

Vol. 2 • No. 3 • April 2024

Page (Hal.) : 351 – 358

ISSN (online) : 2963-5896

ISSN (print) : 2964-0482

DOI No : -

Website : <https://ojs.ideanusa.com/index.php/idea>

© IDEA Nusantara

Darmaguna IDEA Nusantara Foundation

Jl. Pendowo, Limo No. 69, Depok, Indonesia

Telp. 0875 8655 3215

Email : ideajournal@ideanusantara.com

Licenses :

<http://creativecommons.org/licenses/by/4.0/>Article info : *Received* : December 2023 ; *Revised* : February 2024 ; *Accepted* : April 2024

A Review of The Effectiveness of Recruitment Approaches: Enhancing Employee Quality and Organizational Competitiveness

Musaba¹; Ahmad Mawardi²; Saiful Ihsan³; Agung Laksono⁴; Hadi Supratikta⁵

¹⁻⁵Universitas Pamulang, Email : musabaa@yahoo.com; mawardiahmad84@gmail.com; pulzriz10@gmail.com; agunglaksono.hse@gmail.com; supratikta@gmail.com

Abstract. This research aims to analyze and assess the effectiveness of recruitment strategies in attracting and selecting qualified candidates. Issues discussed include a variety of factors that influence the success of recruitment strategies, including the use of online platforms, company branding, and compliance with organizational culture. The proposed solutions include increased platform utilization, corporate branding development, HR training, and partnerships with other institutions. The data/objects used in this study include documents and policies related to the employee selection model. The method used is a qualitative approach by combining literature reviews, case studies, and interviews with relevant stakeholders. The results show that a directed, integrated and innovative recruitment strategy has an important role in creating quality employees and competitiveness, as well as ensuring efficient use of budgets. The discussion concluded that the human resources function needs to develop policies, involve stakeholders, and utilize information technology optimally to achieve better strategic goals in the selection of new employees.

Keywords: Recruitment; strategy; quality; performance; HR effectiveness

A. INTRODUCTION

Effective recruitment is a crucial initial step in creating a high-quality and high-performing team. A good recruitment strategy not only helps the organization attract competent individuals but also builds a positive image in the eyes of potential employees. This research aims to evaluate and analyze the effectiveness of various recruitment strategies implemented by the organization.

Recruitment is a critical stage in human resource management that plays a vital role in shaping the quality of an organization's employees. The success of recruitment strategies not only affects the successful placement of positions with qualified individuals but can also have a significant impact on the organization's competitiveness in the ever-changing job market. Therefore, a review of the effectiveness of recruitment strategies is becoming increasingly urgent to understand the extent to which these strategies can enhance employee quality and maintain the organization's competitiveness in the era of global business dynamics.

In the recruitment of employees, there are a series of stages and complex processes. As outlined by (Chapman & Mayers, 2015), finding suitable employees for an organization requires a combination of systems that work synergistically. An efficient system is needed to initially attract a pool of suitable and substantive applicants. Furthermore, (Chapman & Mayers, 2015) explains the need to screen and select the most suitable candidates, and ultimately, efforts are required to persuade those selected to accept the job offer.

Research by (Amanudin, 2022) states that the employee recruitment process is a crucial aspect of company operations because companies require personnel who are suitable for their field, namely, competent employees. Therefore, a special approach is needed in the implementation of recruitment to ensure that the process can result in the hiring of employees suitable for the type of job they undertake.

In this context, a comprehensive review of recruitment strategies becomes essential to evaluate the extent to which an organization has been successful in attracting and retaining quality employees. Understanding the factors influencing the success of recruitment strategies, including the use of online platforms, company branding, and selection methods, will provide critical insights into the steps that need to be taken to enhance the recruitment process.

One strategy that can help an organization achieve its goals in the recruitment phase is to establish appropriate indicators and implementation strategies. In a study by (Kristiyanti, 2018), the most crucial indicator is the use of the correct method, which is part of the recruitment process carried out by a company or organization with the right approach to ensure that employee hiring meets the needs. Selecting candidates based on knowledge, experience, and technical abilities. Understanding these strengths may vary depending on the type of job, duties, and responsibilities that need to be undertaken. Human resource development is considered an obligation that needs to be carried out.

In the era of Industry 4.0, human resources are required to keep up with technological advancements in recruitment efforts and adapt to changes quickly. According to (Siregar, Ibrahim, Pratama, & Supratikta, 2023), organizations or companies must be able to prepare human resources to analyse data and think critically. Because everything is now digital and has become a primary need for organizations and companies.

The importance of effective recruitment strategies is further emphasized by intense competition to acquire the best talent in today's job market. As a result, organizations must be able to adapt to new trends and technologies, as well as demonstrate acumen in building an attractive image for prospective employees. In this framework, this paper aims to provide in-depth insights into the role of recruitment strategies in enhancing the quality of employees and the competitiveness of the organization, while also exploring solutions and recommendations for continuous improvement in the recruitment process.

B. LITERATURE REVIEW

According to (Sunyoto, 2012), recruitment is a process in which an organization seeks, finds, and attracts applicants to become employees within the organization. This process involves a series of activities to search for and attract job applicants with motivation, skills, expertise, and knowledge identified in workforce planning. In other words, recruitment is a step in the search and selection of workers based on specific qualifications, so that they can be employed according to their skills and meet the expectations of the organization.

According to (Mathis & Jackson, 2006), effective recruitment strategies require recognition of the crucial role of employee quality in the overall performance of the organization. Mathis emphasizes that successful recruitment strategies should involve a profound understanding of organizational needs, which can encompass technical skills, cultural values, and employee engagement, with the functional benefit of placing the right person in the right position.

In the literature developed by (Rama KB & Pujiarti, 2013), effective recruitment strategies to enhance performance and competitiveness are not only about attracting the best talents but also considering the sustainability of the relationship between the organization and its employees. (Rama KB & Pujiarti, 2013) mention the need for planning an appropriate employee recruitment and selection model based on policies and modelling of recruitment and employee selection in line with priority scales at various levels, covering the involved actors, pursued policies, and model choices.

Furthermore, (Rama KB & Pujiarti, 2013) mentions the employee selection model through the improvement of the recruitment model in interview patterns, the NEOP (New Employee Orientation Program) process through training, the inclusion of external competencies for new perspectives within the company, employee recommendation methods, competency selection, and evaluation formulation.

A comprehensive perspective on recruitment strategy is also presented by (Armstrong, 2011), emphasizing the importance of integrating recruitment strategy with the overall organizational business strategy. (Armstrong, 2011) proposes that successful recruitment strategy is an integral part of a larger business strategy, which should align with the organization's long-term needs.

The recruitment process is a continuous process that also encompasses the employee empowerment process. According to (Saputra & Fermayani, 2019), this process is part of the initial performance assessment that serves as a guide for companies to develop recruitment strategies based on identified needs from assessments that support performance improvement in areas that are deficient and weak.

The use of technology cannot be denied in the recruitment process, including the determination of models, including the use of artificial intelligence. (Zuhri & Harani, 2023) guarantees that by implementing a strategy based on artificial intelligence modeling in the company, it can improve efficiency in decision-making, productivity, and system performance in the company. Furthermore, (Zuhri & Harani, 2023) offer the modelling of Artificial Neural and Flask applications that provide optimal classification based on variables possessed by prospective employees. This model was developed using a dataset of 11,018 data that has undergone preprocessing stages. The evaluation results using the confusion matrix show an accuracy rate of 78%. With the implementation of this system, it is expected that the company can enhance the quality of human resources by identifying the best potential candidates to join the company.

In a strategic context, recruitment and selection planning must align with the company's vision and mission. (Rothwell & Kazanas, 2003) propose the following steps:

1. Redefining the objectives of the recruitment function by considering the context of the HR department, HR strategy, and organizational strategy.

2. Investigating external and internal environmental trends that may influence the recruitment/selection function.
3. Formulating an assessment of available Recruitment and Selection strategies.
4. Establishing Recruitment and Selection strategies that are appropriate while considering the grand HR strategy.
5. Implementing the established recruitment and selection strategies.
6. Establishing criteria used to evaluate the results of recruitment.

Several studies indicate the influence of the quality of recruitment strategies on the quality of employees and the competitiveness of institutions, including:

Table 1 Previous Researcher

No	Researchers	Title
1	(Lina, 2020)	"Pengaruh Rekrutmen Terhadap Kinerja Karyawan"
2	(Prasetyani, 2018)	"Amunisi Awal Mencapai Cita-Cita (Studi Kasus Strategi Rekrutmen Dan Seleksi Karyawan Di Rumah Sakit PKU Muhammadiyah Yogyakarta)"
3	(Atikawati & Udjang, 2016)	"Strategi Rekrutmen Dan Seleksi Terhadap Kinerja Karyawan"
4	(Arifin, 2022)	"Peran Departemen Sumber Daya Manusia dalam Perencanaan, Rekrutmen Dan Seleksi Untuk mendapatkan SDM Unggul"
5	(Syafiq, 2018)	"Strategi Rekrutmen Di Hotel Inna Garuda Malioboro Yogyakarta (Studi Kasus di Hotel Inna Garuda Malioboro Yogyakarta)"
6	(Siswanto & Kartika, 2016)	"Strategi Rekrutmen Dan Seleksi Jabatan Underwriting Staff Pada PT Asuransi MSIG Indonesia"
7	(Rama KB & Pujiarti, 2013)	"Model analisis perekrutan dan seleksi karyawan di PT. Semarang Autocomp Manufacturing Indonesia (SAMI)"
8	(Kristiyanti, 2018)	"Pengaruh Strategi Rekrutmen dan Budaya Kerja untuk Meningkatkan Daya Saing Melalui Kinerja Karyawan (Studi Kasus Bank Syariah di Semarang)"
9	(Halisa, 2020)	"Peran Manajemen Sumber Daya Manusia "Sistem Rekrutmen, Seleksi, Kompetensi Dan Pelatihan" Terhadap Keunggulan Kompetitif : Literature Review"
10	(Hanifah, 2022)	"Strategi Rekrutmen Dan Motivasi Kerja Tenaga Pendidik Dan Kependidikan Dalam Meningkatkan Mutu Lembaga"

The table indicates that each previous researcher used different indicators or variables to support their studies. Moreover, the methods applied in each research varied, ranging from descriptive analysis to inferential analysis or hypothesis testing using regression and correlation analyses. Each study has reinforced or confirmed the assumptions of the author regarding the objective of this research, namely, finding that the role of Human Resource Management (HRM), including the recruitment and selection system, has a significant impact on the quality of employees and the competitiveness of the institution.

Furthermore, the findings of the study by (Halisa, 2020) suggest that the performance resulting from recruitment strategies has a direct influence on competitive advantage. The recruitment system is considered crucial to facilitate the development of organizational competencies in achieving competitive excellence for a company (Kristiyanti, 2018). The research results by (Atikawati & Udjang, 2016) found that the design of human resource recruitment strategies is essential to enhance company performance. The right strategy can improve work productivity and contribute to the success of the company.

This literature review emphasizes that a successful recruitment strategy involves not only seeking qualified candidates but also incorporates elements such as employee empowerment, adaptation to technology, and integration with the overall business strategy of the organization. Therefore, a profound understanding of these expert perspectives will help form a strong foundation for the development and implementation of recruitment strategies that can enhance the quality of employees and the overall competitiveness of the organization.

C. RESEARCH METHODOLOGY

In this research, we employed a qualitative approach to explore a deep understanding of the importance of effective strategies in enhancing employee quality and organizational competitiveness. The following are details about the steps we took in this research.

Definition of Research Scope: We limited the scope of this research to the public and private sectors, with a focus on the management of employee procurement through the recruitment process. This includes government organizations, public institutions, and other public entities involved in the employee recruitment process.

Data Collection: We collected data through a literature review from relevant sources such as scientific journals, books, and related research reports. We also conducted searches in online databases such as Google Scholar and ScienceDirect to find previous studies relevant to the topic of this research.

Data Analysis: The collected data were analyzed using content analysis methods. We identified common patterns and significant findings related to the role of information in enhancing employee quality and organizational competitiveness.

Case Study: Furthermore, we conducted case studies on several companies in implementing their recruitment strategies to support competitive advantages. We interviewed stakeholders involved in the process, ranging from HR divisions to recruitment participants and permanent employees. These interviews aimed to gain a deeper understanding of how the recruitment process was carried out, including the implementation of strategies, to enhance the quality of recruitment outcomes.

Qualitative Analysis: Data obtained from interviews were analyzed using a qualitative analysis approach. We looked for patterns, themes, and findings emerging from the interviews to depict recruitment strategies in supporting the competitive quality of the company.

Interpretation and Conclusion: Based on the data analysis, we conducted interpretations to illustrate the importance of excellent recruitment strategies in carrying out the selection process.

By employing a qualitative approach and conducting literature analysis and case studies, we aim to provide comprehensive insights into the role of recruitment strategies in creating competent, high-quality, and competitive employees for themselves and their organizations.

D. RESULTS AND DISCUSSION

The findings of this research indicate that effective recruitment strategies can have a significant impact on improving the quality of employees and the competitiveness of the organization. Based on the literature review, successful recruitment strategies not only ensure the recruitment of qualified individuals but also create a solid foundation for the long-term growth of the organization. It was found that a profound understanding of organizational needs, both in terms of technical skills and cultural values, is a critical element in selecting employees who align with the company's goals and vision.

The first method offered is a recruitment strategy using Work Analysis (WA). This approach aligns with the identified needs, as in the recruitment process, it emphasizes the detailed presentation of job descriptions that serve as a guide and indicator for selecting potential employees. By applying the concepts and approaches of WA, employees suitable for the fields and types of jobs existing in the company can be obtained.

Another method offered includes an open method widely disseminated through various means, such as placing advertisements in mass media, both print and electronic, with the aim of spreading information widely to the public. Through this open approach, it is expected to attract a large number of applications, increasing the chances of acquiring quality employees. On the other hand, closed methods are communicated to specific employees or individuals, resulting in a limited number of applications received, making it more challenging to obtain quality employees.

Furthermore, the research results highlight the importance of employee empowerment in recruitment strategies. Creating a work environment that supports professional growth and giving employees a more proactive role in organizational development can enhance employee retention, ensure maximum contributions, and improve organizational competitiveness.

In the context of technology, the research results indicate that the use of online platforms and digital tools has become a key element in successful recruitment strategies. The implementation of this technology can expand the reach of recruitment, improve the efficiency of the selection process, and provide better insights through data analysis. Therefore, organizations need to continually adapt to the latest technology to remain relevant and effective in the ever-evolving job market.

Tactical development in the form of applications has been developed in the form of Artificial Neural Network and Flask for data preparation, analysis, encoding, and evaluation. This can serve as an alternative model for recruitment strategies that can categorize employee recruitment data that will become part of the company and those who will not join the company.

Lastly, the integration of recruitment strategies with the overall business strategy of the organization is recognized as a determining factor for success. Alignment between recruitment needs and the vision and mission of the organization can create strong synergy, leading to the achievement of long-term goals and enhancing the overall competitiveness of the organization.

The discussion above emphasizes that recruitment strategies are not merely operational actions but are strategic investments that form the foundation for the long-term success of the organization. Therefore, organizations need to consider these findings in designing and implementing effective recruitment strategies to enhance the quality of employees and strengthen their competitiveness in the job market.

E. CONCLUSIONS AND SUGGESTIONS

The results of this discussion affirm that well-thought-out recruitment strategies have a positive impact on the quality of employees. A thorough selection process and precise criteria assessment can result in a team that is not only competent but also aligned with the organization's values. Accurate, easily accessible, and transparent information helps build trust, prevent corruption, and ensure efficient budget utilization. In facing challenges and opportunities, it is crucial for companies and public institutions to develop policies, engage stakeholders, and leverage information technology optimally to achieve better transparency and accountability goals in designing the recruitment process. This is aimed at building a strong foundation for long-term growth and competitiveness.

REFERENCES

- Amanudin. (2022). Strategi Rekrutmen Karyawan dengan Pendekatan Work Analysis untuk Mendapatkan Karyawan yang Tepat dan Berkualitas. *Aufklarung Jurnal Pendidikan, sosial dan humaniora*, Vol. 2 No. 2, 67-71.
- Arifin, A. L. (2022). Peran Departemen Sumber Daya Manusia dalam Perencanaan, Rekrutmen Dan Seleksi Untuk Mendapatkan SDM Unggul. *Efektor*, 272-285.
- Armstrong, M. (2011). *Strategic Human Resource management: A Guide to Action*, 5th ed. London: Kogan Page Limited.
- Atikawati, E., & Udjang, R. (2016). Strategi Rekrutmen Dan Seleksi Terhadap Kinerja Karyawan. *Jurnal Perilaku dan Strategi Bisnis*, 9-23.
- Chapman, D., & Mayers, D. (2015). *Recruitment processes and organizational attraction*. In *Employee Recruitment, Selection, and Assessment*. Canada: Psychology Press.
- Halisa, N. N. (2020). Peran Manajemen Sumber Daya Manusia "Sistem Rekrutmen, Seleksi, Kompetensi Dan Pelatihan" Terhadap Keunggulan Kompetitif : Literature Review. *Abdi Jurnal*, 14-22.
- Hanifah, U. (2022). Strategi Rekrutmen Dan Motivasi Kerja Tenaga Pendidik Dan Kependidikan Dalam Meningkatkan Mutu Lembaga. Tesis IAIN Syekh Nurjati.
- Kristiyanti, M. (2018). Pengaruh Strategi Rekrutmen Dan Budaya Kerja Untuk Meningkatkan Daya Saing Melalui Kinerja Karyawan. *Ebistek Fakultas Ekonomika dan Bisnis Unaki*, 1-10.
- Lina, R. (2020). Pengaruh Rekrutmen Terhadap Kinerja Karyawan. *Scientific Journal Of Reflection*, 281-290.
- Mathis, R., & Jackson, J. (2006). *Human Resource Management (Manajemen Sumber Daya Manusia)*, Edisi Sepuluh, Terjemahan : Diana Angelica. Jakarta: Salemba Empat.
- Prasetyani, A. N. (2018). "Amunisi Awal Mencapai Cita-Cita (Studi Kasus Strategi Rekrutmen Dan Seleksi Karyawan Di Rumah Sakit PKU Muhammadiyah Yogyakarta)". SKRIPSI.
- Rama KB, A., & Pujiarti, E. S. (2013). Model Analisis Perekrutan Dan Seleksi Karyawan Di PT. Semarang Autocomp Manufacturing Indonesia. *Jurnal Ilmiah Dinamika Ekonomi dan Bisnis*, 42-55.
- Rothwell, W., & Kazanas, H. (2003). *Planning & Managing Human Resources : Strategic Planning for Personnel Management*. Amherst, Massachusetts: HRD Press.

- Saputra, J., & Fermayani, R. (2019). Pengaruh Pemberdayaan Karyawan Dan Kompensasi Terhadap Kinerja Karyawan Pt. Laboratorium Klinik Pramita Padang. *Jurnal Menara Ekonomi*, Vol. 5 No. 1 2019, 30-42.
- Siregar, I. H., Ibrahim, K., Pratama, L. M., & Supratikta, H. (2023). Human Resource Planning, Opportunities and Manpower in Increasing Economic Growth (Case Study of Industrial Revolution 4.0). *IDEA Journal*, 178-186.
- Siswanto, D. R., & Kartika, L. (2016). Strategi Rekrutmen Dan Seleksi Jabatan Underwriting Staff Pada Pt Asuransi MSIG Indonesia. *Admisi Bisnis*, 193-200.
- Sunyoto, D. (2012). *Dasar-dasar manajemen pemasaran*. Cetakan Pertama. Yogyakarta: CAPS.
- Syafiq, M. A. (2018). *Strategi Rekrutmen Di Hotel Inna Garuda Malioboro Yogyakarta (Studi Kasus Di Hotel Inna Garuda Malioboro Yogyakarta)*. SKRIPSI.
- Zuhri, B., & Harani, N. H. (2023). Aplikasi Rekrutmen Karyawan Menggunakan Artificial Neural Network Dan Flask. *Jurnal Sisfotenika*, 125-138.