

Recruitment Analysis Of The Cooperative Labor Force In Improving Human Resources

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Abstract

Employment recruits of an organization have not improved the standards of selection so that the resulting workforce does not meet the qualifications for the jobs offered. This phenomenon also applies to cooperatives as business organizations. Co-operatives are one of the forums that are quite developed in increasing their business. Currently, the existing human resources are managed simply, the function of personnel management is charged as Manager as the manager of the cooperative. The recruitment process is the earliest stage in personnel management, so if it is ignored it can disrupt the company's performance. The purposes of this study are 1) To find out the labor recruitment process that has been implemented so far. 2) To find out the existing workforce recruitment process. The method used in this research is descriptive qualitative, namely as a research process that produces qualitative data in the form of written or spoken words from the observed person or actor. The results showed that the recruitment process in cooperatives was carried out in a simple but complete and selective manner. The process includes forecasting work needs, selection, an orientation that is still simple but complete enough and based on criteria, standards, or specifications for the real needs of the existing job or position. Recruitment sources are utilized optimally so that professionalism is established. The cooperative uses criteria in the Indonesian economy, namely in the form of workforce skills which include moral and physical health, reason (good knowledge), education and training, work perfection.

Keywords: Recruitment, Labor, Human Resources

I. INTRODUCTION

Recruitment of new employees in a company or organization is a challenge for the personnel department, sometimes the needs of new employees are known before because of a well-developed human resource plan, but at other times the personnel department is faced with requests for new employees. to fill vacancies as quickly as possible, in these conditions the search for people (applicants) is an important activity that must be carried out as quickly as possible selectively and effectively. Human resources are very important resources for the company and can only be obtained through good recruitment efforts, however, accurate and sustainable information must be available regarding the quantity and quality of individuals who will be needed to fill vacant positions in carrying out some of the company's activities. The absolute need for strong human resources cannot be denied considering that in facing this new century, companies and organizations will encounter a complex form of competition with variations, identities, and adequacy that may not have been experienced before, so that its orientation or company requires strong people who able to adaptation quickly to any changes that may occur capable of working in new ways and with skills. Human resources in an organization are one of the most important factors and will only be obtained through the right workforce recruitment efforts, besides that accurate and continuous information must be available regarding the number and qualifications of individuals needed to carry out various jobs within the organization (Simamora, 2004:165).

Human resource factors are very complex in the sense that this discussion includes recruitment, selection, labor analysis, and so on. From the series of activities, there is no doubt that the labor recruitment

process is very important. Sometimes the needs of new employees are known in advance, because of a well-developed human resource plan. The current stage of the process is very important because the right employee recruitment activities will produce a workforce with maximum capabilities, and this greatly benefits overall the organization as well. According to Handoko (2014:69), labor force recruitment (recruitment) is the process of finding and attracting prospective employees who can apply as employees that begin when applicants are sought and end when their applications are submitted and produce a group of job seekers to be selected. To make it easier for companies to attract a large pool of job applicants and good qualifications and a good recruitment process is needed. Management is one of the important instruments in managing the organization in any compensation for *profit-oriented* or non-profit through the organizations. Management activities integrate between existing resources and between these resources have an important role as the strength of the organization is human resources. In today's development of management science, human resources are no longer considered as a (passive) production factor that can be mechanized just like that. Directly proportional to other factors of production. Reality says that humans as part of the organization and management cannot be separated from the intact nature of humans who are always active and dynamic in all internal and external conditions.

Human resources are the main assets in any organization, the quality of human resources owned will reflect what products will be produced and try to be presented to consumers as a separate bargaining value for human resources who are ready and able to achieve the goals that have been set. What kind of workforce or human resources are suitable to carry out the existing jobs in the organization, will be a dilemma later for the organization if later Human Resources management is not able to provide reliable and qualified Human Resources in their field. Taking co-operatives as research locations are considering the potential that is quite a huge discussion, the development of existing business units and the increasing number of customers is one of the proofs, if this potential is not supported by a qualified workforce, of course, it will not be able to be utilized optimally so that a company can operate. effectively and efficiently, it is necessary to have good management, especially those related directly or indirectly to personnel or labor. The recruitment process is the earliest stage in personnel management, so if it is ignored and interferes with the company's performance, it will certainly greatly affect other elements of the company. Cooperatives are organizations with employees that reflect how their behavior or boundaries are following the criteria of Indonesian cooperatives. With the background as above, the author gives the title "*recruitment analysis of the co-operative labor force in improving human resources*". From the above background, the formulation of the problem in this study is 1) How is the recruitment process implemented by co-operative? 2) How is the recruitment process implemented by cooperatives?

Recruitment

The definition of recruitment is recruitment or labor force recruitment is an activity carried out to receive employees who are interested in becoming employees in a company to fill vacant positions to achieve the smooth running of company activities. To achieve effective and efficient goals, it is necessary to have careful planning to obtain qualified candidates for employees who can carry out their duties properly which will certainly be very helpful for the company. According to Siagian (2004:102) "Recruitment is a process of finding and attracting skilled applicants to be employed in companies and within organizations. While Simamora (2004:212)

Recruitment is a series of activities to find and attract job applicants with the motivation, skills, abilities, and knowledge needed to cover the deficiencies identified in employee planning which begins when candidates are searched for and ends when their applications are submitted. According to Handoko (2000:69) Recruitment is the process of finding and attracting prospective employees who can apply as employees which begins when applicants are sought and ends when their applications are submitted by job seekers who will be selected. Based on the opinions of the experts above, it can be understood that labor recruitment is a process or act of looking for a certain number of qualified employees to get additional employees with the motivation, skills, abilities, and knowledge needed to cover the deficiencies identified in the employee

planning initiated when prospective employees are searched for an end when their applications are submitted.

Recruitment of labor force Goals

The purpose of labor recruitment is to fill vacant positions that need to be filled to maintain or improve work effectiveness, Siagian (2004:102) defines "Manpower recruitment is the process of finding, finding and attracting capable applicants to be employed in and by the organization". In employee recruitment activities several things become the basis and concepts that need to be considered both before, during, and after recruitment activities as initial activities that must be carried out by Human Resources management who have specifications.

Recruitment of labor force Process

Henry Simamora (2004:222) presents the process of recruiting or recruiting employees in a systematic flow for recruitment activities which are stages in each path.

Gary Desler (1997:127) illustrates the steps that must be taken in the recruitment process as follows:

1. Planning and applying for jobs to determine the tasks of the position to be filled.
2. Build a base of candidates for positions with internal and external recruitment.
3. Ask employees to fill out application forms. and the possibility of a screening interview.
4. Utilizing various selection techniques such as background investigation tests and physical testing to identify candidates who are enthusiastic and eager to fill the position.
5. Send to the supervisor responsible for the position one or more enthusiastic candidates.
6. Ask candidates to take one or more interviews or supervisors and other relevant parties to finally determine which candidate the position is assigned to.

In the process of recruiting workers, it is unavoidable to avoid interactions between recruitment activities and other human resource management activities, which then results in a comprehensive recruitment system. Recruitment activities will not occur until someone in the company has decided on the employees that will be needed. According to Simamora (2004:221), 1) The recruitment process consists of several activities, namely the preparation of recruiting strategies, tax management can be involved in the preparation of general recruitment policies such as determining where to recruit, 2) Determining some of the costs, and determining goals. organizational work agreement. 3) Search for job applicants. 4) Elimination of unsuitable applicants. 5) Creation of a pool of applicants

Recruitment Procedure

According to Hadjrahman and Suad (2000:45), there is no standard procedure for labor recruitment that can be used by all companies, the theory of labor recruitment can be done with the following procedures:

1. Preliminary interview

These interviews are usually brief and seek to reduce eligible applicants. At this stage, it is usually easy to judge by appearance and speaking ability. Applicants will be asked why they are applying for the job and possibly about the desired salary. If the applicant can meet the requirements, it can proceed to the next stage.

2. Application form

The use of blanks or application forms is intended to obtain complete data information from applicants. Questions about positions that have been held since leaving school have worked in the military field and other references are things that need to be included.

3. Checking references

Checking reference letters will be very useful to compare with the results of tests and interviews

4. Psychological test

Not all companies use this psychological test, although there seems to be a relationship between the size of the company and the tests carried out. Large companies to this test while for small companies more emphasis on interviews.

5. Interview

Interviews are a sometimes dangerous method of judging someone. However, if the company only limits it to a withdrawal method, then the interview will be chosen. Because while this is highly subjective and uncertain, it is an important method.

6. Direct supervisor approval

This direct supervisor approval was introduced by the principle of "line" and "staff" structure that allows the supervisor to accept or reject the applicant.

7. Checking health

Health checks can be entrusted to doctors outside the company but are often also carried out specifically by company doctors, especially for types of work that require heavy physical requirements. The medical examination is also intended to prevent the possibility of obtaining employees who are often sick so that the company is forced to pay high medical costs.

8. Induction or orientation

At this stage, it means that the employee has been accepted to work for the company. This induction concerns the problem of introducing and adjusting new employees to the company. This induction stage is the most important because it is during this induction period that many employees leave the company.

Job analysis

The first step in recruitment is to determine the nature and circumstances of the position that the interested people will sit in. In other words, make a job analysis, from which job analysis can be made *job specifications* of the employees needed to hold that position. Job analysis needs to be done to design the organization so that it can determine job descriptions, job specifications, and job evaluations. Job analysis is analyzing and designing what work should be done, how to do it, and why it should be done. Benefits of job analysis will provide information on occupational activity, employment standards, employment context, personnel requirements (*personal requirement*), behavior in persons, and tools that will be used.

II. METHOD

Research types and approaches

This type of research is qualitative, namely as a research process in the form of written or spoken words not in the form of numbers (Arikunto,2018:80). In this research, a case study approach is used, namely research that examines a case that is carried out intensively, in-depth, in detail, and comprehensively.

Data source

The data source according to Arikunto (2018:27) states that the data source in the study is the subject from which the data can be obtained in this study, the researcher explores data from two sources, namely:

1. Primary data

Primary data is data obtained directly from the source observed and recorded for the first time by researchers (Marzuki,2000:55) as for primary data which in this case is carried out through *interviews* and *observations*.

2. Secondary Data

Secondary data is data that is not collected by the researcher himself (Marzuki,2000:56), obtained from documents and reports related to the recruitment, selection, and orientation processes.

Method of collecting data

Data collection techniques used in this study to collect data needed by researchers are:

a. Observation

Observation is an activity carried out by observing and systematically recording the symptoms or phenomena being investigated (Marzuki,2000:58).

Data collection techniques are carried out by conducting direct observations on objects or targets related to the problem under study.

b. Interview or interview

The interview is a dialogue conducted by the interviewer (*interviewer*) to obtain information from the interviewee (*interviewee*). (Arikunto,2018:132)

Researchers use interviews with related parties intending to complete the data obtained through observation, this data can be in the form of data about the recruitment process, labor selection, labor recruitment methods, constraints in recruitment.

c. Documentation

Documentation is a technique used to find the data needed to be based on regulations, documents, diaries, and so on (Arikunto, 2018:135).

Data analysis technique

In addition to the data obtained, the next step is to conduct data analysis, all data obtained both by observation, interviews, and documentation, are processed or analyzed to achieve the final goal of the study. In this study, the authors used descriptive qualitative data analysis techniques, namely data analysis techniques by describing the objective conditions of the research object and describing it in the form of sentences or statements based on primary and secondary data. Arikunto (2018:245).

III. RESULT AND DISCUSSION

1. Labor force Recruitment Process

According to Manulang (2012: 41) "the first steps in the recruitment is to determine the nature and circumstances of the positions that will rest with the people who will be drawn in other words to make something of job analysis, to be made the job specification of employees needed to take up this position."

Job analysis needs to be done to complete to design the organization and determine job descriptions. Job specifications and job evaluations. Job analysis is also used to analyze what work must be done, how to do it, and why it must be done. Before conducting recruitment, the Cooperative also conducts job analysis, the job analysis information is used for recruitment and selection purposes. This is under the opinion of Hasibuan (2000:34) "Although it is simple and seems informal and not systematic, the job analysis carried out by the company is very important for employee recruitment". Based on the results of the interview said that before recruiting employees the Head of Section from a vacant position (needing employees), will analyze the job, whether the job needs employees, what work will be done, and whether the addition of these employees will support the company in the future.

After that, if it is urgently needed, the characteristics that will fill the position are needed. These characteristics include Religion, Age, Education, Work ethic, or expertise. The results of the job analysis are then consulted with the President Director as the main leader, and then the President Director will re-examine the job analysis carried out by the section head and at the same time determine the efficiency concerning the company's budget, workforce prospects, and market prospects.

In the analysis of work coordination with other departments is also carried out, in this case, the manager will discuss with several Heads of Sections who are directly related to the vacant position. If the position cannot be held concurrently and it is necessary, then the withdrawal of new employees or the transfer of employees from within the company will be carried out. The process of procurement or recruitment of manpower is the need for manpower, the recruitment process, selection and placement, orientation, and induction of employees.

2. Labor force Recruitment Methods

The recruitment method will have a major effect on applications that enter the company. The method of recruiting new prospective employees can use two ways, namely:

a. Open method

- Radio and television commercials
- Newspaper and trade journal ads
- Acquisitions and mergers
- *Open house*
- *Contract recruitment*

b. Closed method

This closed method is also known as the international method, including:

- *The job posting* is a display for all existing vacancies in a company, which has the role of providing growth, development, and advancement opportunities for each employee.
- *Skill investor* is a list of employee skills documented in personnel documents.

The method used is the open method, this method is applied with a broader reason to recruit applicants. Thus, the opportunity to get a more qualified workforce is wider. The implication of this application is an open cooperative where employees are recruited from a predetermined selection. These methods include advertising, radio, newspaper media, pamphlets, collaboration with universities. With the wider information spread, it is to get a more qualified workforce and facilitate the desired selection.

3. Source of Labor force Recruitment

Recruitment sources can be classified into two, namely internal sources and external sources, the internal labor market is the procedure for labor from within the organization or company to meet demand because there are vacant positions. The influence is often directly in the sense that certain vacancies cannot be filled by outside workers, especially in terms of the skills or expertise needed to fill the position. External sources are the process of obtaining labor from the labor market outside the organization or company, recruitment is carried out due to business developments so that company organizations need new jobs to get fresh ideas.

The existing sources of manpower include two sources, namely internal and external. External sources are taken if the employee concerned is considered to have more capacity and sufficient experience. This source is generally carried out for transfers and promotions, mutations are carried out every two years for employees who determine that they are managers and if employees are considered to be saturated with the work they have been doing, other alternative mutations are carried out to overcome the incompatibility of new employees in their positions. For example The new manager who was placed in the marketing department was not able to work well so sales decreased. External sources are taken if the vacant position requires new employees, and from within the company itself, there is no manpower to fill it. The vacant position occurred due to the rapid development of the company so that many jobs could not be concurrently or handled by existing managers.

4. Workforce recruitment channels

According to Handoko (2014:74), various channels that can be used for employee withdrawal include:

- a. Walk-ins
- b. Recommendations from employees
- c. Advertising
- d. Employment agencies
- e. Educational institutions
- f. Employee organizations
- g. *Leasing*
- h. Nepotism
- i. Professional associations
- j. Military operations
- k. Open house

This channel is considered appropriate because this cooperative is still developing and requires a qualified and professional workforce. To get a workforce that is following what is needed, it must meet the specified criteria. So with this channel, the desired workforce will be obtained.

5. Labor force Recruitment System

It can be seen that the recruitment system applied uses the *Maryt system and patronage system*.

- a. Marit system is an appointment made to an employee based on considerations, namely: skills, talents, experience, health under the criteria that have been outlined. In determining this quality, it must be proven by written tests and interviews, diplomas, and other required information.

b. Patronage system is the appointment of employees based on the calculated relationship between the subject.

The two systems are equally applied, this information is obtained by the author from the Manager and the Secretary, while the system that is most often applied is the Marit system, this happens because the main recruitment priority is to find qualified applicants under the specified field. The application of the patronage system does have benefits for the company, including the coordination and arrangement of employees, which is easier to do because they are still family members. In terms of aspects of trust and employee background, it can be known with relative certainty, but it turns out that the system has a negative impact, which is quite a lot, including the company's rules are not fully operational, managers who come from their relatives tend to ignore the existing rules in their company and work.

They think that the company belongs to their relatives or relatives. This condition will certainly greatly affect the company's overall performance. The work and tasks assigned to new employees are often inappropriate and tend to work inappropriately, this can affect the performance of other employees, their motivation decreases because of social jealousy that occurs due to differences in the attitude of superiors towards employees who are still family with those who are not family. By looking at the weakness of the patronage system mentioned above, it does not look professional in recruiting employees. The merit system is a competent-based recruitment system because recruitment is guided by skills, talents, experience in supporting performance within the company.

6. Labour Selection and Procedure of Recruitment

Selection is the process of a company selecting from a group of applicants the person or persons who best meet the selection criteria for the available positions based on the conditions that existed at the time. The selections made are 1) Planning, 2) Administration Selection, 3) Psychological Test I, 4) Psychological Test II, 5) Interview, 6) Results or Placement. From the description above can be selected which are used very professional, Hasibuan (2000:48) argues "selection for recruitment should be carefully, honestly and objectively to obtain employees who qualify and placing it right so that formation, the development of a command and control employees' relatively easy in achieving the desired goal". Unprofessional selection can affect the results of employees who will be recruited because the selection is the first step that must be taken to obtain qualified and competent employees. To find out the psychology of prospective workers, there are written and unwritten psychological tests.

While what is written is through written questions and answers, while what is not written is through direct interviews so that it can be seen from the way he speaks, the language used, and the performance he has. From the interview information, the manager will discuss to decide whether the candidate is accepted or rejected. Furthermore, the cooperative will place prospective employees who are considered to have succeeded in following the selection process properly. Before prospective employees become permanent workers, workers must first undergo on-the-job training for three days, then internship for three months, and then become permanent workers. He further explained that the existence of this program can improve employee performance in achieving targets. The existing selection and orientation procedures are in line with the opinion of Desler (1997:178) who stated that "the complex and careful selection of employees is important for three reasons". *First*, the performance of company leaders always depends on subordinates, employees who do not have the right skills, do not want to perform effectively, and result in slow company performance. *Second*, cost-effective screening is important because of the cost of recruiting and hiring an expensive workforce. *Third*, hiring employees who already have criminal records or other problems and provides opportunities to engage in criminal activities can prove to be devastating for employers. Employing employees with such backgrounds without proper guarding efforts by indiscriminate appointments.

IV. CONCLUSION

Based on the research that has been done and the results that have been obtained as stated in the previous chapters, it can be concluded that:

1. The recruitment process in the Cooperative is carried out in a simple but fairly complete manner, the process includes forecasting job requirements, selection, and orientation. Existing recruitment sources are external sources and internal sources.
2. In cooperatives using criteria, namely in the form of workforce skills which include moral and physical health, reason (good knowledge), education and training, work perfection. In recruiting, there must be a condition that is honest, trustworthy.

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