Evaluation of the Employee Recruitment System at PT. Janaloka Banyu Bakti for Optimizing Human Resource Management

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Abstract: Recruitment is one of the crucial stages in human resource management that significantly influences a company's overall performance. This study aims to analyze the employee recruitment system at PT. Janaloka Banyu Bakti by examining the effectiveness of the recruitment process, challenges encountered, and potential improvements. Data were collected through interviews, document reviews, and surveys of relevant employees. The results indicate that the recruitment process at PT. Janaloka Banyu Bakti faces several challenges, such as a lack of transparency, limited use of technology, and an overly lengthy process. This study provides strategic recommendations to optimize the recruitment process, including digitalization and improvements to selection methods. Currently, we observe that many jobs no longer rely on human labor and have been replaced by advanced technological machines, which are far more efficient than human effort. This trend also extends to the advertising of job vacancies. Nowadays, it is rare to find job advertisements in printed media. Instead, employers more frequently advertise through digital platforms, including social media channels such as Facebook, Instagram, TikTok, Twitter, Telegram, and other intermediaries.
Keywords: Recruitment, Human Resources, Digitalization, Effectiveness

INTRODUCTION

The Fourth Industrial Revolution, or Industry 4.0, represents a transformation marked by rapid advancements in technology, particularly the internet. This era is characterized by the use of high-tech equipment and machinery to replace some tasks traditionally performed by human labor. Essentially, this revolution offers benefits in enhancing efficiency within companies, particularly in their production processes. Industry 4.0 is predominantly utilized by companies focused on sectors such as manufacturing, logistics, information technology, energy, healthcare,

agriculture, mining, and other technology-related industries that undoubtedly leverage the advantages brought by this industrial revolution.

An effective and efficient recruitment process is the key to successful human resource management within a company. PT. Janaloka Banyu Bakti is a company engaged in the procurement of goods and services, where each sub-business requires skilled and competent employees for specific roles. The employee recruitment process is a critical factor in supporting business growth. A proper, fair, transparent, and honest selection process is a fundamental responsibility for the team in charge. However, many companies face challenges in finding candidates who meet the organization's needs.

LITERATURE REVIEW

Management? What is management? According to Henry Fayol, management is a series of activities that include planning, organizing, leading, and controlling (often abbreviated as POLC) to achieve organizational goals. Meanwhile, Sondang P. Siagian defines management as a process involving planning, organizing, directing, and controlling activities to achieve organizational objectives by utilizing human resources and other resources efficiently and effectively.

In an organization, the concept of an employee recruitment system is inevitable. What is an employee recruitment system? It is a process or method used by organizations to attract, select, and hire prospective employees who meet specific needs and requirements.

According to Nawawi (2005:261), recruitment is defined as the process of finding qualified candidates to fill specific positions within an organization. He views recruitment as the initial step in building a strong human resource base, where organizations attract candidates with the required skills and competencies through various methods, such as advertisements or networking.Based on the perspectives of several experts, as compiled by the author, there are various definitions and views regarding employee recruitment, which are as follows:

Mathis and Jackson, view recruitment as a process of gathering a pool of job applicants or job seekers with the necessary qualifications and skills that meet the company's requirements to be employed within the organization. Recruitment itself functions as "the right man in the right place," serving as a guiding principle for company managers in placing employees appropriately within the organization.

Simamora (2004:170) (in journal Tini Nurhayati 2016) states that recruitment is an activity aimed at finding employees with the necessary abilities, skills, and knowledge to fill gaps in the workforce planning structure. According to Al Fajar and Heru (2010:105) (in journal Tini Nurhayati 2016), the primary goal of employee recruitment is to gather or secure potential candidates to fill the available job vacancies effectively.

According to Soemohadiwidjojo (2015:10) (in Journal , performance is defined as the level of achievement of work results by an employee or a group of people within an organization or company over a specific period. This achievement must be within the scope of their authority and responsibility, aimed at achieving organizational goals in a manner that is lawful and adheres to applicable ethics.

In relation to employee performance, failures in the recruitment system have a direct impact on the process of achieving the company's objectives. Given the critical importance of the recruitment process for a company, it is expected that an effective

and well-implemented recruitment process will have a significant impact on the company's future development by securing high-quality human resources.

According to Malayu S.P. Hasibuan, recruitment is the activity of searching for, finding, inviting, and selecting workers from within or outside the organization to fill specific positions. Hasibuan emphasizes that recruitment plays a crucial role in determining the quality of human resources, which will support the productivity and success of the company. Therefore, the recruitment process must be carried out properly, accurately, transparently, honestly, effectively, and efficiently.

The research method used in this study is a qualitative methodology. The purpose of qualitative research is to develop sensitivity to the problems being addressed and to provide explanations of facts related to the exploration of theories, starting from the ground level and progressing upwards, in order to gain an understanding of at least one phenomenon under investigation.

The qualitative data presented may not be structured, as the aim is to obtain a comprehensive and in-depth understanding from each respondent encountered. The researcher is aware of and understands potential issues that may arise during the research process, as each respondent has the time and opportunity to express their opinions.

Qualitative research typically offers more varied data because it draws from diverse sources (people, participants, or respondents interviewed or surveyed). This variability provides richer insights compared to quantitative methods, which are generally more structured and standardized. The researcher takes advantage of this situation and condition with the aim of gaining a comprehensive and in-depth understanding from each respondent encountered. The researcher is well aware of and understands the potential issues that may arise during the research process, as all respondents are given the time and opportunity to express their opinions.

The characteristics of qualitative research according to Bogdan and Biklen 1995 (in Sugiyono's 2024 presentation) are as follows:

1. Qualitative research has a natural setting as the direct source of data, and the researcher is the key instrument.
-   The research is conducted in its natural context, where the researcher actively participates in data collection and interpretation.
2. Qualitative research is descriptive. The data collected is in the form of words or images rather than numbers.
-   Data is expressed in non-numerical forms, focusing on detailed descriptions rather than statistical analysis.
3. Qualitative research is concerned with the process, not just the result or product.
    -The emphasis is on understanding how something occurs or the journey to the outcome, not just the end result.
4. Qualitative research tends to analyze data inductively.
    -Data analysis in qualitative research typically starts with observations or patterns and moves towards generalizations or theories.
5. "Meaning" is very important in the qualitative approach.
    -The focus is on understanding the meanings, experiences, and perceptions of the participants, rather than just measuring variables.

According to Sugiyono (as cited in Utami, Melliani, Niman Maolana, Marliyanti, & Hidayat, 2021), qualitative research studies the condition of natural objects with the researcher as the main tool. The researcher uses a descriptive research pattern due

to the type of problem discussed in the study. Descriptive research, according to Best in Sukardi's book, is a study approach aimed at developing and interpreting objects according to their capacity. Sukardi (2015), states that an effective descriptive researcher uses the same methods and principles as other qualitative researchers. Additionally, this research requires careful actions on each part in order to accurately describe the subject.

According to Sugiyono (as cited in Cahyadi, 2022), data collection techniques are the first step in research, as obtaining data is the primary goal. In this study, the researcher uses field study techniques, as it involves direct observation of the object being studied to gather initial data. The sources of information obtained by the researcher are directly acquired through interviews, observations, and documentation.

PLACE AND TIME OF RESEARCH

The time and place of this research are at PT. Janaloka Banyu Bakti, which is located on Jl. Kartini-Depok. However, the work area of the employees is in the Pengasinan-Sawangan area of Depok City. For this research, the author gathered several references, consisting of responses from various respondents and information from previous studies, which were then compiled to form a conclusion. The research will be conducted over a period of approximately 2 months, from October to November 2024. The author aims to provide an accurate conclusion by using the data analysis technique of content analysis, which will help derive valid and reliable conclusions. This approach can also be applied to future cases for further research. In the analysis and selection process, comparisons, combinations, and classifications will be carried out to identify the relevant findings.

RESULT AND DISCUSSION

The following presents the results obtained from interviews, observations, and field research conducted at PT. Janaloka Banyu Bakti, which operates in the Pengasinan area, Depok City. This research focuses on the employee recruitment system and its relation to improving the effectiveness of human resource management. The author has identified three main points of the study, which are as follows:

1. **How effective is the current employee recruitment system at PT. Janaloka Banyu Bakti?**
   In this section, the analysis will examine how well the existing recruitment processes are working in attracting and selecting candidates who fit the company's needs. Factors such as speed, transparency, and the involvement of different organizational levels will be explored.

2. **What are the challenges faced during the recruitment process?**
   This section identifies the obstacles or difficulties encountered by the company during the recruitment process. Issues such as inadequate recruitment channels, lack of skilled applicants, or internal communication problems will be discussed in detail.

3. **What steps can be taken to improve the quality of recruitment?**
   The final part of the discussion will focus on practical recommendations to enhance the recruitment process. Suggestions for improvements could include adopting digital tools, training for recruitment staff, or revising selection criteria to ensure better alignment with organizational goals.

The findings from the research will be supported by data collected from interviews with HR personnel, observations of the recruitment process, and other relevant documents provided by the company. These insights will help determine the

effectiveness of the recruitment system and guide improvements for better human resource management.

Discussion
1. **How effective is the recruitment system at PT. Janaloka Banyu Bakti currently?**

As we all know, each company has a different recruitment system, depending on the needs and characteristics of the organization. In PT. Janaloka Banyu Bakti, the implemented recruitment system has standard stages designed to ensure that the employees hired can effectively meet the company's needs. The following are the recruitment stages applied at PT. Janaloka Banyu Bakti:

a. **Needs Analysis**
   The first stage in the recruitment system is the needs analysis. At this stage, the company assesses vacant or understrength positions and determines the qualifications and skills needed from prospective employees. This is crucial to ensure that the recruitment process aligns with the organization's needs.

b. **Recruitment Planning**
   After identifying the needs, the company plans the recruitment strategy, including the resources to be used, whether through social media ads, job portals, or internal referrals. At this stage, the selection criteria, recruitment timeline, and required budget are also determined.

c. **Job Vacancy Announcement**
   After planning, the next stage is the announcement of job vacancies. PT. Janaloka Banyu Bakti uses various channels to announce job openings, including social media and the company's website. This announcement aims to attract applicants who meet the specified qualifications.

d. **Selection (Administrative, Written Tests)**
   After receiving applicants, the company conducts the selection stage, which includes administrative checks to ensure that all required documents are complete. Additionally, written tests are held to assess the knowledge and skills of candidates relevant to the position they applied for.

e. **Interview**
   Candidates who pass the administrative selection and written tests will proceed to the interview stage. The interview aims to learn more about the candidates' abilities, personality, and motivation. It is also an opportunity to assess the-candidate's fit with the company culture.

f. **Offering**
   If a candidate is deemed successful in the interview stage, the company extends a job offer. At this stage, information about the salary, benefits, and other perks will be clearly explained to the candidate. If they accept the offer, the next stage is the final administrative process.

g. **Onboarding**
   The last stage in the recruitment process is onboarding, where the new employee is introduced to the company, the team, and the working culture. This process aims to ensure that new employees feel welcomed and are ready to perform their duties effectively.

Overall, the recruitment system at PT. Janaloka Banyu Bakti is well-structured and includes all necessary stages to hire the right candidates. However, the effectiveness of this system can still be improved by considering factors such as utilizing technology in the selection process or developing methods to attract a wider pool of

quality candidates.

The author attempts to analyze that the process above actually follows the standard recruitment process commonly found in many companies. This can also be seen from several theories according to experts, as follows:

According to Gary Dessler, recruitment begins with analyzing workforce needs to determine the number and type of employees required.

- Conducting job analysis to identify the tasks, responsibilities, and competencies needed.
- Determining the need for new workforce or replacing vacant positions.
- Aligning workforce needs with the organization's strategic plan.

According to Mathis & Jackson, recruitment planning involves strategies to attract applicants who meet the qualifications.

- Determining recruitment sources: internal (promotion, rotation) or external (advertisements, campuses, employment agencies).
- Preparing the recruitment budget.
- Establishing a timeline for the recruitment process.

According to Edwin B. Flippo, this step aims to attract the attention of potential applicants.

- Creating clear and appealing job announcements.
- Media used: company websites, social media, job portals, or campuses.
- Using employer branding methods to enhance the company's image.

According to Dessler, initial selection is conducted to filter candidates who meet the basic requirements.

- Evaluating CVs or resumes and cover letters based on the specified criteria.
- Ensuring supporting documents (diplomas, certificates) comply with the requirements.

According to Mathis & Jackson, tests are used to measure the technical skills, intellectual abilities, and personality traits of candidates.

- Written tests: Measure technical abilities related to the position applied for.
- Psychological tests: Assess intelligence, personality, and work attitudes.
- Practical ability tests (if required), such as job simulations.

According to Dessler, interviews are an important step to evaluate candidates directly.

- HRD interview: Evaluates the candidate's fit with the organizational culture.
- Technical interview: Conducted by supervisors or managers to test specific skills.
- Panel interview (if needed): A combination of interviews with multiple parties to make a collective decision.

According to Flippo, verifying the credibility of candidates helps reduce the risk of poor recruitment decisions.

- Checking work references.
- Verifying important documents, such as diplomas and certificates.
- Conducting criminal background checks (if relevant).

According to Mathis & Jackson, this step involves communication to ensure agreement between the company and the candidate.

- Providing an official job offer that includes salary, benefits, and work terms.
- Discussing the employment contract and ensuring the candidate's agreement.

According to Gary Dessler, effective onboarding helps new employees quickly adapt to the organization.

- Introduction to the team and organizational structure.

- Initial training on tasks and responsibilities.
- Explaining company policies and work culture.

Conclusion: An effective recruitment system requires careful planning, systematic implementation, and continuous evaluation. By following this theory-based process flow, companies can ensure that the recruitment process is efficient, transparent, and results in hiring employees who are aligned with the company's needs.

Next, the researcher will create a work flowchart or diagram of the correct recruitment process as follows:
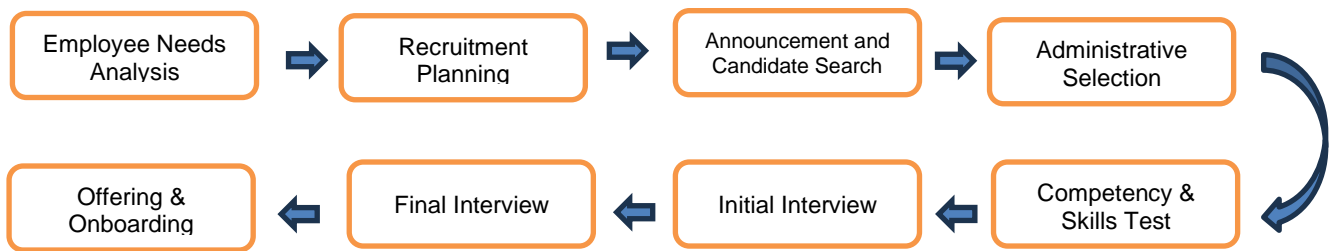
Employee Needs Analysis	→	Recruitment Planning	→	Announcement and Candidate Search	→	Administrative Selection
Offering & Onboarding	←	Final Interview	←	Initial Interview	←	Competency & Skills Test

Chart 1.1 Recruitment Process

2. **What are the challenges faced during the recruitment process?**

Based on the research and field data, the author explains the challenges faced during the employee recruitment process at PT. Janaloka Banyu Bakti, in alignment with theories from various experts as follows:

1. Lack of Suitable Candidates

   According to Dessler (2017), one of the biggest challenges in recruitment is the gap

   between the qualifications of candidates and the needs of the company. This is caused by:

   - Lack of workers with specific skills.
   - Mismatch between the competencies of applicants and the company's needs.

2. Competition in the Labor Market

   According to Mondy and Martocchio (2016), intense competition in the labor market becomes a challenge, especially for small companies or those with a lower reputation. High-quality candidates often prefer companies that offer higher salaries, better facilities, and a strong reputation.

3. Ineffective Recruitment Process

   According to Robbins and Judge (2018), a slow or poorly organized recruitment process can lead to the company losing the best candidates. This factor is often caused by:

   - Outdated recruitment technology.
   - Lack of communication between HR and potential candidates.

4. Weak Employer Branding

   According to Armstrong (2014), the company's image significantly influences its attractiveness to candidates. Companies with a poor reputation for the work environment or those less known to the public often struggle to attract talented candidates.

5. Bias in Recruitment

   Mathis and Jackson (2011), highlight that bias or discrimination in the selection process can be a major obstacle. This bias may occur unintentionally, such as a preference for certain genders, ages, or educational backgrounds, which are actually irrelevant to the job position.

6. External Factors

Gomez-Mejia et al. (2016), mention that external conditions such as the economy, government regulations, and geographic location can affect the recruitment process. Examples include:

Economic recessions that reduce candidates' interest in joining certain companies.

The company's location in a remote area, making it difficult to find qualified labor.

7. Lack of Clarity in Job Descriptions.

According to Noe et al. (2015), job advertisements that are unclear about the duties, responsibilities, and qualifications required can lead candidates to misunderstand the company's needs.

8. Lack of Recruitment Technology

Ulrich (1997), emphasizes the importance of technology in recruiting. Many companies are yet to take advantage of modern platforms to increase efficiency and reach more candidates.

9. Internal Organizational Constraints

Torrington et al. (2014), note that internal factors such as lack of coordination between departments or unclear recruitment strategies are also obstacles.

Conclusion

Experts agree that barriers to recruitment can come from internal factors (process, technology and company culture) or external factors (market competition, regulations and economic conditions). To overcome these obstacles, companies need to design a comprehensive, transparent and adaptive recruitment strategy.

3. **What corrective measures can be implemented to improve the quality of recruitment?**

The following are steps to improve the quality of recruitment according to experts in the field of human resource management (HR). These steps include various aspects that can be optimized to increase effectiveness and efficiency in the recruitment process.

a. **Analyze Labor Needs**

According to Gary Dessler (2017), an important first step in recruitment is conducting a workforce needs analysis. This process helps companies determine the type of skills and number of employees needed based on the company's business goals.

Recommended action: Conduct a thorough job analysis to identify required qualifications and job duties.

Goal: Avoid an undirected recruitment process and ensure that the candidates sought match the company's needs.

b. **Develop Strong Employer Branding**

According to Rosilawati, (2008), strong employer branding is very important to attract the best candidates. Companies that have a positive image in the eyes of the public and prospective employees are more likely to get quality candidates.

Recommended action: Strengthen the company's image through marketing campaigns that emphasize company values and culture, as well as employee benefits.

Goal: Attract candidates who fit the company culture and values.

c. **Use of Technology in Recruitment**

Mathis and Jackson (2011), argue that the application of technology in the recruitment process is very helpful in speeding up the selection process and

expanding the range of candidates. Technologies such as Applicant Tracking Systems (ATS) and Artificial Intelligence (AI) can help increase efficiency and objectivity.

Recommended action: Implement a technology-based recruitment system for initial screening, application management, and communication with candidates.

Goal: Speed up and simplify the recruitment process and reduce the possibility of bias in candidate selection.

d. **Focus on Candidate Experience**

According to Gartner (2020), a positive candidate experience during the recruitment process can increase employee satisfaction and retention in the future. A transparent and communicative recruitment process can build good relationships between companies and candidates.

Recommended action: Ensure the recruitment process involves clear and open communication with candidates, and provide constructive feedback.

Goal: Improve the company's image and provide a pleasant experience for candidates, even if they are not hired.

e. **Recruitment Team Training**

Kirkpatrick (1994), emphasizes the importance of ongoing training for recruiting teams to ensure that they have the necessary skills to manage the selection process professionally.

Recommended action: Provide training on competency-based interview techniques, use of current technology, and managing bias in selection.

Objective: Increase the competency and skills of the recruitment team in selecting the right candidates.

f. **Diversify Candidate Search Sources**

Diversifying candidate search sources can help companies obtain a wide selection of candidates with different backgrounds. This can also help increase diversity in the workplace.

Recommended action: Use a variety of sources, including social media, job fairs, employee referrals, and job search platforms to attract candidates from diverse backgrounds.

Goal: Attract candidates with diverse skills and perspectives who can enrich the company culture.

g. **Improved Selection Process**

The selection process must be carried out carefully so that the selected candidates truly meet the desired qualifications. A good selection process does not only rely on interviews, but also other selection tools such as skills tests and psychological assessments.

Recommended action: Implement a variety of selection methods, such as aptitude tests, competency-based interviews, and assessment centers, to assess candidates' overall abilities.

Objective: to signal that the selected candidate really has the skills and potential to develop in the company.

h. **Evaluation and Continuous Improvement**

Emphasizes the importance of continuous evaluation at each stage of recruitment to ensure the process used is effective and efficient. Evaluation also helps in identifying weaknesses and improving the recruitment system in the future.

Recommended action: Conduct an evaluation after each hiring process to identify successes and shortcomings, and look for ways to improve the procedure.

Objective: Ensure the recruitment process remains effective and relevant to the changing needs of the organization.

i. Management of *Bias* in the Recruitment Process

According to Rynes et al. (2002), bias in recruitment can interfere with objectivity and lead to unfair selection. Managing bias in recruitment is important to ensure that every candidate is given an equal opportunity.

Recommended action: Implement competency-based interviews and use interview panels to minimize personal bias in selection decisions.

Goal: Ensure that all candidates are assessed fairly and objectively, without the influence of irrelevant bias.

These improvement steps refer to the basic principles suggested by experts to improve the quality of recruitment. By systematically implementing these improvements, companies can improve the hiring process, improve the quality of candidates they receive, and strengthen their competitiveness in the labor market.

CONCLUSION

Based on compilations, expert opinions, analysis and research activities in the field according to the data discussed above, the author tries to analyze and draw conclusions to evaluate the existing recruitment system in order to optimize human resources at PT. Janaloka Banyu Bakti is as follows;

1. Evaluate the recruitment process because from field data, not all recruitment processes or stages are carried out by the officers responsible there.
2. Create and establish standard rules for recruitment stages carried out by authorized officials there.
3. Create and create a good company image (employer branding).
4. Make plans, organize, practice or act, and evaluate each activity carried out in an orderly manner.

Furthermore, the author also added that actually this recruitment process is an easy to difficult process, but if each stage of the process is carried out well, God willing, it will definitely be successful with good results too. Every employee definitely has duties and responsibilities that must be carried out while working. Any trust that is not carried out will definitely receive retribution. Taking from the research results above that there are stages that are not carried out by the recruitment team, here the author emphasizes that someone should work according to the SOPs that already exist in each company.

The author conveys a little hadith from Abu Hurairah, Rasulullah Sallallahu 'alaihi wa sallam said,

أَدِّ الأَمَانَةَ إِلَى مَن ائْتَمَنَكَ وَلاَ تَخُنْ مَنْ خَانَكَ

"Fulfill the trust of the person who gave it to you and do not betray the person who betrayed you" (HR. Abu Daud no. 3535, Tirmidhi no. 1264 and Ahmad 3: 414, authentic).

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