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Announcement Date: April 20, 2021

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Announcement Date: January 11, 2021

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RECRUITMENT METHODS, EMPLOYEE SELECTION TESTS INTERVIEW SELECTION TRAINING ORIENTATION COMPANY INSTITUTIONS IN GORONTALO PROVINCE

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RECRUITMENT METHODS, EMPLOYEE SELECTION TESTS INTERVIEW SELECTION TRAINING ORIENTATION COMPANY INSTITUTIONS IN GORONTALO PROVINCE

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ABSTRACT

Employees are assets for the company in carrying out its goals in order to achieve what it aspires to, for that the role of employees is an important human resource. In line with that, the first key step in obtaining quality human resources is the recruitment and selection process in order to recruit workers according to company needs, as well as the placement of appropriate positions. If the recruitment, selection and placement process is carried out in an appropriate, honest, accurate and objective manner, it is certain that the company will get qualified prospective employees. This paper is to analyze the implementation process of recruitment, selection, and placement of employees at Institutions, Hotels and Restaurants, which focuses on how the process of recruitment, selection, and placement of employees in an institution, hotels and restaurants to get prospective employees. The output of the research method is carried out through observation and presentation of qualitative descriptive data, which is more appropriate to use in order to further analyze the activities that occur. The results of the research on the process of implementing the recruitment, selection and placement of employees at Gorontalo City Institutions, Hotels and Restaurants , in general, the three processes have been well implemented by the institutions, hotels and restaurants, which are in the theory of many applied so that not many obstacles are encountered in the documentary process, selection, and employee placement.

KEYWORDS: Recruitment, Employee Selection, Job Interview, Company Training

INTRODUCTION

The company's goal is to maintain assets and consumers, so employees are human resources who must be able to contribute to the success of companies, institutions, hotels and restaurants. The main focus of Human Resources (HR) management is to contribute to the success of the company. In line with that, the initial steps are the main keys, namely the recruitment and selection process to recruit workers according to their needs. The selection process is a series of activity steps used to decide which candidates (prospective employees) can be placed appropriately. Now that the competition for jobs is getting stronger, employers often have difficulty determining the right candidate given that there are many candidates available but very few who have sufficient qualifications. The main purpose of a company or organization carrying out

recruitment and selection is to find and determine employees who match the company's criteria so that later they are able to make changes for the company, because quality employees will also increase the quality of a company.

Based on the opinion of Sudiro (2011: 58) "Selection is a process of selecting individuals who have relevant qualifications to fill positions in an organization". Selection is more than just selecting the best person, but also selecting a set of appropriate skills and abilities and is a package that is in humans to get a match between what the applicant wants with what the company needs. The suitability between the applicant and the organization influences both the company's willingness to make a job offer and the applicant's willingness to accept the job. If this function is not carried out properly, it will be fatal to the achievement of company goals.

The company carries out a selection process, to facilitate the screening of competent individuals, based on intellectual, cognitive, affective and psychomotor for the development of skills and expertise. However, this requires quite a long time and costs are not small, so that many companies do not want to be burdened with problems related to this selection process, but if the company can carry out this process in an appropriate, honest, careful and objective manner, then can be sure that the company will be able to save on company costs and get good and qualified prospective workers.

The results of the field observations earlier made by the author of the year (2017) analysis of the recruitment, selection and placement of employees in institutions of PT Telkom , Travel, hotel and diner , stated that the results showed that the process of recruitment of employees at PT. Telkom for a certain level of external recruitment from higher education institutions , through advertisements in print and social media,

while for field employees , daily or non-high positions from internal recruitment through insider references. The selection process is carried out, by means of interviews, interviews, if necessary, there is a psychological test. In the placement of employees, the consideration is what will be done by the prospective employee. Another study was also carried out by researchers on travel, hotels and restaurants, stating that selection is significantly influenced by recruitment and known family or neighbor relations, so that performance is significantly influenced by recruitment without selection, but recruitment indirectly affects performance by the selection process. . Based on the above problems, this paper is focused on: the process of implementing recruitment, selection, and placement of employees in Institutions, Hotels and Restaurants, which focuses on how the process of recruitment, selection and placement of employees in an institution, hotels and restaurants to get prospective employees

Theoritical review
Recruitment

According to (Mathis &Jakson) ; Recruitment is the process of gathering a number of well-qualified applicants for jobs within an organization or company.According to (Mondy, 2008) Recruitment is the process of finding and engaging prospective employees (applicants) who are able to apply as employees. Objective Recruitment: Inventory possible applicants in the air a greater opportunity to do the job candidate selection. Basic Rationale for conducting recruitment: According to Gomes (2003, p 105);1) Alternative recruitment: Outsourcing 2) Temporary employees . 3) Organ ization professional employer . 4) Working overtime. Factors affecting the Recruitment of Labor Market Conditions ; a)

Legal Considerations . b) Promotion Policy . Recruitment Type ; a) Recruitment relatively large institutions b) Recruitment decentralized ; Relatively small agency. Internal Recruitment Sources And Methods ; Internal sources ; Taken from within the company, by transferring or transferring employees according to job specifications.

Internal Method (Mondy, 2008) ; Announcements and job submissions and employee references. Advantages of Internal Recruitment Methods ; 1) Knowing workers who have the ability to hold vacant positions . 2) Employee behavior and loyalty are getting bigger 3) Recruitment costs are relatively small. 4) Recruitment time is relatively short. 5) High worker motivation. 6) Clear career development. 7) Workers have understood the policies, procedures, and organizational habits. External Method : 1) Online Recruitment Method . 2) Media Advertising . 3) Agencies 4) The job fair. 5) Internship 6) Executive Search Company 8) Open House 9) Pick up Recruitment. Advantages: 1) New ideas and approaches 2) Start with a clean sheet 3) Acquire employees with a level of knowledge and expertise that does not exist in the current company. Weaknesses: 1) Low employee morale and commitment 2) Limited regularity . 3) Old employee performance tends to decline 4) Big costs 5) Long time 6) Behavior and loyalty are unknown.

Selection

The selection process is a series of specific steps used to decide which recruits should be hired(Werther & Davis, 1996).An activity of selecting and determining applicants who are accepted or rejected to become company employees. (HasibuanMalayu, 2009)

Objective Selection: Mondy and Noe (1993) : precise pairing between individual applicants with a job or a position offered. Selection Function: employees as follows: a)

Qualified and potential. b) disciplined. c the placement just right. d) enthusiasm to work. e) requirements of the Law of labor. f) Loyal, dynamic, and creative g) Innovative and responsible h) Stages Selection: Interview i) Examination of Applications j) Selection Test k) Job interviews l) final assessment m) Notification and final interview . n) Reception. Selection Approach: a) Successive Hurdles Selection Approach (Prospective employees follow the procedure in stages) . b) Compensatory Selection Approach (Prospective employees follow all selection procedures) Selection Challenges: a) Suply . b) Ethical Challenges . c) Organizational Challenges.

Orientation

Orientation is the initial training and development effort for new employees that strives to inform them about the company, the job, and the work group (Mondy, 2005).Orientation programs or often referred to as induction are programs to introduce new employees to their roles or positions, with the organization and with other employees (Handoko, 2009, p. 104).

Goal Orientation according to the opinion of (Mondy, 2005) ; a) The Employment Situation , b) Company Policies and Rules . c) Compentation and Benefits d) Corporate Culture e) Team Membership f) Employee Development g) Socialization. Organization or Company Level Orientation ; Things that can be learned are : a) History of the organization . b) Description of products and services produced c) Structure, authority, and responsibility relationships within the organization d) Laws, regulations, and policies on matters such as work safety, lunch hours, and formal communication methods e) HR policies covering compensation , benefits, and other employee services f) Meet other fellow employees as soon as possible

Department Level Orientation (work unit) : It must be operational and concrete ; a) Often carried out type of socialization b) Socialization takes place when the first individual enters the organization and when he is promoted

Orientation Constraints: a) Employees have different characters . b) Willing to develop skills. Effective Orientation: a) Important components : a) Preparation for new employees b) Providing information for new employees c) Delivering information effectively d) Evaluation and follow-up

Research Methods

The research method was carried out through a survey, with data collection techniques, consisting of; observation and interviews, presenting data through: primary data and secondary data , the presentation of the data ; qualitative descriptive is more appropriate to use in order to more in-depth analysis of the activities that occur.

Results and Discussion

Along the times today, the function of PT Telkom, Travel, Restaurants and H otel is not only used to stay alone. Many hotels have developed their functions, some of which provide a place for seminars, conduct business meetings, weddings, workshops, and other activities. Adding the function of the hotel itself is an innovation provided by the hotel to attract more consumers to visit the hotel. Apart from marketing its products to face competition from other hotels, a hotel is also trying to further improve its core or human resources to be ready to compete with other hotels.

That is what Institutions, Travel, Hotels & Restaurants in Gorontalo Province do . At the beginning of the establishment of the Hotel & Restaurant in Gorontalo province, it was preceded by a restaurant which was then followed by the construction of the hotel. Hotel & Restaurant in Gorontalo Province, through licensing data, was initially established as a company engaged in lodging services that offers a variety of quality service accommodation with good service and all the facilities offered. Hotel & Restaurant in Gorontalo Province was built based on permanent construction according to local characteristics and if the initial establishment is from the center then it is in accordance with existing buildings from other regions .

Recruitment using internal and external sources. For external sources, announcements are posted in the company (PT Telkom , Travel, Restaurant & Hotel institutions) . Meanwhile, for internal sources, a lower position promotion was held to a higher position.

The selection process for PT Telkom is strict ; first, if there is an application in the application box / website then it is invited, if there is no suitable application at the application bank , then do recruitment by posting an announcement of what employee vacancies and the desired requirements, first look for people who are suitable and meet the requirements of graduates from the College Height according to requirements and from graduate majors in the required placement . If it is found, the person is called to be interviewed, after passing the interview a selection test will be held in the form of a theory, psychological, practical, and religious insight test.

After passing the selection test, there is an orientation period of 3 months. During the orientation period, employees can understand more about their work . HR management can also see and assess whether this person is fit or not in this position and also see their behavior and attitudes.

If the behavior is suitable, then the tersebut could be appointed as kary a wan remain in PT Telkom . After the orientation

period, the employee will be retested, in the form of a written test or an interview test. Source: RatmiTohopi, SE (Head of HRM PT Telkom Kota Gorontalo)

PT TELKOM's Recruitment Process :
Internal and external sources
    -Internal method: promotion → managerial position → head of HR
    -External method: job announcement
    - Recruitment alternatives: maximize labor, work overtime → problems arise
    - Obstacles: unknown skill, specific position
    -Recommendations: outsourcing, online methods

Recruitment Constraints for PT Telkom : (1) **Organizational Factors ; a)** Promotion policy b) Reward policy c) Employment policy d) HR Plan (2) **Employee habits ; External conditions ; a)** Unemployment rate b) Position of organization c) Skill scarcity d) Projected workforce e) Manpower law f) Recruitment of other organizations g) Demands for future assignments

Based on the results of the above field, in line with the opinion of experts, that the process of implementing recruitment within the company must apply a method in it. The recruitment method itself is a method applied by the company where it has been chosen which one is the most appropriate to be applied. Every company has and applies different methods according to their needs. The recruitment method will have a big effect on the number of applications that come into the company. According to Hasibuan (2010: 44) there are 2 methods of recruiting new employee candidates, namely the closed method and the open method. In the implementation itself, recruitment also has two sources for obtaining human resources, namely internal sources and external sources. Internal sources include: a) . Job placement. b) . Inventory of expertise. c) . Job offers. d) . Employee recommendations.

External sources include: a) . Educational institutions. b) . Advertisement. c) . Government agents. d) . Private agent. e) . Executive recruitment company.

Selection :
-Process: a) Preliminary Interview b) Application Examination c) Selection Test (because this hospital has an Islamic background, a religious test is conducted regarding Islam , morals, honesty mandate and job responsibilities) d) Job interview
-Challenge : Many job vacancies, like the needs of today's professional managers, are very difficult to fulfill. The limited supply causes the organization not to freely choose the best prospective employees

In accordance with the results above, every selection study process that is carried out must have obstacles in it, here are the obstacles encountered in the implementation of the first selection, which are different levels of validity because the methods used have different levels of validity. The second is the cost barrier that the company has because these methods have costs that are sometimes not cheap. To reduce these constraints, a multilevel selection policy is needed, because the more levels of selection that are carried out the more careful and thorough the recruitment of employees. which can be found in the selection process, among others, are as follows: a) . Benchmarks, namely the difficulty in determining the standard that will be used to measure the qualifications of selection objectively. For example; honesty, loyalty and initiative of the applicant have difficulty. The weighted values given are based on subjective considerations. b) .

Selector, namely the difficulty of getting the right, honest and objective selection. Selectors often assign value to considerations of their role, not on grounds of reason alone. c) . Applicants, namely difficulties in getting honest answers from applicants. They always try to give answers about the things that are fine about them, while the negative is hidden.

The difficulty of finding employees who fit the company's criteria is something that is commonly found in the implementation of the selection process, therefore companies need to apply appropriate methods in order to get employees who match the existing criteria. The selection method itself is a method that has been correctly chosen by the company to be used when selecting prospective new employees.

According to Hasibuan (2002: 50), there are two methods of selection, here are the methods commonly used in selection: a) . Non-scientific methods , namely the selection carried out not based on criteria, standards or specifications of real job needs, but only based on estimates and experience. This selection is not guided by job descriptions and job specifications of the positions to be filled. These elements include:i. Application letter,ii. last diploma and grade transcripts,iii. a certificate of work and experience,iv. references / recommendations from trusted parties,v. walk interview,vi. physical appearance and state,vii. the vocabulary of the applicant and the applicant's writing.b. The scientific method, namely the development of non-scientific selection by conducting a careful analysis of the elements to be selected in order to obtain competent employees with the right placement. In the scientific method based on science, tests are conducted on prospective employees where the test scores and results greatly influence the decision making whether the employee is accepted or rejected. These elements include:i. Clear and

systematic work methods,ii. work performance oriented,iii. oriented to the real needs of employees,iv. based on job analysis and other social sciences and, guided by law.

Orientation

The positive side of this orientation at PT Telkom is that it has a long period of time (3 to 6 months or even 1 year) so that employees can get to know their new environment better.

The weakness of PT Telkom's orientation is that it does not explain what is done during the orientation and if after a test of attitude, behavior, honesty and morals is also held , the employee is not suitable then it fails to be accepted as a permanent employee.

In line with the field results above, the orientation is towards hiring and the selection process, according to the theoretical opinion; Mangkuprawira (2014: 114) states that "the selection of applicants is a process of selecting or determining qualified individuals to fill positions in the company" . In ideal personal conditions, selection means selecting only the best applicants to fill a particular position. Once the position is open, the HR manager reviews qualified applicants who match the opinion of the leader, but these ideal situations are rare. In fact, the selection process is really about a process of deliberating not about applicants, but about suitability between people and jobs.

The selection process usually begins with a preliminary interview. The applicant's next step is to complete an application form or provide aresume. The process continues with a series of selection tests, one or more job interviews, and pre-employment screening that includes background and reference checks. The manager hiring the employee then offers the successful applicant a job, depending on whether the

medical examination is good or not. Mondy (2008: 171) states "that an applicant can be rejected at any time during the selection process" .

Barriers to Selection ; Every process that is carried out must have obstacles in it, here are the obstacles encountered in the implementation of the first selection, the level of validity is different because the methods used have different levels of validity. The second is the cost barrier that the company has because these methods have costs that are sometimes not cheap. To reduce these constraints, a multilevel selection policy is needed, because the more levels of selection are carried out

Conclusion

Recruitment: The process of collecting a number of good qualified applicants for jobs within the organization or company with the purpose of getting supplies as many applicants. Recruitment starts when candidates are searched and ends when applications are submitted

Selection: A specific set of steps for determining prospective workers to be hired. It starts when a prospective worker applies and ends with a selection decision. The goal is to find the employees who are most likely to meet the organization's performance standards and be satisfied and thriving in their positions

Orientation: Activities to introduce new employees to their co-workers and to the organization. The essential components of an effective orientation system are: preparation of new employees, providing new employees with the information they need, conveying orientation information effectively, evaluating and following up.

Suggestion

As a recommendation for Recruitment, Selection, and Orientation company recommendations in Gorontalo province **,** effective recruitment should: a) Initial identification of vacant positions and the number of personnel required b) Include specifications on published vacancies c) Choose the most appropriate recruitment method for positions d) Taking into account the interests of the community e) The process of adjusting the applicant's abilities and job descriptions f) Paying attention to the structure and functions of the internal and external labor market

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