Planning Recruitment and Selection of Human Resources in Improving Employee Performance in the 4.0 Era

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Abstract. *This research is a literature study, which is carried out through journal reviews and literature studies that are relevant to the research. The type of data used is secondary data, namely data obtained indirectly. Data collection techniques are carried out by reviewing and analyzing books and journals with rules related to recruitment planning. From the results of this study it is known that in the era of the 4.0 revolution, companies have started to use the digitalization system for HR recruitment planning. The industrial revolution 4.0 has brought so many changes, especially in the rapid changes in technological developments which greatly affect the world of work, that is, humans are very much required to master technology, especially when they want to apply or register. And companies are also required to be able to keep abreast of these technological developments and adapt them to HR recruitment activities in the company. So that competent human resources will be obtained so that employee performance increases.*

Keywords: *HR recruitment planning*

A. INTRODUCTION

Human resources are the most important part in the running of a company, so the recruitment of human resources is an important thing that needs to be considered by company management to maintain and develop companies in the industrial era 4.0.
In the industrial revolution 4.0, the basic human resources that must be possessed are skills, agility or speed and culture, with different cultural backgrounds they can still work together and don't forget to balance them with ethics. The process of recruitment and selection of employees at the company is one of the important processes in selecting candidates for the company's prospective employees. This process aims to screen human resources that are suitable and in accordance with the vision and mission of the company.

To get qualified and professional human resources requires a rigorous and transparent selection and recruitment process. The selection and recruitment process so far before the Industrial 4.0 era was carried out manually, and to get the exam results it took a long time, so there was the potential for fraud.

So in the era of the industrial revolution 4.0, the recruitment of human resources has been carried out by digitalization. With this digitalization method, the process of recruiting and selecting human resources can run more effectively and efficiently and the potential for fraud can be reduced.

B. LITERATURE REVIEW

According to Afandi (2018: 3) Human resource management is the withdrawal, selection, development, maintenance and use of human resources to achieve individual or organizational goals.

According to Notoatmodjo (Sudaryo, Agus and Nunung (2018: 6) explains that the objectives of human resource management are as follows:
1) Community Goals Socially responsible for overcoming challenges and needs that arise in society.
2) Organizational Goals Aims to introduce the existence of human resource management and the need for contributions to the overall utilization of the organization.
3) Functional Objectives Aims to maintain (maintain) the contribution of other sections so that the human resources in each section can carry out their duties optimally.
4) Personnel Objectives Aims to assist employees in achieving their personal needs.

According to Kasmir (2017: 93) Recruitment is an activity to attract a number of applicants to be interested and apply to companies according to the desired qualifications. According to Thamrin (2019: 104-105) the objectives of HR recruitment are:
1) Attract qualified applicants who are interested in accepting job offers
2) Goals after appointment: to produce good and loyal employees to the company.
3) Another goal: withdrawal has another effect, namely the company's image.

According to Sri Larasati (2018: 59) Selection is the process of identifying and selecting people to occupy certain available positions. According to Sedarmayanti (2017: 102), the main purpose of selecting is to obtain a workforce that meets the expected qualifications.

According to Kasmir (2019: 184) performance is the result of work and work behavior that has been achieved in fulfilling the tasks and responsibilities given during a certain period of time.

C. RESEARCH METHODOLOGY

The research method used in this research is literature review and journal review, where literature review is a series of activities related to methods of collecting library data, reading and taking notes, and managing research materials while journal review is an activity that involves looking for references or reviewing research that has been published. in scientific journals.

This journal review method is carried out by comparing one journal with another in the sense of integrating the results of analysis of research journals based on the similarities and differences of each then providing new conclusions. The steps in reviewing the journal are as follows:
1) Read the Journal Entirely.
2) Write Journal Identity.
3) Write a Summary of Journal Contents as an Opener.
4) Write personal opinions or ideas about the journal.
5) Write a Conclusion From the Results of the Review.
6) Double-check the results of the review.

D. RESULTS AND DISCUSSION

1. Recruitment Planning

Recruitment planning and employee selection at the company is one of the important processes in selecting candidates for the company's prospective employees. This process aims to screen human resources that are suitable and in accordance with the vision and mission of the company.

In this industrial revolution era, the recruitment process has been carried out using a digitalization system. The industrial revolution 4.0 has brought so many changes, especially in changing times as we are experiencing and enjoying, namely the rapid development of technology which greatly affects life, especially in the world of work, namely humans are highly required to master technology, especially when they want to apply or register with an organization. or companies in the sense that humans must be digitally skilled, they must be sophisticated in mastering technology, because at this time, namely in the era of the industrial revolution 4.0, humans who do not master digital technology will be eliminated by people who are experts in technology or even machines.

There are 5 general stages in the recruitment process, from sourcing, screening, selection, and hiring. The following are the steps and stages of employee recruitment.
1) Identification of company needs
The initial stage in labor is to carry out the needs of the company. If the vacant positions can still be filled by old employees, there is no need to recruit new employees. However, if there are no existing employees who are able to fill the position, the company can carry out a recruitment process.

2) Recruitment planning
Write a job description, qualifications and experience of the prospective employee, as well as other requirements needed. Job descriptions help communicate the company's needs and expectations to potential employees. Therefore, make a specific job description.

3) Distribute job vacancies (Sourcing)

When all plans are successfully made, currently job vacancies are published on the chosen career portal. In this case, let's assume you're using GrabJobs. When posting job vacancies on GrabJobs, the vacancy information will automatically be distributed to more than 20 job boards for free. GrabJobs will also automatically post jobs on LinkedIn at no additional cost. Our task as HR is also made easier by the automatic assessment and assessment with the Chatbot Interview feature.

4) Candidate screening

Conduct selection or selection based on the required qualifications. Candidates who pass the next stage of selection can be invited to conduct an interview. Apart from face-to-face interviews, you can also conduct the interview process virtually to save time and money.

5) Choose the best candidate

If all stages of employee recruitment are successfully carried out, it's time for us as HR to choose the best candidate according to the company's needs and make an offer to him. Job offers are generally made in writing. For information, not all candidates will immediately accept the offer. For that, the estimated time and answers for the negotiation process.

Recruitment techniques in the 4.0 era are as follows:
1) Take advantage of social media

The easiest way to apply modern recruitment techniques is to use social media. Social media can be a connecting link to disseminate job vacancy information to job seekers. focus on LinkedIn first. This is because this platform functions as a special social network for professionals. If LinkedIn is already mastered, take advantage of other social media platforms, such as Instagram, Facebook and Twitter to publish job vacancies in the company.

2) Job vacancy sites

Job sites or career portals (job sites/job portals) are special platforms for companies to publish job vacancies. Job portals usually use the latest technology by leveraging the Internet for everything (IoT) and machine learning to make job vacancy information easily available. One job portal that utilizes this technology is GrabJobs. GrabJobs uses automation technology to automate the recruitment process with the help of Interview Chatbot, Interview Scheduler and Interview Reminder.

3) virtual interview assessment

You can use the digital interview assessment to increase the effectiveness of the employee recruitment process. Typically, these technologies have special algorithms that can analyze responses based on interview results. At GrabJobs, virtual interview assessment technology has long been used under the name Interview Chatbot. In the first stage of applying, job seekers should ask a number of questions when submitting an application.

4) Virtual job interviews

Companies are now conducting virtual interviews to save costs and time. In the virtual job interview process, you can use video conferencing applications, such as Zoom, Hangouts, Google Meet, and Skype Meet Now.

5) Digital recruitment system

Apart from career portals, you can use a digital recruitment system that features an applicant tracking system, namely the Applicant Tracking System (ATS). The ATS system will also display candidate resume profiles with the required qualifications and job descriptions automatically. If you use GrabJobs, you can take advantage of the ATS feature for free in the form of an interactive dashboard.

Table 1. Best Employee Recruitment App

No.	Recruitment Application
1	Fresh *Applicant Tracking System* (ATS)
2	Employee Recruitment App: CVViZ
3	Newton Software
4	Employee Recruitment Application: Ideal Software
5	Big Biller
6	Sniper AI
7	Hubert
8	Skeeled
9	Vervoe
10	Mosaictrack

Source: *Colaboration Academy Indonesia*

Based on the table above, we can see that employee recruitment applications are currently increasingly being used. Because, it is considered far more profitable when compared to manual recruitment. The process is getting faster and making it easier.

The application has many functions that guide the recruiter. For example, being able to help with workforce planning, managing career pages on the website, creating locker information, and much more.

In fact, this application is also capable of managing forms and selecting candidates who fit the criteria. That way, the recruiter's job becomes simpler and more efficient.

2. Selection Process

The employee selection process is a series of steps carried out by the company to recruit the best employee candidates. In addition, an effective employee selection process has been proven to result in hiring the type of employees that will increase company morale, add to the company's cultural value, and keep turnover rates low.
The most common stages used in the selection process include:
1) Preliminary reception
   The selection process is a two-way street. The company chooses the employees and the employees choose the company. Selection begins with a visit of the prospective applicants to the personnel office or with a written request with an application

2) Acceptance tests
   A variety of tools that assess possible combinations of applicant's abilities, experience, personality, and job requirements.

3) Selection interview

Formal and in-depth conversations conducted to evaluate whether or not an applicant is acceptable.

4) Reference check

There are 2 types of reference checks, namely:
  a. Personal References. Is a reference about the applicant's character, usually given by family, closest friends either appointed by the applicant himself or requested by the company.
  b. Employment References. This reference includes the applicant's background or work experience.

5) Medical evaluation

Includes an applicant's health check before a hiring decision is made. This evaluation requires applicants to show their health information.

6) Direct supervisor interview

The immediate supervisor is ultimately the person responsible for the new employees hired. Therefore, their opinion and approval should be considered for final acceptance, as it is considered to have the ability to evaluate the applicant's technical proficiency and answer applicants' questions about a particular job more precisely.

7) Acceptance decision

The decision whether or not an employee is accepted marks the end of the selection process. The Personnel Department may reconsider rejected applicants for other job vacancies, as they have gone through various selection processes.

Selection techniques in the 4.0 era are as follows:
1) Digital technology develops specifically in the form of various applications or systems. One of the popular applications in selection is the Applicant Tracking Systems (ATS). The ATS application provides a database of applicants so that the selection process becomes easier. ATS is able to manage applicant data according to predetermined criteria more effectively.
2) Implementation of competency tests online or online. The company sends the test material via e-mail while applicants can take the test anywhere. With digital technology, the selection process can be carried out without having to come to the location, making it more efficient.
3) Technology also allows interviews to be conducted digitally. Digital technology is able to facilitate the interview process more efficiently because it can be done online. Interviews can use Google Hangout, Zoom, Skype or other platforms for interviews.

3. Performance Achievements

Recruitment and selection planning is the basis for the formation of human resources that influence the company's success in achieving its goals, therefore the recruitment and selection process is very influential in an employee's performance so that it helps the company achieve its goals.

With the planning and selection of HR who have used the application, it is hoped that the company will be able to get HR candidates who have good competence so that the company's performance achievements can increase.

4. Thinking Framework

Human resources are organizational access that must be maintained and developed. The position of HR in an organizational institution, both government and private agencies, is no longer just a complement in achieving organizational goals, but is a determining factor in planning, implementing and controlling organizational systems and management in achieving the vision and mission of an organization so that it is able to develop and continue to survive. and face competition in the era of globalization.

One way to get quality human resources is to plan the recruitment and selection process for the right human resources, because recruitment and selection planning includes HRM functions that have a strategic role in preparing and providing human resources according to job requirements by implementing good recruitment within the company is expected to obtain quality elite human resources, and have high credibility so that they are able to carry out the role and viability of the company's system.

From the explanation above, the framework can be described as follows:
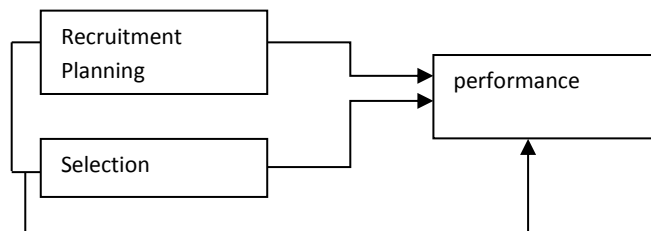
Picture 1. Framework

Based on the picture above, we can see that with good and appropriate recruitment and selection planning, the employees obtained will have good and appropriate competencies, so they can work well too. This makes it easy for the company to achieve its goals, namely good employee performance.

E. CONCLUSIONS AND SUGGESTIONS

1. Conclusion

In the 4.0 era, planning for the process of recruiting and selecting employees has used a digitalization system, namely by utilizing social media, such as Instagram, Facebook and Twitter, you can also use online sites. While online interviews can use Google Hangout, Zoom, and Skype.

With advances in digitalization technology, the recruitment and selection process will be easier and faster. In addition, using this digitalization system can minimize the occurrence of fraud in the recruitment and selection process. So that good quality human resources can be obtained and with good quality human resources can increase the company's performance achievements.

2. Suggestion

To carry out the recruitment and selection process with this digitization system, companies must have good technological devices, namely having a server. A server is a main computer designed to provide certain services in a client PC network system. Because servers can function as resource providers, providing file and network security features, virus

management, and data centers and data backup. However, this must also be supported by human resources who understand operating and maintaining the server.

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