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Study on the Effectiveness of Recruitment Processes at PT. Kelola Lingkungan Kita

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The first stage prior to the selection process is employee recruitment, then continues to the placement of candidates. The right hiring employee candidates over company is the most important part of the venture. An effective recruitment process can be reducing turnover of company. The interviews process and background checks are ensuring that the company will hire reliable candidates and carry out the company's planned goals of providing quality service to customers. There are several factors that affect the effectiveness of the recruitment process at PT. KELOLA LINGKUNGAN KITA (KLK) which is have a consists of cost per person employee candidate, volume of applicants, time to fill in, quality of recruitment, tenure, and employee attitude. This study aims to review the most effective way of recruiting employees in order to obtain competent employees. In this study, we use a qualitative method that will describe the topic and explain the results of the interview. The purpose of this study was to determine how effective the recruitment process at PT. KLK. The result of this research is that the recruitment process of PT. KLK is effective, but it is important to maintain the recruitment process in the company, because the recruitment process is the first stage in deciding whether a company has good employees or not.

Keywords: Recruitment, Time to Fill, Quality of Hire.

1. INTRODUCTION

The organization to be able to gain a sustainable competitive advantage through people and also to address important problems for employees [1]. Through Human Resource Management (HR) these things can be achieved. Organizations must have good employees to run their companies and achieve success. Basically, every organization has strengths and weaknesses in the functional areas of the business [2]. No company is equally strong or weak in all areas especially Kelola Lingkungan Kita company (PT. KLK). This company started the idea of establishing a business from the large amount of B3 waste produced by the hospital that had not been processed. This can pollute the surrounding environment and Indonesia. In the process of establishing the company, PT. KLK had conducted a business strategy analysis according to the strategic analysis framework in the SWOT analysis there are weaknesses in the Human Resources variable, namely PT. KLK does not have employees with sufficient skills and abilities so they have to recruit several new employees with minimal experience. The competitive advantage of companies

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that know how to attract, select, and develop their talents. Hiring employees, training and developing their skills, and designing jobs are some of the important things a company must do to improve its performance. Recruitment is the first stage in the process which continues with selection and ends with placement of candidates. The next step in this procurement function, the first is workforce planning. Recruitment makes it possible to obtain the number and types of people needed to ensure the continuity of the company's operations.

PT. KLK has a mission to be the number one medical waste manager in Indonesia by optimizing technology and quality human resources. Thus, mission of PT. KLK must have good employees to carry out their achievement. It's hard to find the right person for the company. However, companies try to recruit potential employees. Many companies require a higher skill level and becomes a challenge for managers to recruit good talent for their company. They need to put the right people in the right place at the right time. This means that the quality of employees they need to hire depends on how effective the hiring process is in the company. This study aims to review the most effective way of recruiting

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2. METHODOLOGY

This research will be conducted at Kelola Lingkungan Kita company (PT. KLK). In this study, we obtain the data from management department who work at PT. KLK. The resource persons or participants of this study consisted of four people, they were the head of the Human Resources Department, IT staff, the marketing division and the operations division (see Figure 1).

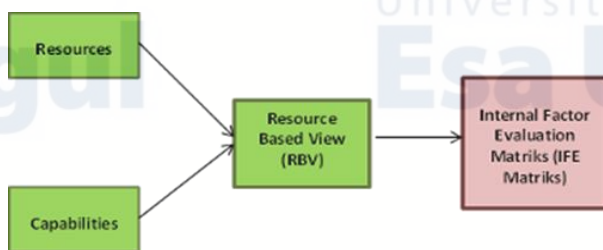


Figure 1. Internal Factor Analysis Framework.

A. Data and Location

To achieve the result, we use in-depth interviews as a method of collecting data to obtain data from participants. In-depth interviews are interviews in which participants are encouraged and asked to speak in depth about the topic being investigated without the use of pre-determined, focused on short questions [4].

Data Analysis Methods This research uses descriptive analysis tools to analyze the effectiveness of the observation process in PT KLK. To do this research, the research will ask basic questions based on indicators and then the interview or conversation will go as far as it can go. The more information the better. Through conversation, there must be something that is considered a hole that

affects the welfare of the company. The validity and reliability in qualitative research is important to prove that all the results described and discussed in this study are correct. Whenever an interview is conducted as part of the data collection process, validity and reliability testing is essential. The reliability of qualitative research includes the reliability of categories and between judges [5] such as reliability Category and reliability of Inter Judge. The differences about two reliability are a classify qualitative data and coders processes respectively. Here, the validity of qualitative research depends on several factors as follows:

1. **Credibility.** Credibility criteria involve that qualitative research results can be trusted or trusted from the perspective of the participants. Since from this perspective, the objective of qualitative research is to describe or understand the phenomenon of interest from the eyes of the participants, the participants are the only ones who can legitimately judge the credibility of the results.
2. **Transferability.** Transferability refers to the extent to which qualitative research results can be generalized or transferred to other contexts or settings. From a qualitative perspective, diversion is the main responsibility of those who generalize. Qualitative researchers can increase transferability by doing a thorough job of describing the research context and the assumptions that are central to the research.
3. **Dependability.** The traditional quantitative view of reliability is based on the assumption of replicability or repeatability. Basically, it has to do with whether we will get the same result if we can observe the same thing twice. But we really can't measure the same thing twice - by definition if we measure twice, we measure two different things. Notion dependence, on the other hand, emphasizes the need for researchers to explain the ever-changing context in which research takes place. This research is responsible for describing the changes that occur in settings and how these changes affect the way research approaches studies.
4. **Confirmability.** Qualitative research tends to assume that each researcher brings a unique perspective to research. Confirmation refers to the extent to which results can be confirmed or corroborated by others. There are a number of strategies for increasing confirmability. Researchers can document procedures for checking and double-checking data during the study.

B. Human Resource Management

Human Resource Management or HRM is a part of management that focuses on studying the relationships and roles of people in the company. It involves all management decisions and practices that directly affect or influence the people, or human resources who work for the organization. Human resources can also be defined as strategic management and operational activities to improve the performance of human resources in organizations [6].

C. Recruitment

The definition of recruitment is notification that new people will be appointed, which can be done through publicity and advertisements [7]. The main purpose of recruitment is to find and attract prospective employees. Here, recruitment process explains that there are several steps for recruiting employees (see Table I).

Table I. Recruitment Process

No	Recruitment Process
1.	Determine what positions should be filled through planning and forecasting personnel
2.	Build a candidate pool for this job by recruiting internal or external candidates
3.	Have the candidate fill out an application form and possibly undergo an initial screening interview
4.	Use selection techniques such as tests, background investigations, and physical exams to identify candidate variables
5.	Decide who to bid, having a supervisor and possibly other people in the team interview

Internal recruitment is cost efficient, supports employee satisfaction and morale. Give time to recruit or promote employees who are currently working before looking for talent / talent from outside the company. Nothing is more disappointing to an employee, who has worked hard to get promoted, to see someone new in the position he deserves or wants. Here, the promotion within organizations involves less training and transitions [8]. Another method of bringing in employees is through external recruitment. Bringing new skills and perspectives to the work group is an advantage of this method. It's also easy to set a specific target in the group. Researchers used qualitative methods to explore the effectiveness of the Recruitment Process at PT. KLK. In general, the reason for using qualitative data is because the problem is not clear, it needs to be identified holistically, the subject is complex, dynamic, full of meaning so it is quite difficult to use quantitative research methods [9, 10]. Thus, the exploratory studies are used in this research to understand and explore the extent to which the effectiveness of the recruitment process at KLK has never been disclosed before, to explore and identify the factors that make the recruitment process effective at PT. KLK. Thus, to identify challenges and problems faced by PT. KLK must be faced and used descriptive studies to present the results also discussions in this study.

3. RESULTS AND DISCUSSION

The results of interviews were conducted using semi-structured interviews with the help of four employees at PT. KLK. Based on the results of interviews with the five participants, there are six main dimensions of the recruitment process that affect the effectiveness of the recruitment process at PT. KLK, namely cost per employee, volume of applicants, time to fill in, quality of applicants, years of service, hiring manager and employee attitudes. Based on the interviews result, we obtain the several points as follows:

1. Wage cost per worker - The wage cost per worker measures how much companies spend on hiring individuals. This helps organizations to understand how much they are currently spending and if they are using sufficient resources. It measures the effectiveness of recruitment efforts and helps organizations to understand how much they are paying per employee and which recruiting sources are working well. Once the total cost per employee is known the organization can then plan and budget for the future. From interview one, the cost per employee affects the effectiveness of the hiring process. It never went over budget as every recruitment process had been planned from the previous year. So, they always do that to avoid over-budgeting. Applicant Volume - From the resource person, the volume of applicants affects the effectiveness of the recruitment process at PT. KLK. Quota of applicants has been recruited based on the needs of PT. KLK itself. For example, if they need employees who have skills in accounting, they will recruit applicants who have an educational background in accounting.
2. Time to fill - Time to fill affects the effectiveness of the hiring process. Based on sources, usually job vacancies have been published in the newspaper for one week. After that, the documents that have been submitted will be selected, and they will contact those who received the documents. Usually for 1 week, they have received a lot of applicant documents, it shows that the time to fill affects the recruitment process.
3. Applicant Quality - Determining the ability of the employee to be recruited against other employees in the same position, the quality of the hiring helps set performance benchmarks and measures the return on investment. The performance review also identifies training needs and a development path for employees. The quality of employees affects the effectiveness of the hiring process. According to informants, each employee who has been recruited is in accordance with the sector that requires employees, and usually PT. KLK provides targets to be achieved to become new employees.
4. Tenure - The tenure affects the effectiveness of the recruitment process. Based on the sources, the work period is determined by the contract period. As all the informants said above that they have 3 months trial in their one-year contract. The results of the 3-month trial will determine their tenure at PT. KLK.
5. Employee Attitudes - Employee attitudes will determine the company's recruitment process itself will be effective or not. According to the interviewees, the attitude of company employees measured it by the psycho-tests they faced in the recruitment process steps and during interviews. PT. KLK of course will not let bad people join the company. It will destroy the company itself. As mentioned above new employees will have 3 months trial in their one-year contract.

Interviews were conducted with four employees at PT. KLK as a correspondent. The recruitment process at PT. KLK has influenced employees in the company. There are several steps in the recruitment process at PT. KLK, namely: advertisement, submitting application form, document selection, individual & psycho-test, interviewing the applicant. The recruitment process at PT. KLK there are several steps to recruit employees: planning, forecasting, application forms, tests, and interviews.

The staff had a positive attitude towards hiring practices by following the media and contacting the source. This research uses quantitative research in which the way to get results is different from this research but has the same objective to prove the effectiveness of the recruitment process. It is similar to this result that the recruitment process is also effective, because there are several factors that are proven to influence the recruitment process at PT. KLK, namely cost per person, volume of applicants, time to fill in, quality of applicants, length of service, work attitude of managers and employees.

4. CONCLUSIONS

There are several factors that have a significant influence on the effectiveness of the recruitment process at PT. KLK, namely cost per person, volume of applicants, time to fill, quality of recruits, employee attitudes, and years of service. Of all the factors, the most influencing factor is the time to fill, because in order to run a company properly there must be no vacant position in the company. The Management Recommendations of PT. KLK should pay more attention to the recruitment process in the company. It is very important to maintain the recruitment process they do, to maintain the quality of the recruitment process or even better. Because in company recruitment is the first stage in

the process of deciding which company will have good employees or not.

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