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 accordance 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 Coninuous 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, is 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.

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](image)

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](image)

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:
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:

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:

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

**Figure 7. Form Evaluation of Recruitment**

**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**

<table>
<thead>
<tr>
<th>Category</th>
<th>Process</th>
<th>Quality Indicator</th>
<th>Current Conditions</th>
<th>Condition Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Process Document Request Employee</td>
<td>Ease the process of request</td>
<td>Still Manually</td>
<td>Approval process lasts a long time, and often lost documents</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Management controls the form document, added the form approval only until the user with superior early based on needs of the MPP, and the data is forwarded to the recruitment in the database so that it is not lost.</td>
</tr>
<tr>
<td></td>
<td>New Employee Administration Process</td>
<td>Ease of notification in the absence</td>
<td>Still manually</td>
<td>Only in the form of email and often not notice by other departments</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Making process information in one form, and will then be inserted in the database of employees who require existence.</td>
</tr>
<tr>
<td>Performance</td>
<td>The ease of measuring the performance</td>
<td>The ease of measuring the performance</td>
<td>While this has not been done</td>
<td>Tools to measure the performance of recruitment process by measuring the level of suitability based on demand by the user, with the result obtained by HRD and based on the long process of a maximum of 20 days.</td>
</tr>
<tr>
<td>evaluation of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>recruitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standardization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keteraturan process flow</td>
<td>No SOP</td>
<td></td>
<td>There Are SOPs</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>No.</th>
<th>Process</th>
<th>Cycle Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fill The FPK (Form Filing Employees)</td>
<td>15 minutes</td>
</tr>
<tr>
<td>2</td>
<td>Review and Approval of User and Supervisor User</td>
<td>10 minutes</td>
</tr>
<tr>
<td>3</td>
<td>The Process Of Filing The Information Influx Of New Employees</td>
<td>10 minutes</td>
</tr>
<tr>
<td>4</td>
<td>The Tools Of Evaluation Process Of Recruitment</td>
<td>-</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Process Description</th>
<th>Current Conditions</th>
<th>Condition Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Modification tools</td>
<td>The Process Document Request Employees</td>
<td>Still, the Manual process of Approval takes a long time and often lost documents</td>
<td>The ability of form that cannot be lost due to stored in the system</td>
</tr>
<tr>
<td></td>
<td>Performance evaluation of recruitment</td>
<td>The ability to measure performance</td>
<td>Can directly measure the performance based on the results or the level of availability</td>
</tr>
<tr>
<td>Standardization</td>
<td>Ability to accommodate process on a condition</td>
<td>No SOP</td>
<td>There Are SOPS</td>
</tr>
</tbody>
</table>

Table 4. The Overall Benefits of the Proposed

<table>
<thead>
<tr>
<th>Category</th>
<th>Process Description</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Modification tools</td>
<td>The Process Document Request Employees</td>
<td>Dealing with the loss of documents</td>
</tr>
<tr>
<td></td>
<td>New employee administration process</td>
<td>Minimize ketidakerahan other departments</td>
</tr>
<tr>
<td></td>
<td>Performance evaluation of recruitment</td>
<td>Evaluate the performance of the recruitment process</td>
</tr>
<tr>
<td>Standardization</td>
<td>The process of creating documents employees</td>
<td>Handle delays the process of bureaucracy and simplify the process of document</td>
</tr>
<tr>
<td>Process Improvement</td>
<td>Selection process for phase 2</td>
<td>Menterukan Groove selection</td>
</tr>
<tr>
<td></td>
<td>The process of preparing employee needs</td>
<td>Facilitate the control of the employee’s needs</td>
</tr>
<tr>
<td></td>
<td>New employee administration process</td>
<td>Facilitate and accelerate the process of pengumpitan</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>No.</th>
<th>Process Description</th>
<th>Convertibility</th>
<th>Cycle Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Currently</td>
<td>Repair</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quite Easy</td>
<td>Quite Easy</td>
</tr>
<tr>
<td></td>
<td>Fill The FPK (Form Filing Employees)</td>
<td>It Is Not Easy</td>
<td>Easy</td>
</tr>
<tr>
<td></td>
<td>Review and Approval of User and Supervisor User</td>
<td>Easy</td>
<td>Easy</td>
</tr>
<tr>
<td></td>
<td>The Process Of Filling The Information Influx Of New Employees</td>
<td>Easy</td>
<td>Easy</td>
</tr>
<tr>
<td></td>
<td>The Tools Of Evaluation Process Of Recruitment</td>
<td>-</td>
<td>Easy</td>
</tr>
</tbody>
</table>

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
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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.

7. REFERENCES