EFFECTIVE RECRUITMENT AND SELECTION PROCESS

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ABSTRACT

Human resources are the wheels of a company in order to run well because it has a very important role in a company, as well as recruitment and selection because these two processes are the process of selecting the best human resources for the company. When the recruitment and selection process is not carried out properly, it will allow for a decrease in the level of quality of existing employees' performance. The purpose of this research is to find out how recruitment and selection can affect employee performance. This research uses qualitative method with data source used is books, journals, and related researches. The result of this research is that the effective recruitment and selection process is necessary to pay attention to the factors that affect the effectiveness of the recruitment and selection process, in addition it is also necessary to predict what obstacles may occur so that management has readiness in facing problems in the middle of the recruitment and selection process later.

Keyword: Recruitment, Selection.

I. INTRODUCTION

In the rapid development of the economy accompanied by the continuous digital development, making competition from companies to provide the best service and contribution to consumers and customers occurs quite fiercely. In this competitive world, companies are always competing for the best talent, by developing the right Human Resources brand.

In the context of Human Resources here is how the company conducts employee development until later can create a good corporate image with indicators of performance results in accordance with what is expected by the company. In the development of human resources in the Company, it is necessary to look at many factors where these factors are useful to provide welfare for employees.

Jane Paradiso, national director for workforce planning at Watson Wyatt Worldwide, states that a good job label creation can be interpreted as 'spending money up front to attract the right people from the start, and if the concept of the company can state that the Company is a good place to work, then the company will be able to easily attract the right people' (Mondy, 2008; De, 2020; Muller & De, 2020; Luber & Mehren, 2020).

Recruitment and selection process, although it has a different process but closely related to each other, because recruitment success can affect the success of selection as well. Siswanto (1989) stated that the more job seekers apply to the company, the greater the chance to determine and choose the right workforce.
II. LITERATURE REVIEW

Recruitment always starts at the initial time where the company searches for applicants and then ends when the applicants who submit their application are collected. Triyuliana (2008) defines recruitment as a series of activities to find, find and attract prospective employees to be employed in a company by attracting the attention of job applicants with the qualifications and skills required by the company for later selection to screen prospective workers who have applied for recruitment process.

Then Veitzal Rivai in Triyuliana (2008) explained that recruitment is the process of determining and taking applicants who are able to work in a company with the initial process flow that is the collection of applications of prospective employees who then after collected new selected.

Flippo in Priyono (2010) stated that recruitment is a process of activity that includes the search and attention of prospective employees who are able to work in a company or organization in order to apply later in order to be selected. Factors that influence the recruitment process to succeed or not are influenced by three things, namely the condition of the company (which includes promotion, wisdom about rewards, wisdom about employee status, and job spec), job seeker habits (experience, education), and the scarcity of necessary skills.

Selection is an advanced stage of recruitment, which in this process is the stage where human resource management chooses from a list of applicants who have entered to then adjust to the existing qualifications. Recruitment and selection are two stages that are certainly different because at the time of recruitment focus management of the company is on providing motivation to prospective employees to be interested in applying into the company, the more and more qualified prospective employees who apply then become a good benchmark of the recruitment process of a company (Garaika, 2019).

There are several purposes of employee acceptance selection that usually underlie the implementation of selection, namely getting qualified, potential, honest, disciplined, and capable employees with the right qualifications according to the needs of the company.

III. RESEARCH METHODS

Research or research is every process that produces science, where etymologically, the term research comes from two words in English, namely re and search. The word Re in English if translated has a meaning of repeating or repeating, while search if translated into language means exploring or trying to find (Digdowiseiso, 2017).

In this study, the research method used is the library research method, which is a type of research that can be done directly by exploring knowledge directly through books or other literacy related to a predetermined research topic.

Simamora (2004) argues that there are four factors that can influence whether or not the recruitment process is running, namely: 1) recruitment programs that have a strong appeal for many qualified applicants; 2) recruitment programs never compromise selection standards; 3) the ongoing recruitment process is based on a sustainable basis; and, 4) how creativity, innovation, and imagination of HR management in designing recruitment programs to be implemented.

From the statement, it can be known that the success or not of the recruitment process, influenced by how the quality of the recruitment program designers so that the program has a strong appeal but also still sustainable with the existing basis. In the implementation, the recruitment process is the same as other activities that must be found spices obstacles that can hinder the recruitment process carried out by the HR department. Among them are the following (Simamora, 2004).

a. Organizational characteristics: in a company often the implementation of the recruitment system is done based on how the characteristics of the company, so sometimes this can even limit the creativity or innovation of recruiters in drafting recruitment programs. Like, when the company is always doing coordinator development program, which nets fresh graduate and then develop it in a program,
recruiter could finally be forced to use it again because it has become a decentralized decision making from the manager, although recruiter actually has other ideas that are more effective.

b. Image of the organization: image can be interpreted as the face of the company, when the image of the company is negative, then it can also decrease the interest of applicants to apply for a job. As for the example of RANS entertainment, before RANS entertainment's youtube channel developed to be as successful as it is now, people's interest to work there was still low. But after the success and from the videos also show how the employee facilities obtained there, making the image of the company rose so that the work enthusiasts there also rose anyway.

c. Organizational policy: policy is a general rule that becomes a reference in the decision making of a company, as well as organizational characteristics, with the existence of organizational policies, decision- making decisions will be guided by the policy, so that when there is a high idealism in the policy which is also related to the recruitment process that must be done like what, it can also limit innovation and creation that can be dil by recruiter in designing recruitment program.

d. Strategic plans and human resource plans: in setting the analysis of work or tasks that need to be done, planning on human resources must be carefully thought out so that the qualifications posted on the job advertisements will be in accordance with what the company expects. Sometimes, careful planning can make the beginning of the recruitment process ineffective and not on target.

e. External conditions: external conditions here mean conditions in the labor market, why can affect? Because if there is a surplus of labor at the time of recruitment, it will be easier to attract many applicants. But during the full employment period, recruitment is advised to be more agile and further extend the recruitment process in order to attract applicants who meet the expectations of the company.

The selection process relates to the continuation of the recruitment process, where the main goal is to attract prospective employees from applicants who have passed the recruitment stage.

Before moving on to how effective the selection process is, we must initially know that the identic selection process with precision which depends on several factors, according to Simamora (2004), namely: 1) the consequences of selection are wrongly taken into account; 2) the time available to take a considerable selection time; and 3) economic sectors in which individuals will be selected either private, government or non-profit. In the selection process, it is usually always found with the interview or interview process, but in its implementation there are often common mistakes that occur so as to decrease the effectiveness of selection, which is as follows:

a. Halo Effect

Halo effect is a mistake that occurs when the interviewer quickly forms prejudice or judgement when the information owned is not so much. For example, when meeting an applicant with a sweet smile, the interviewer immediately assesses that the person is a person who can work well without any rational reason.

b. Leading Questions

Leading question is a mistake that occurs when the interviewer gives a question that directly leads to the answer without any undelied meaning given. Like the direct question ‘Are you happy with this job?’

c. Personal Biases

Personal biases are mistakes where the interviewer embeds labelling at the beginning of the interview test, thus affecting the objectivity of the assessment. Like when the interviewer meets applicants with batak race, then it has made the interviewer does not want to know more about the person because he thinks batak people are difficult to work with.
d. Interviewer Domination

The dominance of the interviewer is a mistake where, instead of focusing on the question given, the interviewer instead often focuses on his own story. About his success in work, or his own experiences.

In addition, there are important factors in the determination of tools and selection stages according to Breadwell (2003), namely as follows:

a. Accuracy: The accuracy of a method can be seen from two main criteria, namely validity and reliability. Reliability refers to the consistency of the measuring results and validity refers to the accuracy of a tool in measuring what it wants to measure.

b. Vacancy rate. According to the IRS (1997, in Breadwell, 2004) suggests that this type of work has a significant effect on the selection of selection methods.

c. The cost used for the selection technique. Selection activities can be costly. The thing to note is the balance between the cost of selection and the possible errors of selection.

d. Habits and practices. Interviews are often used because people are used to interviews. Interviews give applicants the opportunity to meet face-to-face with employers. Although, academically, interviews are not reliable, invalid, and provide opportunities for personal prejudice.

From the exposure of the explanation above, it can be known that in order to achieve an effective selection process it is necessary to pay attention to the constraints and pay attention to important factors that can affect the selection process, where the local HR management needs to be careful in taking into account costs and taking into account the accuracy of the selection process that needs to be done.

IV. CONCLUSIONS AND IMPLICATIONS

The recruitment and selection process are two important things in Human Resource management, because these two processes are the initial process in which human resource management selects existing employee candidates to be entrusted with tasks and jobs in order to support the improvement of the company's performance in the hope of good employee performance input after the recruitment and selection process is completed.

In designing an effective recruitment process, it is necessary to pay attention to the obstacles that may occur so that in the implementation later if the obstacles occur, a human resources management already has a plan to deal with the problem so as not to damage the course of the recruitment process. In addition, human resource management also needs to understand the factors that affect the effectiveness of the recruitment process itself, so that in its design can run well.

Meanwhile, in the selection process, in addition to the need to pay attention to the constraints and factors that affect the effectiveness of the selection process, a person in charge of the selection process also needs to pay attention to the efficiency of the cost of selection so that there is no swelling in the middle of the process. Also when the interview process, is one of the crucial stages in the selection, so it is also necessary to pay attention to what things to avoid during the interview, in order to later be able to create an effective and efficient selection process.

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