

EMPLOYEE RECRUITMENT PROCESS: : A CASE ON A TELECOMMUNICATION COMPANIES IN INDONESIA

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ABSTRACT

The purpose of this study is to find out how the employee recruitment process is carried out by telecommunications companies in Indonesia. To find out the obstacles that occur in the employee recruitment process carried out by telecommunications companies in Indonesia. To find out what solutions are obtained from these existing constraints. The research methodology used is descriptive qualitative which aims to describe the conditions and analyze employee recruitment process telecommunication company in indonesia. This research requires data related to the author's study which is sourced from literature studies, field studies, documentation techniques. The results of the research regarding the employee recruitment process at telecommunications companies in Indonesia are as follows: Starting from the user submits a request for labor to HRD. HRD receives, checks and then submits it to BOD. If the BOD agrees, a job vacancy will be opened. HRD will make a selection, after the recruitment process is complete. The new employee will undergo a probationary period and a performance appraisal will be carried out on the new employee. If during the probationary period the new employee's performance appraisal is good, he will be appointed as a permanent employee. Barriers in the employee recruitment process are as follows: Recruitment of employees for positions that have certain qualifications is difficult to obtain in a short time, some candidate telephone numbers are difficult to contact, limited storage space for documents that hinders the recruitment process, the number of candidates who come for written tests and the interview did not match the person contacted. Solutions in solving problems or obstacles are as follows: HRD will seek information from other companies and will inform the relevant department whether the problem or obstacle takes a long time or not. If the candidate's number is difficult to contact, they will be contacted via e-mail and sms. The company provides a special storage room for the personnel division. Re-contact candidates who are unable to attend to reschedule the written test and interview schedule.

Keywords: process, recruitment, employees.

1. INTRODUCTION

In the era of globalization, human resource management is not an easy thing, this is because humans are unique elements and have different characteristics from one another. Therefore, various infrastructures need to be prepared to support the realization of quality human resource processes. The role of human resource management in the organization is not small, even as a central manager and provider of human resources for other departments.

Human Resources (HR) is one of the important factors in development, HR supports the achievement of a country's progress. Human resource development is essentially directed at improving quality, the result of which can increase productivity. Human Resources are very important organizational assets, so their roles and functions cannot be replaced by other resources. HR can also be referred to as personnel, labor, workers, and employees.

Recruitment management is one of the processes in personnel administration in the Human Resource Development (HRD) Department that supports decision makers in determining appropriate human resources to meet workforce needs. Therefore, recruitment is an activity in Human Resource Management (HRM).

Recruitment is one of the important processes in finding professional and qualified personnel to occupy a position or job in a company. Suitable recruitment will receive qualifications such as Tests and Interviews. Recruitment in a company is an opportunity for someone to start a career. This research has the title "Employee Recruitment Process in Telecommunications Sector Companies in Indonesia" with the aim of knowing how the recruitment process goes, as well as to find out what obstacles are in the process.

2. LITERATURE REVIEW

a. Recruitment Process

According to Lupiyoadi (2014: 25) states that the process is a combination of all activities generally consisting of procedures, work schedules, activities and routine matters, where services are produced and delivered to consumers. According to S. Handyaningrat (2015: 20) states that the process is a series of stages of activities starting from setting goals to achieving goals. Based on the above understanding it can be concluded that the process is a series of activities or activities that are interrelated starting from setting goals to achieving goals.

According to Indah Puji Hartatik (2014: 70) stated that in essence, recruitment is a process of determining and attracting applicants who are able to work in a company. According to Kadar Nurzaman (2014: 67) states that: The recruitment process is carried out through announcements in the mass media, electronic media, and others to attract prospective employees who will later submit job applications offered according to the needs of organizations or companies, both public and private. According to Edy Sutrisno (2014:45) stated that: Recruitment is a process of seeking, procuring, finding, and attracting applicants to be employed in an organization. The process of recruiting human resources should not be ignored, this is due to ensure that there is no mismatch between what is desired and what is obtained. In order to be able to obtain quality human resources and the number that suits their needs, a recruitment method is needed that can be used in the withdrawal process based on a really mature plan.

b. Employee

According to Jaenudin Akhmad (2013: 57) explains that employees are the main wealth or asset of every company. According to Hamzah B Uno and Lamatenggo (2014: 97) stated that employees are nouns, in the form of people or groups of people who have a certain status because of their work. Based on the above understanding it can be concluded that employees are human resources or residents who work in the company to achieve company goals and the goals of the employees themselves.

c. Recruitment Sources

According to Mila Badriyah (2015: 91) states that recruitment has 2 (two) sources, namely:

1) Internal Recruitment

Internal sources include current employees, who can be nominated for promotion, reassigned or rotated, as well as former employees who can be recalled. Inside candidates are more committed to the company and less trained than outside candidates.

2) External Recruitment

External recruitment is the process of obtaining labor from the labor market from outside the company. External sources of recruitment include individuals who are not currently members of the organization or company. The biggest benefit of external recruitment is that a larger number of applicants can be recruited. This of course leads to a larger and more competent pool of applicants than can normally be recruited internally. Applicants from abroad certainly bring new ideas, work techniques, production methods or training into the company, which will produce new insights..

d. Employee Recruitment Steps

According to Muhammad Lailatul Qodri Z (2014: 94) states that: Recruitment is the beginning of all workforce needs. The goal is to get the ideal result. The ideal referred to here is to be able to meet the needs of the work division, both in terms of quality of labor and rewards. So that HRD can start this activity with planned steps as follows:

1) Manpower Planning (Manpower Planning)

The main strategy in this recruitment process is a mandatory strategy. In determining the need for manpower, the parties that must be invited to 'sit' together by HRD are the heads of the company's divisions. As for what needs to be determined in this plan is the number of workers, qualifications of workers, as well as employee benefits that must be adjusted in the company's finances.

2) Create Job Vacancy

After we get the results of the workforce planning reviewed in the manpower above, the next step is to create job vacancies needed by the company's work division. The first step to advertise this job vacancy, we can choose some of the right advertising media according to the criteria of job seekers, can be through newspapers and internet media.

1) Selecting Incoming Application Letters

According to Muhammad Lailatul Qodri Z (2014: 94) states that when we have applicants for company job vacancies, we can select applications that have been submitted. Through the application letter, we can assess job seekers. If you already have several cover letter applications that meet the needs of the company, we can summarize the applicants' data into a list that will be used as a summons for the Psychotest schedule and interviews.

2) Calling Candidates and Making Schedules

Before calling candidates for employees, we can arrange a schedule in advance. The schedule that we will use must not interfere with other business or work. We can also arrange this schedule so that the time that will be used runs according to the allocation and does not take up other work.

3) Conducting Psychological Test for Prospective Employees

Psychological tests or better known as psychological tests are tests to measure and detect competence in a person along with individual psychological aspects. In this case, what is measured is behavioral tendencies and this test is usually in written form.

4) Job Interview

Interviews are one of the most important and relatively important data or information mining processes used to measure individual abilities. We can also use the description of psychological test results as a measure of interview questions.

3. RESEARCH METHODS

The type of research used is descriptive qualitative research. Descriptive qualitative research is research that is used to analyze data by describing or describing the data that has been collected properly without intending to make generally accepted conclusions or generalizations (Sugiyono, 2012). According to Mukhtar (2013:10) descriptive qualitative research method is a method used to find knowledge of research subjects at a certain time. The writer in this study used descriptive qualitative research because the researcher wanted to know and get the depth of information related to the topic (Sugiyono, 2012)

Data collection techniques in this study are observation and interviews. Observations in this study are participant observation. Interviews in this study, namely through semi-structured interviews, the interviewer has prepared a topic and a list of interview guide questions before the interview activity is carried out, researchers need to explore further a topic based on the answers given by participants. Data collected from interviews with informants

The data analysis model in this study follows the concept of activities in qualitative data analysis carried out interactively and continuously at each stage of the research until it is complete. The components and data analysis in this study are:

1. Data reduction.

The data obtained from the report is quite large, so it needs to be recorded carefully and in detail. Reducing data means summarizing, choosing the main things, focusing on the things that are important, looking for themes and patterns.

2. Data Presentation

After the data is reduced, the next step is to display the data. In qualitative research, the presentation of data can be done in the form of a short, chart, relationship between categories, and with a narrative text. By displaying the data, it will be easier to understand what happened and plan further work based on what has been understood

3. Verification or Data Inference

The initial conclusions put forward are still tentative and will change if strong evidence is found to support them at a later stage. However, if the conclusions put forward at the initial stage are supported by valid and consistent evidence when the researcher returns to the field to collect data, then the conclusions put forward are credible conclusions.

4. RESULTS AND ANALYSIS

a. Employee Recruitment Process

The explanation of the flow of the employee recruitment process at Telecommunications Sector Companies in Indonesia, is as follows:

1) Organization Development (User)

Recruitment occurs because the Organization Development (User) section submits a Manpower Request Form which is submitted to the Human Resources Development (HRD) section.

2) Human Resources Development (HRD)

Human Resources Development (HRD) will receive and check the manpower request form in accordance with the specifications and needs of employees.

3) Human Resources Development (HRD)

Before following up on the manpower request form from the user, the Human Resource Development (HRD) section will seek approval from the Board of Directors (BOD) regarding the user's manpower request form.

4) Board of Directors (BOD)

The Board of Directors (BOD) will verify the user's request, if the request form is not approved it will be informed to the user. However, if the request form is approved, it will be followed up by the Human Resource Development (HRD) section by opening vacancies on Jobstreet.com.

5) Human Resources Development (HRD)

CV (Curriculum Vitae) and job application letters that are entered into company data will be selected by the Human Resources Development section. If the CV and job application letter match the company's needs, HRD will arrange a schedule for a written test and interview for the selected candidate.

6) Human Resources Development (HRD)

The Human Resources Development Section will conduct a written test and interview based on a pre-determined candidate schedule.

7) Human Resources Development (HRD)

Based on the results of the written test and interview, HRD will inform the candidate concerned about the decision to accept it or not via email and Short message service (SMS).

8) Human Resources Development (HRD) and Prospective Employees

Accepted candidates will be contacted by the Human Resources Development section via telephone to be followed up by signing a work agreement document for a certain time.

9) New Employee

After signing the work agreement document for a certain time, the new employee will undergo a probationary period of approximately 3 – 6 months with a 1 year contract.

10) Human Resources Development (HRD) and Users

The user will conduct a performance appraisal of the new employee during the probationary period by looking at the performance and behavior of the employee and the user will fill out a workforce assessment form as evidence that will be given to the Human Resources Development section. The new employee performance appraisal form will be seen and assessed by the Human Resources Development section.

11) Human Resources Development (HRD) and Users

Based on the work agreement for a certain time, if a new employee who during the probationary period of assessing his work performance is not good, the company will inform that the company cannot continue the cooperative relationship with the employee concerned.

12) Human Resources Development (HRD) and Users

However, based on a certain time work agreement, if during the probationary period the new employee's performance appraisal is good, he will be appointed as a permanent employee.

b. Barriers to the Employee Recruitment Process at Telecommunication Companies in Indonesia

The obstacles that exist in the employee recruitment process at telecommunications companies in Indonesia are:

- 1) Recruitment of employees for positions that have certain qualifications is difficult for companies to obtain in a short time because the qualifications to fill these positions require experience and skills, especially positions related to technology and informatics, relatively few ready-to-use personnel for this work so that companies find it difficult to meet human resources in this field.
- 2) The delay in calling and scheduling candidates due to the non-functioning of the telephone when needed.
- 3) Some candidate data that the company wants to process are hampered because candidate numbers are difficult to contact.
- 4) Limited storage space for personnel documents with new employee candidate documents, thus hampering the recruitment process.
- 5) The number of candidates who came for the written test and interview did not match those who were contacted.

c. Solutions in Resolving Problems or Barriers Faced by Telecommunication Companies in Indonesia

There are several solutions in solving problems or obstacles faced by telecommunications companies in Indonesia, namely as follows:

- 1) The Human Resources department will seek information from other companies that use similar human resources who may be invited to join by providing better compensation, or by getting information through other people (Mouth to Mouth).
- 2) The Human Resources department will inform the relevant department whether the problem or obstacle takes a long time or not. Temporarily use a personal cellphone to speed up providing information to candidates.
- 3) If the candidate's number is difficult to contact, then to contact and provide information to the candidate can be via e-mail and short message service (SMS).
- 4) The company needs to provide a special storage room for the personnel division in order to facilitate the implementation of filling for both old and new employees.
- 5) Re-contact candidates who are unable to attend the written test and interview and re-assure the candidate concerned to reschedule the written test and interview schedule.

5. CONCLUSION

Based on all the observation activities that have been carried out by the author regarding the employee recruitment process at telecommunications companies in Indonesia as follows: Starting from the User submits a request for labor to HRD. HRD receives, checks and then submits it to BOD. If the BOD agrees, a job vacancy will be opened. HRD will make a selection, after the recruitment process is complete. The new employee will undergo a probationary period and a performance appraisal will be carried out on the new employee. If during the probationary period the new employee's performance appraisal is good, he will be appointed as a permanent employee. Barriers in the employee recruitment process are as follows: Recruitment of employees for positions that have certain qualifications is difficult to obtain in a short time, some candidate telephone numbers are difficult to contact, limited storage space for documents that hinders the recruitment process, the number of candidates who come for written tests and the interview did not match the person contacted. Solutions in solving problems or obstacles are as follows: HRD will seek information from other companies and will inform the relevant department whether the problem or obstacle takes a long time or not. If the candidate's number is difficult to contact, they will be contacted via e-mail and sms. The company provides a special storage room for the personnel division. Re-contact candidates who are unable to attend to reschedule the written test and interview schedule.

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