

# Employee Recruitment Process Analysis Of PT. Wishan Global Medika Tangerang Banten Indonesia

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## Abstract.

*The present study reports the first comprehensive study around employee recruitment, inside the era of globalization has led to intense competition in various industrial fields, including the medical and healthcare industry. PT. Wishan Global Medika (WGM) is a medical evacuation company in Tangerang Banten Indonesia, to face competitors the company needs to carry out employee recruitment activities in accordance with the vision and mission in order to achieve the goals the company wants to achieve. Product from Indonesian medical companies are still quite considered in the global market but still has competitor from countries in Southeast Asia. One way to face this competition is that companies are required to have competent and good performance employees. The purpose of this study was to analyze the employee recruitment process at PT. Wishan Global Medika Tangerang Banten. The conceptual framework of the employee recruitment process in this study includes 3 items, namely Sourcing, Selection Process, and User Process. The research method used is qualitative research with in-depth interviews with a case study approach. Purposive sampling was used with a total of 3 respondents, namely the main director, general manager and human resources staff. The results of the study indicate that the analysis of human resource management in this company still does not lead to the interests of the company and determines the types of tasks and jobs that need to be carried out and there is no management policy rules in order to support the strategy of human resource management. The analysis of the employee recruitment system in the company is considered to be in accordance with the standart operating procedures recruitment, also still needs to be improved in terms of sources and stages of recruitment so as to minimize obstacles in recruitment. The conclusion of this study is that the implementation of human resource development needs to be carried out in an integrated manner in long-term and annual corporate planning as well as improving the quality of recruitment so as to prevent the occurrence of vacancies.*

**Keywords:** Employee, human resources, PT. Wishan Global Medika, recruitment analysis.

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## I. INTRODUCTION

Globalization and the pandemic period have led to intense competition in various industrial fields, including the medical industry. Competition does not only occur with fellow domestic industries, but also with foreign industries. From 2017 to early 2022, the number of Indonesia's medical industry increased to more than 195 companies with a total investment more than IDR 136 trillion[1]. Indonesian medical products are still quite considered in the global market. In 2019, Indonesia counted a high number of medical products and services. Indonesia occupies the fourth position in the import of textiles in America with a value of US \$ 1.9 billion. In 2020, the performance of meeting national needs is estimated to reach US\$ 2.1 billion, an increase of about 9% compared to the previous year. In the Asian global market for medical products, Indonesia faces potential competitors such as Singapore, China and Japan[2][3]. One way to face this competition is that companies are required to have employees who are competent and have good performance. The role of employees is very decisive for the success or failure of the company to achieve its goals. The company always expects its employees to have higher performance, be more process oriented, more involved in leadership and better able to gain knowledge that adds value to the company and it is hoped that the right employees can make the company compete with other companies. Human Resources (HR) is a central factor in an organization. Whatever the form and purpose, the organization is made based on various visions for the benefit of humans and in carrying out its mission it is managed and managed by humans[4][5].

In the future, still humans are a strategic factor in all institutional/organizational activities. Strategic role of HR in business organizations can be collaborated in terms of resource theory, where the function of change is all internal resources or capabilities to deal with market interests as the main external factor. Given the important role of human resources in an organization, it is undeniable that special attention must be paid to the issue of improving the quality of human resources[6][7]. To obtain quality human resources, the company is expected to carry out a recruitment process so that the quality of human resources placed is truly in accordance with the required expertise. However, theoretically the purpose of recruitment is to match (to

match) individual characteristics (knowledge, experience, skills, etc.) Therefore, the recruitment process needs to pay attention to the suitability of these characteristics so that organizational performance can be improved in the future. Failure to combine these two things can cause employee performance to be not optimal which can result in low job satisfaction. A recruitment and selection process that is in accordance with the procedures is needed so that the company gets employees who meet the desired criteria[1]. The recruitment and selection process that complies with procedures, where the process is carried out procedurally and objectively can have implications in achieving company goals. Recruitment is the process of seeking, finding and attracting capable applicants to be employed in and by an organization.

The selection process is a series of specific steps used to decide which applicants will be accepted[8]. The selection process begins with the acceptance of the application and ends with a decision on the application. The main objective of the recruitment and selection process is to find the right person for a certain position, so that that person is able to work optimally and can stay in the company for a long time. Although the goal sounds very simple, the process turns out to be very complex, takes quite a long time and costs a lot of money and is very open to opportunities to make mistakes in choosing the right person. Mistakes in choosing the right people have a huge impact on the company or organization[9]. This is not only because the recruitment and selection process itself has taken time, cost and effort, but also because accepting the wrong person for a position will have an impact on efficiency, productivity and can damage the morale of the employee concerned and the people around them[10][11]. One of the companies in Indonesia which is engaged in medical evacuation, namely PT. Wishan Global Medika (WGM) also conducts employee recruitment activities in accordance with the vision and mission in order to achieve the goals the company wants to achieve. PT. Wishan Global Medika was founded by certified professional flight nurses as ACL, NRP, CCAT, MEF, AmRCM, CRaMA flight nurses and has experience in providing health services both nationally and internationally, supported with many of qualified doctors, nurses, and many staffing with international certified.

## II. METHODS

This research method used in this research is a qualitative research method that is in-depth interview with a case study approach. Qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perception, motivation and action holistically and by way of description in the form of words and language in a special natural context by utilizing various natural methods[12][13]. Thus, this qualitative research was used to obtain in-depth and detailed information about the analysis of the employee recruitment process at PT. Wishan Global Medika (WGM).

## III. RESULT AND DISCUSSION

### 1. Analysis of Human Resources Management of PT. Wishan Global Medika

In the context of implementing the task, the job really needs to be described in written form known as a job description sheet. This guide helps job executors to be maximal and specific in achieving job goals. The output of this action is the achievement of a standardized recruitment implementation both from external and internal sources. The results of the study explain the actual situation in this company. The only success of resource management is seen from the empowerment of resources designed from planning, organizing, preparing personnel or staffing, mobilization and leadership and monitoring implementation. All the series of processes in order to achieve the company's goals that have been determined. From the research data obtained at PT. Wishan Global Medika has several aspects that need to be improved for the purposes of supporting the process of utilizing resources and having prospects in the process of regulating human resources[14]. Some of the points obtained include:

- a) PT. Wishan Global Medika has not yet addressed the interests of the company and determined the types of tasks and work that need to be carried out.
- b) PT. Wishan Global Medika has not fully regulated management policies in order to support HR management strategies

Human resource management policies that must be considered by human resource management are to pay attention to the level of employee skills, employee capabilities, and management capabilities with their relevance in making human resource strategies. Three main concepts in human resource strategy were also put forward to covering competitive advantage, special capabilities, and strategic fit.[15]

Based on the results of interviews since 2019 there has been a follow-up as an improvement effort from the company in various services such as homecare for anesthesiologists and nurses. This explains that there is an effort to improve and good and integrated organizational communication. This supports the company's vision to serve clients with an integrated, quality and value-added system to increase client or customer satisfaction. Follow-up PT. Wishan Global Medika's wish is reflected in making working conditions conducive, seeking and creating transparency and openness between employees and leaders in deliberation, and so that production and operational employees can work. In the case of decision making, it is carried out by holding deliberations between leaders, which then the results of the deliberation are discussed again with employees[3][8]. Related to managerial and job analysis of the recruitment division (HRD) at PT. Wishan Global Medika has started by paying attention to the form containing the needs of employees with certain specifications in each unit. This is supported by the opinion whether or not the company progresses depending on the management of human resources, this can be done within a company or by a certain department.

Considerations are focused on requests from related divisions (units) and have been supervised by division manager. What a company should have are references and references for HR development. PT. Wishan Global Medika has not been optimal in implementing HR development which is carried out in an integrated manner by referring to long-term and annual corporate planning. The preparation of this HR roadmap is also deemed necessary for the results of an accurate and effective and structured analysis of supply and demand. The running of resource management begins with the selection of human resources conducted by PT. Wishan Global Medika which basically concluded that the HR selection process will be carried out, if there are related units that require personnel, HR selection will be carried out so there is no set time. The big implications can be in the form of social and managerial systems in getting the needs and wants by creating, offering company services to customers[16]. Managers at every level must involve themselves in the human resource management system. Basically, all managers get things done through other efforts, this requires effective human resources. In terms of system operational procedures (SOP) PT. Wishan Global Medika already has an operating procedur standart (SOP) on recruitment and human resource management. This is in line with the opinion that efforts to implement an integration mechanism between company policies and their implementation in managing human resources are directly related as a strategy in advancing the company.

## **2. Employee Recruitment Analysis of PT. Wishan Global Medika**

Recruitment of employees of PT. Wishan Global Medika was preceded by a series of activities such as conducting divisional job analysis. In conducting a job analysis, each division begins by paying attention to the form containing the needs of employees with certain specifications in each division. This is to make it easier to forecast the needs of employees/employees for the medium and long term. And based on SOPs, of course, it can make it easier for related divisions and top management in determining the qualifications and requirements of prospective employees/employees needed. Based on the analysis with the gradual careful planning of human resources, PT. Wishan Global Medika is expected to be able to provide various benefits for companies such as being able to analyze the needs of the number of employees, after knowing the number of employees needed, the employee recruitment process can then be carried out. In general, human resource planning carried out by PT. Wishan Global Medika is the first stage of planning employee needs, in the event of a vacancy in the position. Evaluating how much manpower is needed to fill vacancies, these vacancies occur due to many factors. Based on the results of observations and interviews, the factors that cause employee vacancies at PT. Wishan Global includes promotions, employee design, and other personal factors, but the factor that most often occurs is job vacancies or employee resignations[17].

### **3. Employee Recruitment Analysis of PT. Wishan Global Medika**

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### **4. Source of Employee Recruitment**

The results of the study stated that PT. Wishan Global Medika uses two sources of recruitment, namely internal and external. For employee selection at PT. Wishan Global Medika includes application administration selection, interviews, psychological tests, user interviews, medical check-ups, contract signing (if after undergoing 2 weeks of trial). The series of systems will determine the quality of human resources obtained from the number and types of applicants who enter. The company's human resources are the main assets of the company who are the planners and active actors of every organizational activity[19] The employees have heterogeneous thoughts, feelings, desires, status, and educational background, age, and gender which are brought into the company organization. Based on the results of interviews with PT. Wishan Global Medika prefers to recruit internally, mainly because old employees are familiar with the company's work culture. However, it is possible to conduct recruitment with external candidates.

The importance of finding and selecting the right people to occupy the position based on their specifications and competencies. Recruitment is very important for several reasons, including: a) The majority of organizations, both private and public, assume that there will be a shortage of employees who have the skills needed for modern employees; b) Organizational streamlining (restructuring) and cost-saving measures introduced in recent years have resulted in smaller budgets than before. The two reasons above show that recruitment is becoming increasingly important to get good employees/employees who have a high commitment to tasks and functions within the organization[14].As previously discussed, basically the recruitment system applied at PT. Wishan Global Medika is based on need. Internal recruitment sources are used because they are influenced by procedures and authorities in finding and fostering potential and accountable candidates in an effort to fill vacancies in a job. The company's work culture that has been understood by the old employees is a consideration for PT. Wishan Global Medika in filling vacancies with an internal recruitment system. The internal recruitment system has an advantage, according to (Rumangkit and Aditya 2018) the company knows precisely the highly skilled and qualified workers to fill vacant positions, the workers have a good understanding of the policies, procedures, provisions, and habits of the organization or company. In addition, the financing is relatively cheap because it does not require a selection process as is done in external recruitment. Furthermore, the advantages of an external recruitment system are likely to bring about a new and better work system[20]

### **5. Employee Recruitment Method**

The method used in recruitment is to use a closed and open method. The open method with the wider and wider variety of media used for socialization in the context of recruitment, is certainly very helpful for companies to obtain qualified applicants (prospective employees/employees). This method is widely informed by placing advertisements on print and electronic mass media, so that they are widely distributed to

the public. The open method can be widely accessed so that it can produce qualified prospective employees, although in terms of costs it is not small. The drawback of this method is that the recruitment journey is getting longer so it drains energy, time and money. In addition, the types of open methods used at the time of selection include:

- a) Simulation Method, which is testing workers through simulating routine work processes in the short term or during test times, and
- b) Evaluation Review Technique Program, namely provide an overview to the accepted job candidates about the network of work events and activities, determine sources, consider time and cost, develop networks, and channel criticism of the withdrawal procedure.

In addition, there is a more dominant method applied by PT. Wishan Global Medika is a closed method. The company's work system and culture is something that employees need to understand and apply. The types of closed methods used at the time of selection include:

- a) Decision Theory Method, which is to determine directly which candidates will be recruited and how many workers are needed,
- b) Correlation Method, namely departmental functional correlation, filled in one does cause disruption to other departments. It was further explained that the selection using the closed method is that employees do not clearly know the vacant positions, so employees who have the requirements do not have the opportunity to apply formally. The weakness of this system is the emergence of aspects of nepotism, the advantage is that it is faster[21].

## **6. Barriers to Employee Recruitment**

First, the system is not optimal in the company, so the impact on weaknesses is internal conditions that prevent the organization from getting the desired objectives which can hinder the improvement of employee performance at PT. Wishan Global Medika. This is in line with the opinion (Simamora 2004), the obstacle can come from organizational characteristics. Organizations that emphasize centralized decision making are more receptive to managers' decisions about recruitment activities and selection of applicant pools. Second, at least the image of the organization that is not yet large and the employee recruitment system which is influenced by the design and implementation of the recruitment system. At PT. Wishan Global Medika places more emphasis on decisions that favor the relevant managers because these decisions are based on employee fulfillment based on ability. Sometimes at the time of recruitment, the expected candidate is not found.

The image of the organization which is reflected in job applicants is usually not interested in looking for jobs in certain organizations. Organizational image, therefore, should also be considered as a potential constraint. If the image of the organization is budgeted low, it is less likely to attract large numbers of applicants. Organizational Policies that reflect information on job analysis and staffing planning directing recruiters in making decisions about appropriate recruitment sources and channels and evaluating the recruitment process. Third, further to the policy at PT. Wishan Global Medika in conducting recruitment include: a) Internal promotion policy, internal promotion policy is intended to offer the first opportunity for job vacancies to existing internal employees; b) Employment status policy. Some companies have a policy of hiring part-time and temporary employees. All of this needs to be done in an integrated manner to avoid the stigma of a job that is considered boring, dangerous, causing anxiety. If the position to be filled is not an attractive one, recruiting a number of qualified applicants will be a difficult task. Recommendations for PT. Wishan Global Medika to offer a job with certain rewards and conditions, and has certain expectations about the type of people being sought. Strict selection to determine applicants who have the abilities and interests offered and find jobs that meet company expectations. Match will occur when there is an adequate relationship of these two expectations (employer and applicant). The recruitment process usually requires some modifications and compromises on both sides.

## 7. Recruitment Stages

The recruitment stages that will be explained are methods that use external sources such as from academies, universities, and other organizations. With the high cost of recruiting, organizations need to take advantage of the most productive recruitment sources and methods available[22]. The principle of effective recruitment is very important today for several reasons. Implementation of recruitment according to SOP Number SOP/WGM\_HRD/001 regarding recruitment and selection. PT. Wishan Global Medika has its own policy to respond to the efforts of prospective employees in the form of submitting professional data and personal data in a job application form or curriculum vitae. First, there has been a dramatic change in which in some countries the phenomenon of a shortage of manpower in accordance with the company's needs has emerged. Second, some hiring methods are better than others, depending on the type of job. Third, the success of recruitment will depend on the extent of the problem area and the recruitment policy[10].

## 8. Obstacles in Recruitment of Employees

No candidates were found from the results of external (open) recruitment. Then PT. Wishan Global Medika recruits more internally to meet the needs of each division. The drawback of the way to fulfill needs from internal is the lack of exploration of human resources that should be obtained from outside[23]. The implementation of internal recruitment is carried out with company records if you want people who are specific to certain divisions and the need for employees is very urgent. The advantages of the policy made by the company in the form of internal recruitment include :

- a) Not too expensive compared to recruiting from outside the organization. An internal promotion policy can maintain loyalty and encourage greater effort among organizational members.
- b) People recruited from within are clearly used to the atmosphere of their own organization so that they can work more effectively. The main drawbacks of this internal recruitment policy are: There are restrictions on the talent that is actually available to the organization.

## IV. CONCLUSION

The conclusion from path of recruitment of employees PT. Wishan Global Medika (WGM) was initially preceded by a series of activities such as conducting divisional job analysis. Based on the results of observations and in-depth interviews, the factors that cause employee vacancies at WGM includes promotions, employee resignations, and other personal factors. Based of the results above, the suggestions for WGM needs to have strict regulations, so that things that interfere with operational activities such as professionalism problems. In dealing with these obstacles, the company should begin to apply strict regulations and instill professional values into every human resource in the company so that people within the company can work professionally and can separate their work responsibilities from personal interests.

Recommendations for PT. Wishan Global Medika in managing human resources is to make regulations and implementations that are consistent and sustainable, it is hoped that this can strengthen the employee management system so that there are no frequent vacancies, such as employee resign, including: WGM needs to have good and strict regulations, so that things that interfere with operational activities such as professionalism problems. In dealing with these obstacles, the company should begin to apply strict regulations and instill professional values into every human resource in the company so that people within the company can work professionally and can separate their work responsibilities from personal interests. Recommendations in recruiting PT. Wishan Global Medika is external, namely the need for conformity with certain proposed requirements, and also has certain expectations regarding the type of people being sought. Strictly selection to determine applicants who have the abilities and interests offered and find jobs that meet company expectations. Match will occur when there is an adequate relationship of these two expectations, both of employer and applicant. The recruitment process usually requires some modifications and compromises on both sides. From research data and interviews obtained at PT. Wishan Global Medika has several aspects that need to be improved for the purposes of supporting the process of utilizing resources and having prospects in the process of regulating human resources.

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