RECRUITMENT AND SELECTION PROCESS: A CASE STUDY OF WORKLOAD ANALYZING ON PT XYZ

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Abstract: Manager needs an analysis to help to calculate sum of new employee in optimal based on workload needs. There is workload analysis process to ensure labor supply could be established. The objective of this research is to understand and analyze of actual activity of requesting of new employee on user department by case study on workload analyzing

Keywords: Work Load Analyze, New Employee, Recruitment and Selection Process

INTRODUCTION

A Company needs a potential labor supply to ensure the cash inflow budget could establish the optimal cash outflow. It is task that has to fulfill the manager to accommodate the labor’s outflow budget in order to search best candidate of employee of the firm. Manager needs an analysis to help to calculate sum of new employee in optimal based on workload needs. There is workload analysis process to ensure labor supply could be established.

PT XYZ starts on January 1st 2011 use the concept of workload analysis in order to analyze labor need when there was demand requested by the users. The objective of this research is to understand and analyze of actual activity of requesting of new employee on user department by case study on workload analyzing as apart of recruitment and selection process at PT. XYZ.

Recruiting and selection process in order to seek the best candidate of new employee is a series of action. As shown on Figure 1, the series is planning and forecasting, recruiting, selection and interviews, choosing a candidate that is considered the best (Dessler – 2011). Focus on the forecasting of labor supply planning requires evaluating present performance, knowing the expertise needed and establishing plans to remedy problem areas so as to realize company goals.
One of novel method among labor supply demand forecasting schemes is scenario analysis. This essentially involves future labor supply scenarios with the help of managers and environmental scanning data. It affords realistic prediction of labor supply and skill demands with the aid of statistical models.

Scenario Analysis is new approach to workforce demand forecasting. While Scenario Analysis itself is not new, there is renewed interest in workforce analysis applications. The technique involves using workforce environmental scanning data to develop alternative workforce scenarios. Scenarios are developed by having brainstorming sessions with line managers and human resource managers, developing their view of the workforce five years or more in the future, and then working backwards to identify key change points.

As the scenario process, workload analyzing is a key to count the qualitative of workforce within quantitative number. Fulfill that task, it is needed a method that used for convert the quantitative number become class of performance of workforce. There is Schumard method as one of converting performance class method (Dan Ward, 1996). The class of Schumard method performance as below:
In providing this specialized assistance, human resource manager carries out three distinct functions, consist of line function to direct the activities of the people in his/her own department and perhaps in related area, coordinative function to ensure the line managers are implementing the firm’s human resource policies and practices, staff (assist and advice) functions to assist and helping line managers or even CEO better understand the personnel aspect of the company’s strategic aspect options such as occupational safety laws, labor relation, training as apart of continuous improvement (Dessler – 2011)

On study case of PT. XYZ, workload analysis created by user department to fulfill administration task of requesting new employee with Schumard method converting factor. Human resource department collect it as apart to analyzing for future labor need. But that is for further need, for present need there is apart for human resource department to continue legalization of CEO in order to move on recruitment and selection process. The process of requesting new employee by user department as below:

<table>
<thead>
<tr>
<th>Class</th>
<th>Score</th>
<th>Class</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superfast</td>
<td>100</td>
<td>Good -</td>
<td>65</td>
</tr>
<tr>
<td>Fast +</td>
<td>95</td>
<td>NORMAL</td>
<td>60</td>
</tr>
<tr>
<td>Fast</td>
<td>90</td>
<td>Fair +</td>
<td>55</td>
</tr>
<tr>
<td>Fast -</td>
<td>85</td>
<td>Fair</td>
<td>50</td>
</tr>
<tr>
<td>Excellent</td>
<td>80</td>
<td>Fair -</td>
<td>45</td>
</tr>
<tr>
<td>Good +</td>
<td>75</td>
<td>Poor</td>
<td>40</td>
</tr>
<tr>
<td>Good</td>
<td>70</td>
<td></td>
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</tr>
</tbody>
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METHODOLOGY

Research design:

- Information collection based on interview with user department manager (Business Control Manager) to understand about requesting new employee process and staffs of human resource department in order to understand and better support workload analysis used for
- Data collection as example spread sheet of workload analysis that created by user department to study and knowing the process of documentation
- Study of qualitative analysis with on job review to obtain case problem and support it with theoretical framework to suggesting improvement

Findings of the Study:

Industry Description:

PT. XYZ is a integrated poultry business as supply chain management with core business on chicken’s grand parent stock farming and feed mill industry. Their vision become a market leader and best integrated Poultry Company in Indonesia with a mission
to gain continuously improvement quality, productivity and service to satisfy customers and providing benefits to employee, suppliers and shareholders. There are a complementally feed product sold on the market as the additionally, thus are pig feed, fish feed and laying duck feed and laying quail feed. As the further processing, they product nugget and sausage with a brand name goldstar.

**Presentation on the Strategy and Performance of the Company**

Company strategy to perform successfully their business are strengthening the organization and human resource, implementing a professional farm management, maintain product quality, research & development and prioritizing customer service. As the one of the company strategy, human resource management imply to provide the best labor workforce to ensure company established. Provide thus, workload analysis did on requesting new employee process. Human resource department as the leading of company change’s agent gain more training continuously on user department, as the result as forecasting optimal and effectively number and qualification of labor workforce.

**Most Important Human Resource Management Problem**

1. There is could be compromising on target demanded
2. There is no supervising while monitoring object
3. Human resource department still not to strength enough on analyzing in order to provide scenario of performance labor workforce forecast

**Alternative Course of Action and Evaluation of Alternatives**

1. Human resource department as a leading has to provide training continuously to make sure the core of workload analysis as a benefit to employee and company (in order to making continuous improvement)
2. User department manager has to perform as human resource management team assisted by human resource manager to conduct pair to pair ideal performance management environment (more act on staffing function)
3. Conduct human resource department encourages out-of-the-box thinking in order make scenario discussion consider of the future that are frequently missed by other approaches
DISCUSSION

Detailed Recommendation
1. Provide accurate forecasting scenario model, workload analysis could be practiced every performance appraisal process to gain the exactly workload of labor workforce
2. Based on case study on PT XYZ where administration process on computerize, there is record on system (server) database every action of user on every single menu(s) of program they accessed. By the information that gained, report of employee workload on computer could created as complement of workload analysis that presented before.

REFERENCES