

Analysis of Employee Recruitment at CV. Kolaborasi Pemuda Cerdas

Aliefa Cindy Prastika^{1*}, Puji Wahono², Rizki Firdausi Rachmadania³
Universitas Negeri Jakarta

Corresponding Author: Aliefa Cindy Prastika aliefacindyp@gmail.com

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ABSTRACT

Recruitment is an effort to influence the workforce to be willing to apply for job vacancies in a company. This study aims to identify the stages of implementing employee recruitment, find out what obstacles employees feel when carrying out the employee recruitment process, and the solutions provided for the obstacles to implementing employee recruitment at CV. Kolaborasi Pemuda Cerdas. This research uses a method in the form of a qualitative approach with data collection techniques in the form of observation, interviews, and documentation. The results of this study are the stages of employee recruitment including administrative selection, interview selection, offering activities, and debriefing activities. One of the recruitment obstacles is that the recruitment process takes a long time and there is no Recruitment SOP. The solution given is to make an SOP for recruitment implementation. This research provides insights and recommendations to optimize the implementation of employee recruitment.

INTRODUCTION

Recruitment is carried out by companies of various scopes both nationally and internationally. In some companies, the CEO and other top executives are directly involved in the employee recruitment process. For example, at Microsoft Corporation in the United States, in obtaining the right employees for the company and in the end the president commissioner felt the need to intervene directly and be involved in the employee recruitment process. A company must have employees with high skills and expertise and in accordance with their fields. One way to have employees with good skills and expertise is to pay attention to the employee recruitment process. Recruitment is able to help companies minimize employee selection errors, build strong teamwork and the company will get quality and quality employees.

According to Rival, written in (Retno Widowati & Aulia Agustina, 2021), it is explained that Recruitment is a series of activities that begin when a company or organization needs manpower and opens vacancies until it gets the desired prospective employees according to the existing position or vacancy. The recruitment process serves to determine and select available human resources and place them in appropriate positions. In this way, the abilities and qualities of each individual can develop more quickly, because they are more likely to be able to work in the company.

This research was conducted at CV Kolaborasi Pemuda Cerdas where this company is a company under the auspices of the Indonesian Smart Path Community. CV. Kolaborasi Pemuda Cerdas is a start-up company engaged in service management. In its organizational structure, CV. Kolaborasi Pemuda Cerdas has 5 divisions that help achieve work in the company. The 5 divisions consist of the HRD Division, Program Division, Innovation Division, Operations Division, and Marcom Division. At this time the researchers conducted research on the HRD Division, which is divided into two parts, namely the HR Section and the Cooperate Secretary Section. The employee recruitment process at CV. Kolaborasi Pemuda Cerdas is fully carried out by the HRD Division.

Apart from the results of pre-research conducted by researchers, researchers found several different research results based on sources from previous studies. The study conducted, (Retno Widowati & Aulia Agustina, 2021) PT Lunto Prima Megah took the topic of employee recruitment with the aim of knowing the stages of recruitment carried out and knowing the obstacles felt in the implementation of recruitment. It can be concluded that the recruitment process is carried out in accordance with the stages of recruitment in general. In contrast to the findings in the study conducted by Satriyani et al (2021), the employee recruitment process is carried out openly and there is an interview stage.

However, the interviews that have been carried out during recruitment have no patent standards and coordination regarding these standards is still unclear so that it can reduce the objectivity of the assessment in the interview test.

To follow up on the results of pre-research and research gaps, the researcher hereby determines the research topic entitled “**Analysis of Employee Recruitment at CV. Kolaborasi Pemuda Cerdas**”.

LITERATURE REVIEW

Organizations have various types of resources as ‘inputs’ that are converted into ‘outputs’ in the form of goods and services. These resources include capital or funds, technology to support the production process, methods or strategies used in operations, human resources, and others, (Marnis & Priyono, 2008). Among the various types of resources, humans or human resources (HR) are the most important element. Planning, managing, and controlling human resources requires a management tool called Human Resource Management (HRM).

According to (Faroman Syarief, et.al 2022) recruitment is an effort to attract applicants who have the ability and attitude as needed to want to apply for a job in an organization. Recruitment or recruitment is a series of activities carried out to find and attract someone who is looking for work along with the motivation, ability, and understanding needed to cover the weaknesses obtained when planning human resources. Hasibuan in (Ella Sofiah, 2023) added that recruitment is an effort to influence labor to apply for job vacancies in a company.

The stages of recruitment implementation in Indonesia are almost all companies use more or less the same stages. Here are seven stages in the implementation of employee recruitment, first administrative selection. Initial screening is done to ensure whether the application file or CV received meets the requirements or not (completeness, suitability of formal qualifications, etc.). Second, Preliminary Interview. It aims to eliminate applicants who do not meet the requirements determined by the organization based on the data and information provided by job applicants. Third, Selection Testing. In the third stage, candidates will be tested in the form of ability and skill testers. Fourth, Background and Reference Checks. This stage is a process to verify the information provided by the applicant. Fifth, User Interview. At this stage the employee user (User) will interview with a variety of questions that are more specific in nature, ensuring whether the skill set you write on your CV is in accordance with the actual or not. Sixth Medical Evaluation which aims to ensure that the applicant has good physical health. Then finally the Offering Letter. In this stage the applicant will get a job offer by the company, as a prospective employee who has followed and passed each stage of the recruitment process, offering is written in the form of a formal offer letter.

The method of recruiting employees has a significant impact on the number of applications received by the company. According to Hasibuan in (Sulianty & Sitanggang, 2021) there are two types of methods for recruiting new employee candidates: The Closed Method means that recruitment is only announced to certain people. As a result, the number of incoming applications tends to be small, so the opportunity to find qualified employees becomes more difficult. and the Open Method is carried out by disseminating recruitment information widely, either through advertisements in mass media, print, or

electronic. With this approach, it is hoped that the number of applications received will increase, so the chances of getting qualified employees will be greater.

According to Malayu S. P. Hasibuan, in (Hendrizar, Miranda Beggy, 2024) in order for the recruitment process to be successful, companies must have an understanding of the various barriers that arise from internal organization, withdrawal implementation, and external factors. Although each company may face different obstacles, in general, they include: Organizational Policies, Position Requirements, and Methods of Recruitment.

Some previous studies of this research include (Yeni Ariska, Indah Fitri Fulkhanifah, 2023) with the results of the study that there are 3 recruitment processes carried out so far, namely analyzing the needs of positions in the company, posting vacancies in public media, newspapers etc., and processing job applications. Then there is research from (Dewi et al., 2021) with the results of the study stating that the implementation of employee recruitment is still considered to have problems. Because one of the recruitment stages, namely the interview stage, has no patent standards and the coordination is still unclear so that it can reduce the objectivity of the assessment in the interview test.

METHODOLOGY

This qualitative descriptive approach design was chosen with the intention of being able to find out more clearly about Employee Recruitment at CV Kolaborasi Pemuda Cerdas. Qualitative research seeks to find and describe narratively the activities carried out and the impact of the actions taken on their lives (Fadli, 2021)

The data source in research is the object from which the data can be obtained. Where the source of qualitative research data comes from the results of interviews with informants or sources. Furthermore, the key informants or key informants in this study consist of the Founder, HRD, Head of Corporate Secretary, and HRD Staff who are experienced enough to know in detail about the implementation of the employee recruitment process at CV Kolaborasi Pemuda Cerdas. In this process, researchers select individuals who are considered to be able to provide relevant data. (Abunawas, 2023). Regarding sampling techniques, this study used purposive sampling techniques. Purposive sampling is sampling using certain considerations (Abdussamad, 2021). In this sampling, the researcher has several conditions given to prospective respondents. Some of the conditions proposed are: Employees who have a minimum work period of one year, employees who directly handle the employee recruitment process, and employees who understand the employee recruitment process.

Data is collected or obtained directly from researchers in the field where researchers will conduct their research. Primary data is observation data derived from interview data. The author conducts a literature study which is a technique for collecting data and information through literature and written sources such as books, previous research, and articles related to the research.

The stages of data analysis carried out according to Miles and Huberman are the data collection stage, the data reduction stage, the data display stage and finally the conclusion or verification stage (Utomo, 2021). The stages of data analysis activities in this study consist of data collection, data reduction, data presentation, and conclusion drawing.

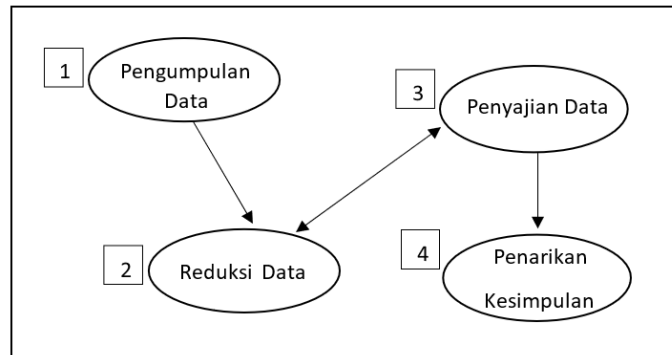


Figure 3. 1 Data Analysis Technique
Source: Data processed by researchers

RESEARCH RESULT

1. Stages of Employee Recruitment Implementation at CV. Kolaborasi Pemuda Cerdas

The stages of implementing employee recruitment at CV. Kolaborasi Pemuda Cerdas are always considered for their continuity in order to make the recruitment implementation run effectively. This research question aims to find out and understand what stages are carried out in the implementation of employee recruitment. This data is obtained based on the results of interviews with 4 informants who participated in the implementation of employee recruitment.

Based on the results of research and interviews conducted regarding the meaning of employee recruitment for the recruitment implementation team and the stages of implementing employee recruitment at CV. Kolaborasi Pemuda Cerdas. The stages of recruitment implementation carried out so far are starting from the distribution of job vacancies, file/administrative selection, interview selection, acceptance or offering process, and debriefing activities.

2. Obstacles Felt During the Implementation of Employee Recruitment at CV. Kolaborasi Pemuda Cerdas

When viewed during recruitment, there are several obstacles felt by the recruitment implementation team. Where Informant B said that some of the obstacles felt were the lack of applicants who had the ability and experience that suited the needs of the company which made the recruitment process take a long time. Then Informant A said that the recruitment obstacles felt were more like the recruitment process that was carried out took quite a long

time because we felt that there were often differences in perceptions between the organization and job applicant candidates.

Based on the results of research and interviews regarding the obstacles felt during the employee recruitment process at CV. Kolaborasi Pemuda Cerdas, there is a time-consuming recruitment process, the difficulty of finding candidates who have the same perception as the company's vision, and not having SOPs or written rules governing the patterns or stages of employee recruitment at CV. Kolaborasi Pemuda Cerdas so that in terms of the stages of recruitment must be improved.

3. Solutions Implemented in the Implementation of Employee Recruitment at CV. Kolaborasi Pemuda Cerdas

Based on the obstacles described above, of course there are several solutions given to the obstacles felt during the implementation of employee recruitment at CV. Kolaborasi Pemuda Cerdas. According to informant C, the solution that can be given is to pay attention to the recruitment timeline and the recruitment implementation team should not delay work during the recruitment process. Maybe a new stage can also be added in the form of a Focus Group Discussion (FGD) which aims to maintain communication and bonding in work.

Based on the results of the interview, the results obtained are solutions to overcome problems or obstacles that occur during the implementation of employee recruitment. The solutions provided and the evaluations carried out include using updates to the recruitment stages, creating an SOP for Recruitment Implementation and disseminating job vacancies.

DISCUSSION

1. Stages of Employee Recruitment Implementation at CV. Kolaborasi Pemuda Cerdas

The stages of employee recruitment at CV. Kolaborasi Pemuda Cerdas are divided into 4 stages, namely, administrative selection, online or offline interviews, offering, and debriefing activities for all candidates and the recruitment methods used are internal methods and external methods. These recruitment stages are in line with (Nurhaliza, 2023) which states that the recruitment process carried out is largely in accordance with the theory of employee recruitment and selection systems.

For the stages of recruitment implementation, Informant A and Informant B agreed to divide it into 3 main parts, namely conducting administrative selection in which we conduct an examination in the form of a review of the documents attached by the candidates who apply. For example, we review CVs, read applicants' portfolios, and look at other administrative documents such as transcripts. After that we conduct an interview test in the form of offline or online. The method of conducting this interview selection is based on the distance between the applicant's domicile and the office. Furthermore, the last selection is the announcement of the candidate's graduation whether

accepted or not at CV. Kolaborasi Pemuda Cerdas. Usually this offering process is carried out by HRD by contacting candidates via whatsapp.

While the opinions of Informant C and Informant D both start the recruitment process by maximizing the needs of candidates and existing positions to see the need for job applicants in quantity. This aims to provide the right conditions and candidates who will be accepted to work will be spread evenly throughout the division which is certainly in accordance with their abilities. The next stage of recruitment follows the recruitment stages stated by Informant A and Informant B.

2. Obstacles Faced During the Implementation of Employee Recruitment at CV. Kolaborasi Pemuda Cerdas

Various obstacles are felt when implementing employee recruitment at CV. Kolaborasi Pemuda Cerdas, including the difficulty of finding candidates who match the vision, mission, and goals of the company.... The candidates sought also have work experience or organizational experience that is relevant to the position being applied for. However, this statement is not in line with (Cupian et al., 2020) that the search for employee candidates should not only be seen from the recruitment process but must be seen from spiritual, honest, intelligent, Amanah.

All informants argued that they felt that the recruitment process must have taken longer. Informant C emphasized that the recruitment process took a long time due to factors from the candidates who applied for the job. Candidates are considered uncooperative when participating in the recruitment process, such as when communicating sharing interview schedules via whatsapp with HRD, many candidates take a long time to reply to messages or even do not reply to messages. Finally, candidates cannot attend the predetermined schedule and reschedule.

Another obstacle is the absence of SOPs or written rules that mention the stages or patterns of recruitment itself. In the end, during the recruitment process, the stages we carried out still had a lot to be improved. Informant D reinforced that in terms of the stages of recruitment, we still have a lot to do and the organization of tasks must also be improved to facilitate the recruitment process. All informants agreed that so far there is no concrete SOP for recruitment. Informant B added that there is no SOP, but for the implementation of this recruitment we are usually preceded by an internal meeting to determine the position, then putting up job posters, administrative selection, interview selection, and offering.

It can also be seen in the results of pre-research conducted by researchers to several employees with the question Recruitment undertaken has been effective and without obstacles, obtaining a percentage of 53.8% who disagreed with the question.

3. Solutions Implemented in the Implementation of Employee Recruitment at CV. Collaboration of Smart Youth

According to Munif Chatib in (Abadiyah et al., 2020), a solution is a way or path used to solve or resolve problems without pressure. Solutions to overcome problems or obstacles that occur during the implementation of employee recruitment. The solutions provided and the evaluations carried out include using updates at the recruitment stage, creating a Recruitment Implementation SOP and disseminating job vacancies. This last solution is in line with (Yeni Ariska, Indah Fitri Fulkhanifah, 2023) which states that there are 3 recruitment processes carried out so far, namely analyzing the needs of positions within the company, posting vacancies in public media, newspapers etc., and processing job applications.

According to research conducted by Ahuja and Gupta in (Dede Jaelani & Alna Azzahra Nur Syaima, 2024), the use of information technology in the employee recruitment and selection process can provide various benefits, such as increasing work efficiency and effectiveness and minimizing the potential for bias and discrimination. Therefore, companies can consider developing orientation and training programs for new employees more thoroughly. CV. Kolaborasi Pemuda Cerdas needs to continue developing and refining its recruitment and selection system. This way, the company can attract a qualified workforce and retain them in the long run. In addition, continuous improvement in this process will help the company to be better prepared for the dynamics and challenges in the ever-evolving construction industry.

CONCLUSIONS AND RECOMMENDATIONS

The stages of employee recruitment at CV. Kolaborasi Pemuda Cerdas can be said to be quite complete. The stages of recruitment carried out so far are divided into several stages including; (1) file / administrative selection; (2) interview selection; (3) graduation statement (offering); and (4) conduct debriefing activities

The effectiveness of the employee recruitment implementation process at CV. Collaboration of Smart Youth can be said to be ineffective. In its implementation, it still has several perceived obstacles, including; (1) the recruitment process takes a long time, (2) it is difficult to find candidates who have the same perception as the company's vision, (3) it does not have SOPs or written rules that regulate the patterns or stages of employee recruitment at CV. Kolaborasi Pemuda Cerdas.

Solutions provided by the company related to the obstacles felt during the implementation of employee recruitment at CV. Kolaborasi Pemuda Cerdas include; (1) using updates to the stages of employee recruitment, (2) making a legal SOP for Recruitment Implementation, and (3) further improving corporate culture and disseminating job vacancies.

Based on the results of the research that has been done by researchers, of course there are recommendations for further research, first, can conduct research on other companies or more than one company. This research was only conducted in one location, namely a start-up company / CV and further research

can be carried out in private companies, government, or other institutions so that of course it is expected to produce more diverse research, Secondly, it can conduct research by developing and analyzing more deeply related to the stages of implementing employee recruitment.

Based on the results of the research that has been done, there are several suggestions that can be given to the company, namely First, the company must review the regulations that should be passed so that the implementation of employee recruitment runs effectively, and Second, companies must also be sensitive to current technological advances by digitizing both the system or the recruitment stage so that recruitment can run efficiently in time.

ADVANCED RESEARCH

Based on the results of the research that has been carried out by researchers, of course there are shortcomings in it, so it is very important to be considered by future researchers in conducting research. The limitations of the research in the process of completing this research are as follows; first, this research only focuses on the stages of implementing employee recruitment so that there is a need for further development for further research by examining various other variables; Second, this research only uses qualitative research methods based on context and experiences by individuals which can affect research results, making it difficult to be replicated by others because it has a contextual relationship, and Third, the lack of respondents (4 people) so that the expected results are not optimal and broad in terms of discussion.

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