



# The influence of recruitment organizational culture and motivation on employee performance in class ii port health office Banten

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## ABSTRACT

In an institution the importance of employee performance as a standard for an institution can be assessed as good. The performance appraisal that occurred at the Banten Class II Port Health Office has decreased due to various factors. The need to increase this performance needs to be seen its effect on several variables, namely recruitment, organizational culture, and motivation that can improve employee performance in achieving organizational goals. The purpose of this study was to measure the effect of recruitment, organizational culture and motivation on employee performance at Class II Port Health Office Banten. Superiors in this study was to measure the effect of recruitment, organizational culture and motivation on employee performance at Class II Banten Port Health Office. The research method is quantitative and uses a questionnaire with an ordinal scale of 1-10 points. Sampling technique with saturated sampling method of 70 samples. The research findings explain that there is an influence of recruitment, organizational culture and motivation on performance employees at the Banten Class II Port Health Office. The research findings explain that there is an influence of recruitment, organizational culture and motivation on performance employees at the Banten Class II Port Health Office.

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## INTRODUCTION

Port Health Office (KKP) domiciled in Cilegon City, Banten Province, is one of the KKP's in Banten Province. The scope of the Banten Class II KKP Working Area covers the entire Banten Province which has an area of 8,800.83 Km<sup>2</sup> with a coastline 509 Km stretching along the west and south coasts of the island of Java. Banten Province consists of 4 cities and 4 regencies, namely Cilegon City, Serang City, Tangerang City, South Tangerang City, Serang Regency, Pandeglang Regency, Lebak Regency and Tangerang Regency.

Duties and functions are as guardians of State Entrance in the Health Sector or Prevention of Disease. Banten Class II Port Health Office employees perform 24-hour service on the job. In the conditions of the Covid-19 pandemic, of course, it is the main task as a guard for State Health where the duties and functions of the Banten Class II port Health Office are very busy, every ship from within and outside the country must be inspected more strictly to prevent the spread of the Covid-19 virus. The limited number of employees makes employee performance less than optimal in carrying out activities, so that it will affect the implementation of employee performance in carrying out activities. According to Mangkunegara (in Munawar, 2019 : 13) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The performance data for 3 years (2019-2021) shows that the performance of the Port Health Office has decreased from the implementation of activities. This is due to the fact that all activities are focused on handling and preventing the Covid-19 Virus which results in activities that have been planned in performance planning not being carried out properly. According to Mangkunegara (Munawar, 2019) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Prawirosentono (in Aiyub, 2018: 10) performance is the result of work that can be achieved by a person or group within an organization in accordance with their respective authorities and responsibilities

According to Effendy (Purba, 2019) organizational culture is the norms, values, assumptions, beliefs, philosophies, organizational habits developed over a long time by the founders, leaders, and members of the organization which are applied in organizational activities.

Motivation is one of the factors that can support the achievement of maximum performance, because according to Hasibuan (Ramadina, 2020) work motivation is a stimulant of desire and driving force of one's willingness to work because each motive has a specific goal to be achieved.

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are *invisible* and provide the strength that encourages individuals to behave in achieving goals. Every organization certainly wants to achieve its goals. To achieve this goal, the role of humans involved in it is very important. To move people to conform to what the organization wants, it must be understood the motivation of the people working in the organization, because of this motivation that determines the behavior of people to work, or in other words behavior is the simplest reflection of motivation.

From these problems, researchers want to know whether recruitment, organizational culture and motivation affect employee performance at the Banten Class II Port Health Office. So that the researcher is interested in giving the title of this research, namely **the Influence of Recruitment, Organizational Culture and Intrinsic Motivation on Employee Performance at the Class II Banten Port Health Office.**

Recruitment has an influence on employee performance, as evidenced by the research conducted by (Surianti, 2018) entitled "The Influence of the Recruitment and Selection Process on Employee Performance at PT. Sutomo Sukses Sejati" states that there is a positive influence between recruitment and employee performance, which means that the better the recruitment, the employee performance will also increase. Research conducted by (Lina, 2020) entitled "The Influence of Recruitment on Employee Performance" also yielded the same research results that recruitment has a positive and significant effect on employee performance. (Fitri, 2021) research entitled "The Effect of Recruitment, Selection, and Placement on Employee Performance" also concludes that recruitment has a positive and significant impact on employee performance, meaning that by carrying out good and correct recruitment, the company will produce human resources. human beings who perform well, qualified and competent in order to achieve organizational goals.

Organizational culture has an influence on employee performance, as evidenced by the research conducted by (Wiyanto, 2021) entitled "The Influence of Organizational Culture on Employee Performance at PT. Putra Sinar Permaja (South Quarter)" stated that there is an influence

between organizational culture on employee performance at PT. Putra Sinar Permaja (South Quarter) which means, if the implementation of organizational culture runs effectively, employee performance will increase. One of the articles from the international journal belonging to (Pratama, 2021), entitled "The Influence of Organizational Culture and Communication on Employee Performance Studies on Bank Tabungan Negara (Persero), Tbk Banjarmasin and Banjarbaru areas, South Kalimantan" states that organizational culture has a positive effect on the performance of Bank BTN employees in the Banjarmasin and Banjarbaru regions, Kalimantan South, which means that organizational culture has become a habit that has been implemented so that employee behavior can unite with each other. Based on this description, the hypothesis is formulated as follows:

Research conducted by (Tusholihah, 2019) entitled "The Influence of Work Motivation and Discipline on Outsourcing Employee Performance" also yielded research results that motivation has an influence on employee performance at PT. CITUS. An article from entitled "The Influence of Organizational Culture and Motivation on Employee Performance" states that motivation has a positive and significant effect on performance at company X, which means that motivation is very important given to employees to improve employee performance. in order to achieve a common goal.

## RESEARCH METHOD

This research is a quantitative research to examine the influence between variables and the survey method used in this study. Quantitative research is research conducted by collecting numerical data to explain certain phenomena (Paramitha, Rizal, 2021). The research will be conducted at the Banten Class II Port Health Office which is located at Jl. Major General Sutoyo No. 21, Gerem, Rawa Arum, Kec. Grogol, Cilegon City, Banten Province. The total population in this research is 70 people. The entire existing population is used as a sample so that the sampling technique is called saturated sampling technique. According to Sugiyono (in Fitria, 2018: 200) the saturation sampling technique is a sampling technique in which all members of the population are used as samples. The data used in this study were taken from primary data by distributing questionnaires. The measurement uses an ordinal scale with a value range of 1 (strongly disagree) to 10 (strongly agree). This study uses the *Structural Equation Modeling (SEM)* method using the Smart PLS 3.2.9 application in processing data.

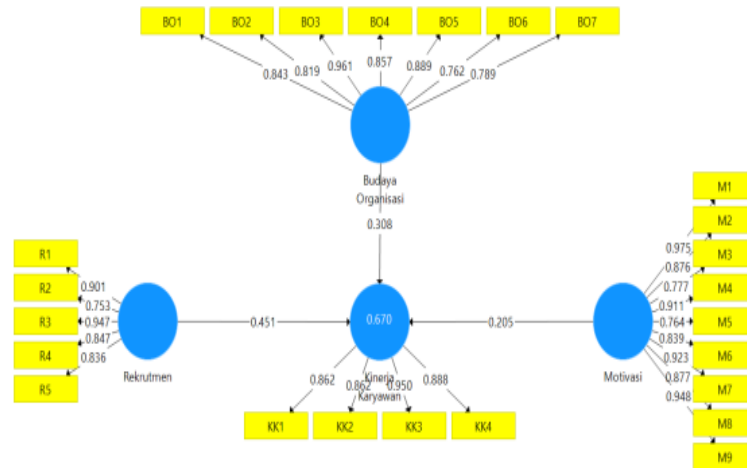
## RESULTS AND DISCUSSIONS

### **The scope of research**

The Port Health Office is a Technical Implementation Unit (UPT) within the Ministry of Health which is under and responsible to the Director General of Disease Prevention and Control (Ditjen P2P). Based on the Minister of Health Regulation (Regulation of the Minister of Health) of the Republic of Indonesia number 77 of 2020, concerning the Organization and Work Procedure of the Port Health Office. The Banten Port Health Office is classified in KKP Class II whose main tasks and functions are divided into general administration subdivisions, installations, work areas and functional position groups. The duties and functions of KKP Class II Banten are to carry out prevention of entry and exit of diseases, potential disease outbreaks, epidemiological surveillance, quarantine, control of environmental health impacts, health services, supervision of OMKABA and safeguards against new diseases and re-emerging diseases, bioterrorism, elements biology, chemistry and radiation protection in the working area of Airports, Ports and National Land Border Crossings.

## Data Quality Test

### a. Outer Model Analysis Results



**Figure 2.** Outer model validity test  
Source: Processed in research, 2022

An indicator is said to be valid if it has an outer loading above 0.70 according to Ghozali (Ermawati, 2018). In this study, there are three variables with 25 indicators. Based on the results of data processing, the loading factor value of the Employee Performance variable is measured by the KK1 – KK4 indicators. All indicators have a loading factor value above 0.70 and are declared valid. Furthermore, the recruitment variable is measured by indicators R1 – R4. All indicators have a loading factor value above 0.70 and are declared valid. Organizational Culture Variable is measured by BO1 – BO7 indicators. All indicators have a loading factor value above 0.70 and are declared valid. Motivation Variable is measured by indicators M1 – M9. All indicators have a loading factor value above 0.70 and are declared valid. This means that these four variables have met the requirements and are declared as good models.

### Validity Test (Value of Average Variance Extracted (AVE)) Construct Reliability and Validity

**Table 5.** Construct reliability

Variabel	Cronbach's Alpa	rho_a	Composite Reliability	Average Variance Extracted ( AVE )
Budaya Organisasi	0.934	0.946	0.947	0.719
Kinerja Karyawan	0.913	0.921	0.939	0.794
Motivasi	0.963	0.975	0.968	0.773
Rekrutmen	0.911	0.933	0.933	0.738

Source: Processed in research, 2022

In this model, the *Average Variance Extracted* (AVE) requires that the model is said to be good if the AVE value of each construct is  $> 0.5$ . Based on the column above, the AVE value of the recruitment variable, organizational culture, motivation, and employee performance is above 0.50, which means that the four research variables are declared valid.

**Reliability Test (Cronbach's Alpha Value and Composite Reliability)**

According to Chin (in Fridantara, 2018: 65) Cronbach's alpha measures the lower limit of the reliability value of a construct and composite reliability measures the actual value of the reliability of a construct. Ghozali (Fridantara, 2018) argues that the rules used to assess construct reliability are that the composite reliability value must be  $> 0.7$ . Based on table 1., all variables have a value  $> 0.7$  so it can be concluded that all variables fulfill the reliability test.

**Structural Model Test Results (Inner Model) R Square**

Table 6. R. Square

	R Square	R Square Adjus
Kinerja	0.670	0.655

Source: Data processed in research, 2022

According to Ghozali and Latan (in Fridantara, 2018: 70) R-Square indicates the amount of *variance* of the construct described by the model, the higher the value, the better the proposed research model. Based on table 2., the employee performance variable has an R Square value of 0.670 meaning that 67% of the variables of recruitment, organizational culture and motivation affect employee performance variables and the remaining 33% are influenced by other variables outside the research.

**Hypothesis testing**

Hypothesis testing is done by looking at the value of the  $T_{statistic}$  or  $P_{value}$  ( $< 0.05$ ). According to Prime (in Nuryanti, 2020: 50) the  $T_{table\ value}$  uses a significance level of 95%, which is 1.96. If the value of the  $T_{statistic} > 1.96$  then the hypothesis is accepted, while the hypothesis will be rejected if the value of the  $T_{statistic}$  is  $< 1.96$ .

**Path Coefficient**

Table 7. Path coefficient hypothesis test

Variabel	Original Sampel	Sampel Mea	Standar Deviasi	T Statistic	P Values
Budaya Organisasi > Kinerja Karyawan	0.308	0.304	0.189	1.632	0.103
Motivasi > Kinerja Karyawan	0.205	0.201	0.081	2.545	0.011
Rekrutmen > Kinerja Karyawan	0.451	0.461	0.196	2.294	0.022

Source: Data processed in research, 2022

**Hypothesis Discussion**

**Recruitment (X<sub>1</sub>) has a positive and significant effect on Employee Performance (Y)**

Based on the results of the first hypothesis test, recruitment (X<sub>1</sub>) has a positive and significant effect on employee performance (Y). The first hypothesis in this study was accepted because it had a P value of 0.022  $< 0.05$  and  $T_{statistic}$  ie 2.294  $> 1.96$ .

- Organizational Culture ( $X_2$ ) has no positive and significant effect on Employee Performance (Y)
- Based on the results of the second hypothesis test, organizational culture ( $X_2$ ) has no positive and significant effect on employee performance (Y). The second hypothesis in this study was rejected because it had a P value of  $0.103 > 0.05$  and  $T_{\text{statistic}} = 1.632 < 1.96$ .
- Motivation ( $X_3$ ) has a positive and significant effect on Employee Performance (Y)  
Based on the results of the third hypothesis test, motivation ( $X_3$ ) has a positive and significant effect on employee performance (Y). The third hypothesis in this study was accepted because it has a P value of  $0.011 < 0.05$  and  $T_{\text{statistic}} = 2.545 > 1.96$ .

## CONCLUSION

The conclusions that can be drawn from this research are recruitment ( $X_1$ ) has a positive and significant effect on employee performance (Y) Class II Port Health Office Banten. Organizational Culture ( $X_2$ ) has no positive and significant effect on Employee Performance (Y) Class II Port Health Office Banten. Motivation ( $X_3$ ) has a positive and significant effect on Employee Performance (Y) Class II Port Health Office Banten. Based on the conclusion, the Organizational Culture variable has no positive and significant effect on Employee Performance, while the Recruitment variable and Motivation variable have a positive and significant effect on Employee Performance. Therefore, it is hoped that future researchers can add other variables to find out what factors other than Organizational Culture affect Employee Performance such as training and development, salary, and assessment according to Haynes (in Indriasari, 2018: 142). The results of this study can be used as material for consideration and evaluation to improve employee performance considering intrinsic motivation and work discipline as the main factors that must be improved because they are proven to influence employee performance improvement. The results of this study can be used as material for consideration and evaluation related to organizational culture which has not been fully implemented by employees so that it is considered necessary to carry out routine activities to internalize organizational cultural values to all employees so that they can be transformed into work behavior. The results of this study can be used as material for consideration and evaluation related to efforts to increase employee competence, especially those related to the use of information-based and electronic (online) technology in public services related to health services served by the Port Health Office Class II Banten.

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