to them and how much they can contribute to the organization. Employee performance is often produced from one's technical knowledge, skills, adaptability and interpersonal relationships.

Sunarto (2015) examined the need for HRM and scout facilities at seaports. The findings suggest that there are excessive employees in which many employees do not work which hindering the employee performance. Scout services at the port of Indonesia II in South Sumatra were also investigated and the findings suggest that some operators lack technical expertise and understanding of standard operating procedures for scouting services (Rikiatun et al., 2021). Purnomo and Ario (2009) analyzed the scouting services at the port of Indonesia II in Tanjung Priok and they showed that in the implementation of marine scouting services there needs to be rejuvenation and addition of the tugboat fleet as well as efforts to improve the skills of scouting service personnel so that the scouting services can be improved. The operational system at PT. Pelabuhan Indonesia III Tanjung Perak Surabaya Branch were studied and the results indicate that the quality of scouting services are impacted by the quality of human resources involved in the job (Agus Setiono, 2012). Scouting services were also supported by professionalism of personnel, adequate facilities and infrastructure as well as ship condition and age as found at port of Soekarno Hatta Makasar (Tanjung, 2017).

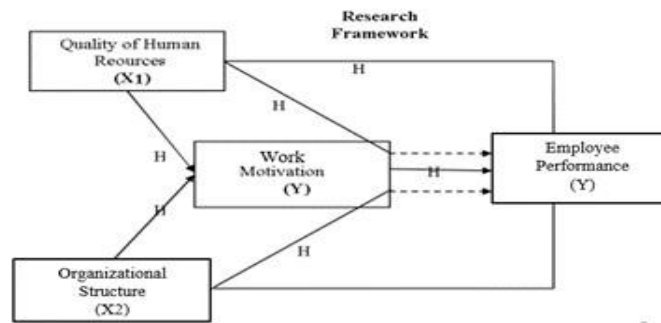
Waiting time of ship scouting services at the port of Tanjung Perak Surabaya was analyzed and it was obtained that the waiting time was not in accordance with standard operating procedures because the waiting time in getting scouting services was on average more than 2 hours, causing high costs and dissatisfaction of the recipients of scouting services (Andrianto et al., 2016, Melmambessy and Sutanto, 2021). Similarly, too long waiting time of 7 hours per ship was also observed due to overcapacity in which ship visits exceed the stipulated time standards and one of the factors was that the pilotage services and equipment facilities for loading and unloading ships at the dock were not optimal (Hadi, 2010). These conditions are

still far from the target as set by Pelindo IV Makassar Branch in which zero complaints were targeted with an ideal waiting time of maximum one-hour (Hamid, 2018).

The analysis of the number of scouts in improving services at the Tanjung Emas port in Surabaya showed that the number of scout service personnel on the number of ship visits was inadequate, because the number of scout personnel was 8 people with an average ship visit of 23 per day where 1 pilot can guide 2 to 3 ships (Garnis, 2020). The author also stated that the service of 1 ship requires a pilot service time of 40 minutes so the total time in a day is 36 hours which are more than 24 hours per day and there are also problems with the lack of English-speaking skills of the pilotage personnel when serving foreign ships. Priyohadi et al. (2020) conducted research with multiple regression analysis on the independent variables namely, scouting services, productivity of loading and unloading of goods as well as document management services at Tanjung Perak port of Surabaya. They found that the independent variables of scouting services and administrative document management services have a positive and significant effect on company performance, while loading and unloading services have no effect on company performance. However, there is still a missing gap in the literature which will be addressed in this work in terms of the quality of human resources and organizational structure on work motivation and its implications on the performance of ship scouting service which is expected to provide a new insight for the improvement of company performance which is operating in this sector.

### **Research Methods**

Framework of this research is shown in Figure 1 and it describes the steps of a causal relationship study based on a theoretical study between the independent variable (X), namely the variable quality of human resources and organizational structure variable as a basis for testing with statistical tools whether there is an effect on the dependent variable (Y), namely work motivation variable and employee performance variable as stated in the research hypothesis.



**Figure 1. Research framework**

The aim of this study was to determine the effect of the quality of human resources and organizational structure on work motivation and its implications for employee performance in ship scouting services of PT. Hexa Fortuna in Sungsang marine area, South Sumatra, Indonesia and the the following hypotheses were formulated:

- H1: It is suspected that there is an influence of the quality of human resources on employee work motivation.
- H2: It is suspected that there is an influence of organizational structure on employee work motivation.
- H3: It is suspected that there is an influence of the quality of human resources on employee performance.
- H4: It is suspected that there is an influence of organizational structure on employee performance.
- H5: It is suspected that there is an influence of work motivation on employee performance.
- H6: It is suspected that there is an indirect effect of the quality of human resources on employee performance mediated by employee motivation.
- H7: It is suspected that there is an indirect influence of organizational structure on employee performance mediated by employee motivation.

### **Data Collection Technique**

In this study, data was taken by distributing questionnaires to 54 respondents. The contents of the questionnaire were related to the research instruments, namely the quality of human resources variable, organizational structure variable and division of tasks, work motivation variable and employee performance variable. There are 3 indicators and 9 questionnaires for human resources quality variable, 5

indicators and 10 questionnaires for organizational structure variable, 5 indicators with 10 questionnaires for work motivation variable and 4 indicators with 9 questionnaires for performance variable.

**Convergent validity variable**

**Table 6.** Convergent validity variable

Indicator Variable	Quality of Human Resources	Organization Structure	Motivation	Performance
1	0.73	0.90	0.830	0.89
2	0.73	0.86	0.857	0.91
3	0.87	0.87	0.849	0.87
4	0.741	0.78	0.812	0.75
5	0.864	0.87	0.909	0.90
6	0.887	0.73	0.827	0.78
7	0.758	0.87	0.877	0.83
8	0.899	0.89	0.866	0.85
9	0.804	0.96	0.997	0.89
10	-	0.51	0.584	-

Another measure of convergent validity is the average variance extracted (AVE) which describes the amount of variance or diversity of manifest variables that can be owned by the latent construct. Thus, the greater the variance or the diversity of the manifest variables that can be contained by the latent construct, the greater the representation of the manifest variable on the latent construct. The results of the AVE data processing are shown in the Table 7. The validity of each construct was tested with AVE and the construct has good validity if it was worth more than 0.5. Table 4 shows that work motivation (Y1), performance (Y2), quality of human resources (X1) and organizational structure (X2) have values of > 0.5. This means that in general the variables studied from all question items that will be used have a good level of reliability.

**Table 7.** Results of AVE

Variable	Average Variance Extracted (AVE)
Motivation	0.583
Performance	0.590
Quality of Human Resources	0.545
Organizational Structure	0.573

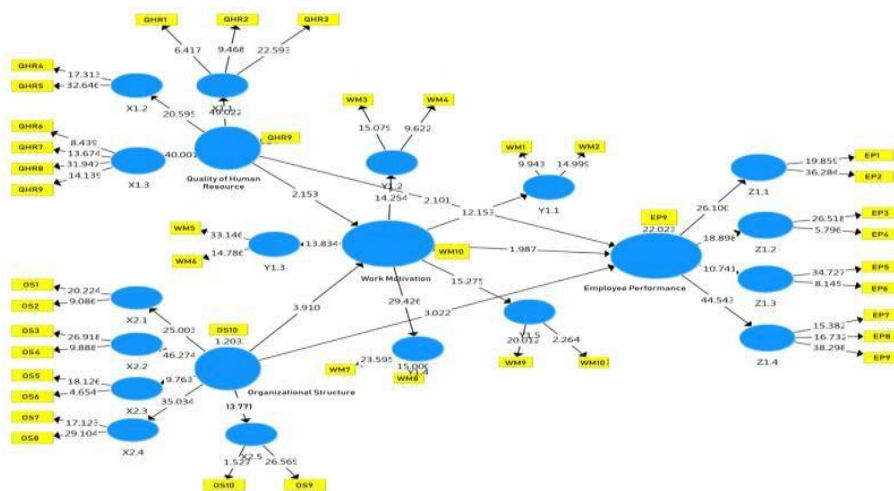
Furthermore, it can be seen from the CR and Cronbach’s Alpha values of each variable as shown in Table 8. The table shows that the CR value of all variables is

above 0.7 and the Cronbach's Alpha value of all variables is above 0.6. Thus, all research variables show a fit measurement value. This means that all question items that will be used to measure variables are reliable.

**Measurement of Variable Model**

The measurement of the variable model is a step to see the validity and reliability of the indicators in the research model. A model is declared valid if it has a standard loading factor above 0.5 or in other words a lower loading factor of 0.5 must be dropped from the model. While the reliability test is seen from composite reliability (CR), if the value is more than 0.7 then it shows a satisfactory value and is strengthened again by looking at Cronbach's alpha and it is recommended to have a value above 0.6. The results of data processing using PLS – SEM for the variables of human resource quality, organizational structure, work motivation and employee performance, can be seen in Figure 2. This figure shows that the standard loading factor has a value of more than 0.5 so it can be said that it has met convergent validity. In detail, the loading factor values can be seen in Table 6.

**Figure 2.** Loading factor full model



**Structural Measurement/Inner Model**

Measurement of the structure of the model is used to see the relationship between variables through the bootstrapping process of t-statistical parameters to predict the relationship between variables, then the structure model

is evaluated by looking at the percentage described by R-Squared value analysis. R-Squared on endogenous constructs is the coefficient of determination on endogenous constructs. The R-Squared test is a way to measure the level of Goodness of Fit (GOF) of a structural model. The R-Squared value is used to assess how much influence possessed by the dependent latent variable. The obtained R-Squared result of 0.67 and above for endogenous latent variables in the structural model indicates the effect of exogenous variables on endogenous variables is in the good category, while 0.33 - 0.67 is in the medium category and 0.19 - 0.33 is included in the weak category. The value of R-Squared and adjusted variable R-Squared can be seen in Table 8. The table shows that the R-Squared value of the work motivation variable is 0.717, meaning that 71.7% of motivational variables can be explained by the quality of human resources and organizational structure variables. While the R-Squared value of the performance variable is 0.929, meaning that 92.9% of the performance variable can be explained by the motivational variable and 7.1% is explained by other variables.

**Table 8.** R-Squared

Variabl	R-Squared	Adjusted R-Squared
Motivation	0.717	0.706
Perforance	0.929	0.925

Indirect influence between the two variables can occur when a variable affects another variable through one or more latent variables in accordance with the trajectory contained in the research variables. Table 9 shows that the indirect effect between the variable quality of human resources on employee performance mediated by the employee motivation variable and the organizational structure variable on the performance mediated by the employee motivation variable is both significant as  $0.000 < 0.05$ . This indicates that the variable quality of human resources and organizational structure on performance will be more effective if there is a mediating variable in the form of work motivation between the two variables.

Table 9. Indirect Influence

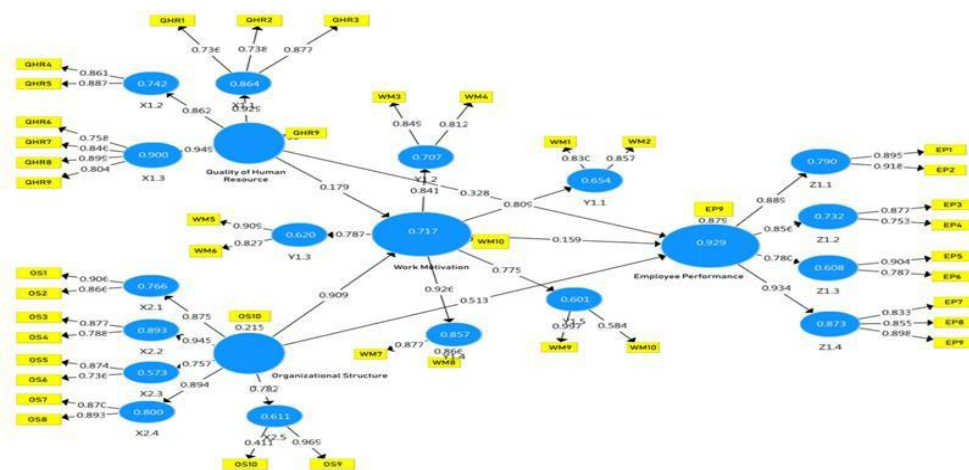
	Original Sample	Mean Sample	Standard Deviation	T-Statistic	P-Value
Quality of Human	.153	0.132	0.05	3.001	.000
Organization Structure-Motivation -	.14	0.153	0.07	10.960	.048

t-Statistic Full Model

Table 10. Path coefficient full model

	Original Sample	Mean Sample	Standard Deviation	T-Statistic	P-Value
Quality of Human Resources-	0.179	0.898	0.170	2.153	0.000
Organizational Structure-	0.909	0.540	0.232	1.920	0.003
Quality of Human Resources -	0.328	0.244	0.083	2.101	0.027
Organization Structure-Performance	0.513	0.300	0.156	3.022	0.036
Motivation-Performance	0.159	0.157	0.080	1.987	0.049

Figure 3. T-statistic full model (bootstrapping)



Discussion of results

H1: The influence of the quality of human resources on the work motivation.

The result of the path coefficient in Figure 3 is 0.179 and the t-statistic shows a significance value of 2.153 which is greater than the t-table of 1.96. Thus, hypothesis 1 is proven that the quality of human resources has an effect on employee motivation. This is a new finding, since most of previous studies have not explored the relationship between the quality of human resources on employee motivation.

H2: The influence of the organizational structure on the work motivation.

The obtained path coefficient is 0.909 and the t-statistic is  $3.910 > 1.96$ . Thus, hypothesis 2 is proven that organizational structure has an effect on employee motivation. The results of this analysis are in line with previous works that have found that every improvement in the organizational structure will result in an improvement in employee motivation (Akbar et al., 2019, Nasution et al., 2021).

H3: The influence of the quality of human resources on the employee performance.

The path coefficient found to be 0.328 and the t-statistic is  $2.101 > 1.96$ . Thus, hypothesis 3 is proven that the quality of human resources has an effect on employee performance. The results of this study are in accordance with the work of (Darmawan et al., 2020) that the quality of human resources has a significant influence on employee performance and it is also supported by the results of (Nurlina et al., 2020).

H4: The influence of organizational structure on the employee performance.

The path coefficient is obtained as 0.513 and the t-statistic is  $3.022 > 1.96$ . Thus, hypothesis 4 is also proven that organizational structure has an effect on employee performance. This is in alignment with previous study which has obtained that there is a significant influence between organizational structure on employee performance (Hao et al., 2012).

H5: The effect of work motivation on the employee performance.

The calculated value of path coefficient is 0.159 and the t-statistic is  $1.987 > 1.96$ . Thus, hypothesis 5 is proven that employee work motivation has an effect on employee performance. It was also found that there is a significant influence

between work motivation on employee performance (Shahzadi et al., 2014, Pangastuti et al., 2020).

H6: The influence of the quality of human resources on employee performance mediated by the work motivation Based on the results of data analysis, the path coefficient is 0.153 and the t-statistic is  $3.001 > 1.96$ . Thus, hypothesis 6 is proven that employee work motivation can mediate the effect of the quality of human resources on employee performance. This is another new finding that has not been studied previously.

H7: The influence of organizational structure on employee performance mediated by the work motivation. The path coefficient was obtained as 0.144 and the t-statistic is  $1.986 > 1.96$ . Thus, hypothesis 7 is proven that employee work motivation can mediate the effect of organizational structure on employee performance. This finding also has not been reported so far in the literature.

### **Implications for business practice**

This study has theoretical and empirical implications, this study analyzes a large number of the quality of human resources and the quality of organizational structure as well as the division of tasks to analyze their effect on employee performance, whereas in the past many researchers have analyzed the contribution of the quality of human resources and organizational structure and division of tasks in provide employee work motivation and improve employee performance, but in general many previous studies have explored the influence of the quality of human resources and organizational structure on employee performance, this study introduces work motivation as a mediating variable between the quality of human resources and organizational structure and division of tasks on employee performance. In addition, this research is considered in the life of practitioners, has important meaning for leaders of developing organizations in Indonesia, because it guides them on how to develop employee work motivation and efforts to improve employee performance, in the field of tugboat escort services in river waters, this study shows that the quality of effective and efficient human resources in an organization, organizational structure and division of tasks must be clear and

measurable so that employee motivation can grow and be developed, maintained, and employee performance can be improved.

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