Analysis of Employee Recruitment and Selection Processes at PT Sinar Global Solusindo

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Abstract
The development of an increasingly advanced era in the era of globalization makes company competition increasingly tight. Human resources are an important factor that companies need to pay attention to through the employee recruitment and selection process. The purpose of this study is to identify and analyze the employee recruitment and selection process at PT Sinar Global Solusindo. This research is a type of qualitative descriptive research, information obtained from the HRD Manager, HRD Staff and Division Manager of the company. Data was collected through interviews and documentation and then analyzed in a qualitative descriptive manner. The analysis technique is carried out through data collection, data reduction, data presentation and finally drawing conclusions. The results showed that the recruitment process was carried out in accordance with Hani Handoko’s theory, namely by starting with human resource planning, special requests for managers, conducting job analysis, providing manager advice before opening job vacancies and then making the job for recruitment references. The recruitment method is an open method, namely disseminating information through websites/job vacancies, social media, disseminating information to employees and pasting vacancies in front of the office. The employee selection process is selecting application letters, preliminary interviews, general intelligence written tests, psychological tests, eye health tests, tests for each division and conducting one–day of training. The obstacle in the selection process is that it takes a long time during selection process for prospective employees because there are many applicants who do not pass the given test, thereby increasing recruitment costs. The way to overcome obstacles in the recruitment process is by reopening job vacancies for the required positions, clarifying educational criteria or special requirements for job vacancies and ensuring that candidates understand how to do each stage of the test before entering the test session.

Key words: employee recruitment, selection process

Introduction
Human Resources (HR) is one of the factors that has the most important role and determines an organization to achieve its goals. Companies need quality human resources to be able to manage and carry out all company activities properly. Quality human resources can be obtained through a good recruitment process.

Recruitment is a process to find prospective employees or new workers to meet the company’s human resource needs. HRD who will be responsible for the employee recruitment process that is carried out. Finding a qualified...
workforce is not easy. Plus, in this era of globalization, the competition for jobs is getting tougher, where there are fewer available jobs and the recruitment and selection process for employees is getting tougher so that people’s chances of getting a job are very difficult.

Thus the recruitment process becomes one of the important things in determining the initial steps in achieving company goals. A good recruitment and selection process will determine whether or not applicants will apply to the organization. The quality of the company will also improve better with competent and qualified employees.

If the recruitment and selection process is not carried out properly, various problems will arise that will be faced by the company. An improper recruitment process causes the company to get a small number of applicants and the limited quality of human resources, so that the company cannot get prospective employees who match the company’s needs.

Problems that arise in the recruitment process will have a negative impact on the selection process. Companies will find it difficult to select prospective employees who have qualifications according to company standards. So that employees who have been accepted will have poor performance and have an impact on company operations.

The obstacle experienced by PT Sinar Global Solusindo in implementing employee recruitment is that very few applicants meet the qualifications or competencies that have been determined by the company. Therefore, the employee recruitment team, especially in the personnel field, had a bit of difficulty in getting employees who really matched the qualification standards and company needs. As a result of these conditions, the standard operating procedures for the implementation of recruitment have not been carried out optimally. For example, because applicants do not meet the qualifications, they are forced to be accepted considering the need for employees who have to fill vacant job positions, so that two possibilities can occur. The first possibility is that the new employee can be accepted because he can adapt to his duties. It is possible that the two employees chose to leave or were expelled by management because they did not carry out their main duties properly. Therefore, in addition to demanding expertise and skills, the HRD Division must also prepare the recruitment process to the fullest.

One indicator of the success of employee recruitment can be assessed from the large number of applicants. But in reality, many applicants do not meet the requirements set by the company. This results in waste for the company both in terms of time, cost and effort. In terms of time, for example, with many incoming applications, recruitment officers need a lot of time to select application letters from applicants but in the end many of the applicants do not meet the qualifications set by the company. This of course wastes a lot of time. In terms of costs, it is also considered a waste, because in the selection of employees, administrative tests and interviews are held. In terms of personnel, of course, many parties are needed to be involved in this recruitment process, because of the large number of applicants, those who handle employee recruitment are not only the personnel department but also must involve every part of the company, so that the implementation of employee recruitment is still less efficient.

Therefore, this research was conducted to identify and analyze the process of recruitment and selection of employees at PT Sinar Global Solusindo. Human resource management is the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees and society (Malayu SP Hasibuan, 2017:10). There are operational functions of human resource management, namely manpower planning, workforce development, performance appraisal, compensation, labor maintenance and dismissal.

The recruitment process is a series of activities that starts when a company needs workers and opens vacancies until it gets the desired candidate or meets the qualifications according to the position or vacancy (Rivai, 2009:14). Recruitment starts with human resource planning and requests from managers, then it is adjusted to job analysis as well as input from managers opinions and makes clear job requirements so that prospective employees can apply for jobs according to available vacancies. (Hani Handoko, 2014:70). Sources of recruitment that can be done are from internal sources and external sources (Hasibuan, 2017:14). The purpose of recruitment is to get as many qualified applicants as possible.

The employee selection process is a series of activities carried out to decide whether an applicant is accepted or rejected, in a certain agency after undergoing a series of tests carried out (Sunyoto, 2012). The selection process is the selection of application letters, filling out application forms, checking references, preliminary interviews, acceptance tests, psychological tests, medical tests, final interviews by direct supervisors, and decisions to accept or reject (Hasibuan, 2017: 57). The purpose of selection is to obtain the most appropriate and appropriate human resources to occupy certain positions.

Method

This study uses a descriptive qualitative research design. Qualitative research, namely the research method used to examine the conditions of natural objects, where the researcher is the key instrument, the data collection technique is done by triangulation (combined), the data analysis is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generalization (Sugiyono, 2013)
The subjects in this study were HRD Manager, HRD Staff and Division Manager. Objectin this study is the process of recruitment and selection of employees at PT Sinar Global Solusindo. The type of data used in this research is qualitative data. Qualitative data are personal documents, field notes, words and actions of respondents and supporting documents (Sugiyono, 2012). Primary data sources obtained from interviews with resource persons and secondary data sources in the form of vision, mission and goals of the company. Primary sources are data sources that directly provide data to data collectors or researchers and secondary sources are sources that do not directly provide data to data collectors, for example through documents (Sugiyono, 2012). This study uses data collection techniques with semi-structured interviews. The selection of this informant used a purposive sampling technique. Purposive sampling is a sampling technique of data sources with certain considerations (Sugiyono, 2012, pp.218-219).

The data analysis technique of this research is based on Miles and Huberman (1984) with data reduction, data presentation and making conclusions (in Sugiyono, 2013). The validity test uses the source triangulation method which the researcher does by checking and matching the data that has been obtained through several sources, which in this study compares the results of interviews and the contents of a related document.

Results and Discussion

Human Resources Recruitment

The employee recruitment process carried out by the company PT Sinar Global Solusindo is in accordance with the theory of Hani Handoko (2014: 70) namely recruitment begins with human resource planning and requests from division managers then adjusted to job analysis as well as input from the manager’s opinion, then making clear job requirements so that prospective employees can apply for jobs according to available vacancies. The purpose of recruitment by PT Sinar Global Solusindo is reflected in Bangun’s theory (2012, 144), which is to meet human resource needs in accordance with the requirements of a job.

Human Resources Recruitment Resources

From the results of interviews with three informants that have been conducted by researchers, it shows that the sources of recruitment used by PT Sinar Global Solusindo are the dissemination of information through the internet such as websites / job vacancies, social media, print media such as leaflets that are pasted in front of the office and employee recommendations. The three sources of recruitment are using meth according to the open method according to theory (Hasibuan, 2010:44). The recommendation method from employees is carried out by PT Sinar Global Solusindo by way of the company informing employees who work within the company that the company needs new employees, and therefore employees within the company are allowed to invite their acquaintances to apply for jobs to the company and if employees succeed in recommending new employees according to the requirements, qualification and lasts up to 1 year, the employee who recommends will receive a reward for the recommendation service. According to the HRD manager, this way new employees can more easily adapt to the company’s environment because they already have acquaintances within the company. The drawback is that it doesn’t rule out the possibility of things covering each other’s faults because they have a kinship relationship. This makes the company must have rules and regulations that are firm and clear so that there is a kinship between employees that does not interfere with the operational processes that exist within the company.

The second method used by PT Sinar Global Solusindo is to use the internet. The use of recruitment through internet media has the advantage that information can be spread more widely in a short time without being limited by space and time. This method is preferred because it is more time efficient in obtaining many applicants and allows HRD to have many opportunities to get employees who really meet the required criteria. The recruitment process through internet media at PT Sinar Global Solusindo is in accordance with the theory put forward by Bangun (2012:144-151)

On the other hand, the recruitment process through the internet media is that the company has to pay a lot of money to advertise job vacancies. In addition, according to the experience expressed by the company’s HRD manager, the drawback is that employees are less able to last long because the new employee has no acquaintances within the company causing the new employee to need time to adapt and if he is unable to adapt, the new employee cannot work well together and cannot stay in the company.

The third method used by PT Sinar Global Solusindo in carrying out the recruitment process is through print media such as leaflets that are pasted in front of the company building. This is supported by the theory of Bangun (2012:144-151) which reveals that the recruitment of human resources through mass media can be done through print media such as newspapers, magazines, company bulletins. From the disclosure of the informants, the advantages of using these leaflets are that they are cheaper but cannot reach a wider audience.
Human Resources Recruitment Techniques

The recruitment process at PT Sinar Global Solusindo is in accordance with the theory of Hani Handoko (2014: 70), which starts with human resource planning and requests from division managers, then adjusted with job analysis as well as input from the manager’s opinion, then makes clear job requirements. so that prospective employees can apply for jobs according to available vacancies.

Human resource planning is carried out by PT Sinar Global Solusindo, in accordance with what the HRD manager said that human resource planning is the initial basis before recruiting new employees. PT Sinar Global Sousindo also evaluates human resource planning annually or is flexible according to company needs. Recruitment is also carried out because it begins with a request from the division manager to HRD. Before recruiting, HRD will always consider the request because the one who best knows the needs of each division is the division manager.

Considerations before deciding to recruit new employees by PT Sinar Global, namely by considering the internal side and customer needs as well as considering the existence of human resource planning and special requests from managers as the basis for consideration in opening job vacancies. Considerations from the internal side of the company, namely the condition of the company whether the employees are really optimal, the costs needed for recruitment and the time required.

After it has been decided to recruit employees, then an analysis of job information will be carried out by analyzing based on information from the manager and paying attention directly to the activities of the division to determine the criteria needed in each division. Division managers also provide opinions before opening job vacancies and HRD always coordinates with division managers as those who need human resources.

Job analysis and manager advice will produce job specifications or criteria such as what is appropriate to occupy the position that is currently needed and these criteria will be informed in job vacancies.

After a series of initial processes, the company will then carry out a recruitment process by placing advertisements on the internet, namely through the website www.jobs.id, social media, leaflets in the temple in front of the office and also information to employees so that they can refer appropriate candidates. criteria.

Employee Selection

The selection process carried out by PT Sinar Global Solusind serves to select the best prospective employees according to the company’s needs. This is in accordance with what was stated by Sunyoto (2012: 108) the human resource selection process is a series of activity steps carried out to decide whether an applicant is accepted or rejected, in a particular company after undergoing a series of tests carried out. In another sense, human resource selection is the company’s process of selecting from a group of applicants, who best meet the selection criteria to occupy available positions based on current conditions.

Employee Selection Method and Process

In addition to recruitment methods, employee selection methods also need to be considered, each company has its own method in conducting employee selection. The selection method used by PT Sinar Global Solusindo namely the System Compensatory Approach, where prospective employees take several tests and then the scores are calculated and the Successive-Hurdles system is employees with sufficient scores who are asked for a full day of training. Furthermore, the HRD and division managers decide to accept or not.

The employee selection process carried out by PT Sinar Global Solusindo starts from selecting an application letter, HRD will select the most suitable applicant with the qualifications to go to the next stage. Both applicants fill out additional information forms such as questions about the desired salary, whether applicants are willing to be placed outside the city and other necessary information. The three applicants will take the TIU (General Intelligence Test) basic tests, which are about numerical calculations, then equations and opposites. Then psychological test to determine the personality of prospective employees. Furthermore, color blind eye health tests and additional tests according to the required division such as the sales admin division, there is an excel test and basic knowledge of sales. Then interview with the HRD team. If all stages have met the desired value, then HRD will ask prospective employees for 1 full day training, here prospective employees will do the tasks according to job vacancies and the division manager will provide an assessment of the performance of prospective employees and report the results of the 1 day training assessment to HRD. If the training meets the criteria and the division manager is suitable, then the next is a final interview with the Division Manager and HRD, then it will be decided to accept or reject.

Selection Process Constraints

In addition, there are obstacles during the selection process for prospective employees, namely it takes a long time to get the right employees because there are many prospective employees who do not pass the test selection given so that the costs needed for recruitment also increase. Some prospective employees have passed the written test but during the 1 day training they did not master it so they were looking for prospective employees who had good enough test results.
Conclusion

Based on the results of the analysis of research conducted at PT Sinar Global Solusindo Jakarta, it can be concluded that the employee recruitment and selection system at PT Sinar Global Solusindo is mostly in accordance with the theory of the employee recruitment and selection system according to Handi Handoko, there is one that is not fully appropriate. with Hadi Handoko’s theory, namely the existence of 1 day training. The conclusions that can be drawn can be described as follows:

a. PT Sinar Global Solusindo carries out the recruitment process in accordance with Handi Handoko’s theory, which starts with human resource planning and requests from division managers, then adjusts it with job analysis as well as input from managers’ opinions, then makes clear job requirements so that prospective employees can apply for jobs according to available vacancies.
b. Recruitment sources conducted through the internet media reach more people by approaching the desired qualifications compared to print media and employee recommendations.
c. The selection method carried out by PT Sinar Global Solusindo namely the System Compensatory Approach, where prospective employees take several tests and then the scores are calculated and the Successive-Hurdles system is employees with sufficient scores who are asked for a full day of training.
d. PT Sinar Global Solusindo conducts an employee selection process according to needs by considering various aspects of IQ and EQ intelligence, the selection process carried out are:
   1. Selecting job applications according to the criteria.
   2. Preliminary interview with HRD.
   3. Fill out the form for additional information that is needed, such as history
   4. health, work experience in previous companies, questionnaires
   5. Doing/performing basic tests, such as General Intelligence Tests, Psychological Tests, Eye health/color blindness tests and additional tests according to the division being applied for such as excel questions for the admin division, coding for the IT division and so on.
   6. Ask prospective employees for 1 full day training.
   7. Final interview with division manager and HRD.
   8. Decided to accept or reject.
e. PT Sinar Global Solusindo in the recruitment process has no obstacles, because it is able to get quite a lot of prospective applicants. Meanwhile, during the selection process for prospective employees, there are obstacles, namely it takes a long time to get the right employees because there are many prospective employees who do not pass the given test selection so that the costs needed for recruitment also increase.
f. With the 1-day training process or one-day training, this is more time-consuming but allows management to make the right decisions in selecting prospective employees.

Suggestion

Based on the results of the research, discussion and conclusions above, suggestions are proposed that aim for goodness and progress at PT Sinar Global Solusindo and the authors hope to improve performance and create conditions and situations that are better than the previous situation, namely:

a. The author suggests to further clarify the requirements that will be listed on the vacancy sheet, and provide special requirements such as prioritizing expertise with experience, course certificates, adjusting salaries to positions so that information is clear at the beginning so as to shorten the time in the selection process to be more efficient. Before calling applicants for tests, it is better if the selection of application letter data is more stringent and when giving instructions for taking the test, make sure to return to the applicant that he has understood the test order in order to minimize employees who fail to take the test.
b. The author hopes that PT Sinar Global Solusindo can always apply quality human resources without any element of nepotism honestly, fairly and wisely.

References


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