

## REVIEW OF CURRENT RECRUITMENT PROCESS (CASE STUDY : PT. X)

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### ABSTRACT

*A company can achieve its business goals well only if their people and the other resources, such as information systems, working cooperatively with both. In conducting its business, a company or an organization have to meet the needs of the organization so that, their organization can run in according with the system designed. It will also build the company's image in from the general public's perspective when the system organization is running well and tidy, but the system at PT. X is still not going well, especially in the recruitment process involving new employee admission. This is proofed by the recruitment process has always delayed.*

*Based on these problems, the first thing to do is analyze the current state with DFD mapping, then estimate the quantity and time of the process, and review the process with the condition of the problems. The results of the review is propose the improvement process consisting of the overall process improvement with DFD, standardizing, and tools modification. For further analysis, using indicators of business processes, quality, time, and flexibility.*

*The results of this study resulted in several pieces proposals. Those are changes the process flow, the addition of process flow, elimination process, standardization, and tools modification and make an evaluation tool by using Visual Studio and Microsoft Access. Standardization that has been done is make SOP by using existing standards of the company.*

**Keywords:** Business Process Analysis, SOP, DFD

### 1. INTRODUCTION

PT. X is a holding company that oversees subsidiaries in the field of medical. PT. X is a very big company that needs so many employees, so HR Operations must hire so many new employees quickly and well in order to achieve the smooth performance of the company. The process of new employees recruited through a series of new recruitment process so they can be accepted as a new employee in the company.

From the preliminary study conducted by researcher, PT. X has symptoms that the activation of the username, ID Card, and the induction program has always delayed. This delay makes the system is not running well because everything becomes obstructed and influence the flow of new employee admission. In addition, other problems which are also found is where the employee requests a process that takes a long time. Users or departments that request employee

have constraints which their request take a long time plus FPK document is often lost. This is even making process is becoming increasingly hampered.

### 2. LITERATURE STUDY

Business processes are the key instrument to organizing these activities and to improving the understanding of their interrelationships (Weske, 2007). A company can reach its business goals in an efficient and effective manner only if people and other enterprise resources, such as information systems, play together well.

Business Process Improvement (BPI), as one of the methods in running Continuous Improvement, defined as a systematic framework that is built to assist organizations in making significant progress in the implementation of business processes. BPI provides a system that will assist in the process of simplification (streamlining) business processes, to

provide assurance that the internal and external customers of the organization will get better output than the previous (Harrington, 1991).

To achieve the goal of improving service to customers, there are several steps and methods that must be overcome, namely Streamlining (Harrington, 1991). Streamlining is the initialization of work process changes that will create a new process simpler with achieving the same goal and fixed. There are a few ways or tools that can be taken to do streamlining of the existing business processes in the company, namely:

1. Bureaucracy elimination, is eliminating administrative tasks, the use of unnecessary paper work.
2. Duplication elimination, is eliminates a similar activity that occurs in a different part of the process.
3. Value-added assessment, is evaluate each activity in a business process to determine its contribution to customer needs
4. Simplification, is reduces the complexity of a process.
5. Process cycle time reduction, s determine how to reduce cycle time and minimize the cost of storage.
6. Error proofing, is create conditions so it is difficult to make a mistake.
7. Upgrading, is create a higher level of effectiveness in improving the performance of business processes
8. Simple language, is reduces the complexity of the ways of writing and speaking, making documents easier to understand by the user.
9. Standardication, is choose one way of standardization activity.
10. Supplier partnership, is improving the quality of input, because the output process has a high dependence on the quality of the input received.
11. Big picture improvement, is a technique that is used if the tenth equipment above simplification does not give the desired results.
12. Automation and / or mechanization, is the application of the equipment and computers at work boring and routine, so that the activity was reduced to free workers to do more creative activities.

The indicators of Business Process Improvement are (Forster, 2006):

1. *Time*  
the total time an activity requires to be executed, from the very beginning to the very end.
2. *Quality*  
Quality refers to the inherent or distinctive characteristics or properties of a person, object, process, or other thing.
3. *Cost*  
One of the primary ways of measuring business improvement is to look at the financial figures of the business. Besides cost, there are also other financial numbers like turnover or profit, and measurements like utilization of capacity are possible.
4. *Flexibility*  
Flexibility in this paper is the ability to react to changes.

### 3. METHODOLOGY

Methodology is a set of rules, activities, and procedures. The methodology is also a theoretical analysis of a method or methods. The steps in this research is:

1. Research Preparation  
Before conducting the study, researchers should know the sequence of the research methodology that will be removed.
2. Background of The Problem  
The background of this research is a problem that occurs when a new employee who is always have a delay administration due to several processes that are too close to the previous which has hampered completion time so that the departments that connected is not ready to do the activation process.
3. Formulation Of The Problem  
The formulation of the problem that can be defined is how the flow of administrative processes and whether the proposals are necessary for the fulfillment of the new employee can be delivered on time.
4. Research Purposes  
The purpose of this study include:

1. Mapping business processes of recruitment process of new employees at PT. X.
2. Analyze all business processes related to the recruitment process of new employees.
3. Create the proposed improvement and mapping recruitment process of new employees at PT. X along with the accessories.
5. Limitations and Assumptions Research  
To avoid biasing problems and research then the problem is limited as follows:
  1. Business processes that be observed is the process of recruitment of new employees in the central office of PT. X.
  2. Collecting data in this study was conducted in January-June, 2014.
  3. The study was conducted involving System Management Department, Human resource Department, Facility Operations Management and Management Information Systems Department at the central office of PT. X.
  4. This study reviewed the recruitment process in more detail only on the request of employees and employee facilities request due to limited access to the company. The assumption was there is no changes in the working system during the research and research-related data has similarities with the central office.
  5. Literature Study
  6. Methodology
  7. Data Gathering  
The requested data is the company profile and business process flow that runs in this time.
  8. Data Tabulation
    1. Mapping business processes that occur at this time  
This stage is done by mapping the business process of recruitment of new employees were conducted using DFD (data flow diagrams) , that are modified according to the needs, data and the actual field conditions.
    2. Current business processes analysis  
The initial phase of the current business process analysis is to identify the estimation process performance criteria that necessary to carry out. Furthermore, the verification process is carried back to the mapping of business processes that have been made previously by reviewing and checking the business processes mapping.
    3. Design proposals related to business process improvement  
The processes that have been analyzed and also have been discussed with the company can proceed with the repair. Process improvement can be categorized to two repair processes, the first one is mapping the proposed process by DFD according to the needs and further standardization of processes, tools and minimization process modifications and time used.
9. Analysis
  1. Analysis of design improvements recruitment of new employees  
This analysis process identifies processes running employee fulfillment and discuss the causes of the problems in the process of recruitment of new employees. Furthermore, it is explained how the improvements that can be asked and function and effect repairs to the system itself is based on process performance indicator used is the quality and time.
  2. Comparative analysis of current business processes with business process improvements proposed recruitment of new employees.  
This section describes the comparison of business processes that are currently performed by the proposed

business process improvement. In doing comparisons, can be used literature or guidebook in analyzing business processes. The indicators used in conjunction with process performance indicators, such as value added activity, time, quality, and flexibility.

10. Conclusions and Recommendations

4. PROPOSALS AND DISCUSSION

Business process mapping is done by mapping the entire recruitment process. The mapping is done with the aim to identify the sequence of the business process of recruitment at PT. X from beginning to end in accordance with the results of interviews with the company. Mapping is done by using DFD (Data Flow Diagram). The shape of the Context Diagram of the process of fulfilling the employee is as follows in figure 1.

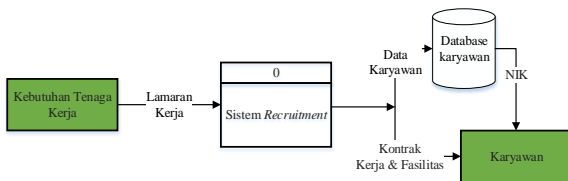


Figure 1. Context Diagram

From the context diagram, proceed to a more detailed stage again and get into level 0, where level 0 is a break down of the recruitment system, that is divided into three processes system, the first one is the process of finding employment, then selection, and the last one is activation of the employees' needs. Here is the sequence and description of the process.

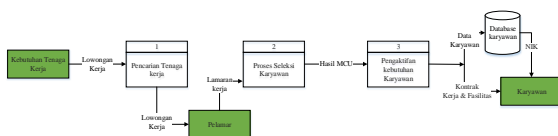


Figure 2. Current Level 0 Flow Process

Analysis of the business process is done by estimating the current process and review process based on discussions with the company. In this study, a process which is estimated using the criteria of quantity and time. Estimates of the quantity measured by the number of output unit processes

performed by the fruit. The quantity measured by how many percentage ratio estimates and the realization of the resulting plan.

Estimated time is measured based on the time cycle performed for each process. Time used to mengukut done based cycle time or execution time of a process can be done. And made comparisons to takt her. Takt time here means the total time a process is carried out until the next stage of the process is done. The total estimated time required by the takt time is 47.381 days or 48 days.

Furthermore, the review of business processes by applying 5 repair techniques, namely the elimination of bureaucracy, duplication, simplification, and automation.

Proposed Improvements made include process improvement, standardization, and modification tools. The processes are improved includes:

1. The process of making a document request of the employee.

This process takes a very long time and when the traced process that takes a very long time is the bureaucratic process for the approval form, the verification process that is duplicative with FPK process itself.

2. The second stage of selection process

In this process the interview was a duplicate activities and repetitive, for it needs to be improved so that there should be no repetitive process.

3. Process of Preparing the needs of employees

In this process there is a process of preparing the course of the process of induction which has been a problem because it had not yet been executed.

4. The process of administration of new employees

Administrative process of new employees have a problem in the part where the username given to the user and verified by the user.

Furthermore, standardization is done by performing a standard manufacture using standard used by the company. The shape/SOP models used are as follows:

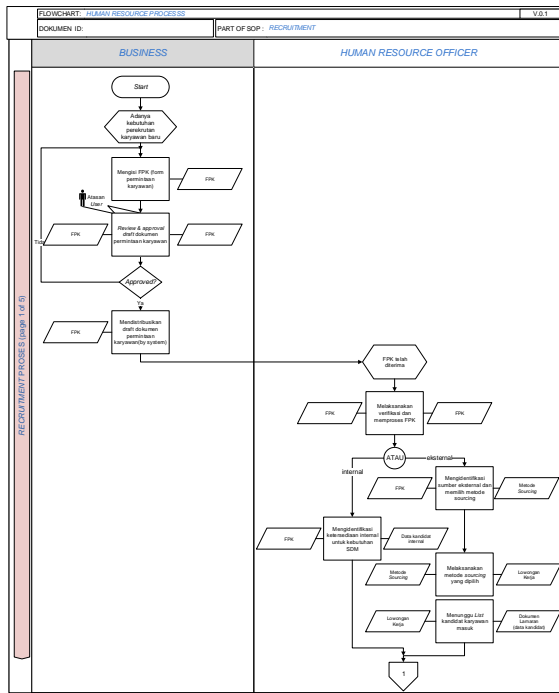


Figure 3. Recruitment Process SOP Sample

For the modification tools that will be made based on the current process conditions are as follows:

1. Tools submission form new employees  
One way to do is to modify the process improvement tools that is hardcopy before to be in the form in software. The type of form that will be used, among others:

Figure 4. Proposed Employee Request Form

And as for the approval form, can be seen in the figure below.

Figure 5. Approval Form

After the data is already approved, then the employee requests to be entered into the database of the human resource

2. The tool of activation for employees' needs

The next problem encountered is the on-site employees who still often obstructed. As for the type of form that is created is as follows:

Figure 6. Submission Form For New Employee Facilities

3. Tool performance of recruitment evaluation process

This tool is a form that is filled out when there is already an accepted employee into the employee is already in accordance with the request of the user. As for his form this form is as follows

Figure 7. Form Evaluation of Recruitment

In addition, this evaluation tool also has a report on the database so that it can be viewed on average as a whole. As for the form of the report this evaluation tool is as follows

Jabatan	Pendidikan	Umur	Gender	Keosokan
Division Head	SMA	21	Laki-Laki	1
Division Head	SMA	21	Laki-Laki	2
AVERAGE				

Figure 8. Report Overall average performance evaluation Team Recruitment

### 5. ANALYSIS

The analysis is done after performing the stages of data processing and filing process is proposed. As for the analysis being performed is the analysis of business process improvement design *recruitment* and comparative analysis of current business processes with business process improvement proposals for *recruitment* of new employees. The third category is obtained from the results of the proposal – proposal of improvements has been granted and has been through a discussion with the company where it can make the process of receiving new employees become better. Of these three types of categories, which can be compared to using indicators in time is simply a modification *tools*, because can

be directly performed and tested on that day and did not take a long time. These improvements will also be analyzed based on indicators. Main indicators in doing this comparison is an indicator of quality, time and flexibility. Quality indicator chosen as the reference because basically all the processes proposed wants the process goes orderly and easy to implement. The quality which a reference is the quality of the process, because if the want to see the results of the observation takes quite a long time. Comparative assessment based on quality indicators can be seen in table 1 below.

Time indicator is not used as a reference for the whole process analysis because it takes observation time long enough so it does not use thoroughly from start to finish. The use of time if measured using estimated time will take approximately 47 working days or 2 months 1 week 2 days which certainly takes quite a long time. Time indicator is used only as a measure of performance on a modification of the tools that have been done before because it is more affordable and does not take a long time. Observations based on indicators of time can be seen in table 2.

Indicators of flexibility used as one indicator to see if the process can have the ability to react to a change. However, not all the proposals have a degree of flexibility due to the limitations of the process. Table 3. below shows the analysis process based on indicators of flexibility.

Indicators of costs were not included because the company PT. X does not grant access to the analysis in terms of cost. In addition, this process improvement certainly has its benefits for the company. As for the benefits gained by applying the proposals made can be seen in table 4.

Table 1. Comparative analysis of the current state with the condition of Improvement based on Quality Indicators

Category	Process	Quality Indicator	Current Conditions		Condition Improvement
			The Cause Of	Problem	
Modification tools	The Process Document Request Employees	Ease the process of request	Still Manually	Approval process lasts a long time, and often lost documents	mengautomasikan <i>the form</i> document, added <i>the form approval</i> only until the <i>user</i> with superior early based on needs of the MPP, and the data is forwarded to the <i>recruitment</i> in the database so that it is not lost.
	New Employee Administration Process	Ease of menotifikasi information in the database	Still manually	only in the form of <i>email</i> and often <i>no notice</i> by other departments	Making process information in one <i>form</i> , and will then be entered in the <i>database</i> of employees who require on-site
	Performance evaluation of <i>recruitment</i>	The ease of measuring the performance	While this has not been done		Tools to measure the performance of <i>recruitment</i> into a benchmark for the <i>recruitment</i> process by measuring the level of suitability based on demand by the <i>user</i> , with the <i>real</i> conditions obtained by HRD and based on the long process of a maximum of 20 days.
Standardization		Keteraruran <i>process flow</i>	No SOP		There Are SOPs
Category	Process	Quality Indicator	Current Conditions		Condition Improvement
			The Cause Of	Problem	
Process Improvement	The process of creating documents employees	The percentage of FPK mouse-button	the berulangi system whereby the process of <i>approval</i> is made after distributing FPK	Approval process to <i>Managing Director</i> who takes a long time, the document that is often missing, FPK and repeated verification system by processing FPK	Approval is only done to stage the user supervisor continued with the process of distribution within the system and the verification system simplifies the process of with FPK became 1 process
	Selection process for phase 2	The percentage of regular Selection	process tests carried out among the <i>interview</i> process	the recurring process of occurred	Giving priority to the process of further tests followed by <i>interview</i> process
	The process of preparing employee needs	The percentage requirement is available	the process of <i>induction</i> and the verification is not implemented thoroughly	Not running the process	Separate the process of <i>induction</i> into a separate process, and add the verification process facilities as control facilities after the other processing facilities
	New employee administration process	The percentage of data teradministrasi	<i>Username</i> that is distributed via the 2 parties ( <i>user</i> and employee), employee data penginputan process that use contract	The process does not run regularly	Give your <i>username</i> directly to the <i>user</i> and replace the original contract as <i>input</i> to the process of penginputan into <i>offering letter</i> and the MCU.

Table 2. Results of the comparison of the current state with the condition of improvement based on the time Indicator

No.	Process	Cycle Time	
		Currently	Repair
1	Fill The FPK (Form Filing Employees)	15 minutes	sekon 48.69
2	Review and Approval of User and Supervisor User	10 minutes	sekon at 10
3	The Process Of Filing The Information Influx Of New Employees	10 minutes	sekon 49.44
4	The Tools Of Evaluation Process Of Recruitment	-	sekon 79.3

Table 3. Results of the comparison of the current state with the condition Indicators Berdasarkan Flexibility Improvement

Category	Process	Indicators Of Flexibility	Current Conditions	Condition Improvement
Modification tools	The Process Document Request Employees	<i>Approval</i> process capabilities and the anticipation of the loss of documents	Still, the Manual process of <i>Approval</i> takes a long time, and often lost documents	The ability of <i>form</i> that cannot be lost due to stored in the system
	Performance evaluation of <i>recruitment</i>	The ability to measure performance	While this has not been done	Can directly measure the performance based on the results or the level of suitability
Standardization		Ability to accommodate process on a condition	No SOP	There Are SOPS

Table 4. The Overall Benefits of the Proposed

Category	Process	Benefits
Modification tools	The Process Document Request Employees	Dealing with the loss of documents
	New employee administration process	Minimize ketidakperhatian other departments
	Performance evaluation of <i>recruitment</i>	Evaluate the performance of the <i>recruitment</i> process
Standardization		Employment guidelines, the regularity of the work, and minimization of mistakes
Process Improvement	The process of creating documents employees	Handle delays the process of bureaucracy and simplify the process of document
	Selection process for phase 2	Menteraturkan Groove selection
	The process of preparing employee needs	Facilitate the control of the employee's needs
	New employee administration process	Facilitate and accelerate the process of penginputan

Table 5. Results of the comparison of the current state with condition of Repair

No.	Process	Convertibility		Cycle Time	
		Currently	Repair	Currently	Repair
1	Fill The FPK (Form Filing Employees)	Quite Easy	Quite Easy	15 minutes	sekon 48.69
2	<i>Review and Approval of User and Supervisor User</i>	It Is Not Easy	Easy	10 minutes	sekon at 10
3	The Process Of Filing The Information Influx Of New Employees	Easy	Easy	10 minutes	sekon 49.44
4	The Tools Of Evaluation Process Of <i>Recruitment</i>	-	Easy	-	sekon 79.3

By looking at the process of performance indicators based on the flexibility, quality, time, and diharapkan after running proposal-the proposal process can run more easily and regularly. In addition, the recruitment process can improve the performance of the recruitment itself.

## 6. CONCLUSIONS AND RECOMMENDATIONS

From the results of research conducted with regard to the conclusions that can be drawn based on the purpose of this research is:

1. The process of Recruitment in PT. X currently consists of 3 main processes, namely the process of labor, employee selection, employee needs and where



there are a total of 37 sub-processes from start to finish the whole process by which his proposal process Process Recruitment is proposed for PT. X has 3 types of core processes with the total process, whereby the search process consists of eight labor sub-processes employee selection process, consisting of 10 sub-processes, and employee needs activation process consists of 14 sub-processes with a total of 32 sub-processes from beginning to end.

2. Estimation is used there is 2, based on the quantity that is measured using the percentage and time in the day. Total estimated time of completion is 47 days or 2 months 1 week and 2 days of work.
3. The main issue in this process is the process of document creation employee who is often missing and the old bureaucracy as well as the process of enabling the needs of employees who do not run with just in time.
4. Repairs carried out by category process is the process of eliminating bureaucracy, simplification on the sub-processes "process the FPK", making the process of distribution by system, simplify the selection process, adding the overall on-site verification process, elimination of the verification process the username by the user and directly handed to new employees, as well as change the input process of employee data from penginputan employment contract be offering letter and MCU results binding.
5. Improvements based on modification tools , among others, is to provide the tools document creation tools, employee approval process, the tool processes the activation of the needs of employees, and tool performance evaluation process of recruitment.

6. From the results of modification of tools brings improved performance in terms of convenience and cycle time can be seen in table 5.

The advice that can be given to PT. X among others are as follows.

1. Companies should apply the suggestions proposed improvements have been proposed by researchers, such as process improvement, and tools presented
2. The company continues to implement the commitment to implement the standards in the form of a SOUP that has been created
3. On the research of next, can examine the problem that occurs is related to the business process on the recruitment process itself to minimize the problematic time estimation.

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