Recruitment and Selection Strategy to Capture Agility Talent at PT. XYZ

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ABSTRACT

In the era of globalization and fierce competition in the business world, every company must improve its business performance, and one of the company's efforts to improve its business performance is to have human resources who have the ability and talent agility which is one of the factors causing the company's success. The purpose of this research is to explain the recruitment and selection strategy that can be used by PT. XYZ to recruit prospective employees who have agility talent, how the recruitment and selection strategy is and the characteristics and indicators of prospective employees who have agility talent. The method used in this research is descriptive qualitative, with data collection techniques using interviews and documentation. The results of the study show that using a recruitment and selection strategy to capture agility talent can show significant results. One of the strategic recruitment and selection processes is interviews using the Iceberg method and looking for and attracting prospective employees from well-known university students who have many potential candidates and attracting candidates in companies that are known to have qualified and competent employees, so that recruitment and selection will be more effective and efficient which will enable the company to be able to compete, survive and excel in the face of future competition and business competition as well as uncertain business conditions.

Keywords: Strategy, Recruitment, Selection, Talent Agility

BACKGROUND

In the current era of globalization and the demands of the competitive business world which is quite tight, every company should try to continue to improve its business performance, namely by effective and efficient management, where one of the efforts that must be made by the company is to have reliable human resources who is one of the factors causing the success of an organization or company, Having reliable human resources in addition to being able to make the company more effective and efficient, the company is also able to compete and be superior, this is because human resources can make a maximum contribution to the goals and objectives of the company Thus, to be able to continue to grow and develop amid increasingly rapid competition and business changes, the organization or company must focus on its human resources. One of the processes to survive and develop in the face of competition is that companies must focus more on recruiting and selecting employees, by finding, attracting and recruiting the best people who have high competence, agility and competitive ability that can be used as advantages. for future companies. Recruitment is a series of activities that have the aim of finding and recruiting job applicants to be able to fill vacancies or lack of positions in an organization, company or agency. Meanwhile, according to Mardianto (2014) recruitment is a process to get prospective employees who have abilities that are relevant to the qualifications and

needs of the company or organization. Another definition according to Nasution (2008) recruitment is a decision about where and how to find job candidates at the right time so that they apply according to the positions needed by the organization both from within and from outside the organization as stipulated in my human resource planning.

Meanwhile, Sinambela (2016) explains the definition of recruitment as a series of processes carried out to find job applicants with the abilities, expertise and knowledge needed by the organization to meet the needs of human resources (HR) planned by the organization. Recruiting the wrong employees will be a burden on the company, the recruitment process can help and get maximum results in realizing the company's vision and mission and having employees who can compete and excel. In the employee recruitment process, the earliest stage begins with determining clear specifications regarding the needs of human resources in the company, both based on the level of expertise, number, level of education and the time required to fulfil these needs, to achieve the best final goal based on the needs. vacant positions and positions, during the recruitment planning process the company must prepare the recruitment process so that it can run more optimally, starting from the applicant's qualifications, the position needed, the number of needs and the time of implementation. To get prospective employees who are by the needs of companies who have the capability and can bring the company better and develop, for that it is very necessary to have an appropriate and effective employee recruitment strategy so that no employee recruitment process is less permanent and does not get maximum results as expected company need. Selection is the process of selecting applicants to become employees and placing them in positions required by the organization or company, so that this selection process is an important part of screening prospective employees who are

qualified and appropriate with what are the prerequisites and needs of the company. Employees are the most valuable assets for the company, meaning that the investment owned by the company can advance and develop the company, whether the company is good or bad, one of them is from the employees owned by the company, therefore companies must be more careful in selecting and selecting employees, this is where the important role is recruitment and selection of employees as the first step to make the company better, more advanced and more developed. According to Nasution (2012), the recruitment and selection process is an activity carried out to get the right person at the right time for a certain position, so that the person can work optimally and can stay (loyal) in the company for a long time. Accepting the wrong person in a certain position will have a negative impact on efficiency and productivity, and can even damage the environment and morale within the organization and company so that the company can compete, and be strong and superior because employees who have agility talent are expected to bring the company better, stronger and develop quickly for the company's progress. According to Kasali (2016), agility is a capability that is built continuously so that in the future the organization can respond to changes in an agile, effective, timely and sustainable manner on time in every competition and company turbulence so that it remains strong, progresses and develops. So to capture agility talent, companies must make strategic plans for managing human resources based on their talents or talents, in this case, the author wants to examine how the recruitment and selection process is to capture agility talents so that it will affect the achievement of employee performance products in the company.

PT. Even though XYZ already has a corporate culture and process standards in the implementation of recruitment and selection, it is still necessary to correctly ensure productivity, performance and ability

to compete, it still needs the right employee recruitment and selection strategy so that it will get agility talent to be able to compete in the 4.0 era and this VUCA (Volatile (easy to change), Uncertain (full of uncertainty), Complex (Complex) and Ambiguous (uncertain)).

Constraints or problems in the recruitment and selection process in capturing agility talent at this time are the first problems in the selection process and employee needs, where the selection time and employee needs are too short and urgent so there is not enough time to select candidates or employee candidates in detail, because To get the results of the selection of employees who have talent, it takes sufficient time to select and choose according to the potential or competencies needed. Second, there is no job training and probationary period for new employees, so it is not possible to confirm whether the new employees recruited have the talent expected (agility) by the company. The three obstacles or problems in the recruitment and selection process in recruiting agility talents are that recruiting agility talents is very difficult and not as easy to obtain as prospective mediocre employees or regular employees, so they must focus more and make more efforts to search for one of them well-known campuses that have many talents or potential employees. The fourth obstacle is that there is no effective process in conducting recruitment and selection to get prospective employees with agility skills so the recruitment of new employees is not optimal for recruiting talented candidates. And the fifth obstacle is the absence of the right strategy for recruiting or recruiting talented new employees for the company.

Problems and constraints in these conditions greatly impact and affect the recruitment and selection process to recruit prospective employees who have agility talent and affect the company's condition, among others, there is no certainty in recruiting and selecting prospective employees who have agility talents. Companies will lose a lot and be late in seizing opportunities in business competition, lack of capability, development and achievement of performance products in the company will be difficult to achieve because there is no proper strategy in the implementation of recruitment and selection to attract prospective employees who have potential and have agility.
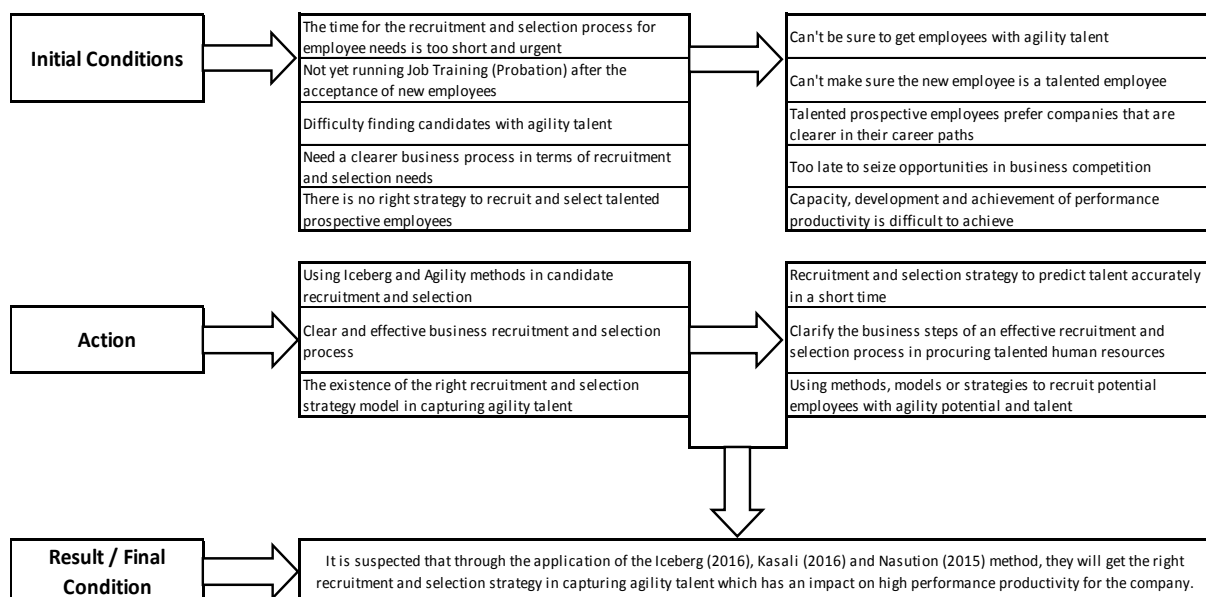
Conceptual Framework

Figure 1. Conceptual Framework

Initial Condition

Problems and constraints in the initial conditions greatly affect the recruitment and selection process to attract prospective employees who have agility talents and affect the development of potential or talents of employees who have joined the company, so that it has an impact on the company, among others, there is no certainty in recruiting and selecting prospective employees to be able to get candidates who have agility talents. Talented candidates are not motivated by the compensation or salary offered because it is adjusted to the specific project budget. Talented prospective employees prefer companies that are clearer in their career paths. The company will lose a lot and be late in seizing opportunities in business competition lastly, the capability, development and achievement of performance productivity are difficult to achieve because there is no proper strategy in conducting recruitment and selection to attract prospective employees who have potential and have agility skills.

Action

To make improvements to existing constraints and problems, it is very necessary to take appropriate actions or methods and strategies so that the company's conditions can be better. In this case, the researcher provides suggestions for actions to be taken so that there are improvements. First, in the recruitment and selection process, the identity iceberg and agility methods can be used. Second, improving the business recruitment and selection process to make it clearer and more effective. Third, the holding and formation (Training) of prospective employees who have talent agility to be directed to the culture and vision and mission of the company in stages, so that if these actions can be taken it will have an impact on the company and become better than the previous condition.

Result / Final Condition

Actions to make improvements have been made so that the expected final results or conditions are expected and believed. Through the application of the identity iceberg method, Kasali and Nasution will find the right recruitment and selection model or strategy for capturing agility talent which has an impact on the high productivity of employee performance for the company.

RESEARCH METHOD

This study uses qualitative research methods. In this study, the author will examine strategies in the recruitment and selection process so that they can recruit prospective employees who have agility talents which are expected to provide changes to the productivity of better employee performance for the company. Key information/data sources at the initial stage of entering the field are selected by people who have power and authority in the social situation or object being studied so that they can "open the door" wherever the researcher will collect data. The principle of implementing snowball sampling is to take several cases through existing relationships from one person to another or from one case to another, then look for further relationships through the same process, and so on.

The techniques used in data collection in this study were in-depth interviews (in-depth interviews), FGDs (focus group discussions) and documentation studies. Data collection will begin with an approach to the related unit in this case human capital management and interviews with informants who understand the research problem well, then do documentation through recordings and photos. The informants mentioned above are direct subjects in one of the units within the PT.XYZ company, namely the Human Capital Operations Manager, Human Capital System & Strategy Manager, Human Capital System & Strategy Officer, VP Services Operation and Quality Management and Operations Manager so that the information obtained

the validity and accuracy of these informants can be accounted for, as in general, the research requirements must use accurate and valid data or information sources.

RESULT AND DISCUSSION

In carrying out the selection of prospective employees of PT. XYZ has several stages. The results of the research findings regarding the selection of prospective employees are as follows.
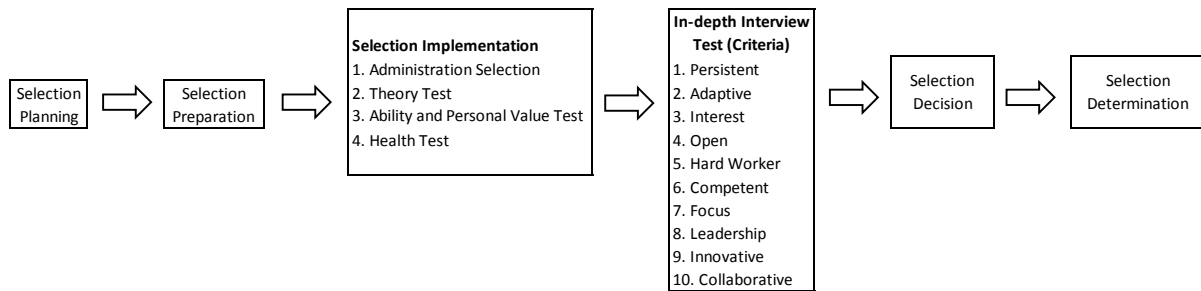

Figure 2. Recommended Employee Selection Flow at PT XYZ Based on Research Analysis

Selection Preparation

In the preparation stage for the selection of prospective employees, based on the results of the study, it was found that before the selection planning, the selection team was determined from the human capital management (HCM) unit, which prepared the assessment instrument, prepared the place and time of the selection, and coordinated with the company's management (Directors). From the results of the research in the planning and implementation of the selection in the company PT. XYZ is by the theory described in Nasution's book. The description is as follows;

1. Implementation of selection

In carrying out the selection to accept prospective new employees, it must have been determined to select or match (matching) between the qualifications of the prospective new employee and the requirements of the position or vacant position needed, the more the requirements of the position or vacant position required, the more likely the candidate becomes a qualified good employee. The selection process is the most important in the human resource management process because in

this process the company must be more careful and thorough in selecting many human resources (HR). In this process, the company must also do it selectively because later this HR will work in companies that are managed and bring great influence (Siagian, 2008). Based on the results of the study that the preparation of the selection process in the company PT. XYZ has been carried out exactly according to what was planned.

a. Administration Selection

In the administrative selection that has been described previously, the activities in the administrative selection are checking complete files or documents from applicants who have entered and meet the terms and conditions that have been determined. In addition to the complete application file that has been attached the administrative selection process to make it more effective is as follows:

Applicant data is adjusted to the job requirements

Those who do not meet are rejected, confirmed through a rejection letter and a 'thank you'

Accept only qualified applicants

b. Theoretical Test

After going through the administrative selection stage and if the qualifications, terms and conditions have been met, the next stage will be a theory test.

1. Academic Potential Test
2. Psychology Test
3. Intelligent Quotient (IQ) Test,
4. Emotional quotient (EQ) and
5. Spiritual Quotation (SQ)

c. Ability Test and personal scores

1. Persistent; Duckworth (in Arif, 2016) Persistence or grit is a very high passion, enthusiasm and enthusiasm, accompanied by very high perseverance, resilience, and consistency (perseverance), to achieve a long-term goal, a goal that is not easy but very difficult meaningful and worth fighting for, long-term goals need passion, perseverance and high consistency.
2. Adaptive; according to AAMD (the American Association on Mental Deficiency, 1983), Adaptive behaviour is the level of ability/effectiveness of a person in meeting the standards of personal independence and social responsibility expected for his age and group culture.
3. Interests; Interests according to H.C. Witherington (in Suharsini Arikunto, 1983) are a person's awareness of an object, problem or situation that is related to his satisfaction with an instinct.
4. Open-minded; an open mind is acceptance of a wide variety of ideas, arguments, and information. Open-mindedness is the acceptance of new ideas and open thinking related to the way people accept the views and knowledge of others.
5. Hard Worker; A hard worker is someone who has high performance and a blazing work spirit and has the will and ability to achieve personal targets that are considered to be slightly beyond his limits.

6. Competent; According to Emron, Yohny, and Imas (2017) competence is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills and attitudes.
7. Focus; Focus is defined as the concentration of the mind and heart, it can also be understood as a totality in doing something. Focus, in general, can be interpreted as a condition in which a person pays special attention to one thing and ignores something else.
8. Leadership; According to Sutrisno (2014) Leadership is a process of one's activities to move others by leading, guiding, and influencing others, to do something to achieve the expected results.
9. Innovative; According to Nurdin (2016) Innovation is something new, namely by introducing and carrying out new practices or processes (goods or services) or it could be by adopting new patterns originating from other organizations.
10. Collaborative; Collaboration is a complex process that requires deliberate, planned knowledge sharing, and is the responsibility of Lindeke and Sieckert, (2005)

d. Interview Test

In the interview test, the selection stage is the most decisive stage to choose and make one the basis for the decision, because in the interview a more in-depth observation and analysis process is carried out using the Iceberg method of interviewing and assessing prospective employees according to the criteria, qualifications and assessment standards. A biographical interview is an interview that explores the curriculum vitae, explores his experiences, motivation to change jobs and aspirations for the advancement of the company. Meanwhile, the backwards-looking interview can be the best predictor that can describe experience and beliefs for successful performance in the future. In a forward-looking interview,

the interview can be conducted oppositely from a backwards-looking interview, but in a forward-looking interview, one can be wary of the possibility of a situational interview which refers only to a cognitive ability test.

e. Medical Test

Furthermore, after going through the stages of a new selection test and if the prospective employee is declared to have passed, the next selection stage is a medical test, where this medical test is a stage that must be followed by every candidate or prospective employee and this medical test is also one of the stages that are quite decisive, this health test is the last stage of the four stages of selection tests, and if prospective employees are declared to have passed the medical test after going through several previous selection tests, of course, the prospective employee can certainly pass to become an employee at the Tellkominfra company, but of course, there is a follow-up after all the tests The selection is passed, namely the final selection decision which will be determined and decided by the management after the results of all selections have been reported by the human capital management unit.

2. Selection Decision

Based on the selection results compiled by the human capital management unit, of course, the selection decision to accept new employees will still refer to decisions from the company management, the election results that have been determined will be re-discussed by the Human Capital Management unit with the management or directors, to further ensure the selection new employees who have agility talent who have met the requirements and qualifications needed by the company, so that they can bring the company better and more advanced.

3. Determination of Selection Results

In the final stage for determining the selection decision from the company management, the results of the selection decisions have been determined through discussion and final discussion of the human capital management unit with the board of directors so that the management of the board of directors can approve the summons of new employees so that initial planning can start work or assignments, which then the results of the decision are conveyed to the candidate or new employee by the human capital management (HCM) unit either through company email or through other media.

CONCLUSION

1. In conducting the process of recruitment and selection of employees at PT. XYZ has not implemented a recruitment and selection process or strategy to get prospective employees who have agility talent and some terms and criteria still use the perspective of prospective employees in general.

2. The employee recruitment process carried out by PT. XYZ still has not applied several qualifications that are more specific to prospective employees, qualifications or HR preferences that are still generally accepted, such as competence, communication skills and health conditions. By applying these qualifications or preferences, the company only screens human resources with standard capabilities.

3. Employee recruitment conducted by PT. XYZ has gone through several stages, including a staffing plan, candidate search, candidate summons, selection, placement of the results of the induction of new employees and on-the-job training, but for on the job training has not been carried out until now and in recruiting and selecting does not use manpower recruitment consultant but is carried out and managed by the Human Capital Management (HCM) unit itself.

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