

EMPLOYEE RECRUITMENT AND PLACEMENT PROCESS STRATEGY USING STRENGTH BASED ASSESSMENT

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ABSTRACT. In the face of talent competition, companies compete to attract and retain talented employees to help achieve increasingly stringent organizational goals and a strength-based organization is needed. Performance appraisal cannot be used as a practical improvement tool; Most people may hesitate when a superior assesses performance differently. This research aims to analyze team member recruitment strategies using Strength-Based Assessment. This research method uses a literature review. The data sourced from secondary data, that is, it does not come from direct observation but is the result of research conducted by previous researchers. Data collection came from 20 journals and five books, analyzed according to existing problems. The analytical method is equipped with a description that describes the facts. This research results show that recruitment has a positive impact on business development that adapts to developing business trends, including information technology, and can expand access to information and HR competencies, triggering extraordinary performance with a talent-based approach that prioritizes stories of a person's potential or strengths (strength-based). The research concludes the need for an evaluation strategy in employee placement and a Strength-Based Assessment evaluation model.

Keywords: employee placement; employee recruitment; recruitment process; strategy; strength based assessment

STRATEGI PROSES REKRUTMEN DAN PENEMPATAN KARYAWAN MENGUNAKAN STRENGTH BASED ASSESSMENT

ABSTRAK. Di dalam menghadapi persaingan talent perusahaan berkompetisi untuk menarik dan mempertahankan karyawan berbakat untuk membantu mencapai tujuan organisasi yang semakin ketat, diperlukan organisasi yang berbasis kekuatan. Penilaian kinerja tidak dapat digunakan sebagai alat perbaikan praktis; kebanyakan orang mungkin ragu ketika ada atasan yang menilai kinerja berbeda. Tujuan penelitian ini adalah untuk menganalisa strategi rekrutmen anggota tim dengan menggunakan *Strength-Based Assessment*. Metode penelitian ini menggunakan kajian literatur. Data bersumber dari data sekunder yang tidak berasal dari pengamatan langsung, tetapi hasil penelitian yang dilakukan oleh peneliti terdahulu. Pengumpulan data berasal dari berbagai 20 artikel jurnal dan lima (5) buku, yang dianalisis sesuai dengan permasalahan yang ada. Metode analisis dilengkapi dengan uraian yang menggambarkan fakta-fakta. Hasil penelitian ini menunjukkan bahwa rekrutmen berdampak positif bagi pengembangan bisnis yang menyesuaikan dengan perkembangan tren bisnis, termasuk teknologi informasi, serta dapat memperluas akses informasi dan kompetensi SDM, memicu kinerja yang luar biasa dengan pendekatan berbasis talenta yang mengutamakan cerita potensi atau kekuatan seseorang (*strength-based*). Kesimpulan dalam penelitian adalah perlunya strategi evaluasi dalam penempatan karyawan dan model evaluasi *Strength Based Assessment*.

Kata kunci: proses rekrutmen; penempatan karyawan; rekrutmen karyawan; strategi; *strength based assessment*

INTRODUCTION

In practice, the selection is often carried out when the number of applicants (workforce) exceeds the need. Selection is generally made when the vital force is smaller than the number of workers willing to work in the company. However, this is a common mistake made by a company/organization (Polindi & Farida, 2019). Team member selection is a way to get human resources who will later assist in the company's development. Selection is the activity of selecting and determining whether candidates are accepted or rejected to become employees of the company. The implementation of the selection must be objectively honest and careful to get a workforce that fits the qualifications to be later placed on the part of the company (Cupian et al., 2020a).

Recruitment and selection is a key element of the organization's strategy in human resources, by identifying and gathering the people needed for the survival and success of the organization in the short and medium term. The basic objective of recruitment is to create qualified candidates so that the best candidates can be selected for the organization, attracting more employees to apply to the organization, while the basic objective of the recruitment process is to select the right candidates to fill the various positions required in the organization (Aulia, 2019). Employees or human resources is a very important component in a company or organization. Because human resources are the driving force for carrying out every activity in the company. Human resources are defined as "sources" of human-derived

strength that can be utilized by the company, which refers to the individuals in a company (Polindi & Farida, 2019).

Performance appraisal human resource is the analysis and interpretation of failure or success in achieving performance. The outcomes of the performance assessment can be used as a basis for assessing the performance of organizational members. As stated by Gouzali (Martin, 2017) performance assessment can be done through 1) observations, 2) metrics to measure employee job performance against predetermined job descriptions, 3) development is intended to motivate employees to overcome their shortcomings and encourage the parties involved to advance their capabilities and potential. Human resources play an important role in business activities, because people become planners, implementers and deciders in achieving organizational goals (Martin, 2017).

Human resources (HR) are an important asset of an organization or business. The existence of trustworthy employees is considered the driving force behind all business activities of organizations and companies. It is very important in an organization or company to have highly competent human resources (Wildan et al., 2020). Good management is needed to achieve the desired company goals, especially personnel management. Good people management is the right way to improve team member performance. In addition to appropriate remuneration, a supportive work environment and continuous motivation are also needed to support this. If this phase receives serious attention from the company, then the involvement of team members can be explored further to maximize their sense of responsibility for their work (Karishma & Chungyalpa, 2016).

Human resource management is referred to as practical work with people, including team member performance analysis, workforce needs planning and candidate, selecting candidates, determining orient and train new employees, manage salaries and wages, increase awareness of team member engagement and create an equitable working environment and safety. Human resource management is a coordinated approach to people management that seeks to integrate different personnel activities for compatibility (Batarliene et al., 2017).

The human resources (HR) function has progressed over the years, from just an administrative role to a more strategic role. Today, the mission of human resource management

(HRM) is said to be to help organizations achieve their goals by implementing and developing HR strategies that are integrated with the company's business strategy, encouraging employee development, encouraging positive work relationships, and promoting an ethical approach to people management and concern for the environment (society and nature) (Piwowar-Sulej et al., 2023).

Over the past two decades, increasing environmental awareness has motivated researchers to address HRM issues as a strategic tool for transforming businesses into sustainability-oriented organizations. One of the new trends identified in our research is environmentally friendly and sustainable HRM (Piwowar-Sulej et al., 2023).

Business planning needs to be done so that it can become adequate capital (Caiels et al., 2021). The business plan will be employed if it is supported by personnel who have extraordinary skills and capabilities. Thus, the success of a company can depend on the superiority of its human resources (Guyana, 2013). Every organization has a vision and mission for each objective to achieve. Wildan et al., (2020) state that the vision is the future dream that the company anticipates, while the mission is a stage that the company must go through in realizing the company's dreams. Strategic planning is formulated in more detail at the implementation stage, and the necessary resources are formulated (Buckingham, 2015).

States that the relationship between recruitment and performance is important for the success and performance of a company or organization (Rouwenhorst, 2018). A good recruitment strategy supported by determining qualifications based on company's needs so that the company's performance goals are achieved optimally, and recruitment expenditure funds are used by recruiting the best candidates (Pessach et al., 2020). The recruitment process for superior HR must be used to recruit the best candidates. Personnel management regulates how the company can use the desired candidate for successful business success. Finding candidates who meet the company's needs is known as recruitment. Fernandez, Ganesan and Yeow (2021) defines recruitment as gathering of job-related information and human characteristics necessary to perform tasks to help managers regulate professional qualifications and the types of skills required in the recruitment process. In addition, Chungyalpa and Karishma

(2016) say that recruitment is getting various skilled candidates to carry out company duties. Recruitment can also be interpreted as an initial process in which the organization must formulate staff needs, including skills and competency requirements.

Organizations that recruit new employees using external processes have two basic methods: passive recruitment and active recruitment. Methods of passive recruitment include re-examination candidates' CV following the previous recruitment processes. The biggest advantage of using passive recruitment methods over active recruitment methods is saving time and money (Grabara et al., 2016).

The survival of the organization depends on its success in achieving its goals. And in this era of increasingly fierce competition, every organization must work to achieve optimal goals to achieve satisfactory performance. Management is responsible for periodically measuring and evaluating company performance. Performance evaluation aims to evaluate and improve its operational activities to compete with other companies (Luan & Zhang, 2018). Organizational performance is naturally highly dependent on team member performance. But the fact is, Sometimes performance appraisal cannot be used as an effective tool for improvement if you want. Most people probably hesitate when their boss evaluates their performance. Perhaps this is because managers' perspective as superiors and employees is different. As a doctor, the manager always looks at his weaknesses and weaknesses when assessing his subordinates (Ayu & Adnyani, 2022). In your opinion, this is an area that should be improved, so should include them in training (Fernandez et al., 2021).

On the other hand, when employees themselves are asked about the things that allow them to change for the better, of course, you will see their strengths from the side. That's the area they want to improve. Maybe that's the difference in perspective that appears the cause of unsatisfactory performance. In facing today's increasingly fierce competition, becoming a strengths-based organization is necessary. Organizations can provide advantages based on strengths (Baik et al., 2015).

SWOT analysis is the most commonly used form of analysis when we want to assess changes occurring in the internal and external environment. Changes that occur in the external environment can help to recognize opportunities and risks; but cannot be controlled. At the same time, the internal environment assists us recognize the weaknesses and strengths of the

resources that can be managed for the company (resources). A common problem when analyzing a company's internal environment is determining which internal resources have strengths and weaknesses. There may be no reasonable basis for establishing which of a company's internal resources are worthy of being classified as strengths or weaknesses.

The analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) has become a fundamental instrument for organizations to assess their market position and is widely applied to analyze the external and internal environment of organizations when indecision occurs. The four components define external or internal considerations. Strengths include internal factors of an organization that facilitate the achievement of objective, while weaknesses refer to internal factors that hinder the organization's success. Opportunities as external aspects that help an organization achieve its goals, are not only positive environmental aspects but also opportunities to fill gaps and start new activities (Benzaghta et al., 2021).

SWOT analysis stands for; Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis has more advantages than disadvantages, especially when considering the many industries in IPM projects. Mawardi & Yasmine, (2019); Fernandez et al., (2021). Simplicity in modeling, connectivity, and interoperability has no additional costs (Namugenyi et al., 2019).

Williams and Gunn (2007) revealed that SWOT, benchmarking and critical success factor analysis are the most widely used tools in the UK. Then, Wright & Evans (2009) claim that SWOT analysis remains one of the most useful techniques in strategic planning, because it provides rich and powerful statements regarding the strategic position of a business (Benzaghta et al., 2021). The SWOT method assesses the company's objective environment, distinguishes potential risks and is often used for strategic decision making. In the paper, the SWOT analysis method not only analyzes the related factors within the company but also some epidemic factors, and is based on the company's conditions (Qin, 2022).

In an industry where all companies have the same resources (capital, people, and organizations), no company will outperform another. In previous studies Priyono & Moin, (2020); Zhao et al., (2020); Hutahayan, (2020); Santalova et al., (2020), a company's strategy is easily pursued by competing companies, all with the same high level of efficiency and effectiveness. No company is stronger or weaker because they all have the similar (same) resources. There must

be a company in the industry that is superior to others and becomes a leader. A good selection process will get job candidates who really meet the criteria to fill the required position. That way, employees will feel satisfied with their position by their abilities. With the company placing employees according to their position, it is hoped that it will increase the enthusiasm for work and provide good results for the company. Therefore, in carrying out the selection process, it must be done correctly and precisely so that you will get the right one according to the placement of employees. The goal of this study is to analyze the Strategic Process of Employee Recruitment and Employee Placement with Strength-Based Assessment.

METHOD

This type of research is library research, where data collected from various books and journals is analyzed based on existing problems.

Search for books and journals online in various journal repositories such as educational management journals. The data source used is secondary data, not taken from direct observation but from the results of previous researchers' research. This data was obtained by searching for various references regarding the research subject, then presented in the description section (Rasidi & Ernaliana, 2021). Data collection methods include searching or extracting data from the literature related to the existing issues. Once data is obtained, it will be collected to become a document that can be used to answer the questions in this study. After the data is collected, it is grouped according to its type and then presented in the form of the numbers using descriptive statistical techniques and percentages then the author using descriptive analysis, namely using a method of analysis that is equipped with descriptions. Descriptive analysis is data analysis that better describes the facts as they are.

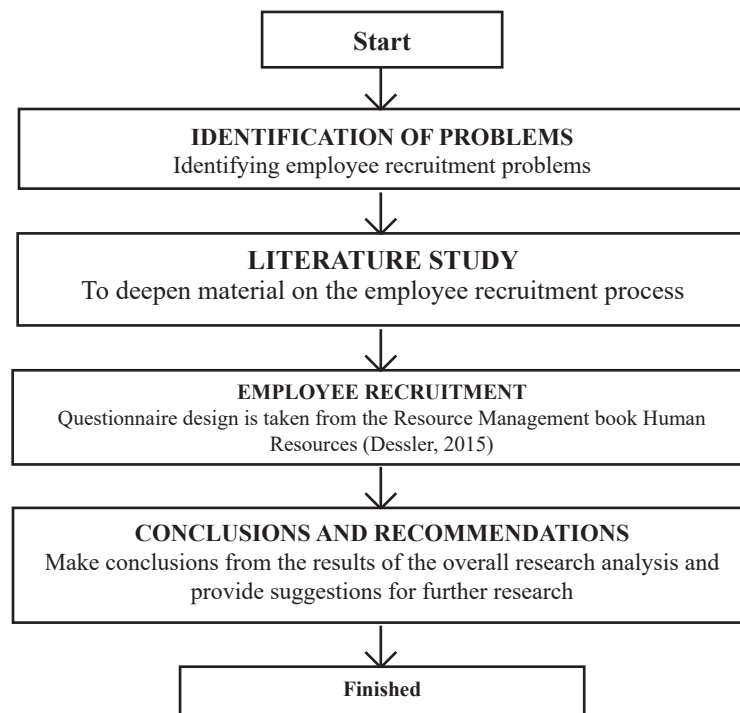


Figure 1. Literature review flow chart.

RESULTS AND DISCUSSION

The team member recruitment strategy uses a Strength-Based Assessment with several steps or process stages, including (Verney et al., 2016); (a) Identify vacancies and the number needed, the hiring process begins when you have a new job, the team member is transferred or promoted, and a resignation request is made due to layoffs or insufficient pensions. If you look at some of the

dynamics of Adapting to the assigned workforce plan (if any), you can see the available positions the number of workers that those positions must fill; (b) looking for position information through job analysis, accept job descriptions as the basis for making job requirements, which must be made carefully and as clearly as possible so that there is no confusion when used, which will interfere with the next process; (c) Determining the right source of candidates. There are two alternatives to

looking for candidates from within the company or outside the company. From your point of view, when planning future personnel needs, you also need to know which current employees can be transferred or promoted. If candidates must be sought from outside the company, it is necessary to carefully consider appropriate recruitment methods to attract candidates; (d) Choosing the right recruitment method in positioning the position. Companies can choose recruitment methods, including advertisements, team member referrals, walk-ins and write-ins, the Department of Manpower and Transmigration, job-seeking companies, educational institutions, labor organizations, etc. Organizations can also choose more than one method depending on the situation and conditions that occur. The type of recruitment will have a big impact on the number of applications the company receives.

Theoretical development in the field of use of force and development it in many forms. First, it proposes that the use of power can be viewed as an agentic work behavior that contributes to success in a socially embedded model of workplace success. Clarifying the role of the use of force in this paradigm would bring together two closely related but not yet theoretically integrated streams of research. Second, it responds to recent calls to examine the role of peer communication processes in the relationship between strengths use and achievement (Moore et al., 2022).

As self-determination theory (SDT; Ryan & Deci, 2008), reveals that strengths-based performance appraisals will make subordinates feel supported by their superiors, therefore fulfill their psychological need for connectedness. In turn, satisfying their necessities will result in greater motivation to learn and develop. Strengths-based performance appraisals reinforce the need for connectedness by encouraging subordinates to express their true selves, thereby making them more visible and socially included (van Woerkom & Kroon, 2020).

Seeing this final result, the researcher suggests several points for further research, including what factors influence someone to apply for a job advertisement and what psychological factors need to possess by a solid recruiter. From the candidate's perspective, it will also be interesting to see what factors make a candidate willing to apply for a job vacancy and ultimately accept the offer at the company. There are several limitations in this study that can be used as methodological suggestions for future researchers. First, data analysis and control of

respondents need to be considered again. In order to be able to provide a better picture of the same topic, the researcher feels the need to invite an expert who can minimize subjectivity in analyzing the collected answers. Second, it is also essential to focus attention on the respondent. This can be done by increasing the number of respondents. In addition, a better categorization can also be made based on; (a) the type of company, (b) the separation between the company's internal recruiters and third-party recruiters, and (c) the position and tenure of the respondent. Third, more specific topics in the future will also be able to clarify the research.

Work placement has a positive influence on employee performance. Supported by the opinion of Rivai (Shalahuddin et al., 2022), who interprets that when a company carries out placement accurately, it can be ensured that the company will get employees who can carry out their obligations as well as possible and with full responsibility. The results of this research show that work placement that is carried out carefully will have a big impact on the employee concerned to be able to know the scope of their work so that they are able to carry out their obligations with full responsibility and produce good performance for the company.

Recruitment Strategic Process with Strength Based Assessment

The focus on human resources is now linked to processes of management for example succession planning, leadership development, retention and career planning. Talent management has evolved from an administrative process to a sustainable organizational practice with a strategic focus that drives organizational results (Jose Hejase et al., 2016). Therefore, several strategies are recommended to retain key employees, containing HR practices. It is stated that the employees of an organization are always in the best position to appraise the HR practices of the organization (I. H. Muhammad & Shao, 2013).

Employee recruitment is the major task of the human resources department. Recruitment refers to "activities and practices undertaken by an organization with the primary purpose of identifying and attracting potential employees". HR departments can use advertising to increase awareness of the organization among prospective employees, present information to job seekers to increase employer attractiveness, or enhance the attractiveness of employer brand influences candidates' job choice. The primary goal of these

operations and activities is to produce a large number of qualified candidates, thereby enabling the organization to be more selective in the recruitment process and helping to ensure high-quality employees (Gilch & Sieweke, 2021).

This study results are reinforced by previous research by Surianti and Wijaya (2018) which found that selection had a positive impact on employee performance. Following the ideas of Simamora (2004), selection is a procedure for sorting applicants who better meet the selection requirements for vacant positions in the company. The results of this research show that the selection process plays an important role in supporting the company's progress, a selection process that is carried out honestly, carefully and precisely will make a positive contribution to the company through employee performance (Shalahuddin et al., 2022).

The ultimate aim of the selection process is to obtain the most effective and competent workforce in carrying out their job duties. Thus, it is a must in the selection process to conduct an assessment of the characteristics and characteristics of the applicants to become prospective new employees. Therefore, in this selection process, qualifications are carried out as a basis for determining prospective workers in a company/organization (Polindi & Farida, 2019).

This is different from research conducted at PT. Angkasa Pura I (Persero) Sultan Hasanudin Makasar International Airport and Kresnani's study (2010) regarding the impact of the recruitment and selection process on employee performance at PT. PLN (Persero) Head Office, which obtained significant results between recruitment and employee performance. However, this research has the same results as research conducted regarding the impact of recruitment on employee performance at PT. Perkebunan Nusantara III Medan (Etikawati & Udjang, 2016).

According to the explanation from the discussion, it can be concluded that recruitment positively impacts its business development. Recruitment must be able to adapt to changing business trends. Several research findings illustrate that with the development of information technology, the process of recruitment can be carried out online to expand access to information. When recruiting, attention should be paid to equal work to provide opportunities for all and avoid discrimination. All of this is done to improve the company's business performance and meet human resources demands. From this, the researcher can conclude that the mobility of

domestic and foreign employees is quite high. Recruitment information is provided openly and according to SOPs set with criteria based on previous training, abilities, and commitments. The selective stage of screening for the effects of contagion at the recruitment stage in this cohort is overrepresented in the number of stress-related workers' compensation claims originating in the public sector (Brunetto et al., 2020).

The human resource recruitment process should not be overlooked as it involves ensuring that there is no discrepancy between what is desired and what is achieved. This means that the organization fails to recruit suitable employees in both quantity and quality. If the conformity expected by the organization does not occur, it can be said that work activities are less effective and efficient, then the organization will experience failure. In order to obtain quality human resources and in quantities that suit needs, a recruitment method is needed that can be used in the recruitment process based on a truly thorough plan (Cupian et al., 2020b).

Ideally, the recruitment process should collect data on candidates who are considered potential candidates for further selection Ployhart et al., (2014) so that the company represented by the recruiter can easily select potential candidates at any time if needed. Various recruitment instruments and methods must be adapted to the characteristics of prospective candidates who are interested in reading job vacancy advertisements. In addition, it is hoped that interested parties will apply for the position they are looking for. Some of the explanations above are ideal conditions for the recruitment process. However, due to the direct experience of the researcher, recruitment has become increasingly difficult. In recent years, researchers have worked in the human resources field and discovered that the hiring process is not as easy as it seems. The difficulty is determining the right method of recruiting potential candidates who meet the standard criteria (Karam et al., 2020).

The advantages of using internal recruitment are: 1) This recruitment only recruits up to staff positions; 2) Better ability assessment; 3) More cost savings. Meanwhile, the advantage gained from using external recruitment is that the people recruited are expected to bring new ideas and enthusiasm (Kristanu, 2013).

Ployhart and Ryan discussed recent developments in the design, implementation, and evaluation of selection systems and focus primarily on how technology has changed

the way recruitment and selection practiced. A comprehensive and ambitious review of historical developments in recruitment and selection, identifying the key macro factors and challenges that have shaped research and practice in the field at different times. Breaugh (2013) has integrated key findings around various qualities of the recruitment process and how these shape pre-employment and post-employment outcomes, including applicant perspectives, recruitment methods, recruitment targeting, recruitment messages, recruiters, recruitment media, site visits, offers employment, and timing of recruitment activities, as well as recruitment of members of underrepresented groups (Potočnik et al., 2021).

Recruitment has a long history, most likely dating back to prehistoric times, when people tended to use the services of others to achieve what they could not achieve themselves (Ogbonna and Adetunji, 2013). The process of finding the best candidates and getting them to consider job opportunities is considered recruiting (Cole, 2005; Swati and Bhupendra, 2015). Though, when an organization mistakenly or intentionally hires the wrong candidate for the position, it becomes a significant liability or expense that can negatively impact the company's business activity (Ekwoaba et al., 2015). Therefore, this makes the recruitment process an HR strategy that can regulate the fate of an organization as attracting high quality talent and a workforce of competent is a source of advantage key for sustainable competitiveness. Attracting and retaining top quality talent through the right recruitment process is vital to a company's image (Ogunyomi and Oginni, 2012; Bouton, 2015). This is a valuable weapon for organizations that have a workforce with good quality talent (Adeosun & OHIANI, 2020).

Employee Recruitment Strategy Using Strength Based Assessment

Another opinion by Climie & Henley, (2016) explains that large companies will only fill about half of all entry-level positions with talented people. Boon et al., (2018) also find that it will be very difficult to find talented candidates in certain areas, even though there is a surplus of labor in the company. HR management is a way to efficiently and effectively manage the relationships and roles of resources (workers) owned by individuals and used as effectively as possible to achieve the company, employees, and society (Ogie & Pradhan, 2019).

The HR element is human and is based on the concept that every team member is a human,

not a machine, and not just a company resource (Ding et al., 2020). HR management brings together several disciplines such as psychology, sociology, and others. HR management also involves designing and implementing planning systems, team member preparation, development, career management, job evaluation, team member compensation, and good working relations. HR management includes all management decisions and practices that directly affect HR.

The results of the hypothesis test, as has been carried out, shows that there is a significant impact between recruitment and selection on employee performance, whereas from the findings of research that has been conducted there is an insignificant impact between recruitment and selection on employee performance, thus the first hypothesis proposed can be said to be not proven. It is very likely that in this research, the employee performance of the Wahid Hasyim Yogyakarta Islamic Boarding School is not too influenced by the implementation of recruitment and selection, considering that there are many factors that influence employee performance such as leadership style, salary compensation, initiative, ability, expertise, knowledge, effectiveness and efficiency. Like research conducted by Melati (2011) regarding the factors that influence the performance of Ministry of Finance employees, namely goal orientation and leadership style. Apart from that, in research conducted by Patiran (2010) regarding the analysis of factors that impact the performance of civil servants (PNS), including work discipline, education, motivation, where the factor that most influences the performance of civil servants is work discipline with a very positive relationship (Etikawati & Udjang, 2016).

Talent Based HRM is a personnel management system that makes talents or potential strengths of employees the basis and focus of the management process to accelerate the mastery of HR competencies and trigger extraordinary performance. In the development process, the talent-based approach prioritizes the development of a person's potential or strengths (strength-based). Deficiency development should not be an expert in this area but should only be protected from errors or failures. Assessment is a process carried out by an assessor to determine a person's level of competence. According to Palan (2003), assessment is a process that involves collecting data and evidence to determine whether a person has the required level of competence. Recruitment and selection are crucial and require great responsibility (Climie & Henley, 2016).

The quality of human resources employed by the company is highly dependent on how the recruitment and selection process is carried out. Human resource management includes human resource planning and analysis functions, equal opportunity, termination of human resource development, compensation and benefits, health, safety and security, labor and industrial relations (Muhammad, 2018).

According to MeDeVaro (2016), it is stated that the selection of internal and external contract methods must be adjusted to the company's circumstances. Internal candidates have competence and qualifications in their field of work, so the company does not require external recruitment. Outsourcing, companies will report vacancies or use third-party services. Outsourcing should attract candidates who apply for good positions based on company reputation, career opportunities, and compensation management (Syafiq, 2018).

CONCLUSION

Team member recruitment strategies using Strength-Based Assessment positively impact the company's business development. Recruitment must be able to adapt to developing business trends. Developing information technology recruitment strategies, the recruitment process can be carried out online to expand access to information. When recruiting, attention should be paid to employment equality to provide opportunities for all and avoid discrimination. This is done to improve the company's business performance and meet human resource needs. This research concludes that the evaluation of recruitment information is provided openly and by SOPs determined by training, ability, and previous commitment criter.

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