The Challenges of Recruitment and Selection Systems in Indonesia

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ABSTRACT

Objective – The present study aims to describe the challenges of recruitment and selection systems encountered in Indonesia, to ultimately identify the factors influencing the rationale for recruitment and selection processes.

Methodology/Technique – A case study approach is used with in-depth interview method for explaining the challenges of recruitment and selection systems applied in Indonesia. The procedure of data analysis consists of three actions that take place instantaneously: data reduction, data presentation, and drawing conclusions.

Findings – The findings of this study show that an organisation can obtain qualified personnel who meet their requirements through the application of effective principles in the process of recruitment and selection, in addition to adopting the principles of clarity, planning, legal aspects, accuracy, fairness, honesty, and trust from HR.

Novelty – The empirical implications of this study provide a deeper understanding of the resource-based theory. Which explains that humans, as assets of an organization, must be recruited and selected with the right procedures and processes to ensure they provide value to the organization and increase its credibility. In addition, the findings of this study can be adopted by organizations within their recruitment systems, to capture competent candidates for recruitment. Hence, the results of this study further the development of the current principle of human capital for organizations.

Type of Paper: Empirical.

Keywords: Challenges; Recruitment and Selection System; In-depth Interview; Qualified Personnel; Approach Ideal Qualification.

JEL Classification: M10, M12, M19.

1. Introduction

The study of management practices in small and medium enterprises (SMEs) is increasingly becoming an integral focal point of broader human resource management literature.

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In this situation, it is said that recruitment has become an important process in the highly competitive labor market. A company should use care when recruiting new employees, and ensure that they are only hiring

staff that are compatible with the organization's objectives and who have the qualifications to achieve those objectives.

As stated by Carroll, Marchington and Earnshaw (1999), a considerable amount of prescriptive literature is available to managers who are responsible for recruiting staff which aims to help to find the right person for the job. Most of this advice, however, is seemingly aimed at large organizations. Further, assumptions are made about the degree of formality which would normally characterize the recruitment process and the extent to which employers are likely to adopt systematic and proactive searches for new recruits. Carroll, Marchington and Earnshaw (1999) also state that recruitment is a systematic procedure consisting of four stages: assessment of whether vacancies need to be filled, job analysis, production of job descriptions, and employee specifications. Further, Hughes and Rog (2008) believe that talent management consists of a collection of typical human resource department practices such as recruitment, selection, career development and management and success. From this perspective, they argue that talent management may involve more than merely trendy terms or euphemisms for HRM. However, they also suggest that talent management might also imply a systems approach involving technology (such as the internet or software), taking place at the overall level of the company.

On the other hand, recruitment and selection within an organization are integral parts of its' overall human resource management and planning process. The goal of recruitment is to identify and attract a pool of candidates on a timely basis, in sufficient numbers, and with appropriate qualifications (Milkovich & Boudreau, 1992; Gusdorf, 2008). Recruitment is extremely important; the selection of labor resources can be fatal if new employees are not suited to the expectations of the organization (Kasmir, 2002). Therefore, the recruitment process plays an important role in an organization's effectiveness and performance.

The National University of Ireland (2006) states that most recruitment and selection processes incorporate subjective assessment elements however, it is more often the attitude of recruiters to applicants that influences the applicant's decision to join an organization. It has also been shown that appointment of a suitable candidate can produce a positive impact on the organization, while unsuccessful nomination can have an adverse effect. The recruitment process is said to begin with the advertisement for new candidates by an organization and ends with the selection of a new candidate for a position.

2. Literature Review

The success of an organization lies in its human capital; hence, the recruitment of employees is quite important for the survival of an organization (Philips & Gully, 2015). Recruiting the right talent is the basis of organizational effectiveness; competitive advantage is rooted in the characteristics of individual levels and units that are used for strategic implementation (Ployhart, Nyberg, Reilly & Maltarich, 2014). Taylor and Collins (2000) state that recruitment is "the most important function of human resources for the success and survival of an organization".

Employee recruitment can be defined as a collection of applications and the employment of a new candidate by an organization (Breaugh, 2008). Likewise, Acikgoz (2018) states that there is a difference in the type of recruitment. In particular, some recruitment practices aim at attracting job-seeking individuals (i.e., active job seekers), whilst others target individuals who are currently employed by other organizations or who are not currently participating in the workforce but are open to employment opportunities. The main difference between those two groups is that active job seekers can be attracted by relatively passive recruitment methods such as posting information about job openings on online job boards or company websites. However, this method may not be effective for the second group as these people cannot find work. Thus, the way to reach these people is through a more active approach.

According to Simamora (1997), recruitment is aims to achieve several goals, including: (1) to collect a large number of applicants to provide a greater chance of selecting a candidate that fits the needs of the organization; (2) to hire new employees who will remain in the organization for a long period of time; and

(3) the recruitment of new employees aims to improve the image of the organization. Beer, Spector, Lawrence and Walton (1984) agree that recruitment and selection not only seek to attract, obtain, and retain the quantity and quality of human resources an organization needs to achieve its strategic goals, but may also have a significant impact on the composition of the workforce, the ultimate fit of the employee within the organization, and upon long-term employment.

Recruitment and selection are an integral part of an organization's overall human resource management and planning processes. The goal is to implement a process of identifying and attracting a pool of candidate on a timely basis, in sufficient numbers, and with appropriate qualifications (Milkovich & Boudreau, 1992; Gusdorf, 2008). This process plays an important role in shaping the effectiveness and performance of an organization, as well as in ensuring optimal employee performance and positive organizational outcomes. It is said that the selection of employees aims not only to replace departing employees or add to a workforce, but also to hire employees to perform at a high level and demonstrate commitment to the organization (Ballantyne, 2009). It is vital that organizations select people with the qualities essential for continued success in a globally competitive community.

The purpose of recruitment is to meet as many applicants as possible to increase the chances of finding an applicant that meets the suitability criteria of the organization (Sirait, 2006). Perhaps the best perspective on selection and placement stems from two undeniable human rights truths which clearly state the importance of precise job selection (Malthis, Robert & John, 2001). Hence, it can be said that the purpose of recruitment is to extract and obtain information that cannot be obtained from the information given in writing about the candidate. That information can be used as a basis for determining the most qualified candidate. The selection process is considered as the process of "leasing" labor (the hiring process).

For a candidate to be successful, they must fulfil certain requirements. For example, they must complete an application, undertake tests and interviews, be subject to background checks, medical examination or other relevant examinations, etc. Another approach, which is less commonly used, is based on the presumption that a deficiency in one factor is interpreted as "closed" by the presence of other selection factors.

The selection stages can be explained briefly as follows: (1) screening of the application whereby the candidate completes the application form, (2) Testing the ability and knowledge of the candidate, (3) behavioral interview, (4) medical examination, (5) reference checks, and (6) results. In general, interviews and tests are most commonly used in the recruitment process. The selection process begins when job applicants have been identified through the recruitment process. The goal of the selection phase is to identify the candidate who is most appropriate for the required position. This refers to both qualifications for the position and cultural fit. Based on this, the present study refers to "selection" as the process of selecting and identifying individuals that meet the requirements of the criteria of the advertised position.

Pilbeam and Corbridge (2010) state that effective recruitment and selection of employees is a fundamental human resource activity, and if it is managed well, it can have a significant impact on organizational performance and image (Evans, 2007). Ineffective recruitment has a number of cost implications for employers, such as low morale, which may affect employee performance, lost business opportunities, and high levels of employee turnover. Recruitment and selection also have an important role to play in ensuring employee performance and positive organizational outcomes. The key elements of an effective recruitment process are: (1) knowing what you want and where to get it (human resource planning), (2) identifying the required skills, attitudes and interpersonal skills (job design), and (3) providing appropriate challenges, development, rewards and opportunities (human resource development, remuneration systems, career and succession plans) to satisfy and motivate qualified applicants (Compton, Morrissey & Nankervis, 2014).

Recruitment and selection form a core part of the central activities underlying human resource management, namely, the acquisition, development and reward of employees. However, and importantly, recruitment and selection decisions are often made by non-specialists, such as line managers. Recruitment

and selection are a topical area of research, as organizations are becoming increasingly aware of the role that their workforce plays in providing a competitive advantage (Ntiamoah, 2014).

Recruitment and selection activities are related to the quality of employees recruited to achieve desired outcomes. When implemented properly, effectively and efficiently, recruitment processes will have a positive effect on employee performance. However, when recruitment and selection processes are conducted from external recruitment, this may have an adverse impact on an organization. These candidates are usually less aware of the organizational culture and climate, work environment, organizational policy, and personnel of the organization.

3. Research Methodology

This research adopts a case study approach, using qualitative research. This subject is used as an alternative that is needed to find people who want to find and find people who are looking to do something related to them. The most effective aspect of applying case study research in this context is to describe the most important 'what happens' that can be used as something valuable, if a simple addition to knowledge. al setting" (Rowley, 2002). Further explained by Rowley, case studies as research methods or strategies are traditionally viewed as lacking rigidity and objectivity when compared to other social research methods. This is one of the main reasons for being extra careful to articulate research design and implementation. On the other hand, despite skepticism concerning case studies, they are still widely used as they offer a view that might not be achieved by other approaches. Case studies are often seen as a useful tool for the early stages and exploration of research projects, as a basis for the development of 'more structured' tools needed in surveys and experiments.

As noted by Dörnyei (2007), qualitative data is 'most often' collected by researchers through interviews and questionnaires. In a similar vein, Cohen, Manion and Marison (2007) state that interviewing is "a valuable method for exploring the construction and negotiation of meanings in nature. That is, the value of interviewing is not only because it builds a holistic snapshot, analyses words, reports detailed views of informants; but also, because it enables interviewees to "speak in their own voice and express their own thoughts and feelings" (Berg, 2007). Moreover, interviewing, as well as other qualitative approaches to social science research, differs from quantitative methods due to its ability to analyze the data and making an allowance for participants' social life (Alshenqeeti, 2014). The instruments of this study are as follows. A brief questionnaire is used to gather information that is used to describe the sample (e.g. biological sex, age, education, occupation, work experience). Further, an original interview protocol is developed, using six research questions. Participants who have followed the recruitment and selection process as civil servant candidates (CPNS), state-owned enterprises (BUMN) candidates, and candidates in various companies are examined. The samples live in South Kalimantan (Banjarmasin); the increase in job seekers in this area from year to year is the reason for choosing this location.

Interviewing is a way to collect data and gain knowledge from individuals. Kvale, (1996) regards interviews as an interchange of views between two or more people, on a topic of mutual interest, which uses the centrality of human interaction for knowledge production, and emphasizes the social situations of research data. In this regard, in-depth interviews are flexible in that we can be presented in a number of ways — there is no specific format to follow. The interviewee is the source of primary data for the study and it is the role of the researcher to ask questions of the respondents. The questions ought to elicit a valid response. There are many reasons to use interviews for collecting data. Gray (2004) provides the following reasons: there is a need to attain highly personalized data, there are opportunities required for probing, interviews provide a good return rate, and they are useful for respondents that are not fluent in the native language of the country, or who have difficulties with written language. This research uses a structured interview because this gives the researcher control over the topics and the format of the interview by using a detailed interview guide.

In presenting the results of the in-depth interviews, care is needed in presenting the data and qualitative descriptors must be used, rather than trying to “quantify” the information. The interviewer later uses a separate contact summary form to document and code interview responses using pattern coding methods (Miles & Huberman, 1994). The interviewer then reviews all transcripts for negative evidence of the initial findings such as, body language, voices, voice tone, etc. A final review of all of the data, themes, and tables is conducted to identify multi-dimensional patterns. The procedure of data analysis will consist of three actions that take place instantaneously: data reduction, data presentation, and drawing conclusions. Further, there are three footpaths of qualitative data analysis: (1) data reduction, (2) presentation of data by forming a set of information, and (3) efforts to draw conclusions or verification.

4. Results

High population growth is one potential sources for the number of applicants in the labor market. Indonesia in particular has a large population, meaning there is a sufficient number of workers to meet the needs of any given organization. This is particularly true in one Indonesian province, South Kalimantan. The wider the labor market is, the more selective an organization can be for prospective candidates. Companies must also pay attention to the geographical location, knowledge, skills, and abilities required by a particular position, as well as the educational and technical qualifications required by candidates. For six of the questions included in the in-depth interviews, the results are as follows: recruitment and selection processes have reached the point at which all human resources management functions operate; without the right staff, an organization cannot operate effectively.

Therefore, it is crucial that human resources continuously analyze and refine their recruitment and selection processes to ensure their effectiveness in providing organizations with the best employees. On that backdrop, the recruitment and selection processes currently implemented in South Kalimantan remain less effective as some of them adopt a closed process, aimed at employing family members, friends, or those who are known to the employees of an organization. Participants agree that organizations should recruit from either internal or external applicants. On the other hand, all recruitment processes should be conducted in accordance with applicable standards created by the organization. This will ensure the selection process is conducted fairly based on the ability and competence of the candidate. Preference should also be given to internal employees, as they have a greater understanding of the organization.

External candidates may hold the appropriate qualifications to work within a particular organization, and they may also be proficient in the established standards and criteria. It is undoubtedly true that recruitment and selection strategies and practices have important consequences for all concerned. On the one hand, the persons conducting the recruitment process, typically HR personnel, must comply with applicable laws and standards throughout the recruitment process. On the other hand, the candidates applying for positions within an organization are taking a risk in applying for a new job.

Another useful tool in the recruitment process is to conduct probation periods for new employees during which their performance can be assessed, to determine whether they are suitable for a permanent position. Further, the criteria outlined in a job description must be accurate; the more accurate the criteria, the more likely that the best candidate will be selected for the job. Selection criteria provide a consistent and objective set of standards for all applicants which can be observed and measured, a structured and rational means for assessment of applicants, and selection criteria that can be divided into essential and desirable categories.

It is also important to remember that all documentation throughout the selection process is submitted in confidence. Discussions regarding individual candidates must not be engaged in by members of the interview board or staff involved in the management or administration of the process, to parties who are external to the process. The most common method of selection is by means of a formal structured interview, supplemented in some cases by other assessment techniques such as presentations and second interviews. In relation to the interview board, it is recommended that every interview board will, in most cases, comprise of a minimum of

3 persons (including a chairperson). When determining the most suitable applicant, candidates should be ranked as either suitable or unsuitable for appointment based on their performance at interview(s) and the quality of their written application. The most important criteria, however, is the competency of the applicant. Therefore, a scoring system based on competencies is expected to encourage the application of certain forms of approaches in work. Competencies can serve as a powerful tool to improving an organization's performance.

5. Discussion

Recruitment and selection are an important process. If these processes are not well managed, a company will not employ the optimal human resources required by the company. This will have a necessary effect on the performance of the company. Some factors which affect the recruitment and selection process is the condition of a person while undergoing an interview and other external factors such as salary expectations, age, gender, social background, and proximity to place of work. Further, it is evident that leaders typically adopt a measurable approach to recruitment, while personnel staff tend to adopt an emotional approach. This creates a lack of consistency in the factors that influence these processes, which is likely to have an effect on the decision-making process. This will also affect the quality and criteria of human resources by the organization. Therefore, the adoption of a uniform method of recruitment will foster equal opportunity to candidates and will assist the company in selecting the best suited candidate.

One of the major pitfalls of the recruitment process includes collusion and nepotism. This can take many forms, the most common of which occurs when the owners of a company, or those with the most influence, interfere in the recruitment process, to gain a benefit for themselves. This may include hiring someone they know personally, such as a family member or friend, despite the fact that their suitability to the role and their professional competencies may be lacking. This will undoubtedly cause other candidates to feel disadvantaged and disappointed by the organization. Another pitfall of the recruitment process arises where the candidate that is ultimately chosen for the role does not suit the culture of the organization. Despite holding all of the required competencies of the role, some candidates will ultimately fail at assimilating into the culture of a company and its employees.

The discussion of the results of this study can be related to resource-based theory. Resource-based theories examine differences in organizational performance based on the resources of a company (Peteraf & Barney, 2003). Barney (1991) states that resource-based theory makes two main assumptions: (1) organizations in an industry often have different resources available to them, and (2) these resources may not be fully engaged throughout the organization, meaning organizational differences in resources can be very durable. Barney (1991) and Wernerfelt (1984) state that the central idea of a resource-based theory is that organizations compete with others on the basis of their available resources and abilities. Organizational competitors can be identified by similarity of products, resources, capabilities, and their substitutes (Peteraf & Barney, 2003). This theory assumes that organizational decisions to select and collect resources are economically rational and subject to limited information, bias and prejudice, and causal ambiguity (Oliver, 2010). Resources are defined as anything that can be considered as a strength for an organization (Wernerfelt, 1984). Resources include semi-permanent or intangible assets that are bound to the organization (Caves, 1980). Examples of resources including brand names, knowledge, the skills and abilities of employees, machinery and technology, capital, contracts, and efficient procedures and processes (Wernerfelt, 1984). Organizational resources are seen as a force that helps organizations remain competitive in their respective market, and achieve the goals of the organization (Porter, 1981). Initially, ability was identified as a type of resource, however, subsequent research has separated the two concepts. Ability is not an observable trait, and is therefore intangible (Makadok, 2001). A key assumption in resource-based theory is that it focuses on the enterprise level, or business level (Peteraf & Barney, 2003). This theory focuses on resources and capabilities controlled by organizations that underscore the differences in performance across the organization. Based on

the resource-based theory, employees are considered assets of an organization. If the organization recruits and selects procedures and processes that are inadequate in some way, the organization will not run effectively, which may cause a loss of profit. Therefore, the recruitment and selection processes adopted by an organization must be adopted and implemented with optimal efficiency.

6. Conclusion

Increasingly competitive markets around the world have caused organizations to adopt new and innovative strategies in the recruitment of new talent. One such change is the shift to a more concentrated focus on the competencies of employees. Competence is considered most useful for determining the ability of an individual to carry out their obligations. Therefore, competency based recruitment processes, such as the use of interviews, should be adopted. It is hoped that the design and implementation of effective recruitment and selection processes tailored to an individual organization will benefit those organizations, by enabling them to select the most appropriate and competent candidates for the position.

Recruitment is usually undertaken to fill a vacancy within an organization. The recruitment process typically involves inviting applicants to submit an application, selection, placement of a new employee, and training. The particular competencies of a candidate will usually become known during the interview and selection phase. Errors in the placement of employees will necessarily have an affect on the performance of all employees where tasks are not completed in accordance with the required expertise, which has an adverse effect on the company's performance. This may be counteracted by the provision of training to candidates who require further learning.

The policies adopted in the process of recruitment, selection, placement, and training of employees are based on the specifications of a job and the requirements of a company. These processes taken into consideration a variety of factors, including: work competency, age, working conditions, experience, performance, and health factors. However, policies should also take into account the evaluation of employee achievements (when recruiting from internal candidates), the evaluation of organizational analysis, competencies, HR analysis of an employee, available materials (such as curriculum vitae), company needs and the viability of the process adopted.

Organizations typically impose a number of minimum requirements that candidates must satisfy before they will be considered for a position. One such example is a minimum level of education (usually high school or vocational), special skills, marital status, work experience, appearance, and so forth. However, in some cases, candidates may be selected that do not meet the requirements. Clarity, planning, legal considerations, accuracy, fairness, honesty, and support of the HR department are the most important principles that should be implemented in the recruitment and selection of employees, to ensure that the most suitable candidates are chosen and to, as a consequence, ensure the optimal operation of the organization.

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