

RECRUITMENT STRATEGY TO HIRE THE BEST PEOPLE FOR ORGANIZATION

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Abstract

This study aims to analyze recruitment strategies to fulfil human resource needs. This study uses theory and research results to explain the implications of the recruitment process to meet human resource needs.. Research result explain that the recruitment strategy starts by determining manpower planning which includes job design, job specification, and job description. The next process of determining recruitment strategies includes recruitment sources, recruitment methods, and recruitment stages. Positive implications of recruitment are high motivation, job satisfaction, and performance improvement. So the recruitment strategy is the main activity of human resource management to hire the best talent and own superior competence in achieving the business target of the company.

Keywords: Recruitment Strategy, Manpower Planning, Recruitment Implication

Introduction

The company has several business plans that must be achieved each year. Business planning has stages to be implemented with a fast and precise process. The planning process requires both human and capital resources. Implementation of the planning process requires appropriate human resources and in accordance with the needs of the organization. Business plan will be able to be implemented if supported by human resources with superior capability and competence. Therefore the success of an organization can be achieved through the excellence of human resources.

Every organization has a vision and mission on every goal achievement. Hill and Jones (2011) explain that vision is the dream of the company's future is expected, while the mission is the stage that must be done company in realizing the company's dream. This vision and mission will be formulated in the form of strategic planning. Strategic planning will be made in more detail and formulated the resources needed at the implementation stage. One of the resources

needed is human resources where the organization needs the competence and ability to execute the planning for the achievement of business targets. Vision and mission serve as a guide in the planning process so that human resources understand organizational expectations and achieve business targets.

The process of obtaining superior human resources must be created a mechanism or system to hire the best candidates. Human resource management organize a mechanism or system whereby company is able to hire desired candidate for the success of business achievement. The process of obtaining candidates according to the needs of the organization is called recruitment. Dessler (2013) explains that recruitment is the process of collecting relevant information about work-related tasks and human characteristics needed to do the work so as to help managers determine the qualifications and types of skills needed in the recruitment process. Then continued Mathis and Jackson (2010) argue that recruitment is the process of generating a pool of qualified applicants to perform an organization's work. Recruitment is an early process in which the organization must be able to formulate human resource requirements including qualifications and competency needs.

Competence of human resources must be tailored with the needs of company. Competence of human resources must be formulated precisely how the company should be able to hire the best people for realizing achievement of business targets. Initial process should be done by the company how to formulate the work plan, qualifications, responsibilities, and work process. Brannick and Levine (2002) explain that job analysis is an organized process where companies are able to formulate the nature of the work to be performed by employees. The process of this company as a business organization must make the formulation of work and the process that will be performed by employees. After determining the type of work and the process, the company must determine the qualifications that must be able to perform the work with the best performance.

Mangaleswaran and Kirushantan (2015) explain that job descriptions will be blueprints capable of outlining the duties and responsibilities expected of the worker candidate. Job description will explain in detail the obligations, workloads, and job targets to be performed by the shortlisted candidates in the recruitment process. This job description will help the company in measuring its overall performance by examining the results of work already performed by selected candidates in the recruitment process. Companies as business organizations will benefit from detailed job descriptions and are able to monitor all job.

The recruitment planning process is a good first step for the company to get human resources in accordance with the capacity and business needs. A good business system will not be able to run optimally if it is not supported by human resources with superior competence. This is an early challenge for a company to run a business competitively by recruiting the right people both in terms of expertise and capability in achieving company's business objectives. Ekwoaba,

Ikeije, and Ufoma (2016) explained that the recruitment link with performance is crucial to the success and performance of the company's business. The right recruitment strategy and supported by qualification determination according to the needs of organization. So the target achievement of the company can be achieved maximally and recruitment costs that have been issued can be offset by hiring the best candidate.

This research will analyze how recruitment strategy is able to hire right candidate according to needs of organization. Recruitment will be seen from various aspects both from the theoretical foundations, company implementation, and has a positive effect in improving the performance of human resources as a whole. Stringent business competition requires superior human resources supported with competence and capability according to the needs of the organization. The results of this study will create new thinking in human resource theory about strategic recruitment and able to realize the future of company.

Methods

This research uses descriptive qualitative method. Sugiyono (2011) explains that descriptive research is a research conducted to determine the value of independent variables, either one variable or more (independent) without making comparisons or connecting with other variables. This research will analyze the results of research related to recruitment strategy in getting the best candidate and implicate on employee performance. Theories used are related to recruitment that has strategic aspect on achieving company performance targets both individually and organization. Stages of research to be performed are as follows:

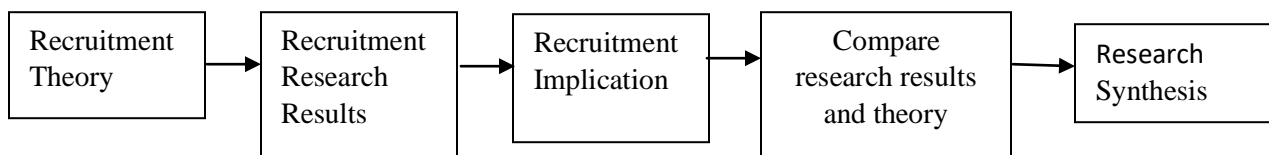


Figure 1 Research Methodology

Initial stage will be done by conducting recruitment theory studies in accordance with research topic. Research theories that will be reviewed related recruitment strategy starting from the planning process to the establishment of recruitment stages. This theory will be interconnected with regard to human resource recruitment. Company will compete to hire the best candidates according to business needs. Achieving business targets will not be achieved unless there is synergy with human resource recruitment. Recruitment of human resources will be seen to strategically have an effect in the company's business processes.

Second stage will conduct research results related implications of recruitment of the company's business. The results of this research aims to see a relationship with the theory of

recruitment is still relevant. The results will be analyzed how the implications of recruitment to business achievement, employee performance, and other aspects in accordance with the topic of research. The results will be seen how the strategic role of recruitment in hiring the best candidate according to company need. Business company must have a long-term existence that can be developed and improved on an ongoing basis.

Third stage is recruitment implications. Success of recruitment will be analyzed with the results of research in improving performance and productivity of business organization. Competitive recruitment implication becomes a challenge for organization to be able to hire the best candidate for achievement business company. Company reputation is always a consideration for applicant candidates to join and enhance business value of the organization as a whole. Therefore, recruitment implications will be comprehensively analyzed between theoretical and implementation.

The fourth stage is to compare the results of research and reality that exist in the business world. This process will analyze in a balanced way how recruitment can improve the productivity of the company's business. Superior human resources will be able to achieve business targets and become regeneration of leadership within the organization. The results of the study will explain thoroughly how recruitment can improve job motivation and productivity. At this stage is expected to produce a clear picture related to the recruitment process and the results for the organization. The last stage generates a synthesis of research where the results of the analysis will conclude how strategic recruitment is able to get the best people for the organization. This will clearly illustrate how recruitment will affect other activities in human resource management.

Results and Discussion

Recruitment will play a strategic role in company's business. The right recruitment strategy will produce human resources according to company's business needs. The accuracy of recruitment methods will have a positive effect on performance company and business as a whole. Adeola and Adebisi (2015) see that there is an effect of the influence recruitment activities with employee performance and motivation. Effective recruitment must be able to obtain human resources needed by company. The effect of recruitment influence will be able to increase employee motivation in reaching organizational expectation. Recruitment practices undertaken in the Nigerian banking industry are able to play a strategic role in recruiting employees and improving company performance.

Stoilkovska, Ilieva, and Gjakovski (2015) explain that recruitment implementation should view the understanding of gender equality, race, religion, and avoid discrimination. Implementation of recruitment conducted in Macedonia has been done professionally and considers that everyone deserves equal opportunity to work in the company. Understanding equality of opportunity must exist in the implementation of corporate recruitment. Recruitment

that has been done should view that the candidate has the same opportunity and skill needs that fit with company's business. The recruitment pattern is still limited to provide access to disability in applying for jobs. People with disabilities have the opportunity to develop and improve careers in accordance with the pattern of human resource development. Therefore, recruitment is the main activity that must be done to hire the best people and give equal opportunity to all parties

Bellionardi and Pujiarti (2013) explain that implementation of recruitment model to hire the right people and improve competitiveness of company. Implementation of recruitment conducted at PT. Semarang Autocomp Manufacturing Indonesia (SAMI) through several stages includes the analysis of employee needs, the selection process to analyze suitability of capabilities, and the placement process according to position. The right recruitment pattern will be in line with the company's expectations. Human resources are an important factor in achieving company's business targets. The competitiveness of organization will be enhanced through appropriate recruitment patterns and needs of organization. Implementation of recruitment patterns using internal and external factors. Internal factors use several considerations consisting of employee needs, company policy, company resources, position requirements, vision, mission and corporate objectives. External factors using considerations include labor regulations and industry competition. Therefore, both of these factors must be analyzed and decided in the recruitment process so as to obtain employees according to the needs of the organization.

Chungyalpa and Karisma (2016) explained that recruitment process starts from job analysis, manpower planning, and process of recruitment & selection. Job analysis is a preliminary process in which the company conducts an investigation to determine the type of job and qualifications required to complete job process. This process will determine other stages such as training, development, performance appraisal, and career systems. Therefore, job analysis will serve as basis for the decision to determine characteristics and needs of the candidate's capacity to be recruited in accordance with the achievement of job target by company.

Manpower planning is a process undertaken by companies making mapping across different divisions to determine number of workers. The prediction of worker number will determine in recruitment process for both short-term and long term. The development of company's business will require availability of human resources in improving productivity and scale of organization's long-term business. After the labor planning process is completed with some job analysis components. Then the company will start the process of recruitment and selection in accordance with needs of the workforce.

Ekwoaba, Ikeije, and Ufoma (2015) conducted research related to the impact of recruitment and selection criteria on company performance. The results of their research explain that the criteria of recruitment and selection have a significant influence on company performance. Recruitment and selection criteria are crucial to the success of a company's business. Business organizations that already have an international scale will continue to seek superior human resources and are ready to adapt to the rapidly changing business trends.

Superior human resources will be the company's need to generate business innovation. Therefore, the criteria of recruitment and selection must be analyzed and decided to hire the best people who are able to achieve vision and mission of the company.

The employee recruitment decision-making process should involve Human Resources Division. Human Resources Division will conduct analysis and survey to see the process of job analysis and manpower planning. Hsu and Leat (2000) surveyed the manufacturing industry in Taiwan. The survey results explain that human resource policies should be integrated with company's business strategy. Human resource division is very influential in making decisions related to recruitment, selection, training, and employee development. The recruitment method will have positive implications on the company's business performance. The main purpose of recruitment is how to get the right people according to the business needs of company. This is the main target of Human Resources Division to formulate and implement appropriate recruitment practices and be able to hire the best people with high competence.

Selection of recruitment methods can be done internally and externally in accordance with the needs of job positions. Devaro (2016) explains that the selection of internal and external recruitment methods should be tailored to the company's conditions. Internal recruitment can be done if existing human resources are able to fill the job vacancy. Internal candidates have the competence and qualifications according to the field of work so that the company does not require external recruitment. If the internal candidate does not have the competencies and capabilities corresponding to the job position. Then external recruitment can be done where the company will inform the job vacancy or use the services of a third party. External recruitment should be able to attract candidates to apply for jobs both from corporate reputation, career opportunities, and compensation management.

Company reputation has always been the reason for candidate to apply a job. This will make it easier for companies to hire superior human resources and competence according to business company. Khalid and Tariq (2015) explain that the company's reputation has a strong correlation with recruitment process. The applicant candidate will make observations regarding scale of business and its reputation in business world. A good corporate reputation will always be sought by job applicants and a dream for candidates to join in building an organization's business. The Human Resources Division will undertake a number of rigorous screenings to select candidates according to the qualifications and competencies that are appropriate with company business. Therefore, companies must build a business reputation to increase popularity in the labor market.

Implementation of recruitment that has been described in several research results. Li (2015) explains that Nestle in planning employee recruitment starts from the job analysis process, job description, and revision of job design. These three processes will result in a new standard procedure for the type of work the candidate will undertake in the recruitment process. After going through all three stages of this process, Nestle will decide which recruitment source will be used to fill the job position. Recruitment resources can be done internally and externally. Nestle builds the company's reputation through superior business processes and high quality

products. The recruitment process is done online and builds cooperation with several leading universities in an effort to obtain high quality human resources. Nestle's recruitment process has been linked to recruitment theories and has a positive impact on the company's business performance.

Low (2013) explains that recruitment must be able to improve the competitiveness of the organization. Recruitment practices already undertaken in the Eastern Cape prioritize access to information and ease of candidates in obtaining job vacancy information. Recruitment already done in South Africa should improve access to online-based information. It aims to facilitate access to information for applicants regarding job openings. Online recruitment will increase the number of applicants and the company's popularity. Nestle and Eastern Cape are trying to use online recruitment method as the information base of applicant candidate. The recruitment process will make it easier for the Human Resources Division to find out the applicant's profile quickly and effectively.

The current era of recruitment can be done with social media. The use of social media such as Facebook, LinkedIn, and some other social media can be used effectively in the process of human resource recruitment. Melanthiou, Pavlou, and Constantinou (2014) found that social media-based recruitment has many advantages for company. The company is able to provide broad access to information for applicant candidates to find job vacancy information. A good corporate reputation will have a positive impact on job applicant screening through social media. Job applicants will easily search for information by using keyword of the company name and access it effectively. However, companies should be cautious about using profile information of social media-based applicants. Companies should carefully investigate and check their background and work experience. The profile of job applicants will be main foundation for the company in using social media as the information base. Therefore companies should formulate effective e-recruitment effectively and appropriately for the needs of the company.

Most companies are already recruiting via the internet. Kumar and Garg (2010) analyzed how the implications of on-line recruitment are able to improve the performance of the process hiring employees. The use of information technology as a tool to extend information to all communities. On-line recruitment can increase effectiveness in meeting human resource needs. The conventional recruitment process is still needed to analyze candidate profiles and background so as to obtain complete information. Recruitment has a high objectivity to be able to meet the needs of human resources company. Multinational corporations and large business scales are already using on-line recruitment to improve access to information and are reachable by all candidates without having to conventionally. Company expectations of the recruitment process can improve business performance. Potale, Lengkong, and Moniharapon (2016) see that recruitment has a positive effect on employee performance. The results of his research explain that the effectiveness of recruitment conducted by PT. Bank SulutGo able to improve employee performance and work productivity. Recruitment process carried out in accordance with the stages, it will be able to get the best candidate according to company needs. Recruitment objectivity will be achievable in getting the best people in the labor market.

Recruitment practices are able to demonstrate the significance of business performance of Small & Medium Enterprises in Japan. Gamage (2014) demonstrates that the practice of Human Resource Management focused on appropriate recruitment practices can improve business performance in Japan. Small & Medium Enterprises play a central role in the Japanese economy. The problem that often happens many companies inform the role of human resources in improving business performance. This implication suggests that many companies lose employees too quickly and undermine business performance. Recruitment practices play an important role in meeting human resource needs. Target human resources in improving motivation, commitment, employee involvement in business process, product innovation, and financial performance will be able to be fulfilled through proper recruitment process. Therefore, the recruitment and selection process will be able to answer the company's challenge in getting the right people according to the competence and business expertise.

Setiani (2013) explains that an effective recruitment process is able to obtain candidates according to the competencies and skills required by the company. The recruitment process should be formulated by looking at the business needs of the company. The business process of the company is capable of being done by human resources with the expertise possessed by the employees. Recruitment is an early process in which the company will determine the characteristics and qualifications of work that must be possessed by job applicants. Stages in looking at the suitability between the skills and the needs of the company will be able to be analyzed through the selection process. However, if the recruitment process is done only to meet the needs of human resources without seeing the business objectivity of the company. Then the company will not be able to recruit candidates appropriately. The company will only waste time and money without having proper recruitment procedures. The solution to be executed is the recruitment process will check all candidate background and track record by adjusting the job position. So the recruitment process will be able to produce accurate information accuracy and retrieval of factual data-based information.

Recruitment objectivity has a high intensity in hiring the best people fit the organization's needs. Selection of recruitment method by analyzing several steps that must be considered by the company. Shafique (2012) explains that recruitment should see needs and adapt technological developments. Recruitment through information technology is more effective than using conventional methods. This is due to the generation Y must use a technology-based approach. However, the process of identifying and analyzing the compatibility of candidates' competencies and characteristics must be through an interview process. Interview method is more effective for digging comprehensive information related to candidate profile. The suitability of motivation and competence will be important information for the organization to be able to know the candidate can be improved and developed his talent for the company's long-term assets. Recruitment strategy will be able to answer the needs of companies in obtaining superior human resources and competitive value.

The success of recruitment in filling human resource needs will be in line with achievement business targets. The recruitment process must be in line with the organization's

vision and mission. The company will seek to recruit employees according to business needs. Yullyanti (2009) explains that recruitment has an indirect effect on employee performance through the selection process. The determination of the recruitment stages will be continued in formulating the tests to be faced by the applicant candidate. Selection will perform the process of identifying and analyzing candidate competencies with job positions. However, the selection process will be done through the recruitment process determined by the organization. Achievement of maximum performance will be determined by human resources. Competence, knowledge, and human resource capabilities play an important role in the success of a company's business.

Based on the analysis of research results on the recruitment process as an effort to meet human resource needs. Then the implications of recruitment will have a significant effect on job satisfaction, increasing motivation, and overall company performance. Recruitment is a preliminary process in human resource management to hire the best candidates according to company needs. Identification of recruitment planning and strategy to be done must be formulated in detail according to the company's business. The pattern of recruitment and method will be determined how the company's expectations of the candidate who will run the business wheel. Human resources management activities will be able to continue depending on how the recruitment is able to obtain candidates according to the qualifications and needs of the company. Competence and knowledge possessed by the candidate is capable of generating business creativity and innovation. High business competition always puts pressure on companies to be able to hire the best candidates in the labor market through proper recruitment process.

Below is the result of research synthesis that has been analyzed to see the pattern and recruitment strategy to get the best candidate as follows:

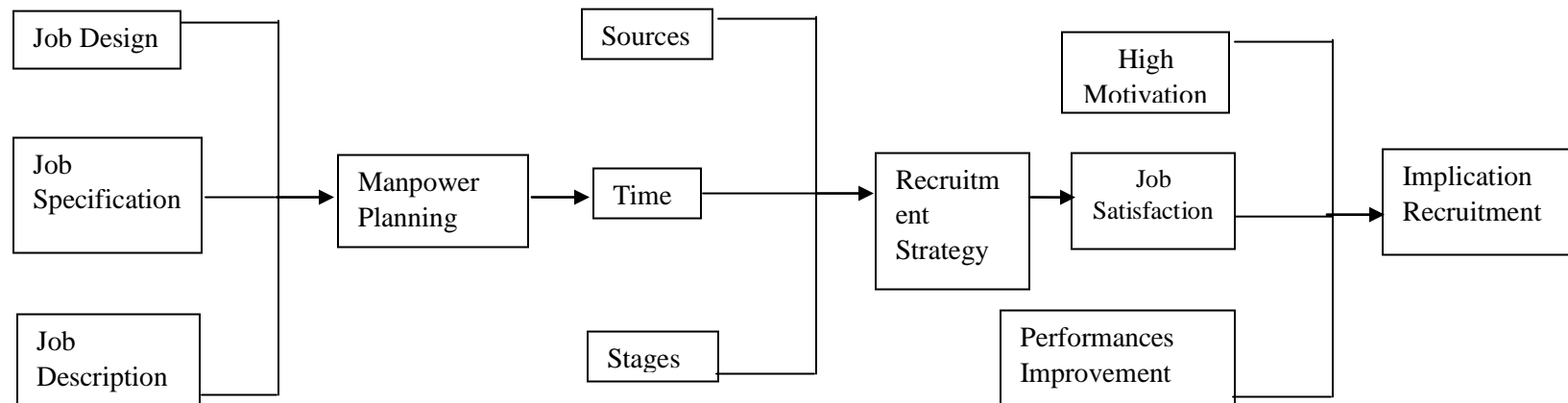


Figure 1 Research Synthesis Recruitment Strategy

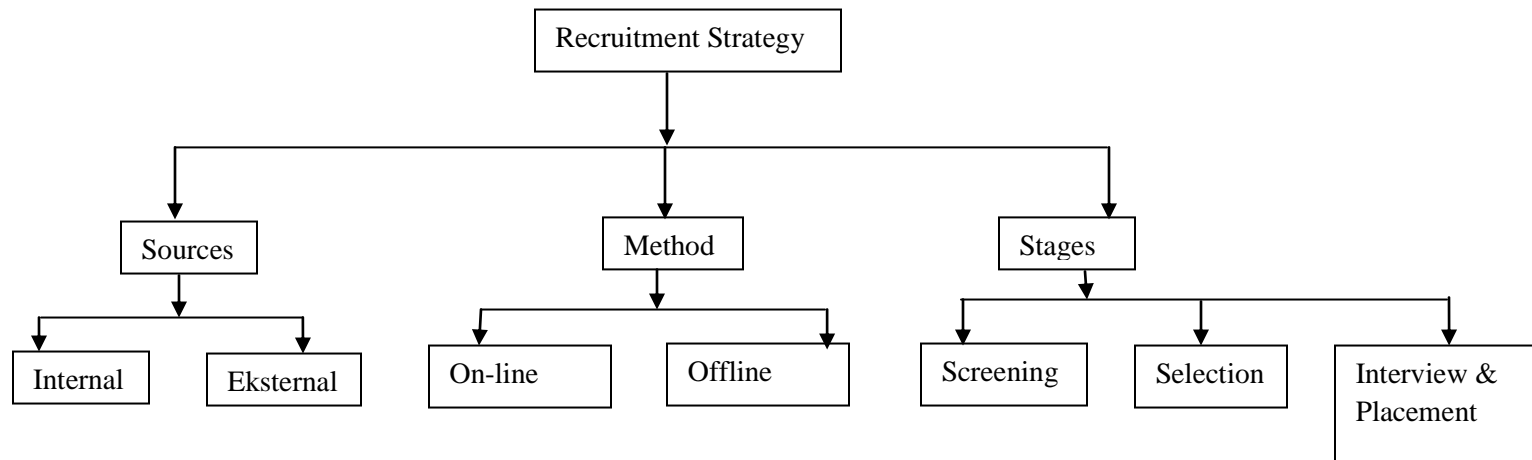


Figure 2 Recruitment Strategy Process

Based on the results of research synthesis related to corporate recruitment strategy must be initiated to create manpower planning. This process makes job design, job specifications, and job descriptions. Job design will contain the work process information that will be performed by the candidate from recruitment process. The information to be included in job design consist of workload, responsibility, job target, and job implementation process. Organization will determine qualification standards and requirements that must be possessed by the candidate to carry out the work. Job implementation requires competence and knowledge that candidates must have in the recruitment process. Job specifications will serve as an information material for the company to determine the job requirements that must be owned by the candidate. The final process in employment planning is the job description. The Company will create a job description containing the implementation and performance indicators that must be achieved by the elected candidates in the recruitment process.

The process of manpower planning will serve as the basis for information to formulate a recruitment strategy. The components to be defined from the recruitment strategy are the sources, timing, and stages that will be faced by job applicants. Recruitable resources that can be considered include both internal and external. Both sources of recruitment can be done according to the needs of the company. If the company establishes an internal source, it must be ensured that the candidate already possesses superior knowledge, work experience, and competence as opposed to external recruiting. External recruitment can be established by looking at the unavailability of candidates within the company. This should be the company's consideration in deciding the availability of candidates in the labor market.

The next process is to set recruitment methods including on-line and offline. Online recruitment methods require using of information technology for the provision of job vacancy information, the process of recruitment stages, and decision making of recruitment. The online method is widely used by companies to expand access information for candidates regardless of territorial boundaries. The company hopes to hire the best candidates from various countries without any territorial boundaries so as to implement the diversity of human resources. Offline method is used to obtain human resources directly by cooperating with institutions and institutions that can be used as a source of recruitment. The company cooperates with universities and educational institutions to recruit the best students as employee candidates. Both methods are still used by the company and adapted to the process to fulfil needs of human resources.

The last process in strategy recruitment is the recruitment stage. The recruitment stages must be determined by the company as part of the recruitment strategy process including screening, selection, and job placement. Screening stage aims to investigate from several candidates through job application letter, Curriculum Vitae, work experience, education level, and compatibility of competence with job position. This process will set a number of candidates to follow the selection process. Selection stage aims to analyze the competence and ability of candidates with job positions. The selection process can be determined according to the level of competency requirement to carry out job descriptions. After the selection process, the company

can determine the chosen candidate according to the level of competency requirement. The candidate will then proceed to the interview and placement stage. The interview stage aims to obtain complete information related to the character, motivation, background, and ability possessed by the candidate. If the candidate is considered feasible, it will proceed to the job placement process in accordance with the job position.

The positive impact of recruitment strategies implemented effectively and efficiently involves improving morale, improving job satisfaction, and improving overall performance. Recruitment strategies are implemented correctly and systematically, then the company will get candidates according to the needs of the organization. Selected candidates have high motivation to be able to contribute in the company's business. The work process can be done correctly and measured performance according to predetermined indicators through manpower planning. Job satisfaction will be able to build as part of organizational culture and improve performance comprehensively. Therefore, the success of the recruitment strategy will have a positive impact on the company's performance by obtaining superior and competitive human resources.

Conclusion

This research analyzes the recruitment strategy to get the best candidate in the labor market. The results of the research explain that the position of recruitment strategy is to formulate and determine the sources, methods, and stages of recruitment. The process of determining recruitment strategy depends on manpower planning. The three components considered in the labor planning process include job design, job specification, and job description. These three processes must be undertaken to identify and determine the job positions and the number of employees to be recruited by the company. Recruitment strategies play an important role in meeting human resource needs. Successful implementation of capital-based human resource management should begin with a recruitment strategy in order to be able to obtain a superior and competitive candidate.

The conclusion of this research is that recruitment has a positive impact on business performance. Recruitment must be able to adapt to the development of business trends. Some research results explain with the development of information technology, then the recruitment process can be done with online methods in order to be able to expand access to information. Recruitment must pay attention to equality of work to give everyone opportunity and avoid discrimination. Recruitment strategy must be formulated and specified. This is all done to improve the business performance of the company and able to meet the needs of human resources.

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