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Employee Recruitment Process Based On Dessler's Theory (2013) At Uddan Store: A Grounded Theory Study

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Abstract

This study aims to gain an in-depth understanding of the recruitment process at Toko Uddan, a small business in the goods distribution sector, using a qualitative approach and grounded theory analysis. Data was collected through in-depth interviews with the owner, administrator, field coordinator, and employees. The results of the study show that recruitment at Toko Uddan is simple, flexible, and greatly influenced by social proximity. Candidates are obtained almost entirely through family and relative recommendations, while selection is conducted informally by considering personality, work ethic, and readiness to start working immediately. Orientation is provided through a one-week field trial period without formal training.

Through open coding, axial coding, and selective coding, this study produced a Relational-Operational Recruitment model consisting of three core categories: trust-based recruitment, personality- and work readiness-based selection, and rapid placement through hands-on practice. When compared to Dessler's (2013) recruitment theory, Toko Uddan's recruitment practices show significant differences in terms of formality, diversity of applicant sources, and objectivity of selection, but remain effective in the context of SMEs. The validity of the findings is maintained through the application of Lincoln and Guba's (1985) criteria, including credibility, transferability, dependability, and confirmability. These findings make an important contribution to understanding relationship-based recruitment patterns in small businesses in Indonesia and their implications for more adaptive and contextual human resource management.

Keywords: Employee Recruitment, Grounded Theory, Dessler, MSMEs

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INTRODUCTION

Human resources (HR) are a strategic element that greatly determines the long-term success of an organization. In Dessler's (2013) view, human resource management not only serves to fill job positions, but also ensures alignment between individual competencies and the organization's strategic objectives. The role of HR has become even more crucial in the context of modern business, which requires organizations to be adaptive to market dynamics, technology, and global competition. Noe et al. (2021) emphasize that organizational effectiveness is greatly influenced by how the recruitment, selection, and employee development processes are carried out appropriately, as these processes are the gateway that determines the quality of HR entering the organization.

Although formal recruitment standards have been widely regulated in management literature, the reality of practice in the field, especially in small and medium enterprises (SMEs), often shows different dynamics. SMEs in Indonesia face limitations in terms of organizational structure, administrative resources, and the ability to implement formal recruitment procedures, as explained by Rivai and Sagala (2019). Harney and Alkhalaf (2020) reveal that most SMEs carry out the recruitment process based on sudden operational needs, so that the main priority is no longer on competency suitability as required by theory, but on speed and efficiency in filling labor vacancies.

Social network-based recruitment practices such as family recommendations, friendships, or local connections are still very dominant in Indonesia. This is supported by research by Kotey and Slade (2005), which found that SMEs prioritize interpersonal trust in selecting candidates. Saridakis et al. (2020) added that SME owners tend to be directly involved in the selection process, making quick decisions without standard measuring tools, and relying on intuition and social proximity. In the context of Indonesian culture, this phenomenon is reinforced by the values of kinship, social proximity, and the norm of mutual assistance that are strongly embedded in society.

This tendency can also be found in family-owned businesses. Ramadani et al. (2017) explain that family businesses often prioritize loyalty and emotional closeness over technical abilities. De Massis et al. (2018) state that these emotional and relational values form a distinct recruitment pattern that differs from professional organizations. In certain situations, this difference can create a gap between the idealism of modern recruitment theory and pragmatic factual practices.

This phenomenon is clearly evident at Toko Uddan, a mineral water distribution business operating in the Karawang, Purwakarta, and Subang areas. As an SME that relies on operational speed and a trust-based work system, the recruitment process at Toko Uddan is carried out simply through recommendations, personality assessments, and readiness to

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start work immediately. The selection process is brief, without complex administrative tests, and emphasizes physical readiness (especially for drivers/helpers) and communication skills (for marketing). This practice reflects the typical recruitment pattern of Indonesian SMEs, which is heavily influenced by real-world conditions.

However, despite its apparent simplicity, the recruitment mechanism at SMEs such as Toko Uddan conceals a complex social phenomenon, namely a combination of business needs, social values, informal practices, and the rational considerations of the owner. This is what makes research on SME recruitment insufficient when using only a normative theoretical approach, requiring instead an in-depth analysis capable of capturing the experiences, patterns, and social practices that arise naturally. Therefore, this study uses a grounded theory approach to explore, understand, and conceptualize the recruitment mechanism at Toko Uddan, while comparing it with the formal recruitment theory according to Dessler (2013).

LITERATURE REVIEW

Employee Recruitment Theory

In modern human resource management, recruitment is viewed as a strategic process that ensures the influx of competent workers who are suitable for the job requirements and aligned with the company's vision. Mathis and Jackson (2016) emphasize that the quality of recruitment is closely related to the level of suitability between job requirements and applicant abilities. Meanwhile, Noe et al. (2021) underscore that recruitment is part of a larger talent management system and influences the long-term effectiveness of an organization.

According to Dessler (2013), recruitment is a strategic step in human resource management that aims to attract potential applicants who have qualifications that match the needs of the organization. This process not only serves to fill job vacancies, but also becomes a gateway for quality workers who will determine the organization's future performance. Dessler emphasizes that effective recruitment must be carried out through a systematic, objective process that is aligned with the organization's strategy.

In general, Dessler's (2013) recruitment theory covers four main components, namely workforce planning, recruitment, selection, and orientation. The four components are explained as follows:

Workforce Planning According to Dessler, the recruitment process must begin with clear workforce planning. This process includes job analysis, job description, and job specification. This analysis aims to ensure that the organization knows with certainty: (1) the number of workers needed; (2) the qualifications required; (3) the relevant competencies; and (4) when the workers are needed. Good workforce planning helps

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organizations avoid labor shortages or labor surpluses, thereby maintaining operational efficiency.

Recruitment

At this stage, Dessler emphasizes the importance of strategies to attract qualified applicants. Recruitment sources can come from within the organization, such as promotions and transfers, or from outside the organization, such as: (1) Job advertisements; (2) Job portals; (3) Employment agencies; (4) social media; (5) Cooperation with educational institutions; or (6) Employee referrals. Dessler asserts that the more diverse the sources of applicant recruitment, the greater the organization's chances of finding qualified candidates. Applicant recruitment strategies need to consider cost efficiency, audience coverage, and suitability for the position offered.

Selection

According to Dessler, the selection stage is the core of the recruitment process. Selection must be conducted objectively and systematically to ensure that the selected applicants truly meet the job qualifications. The selection process may include: (1) Administrative selection; (2) Knowledge or ability tests; (3) Psychological tests; (4) Structured interviews; (5) Background checks; and (6) Health tests. The main principles in selection are ensuring job-person fit, which is the compatibility between the applicant's competencies and the job requirements, and job-organization fit, which is the compatibility between the applicant's values and the organizational culture. Thus, selection not only assesses technical skills but also attitude, character, and adaptability.

These theories clearly show that formal recruitment requires a systematic structure, procedures, and evaluation instruments.

Employee Recruitment in MSMEs

The recruitment process in MSMEs is different. Typically, MSMEs have different characteristics in conducting recruitment. Dessler (2013) defines recruitment as a formal and structured process, which is ideally applied to organizations with professional management systems. However, many studies show that SMEs are often unable to carry out this stage completely due to limited resources, time, and structure. Therefore, Dessler's theory is used in this study as a comparative framework to analyze the extent to which Toko Uddan's recruitment practices are in line with or differ from the formal recruitment model, as well as to understand how SMEs adapt the recruitment process to their operational conditions.

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Harney and Alkhalaf (2020) emphasize that the limited resources of MSMEs force them to use methods that are quick, pragmatic, and trust-based. This informal recruitment actually has advantages: it is more cost-effective, faster, and more suited to operational needs. However, this method also has the potential to result in selection bias, a lack of diversity among applicants, and difficulties in professionalizing the organization.

In family businesses, research by Ramadani et al. (2017) and De Massis et al. (2018) found that loyalty, emotional closeness, traditional values, and mutual trust are the main considerations in selecting employees. The concept of "emotional capital" replaces objective instruments, so recruitment tends to be intuitive and subjective. This is relevant to the business culture in Indonesia, which prioritizes social relationships (relational-based decision making).

METHOD

This study uses a qualitative approach with the grounded theory method because it aims to produce a substantive theory regarding the employee recruitment mechanism at Toko Uddan. This approach was chosen to capture in depth the processes, experiences, and considerations of the actors involved in recruitment, from the owner to employees who have gone through the selection process. Grounded theory allows researchers to develop an empirical understanding of field data, which is then compared with Dessler's (2013) theoretical framework to see the similarities and differences.

The research location was at Toko Uddan, a mineral water distribution business with a simple organizational structure but involving several functions such as operations, administration, warehousing, marketing, and delivery. Research informants were selected using purposive sampling and snowball sampling techniques, including owners, operations managers, administrators, field coordinators, drivers, helpers, marketing staff, and applicants who had participated in the selection process. The selection was based on their level of involvement in the recruitment process and the contribution of their information to understanding the phenomenon.

Research data was obtained through in-depth interviews, observation, and documentation. The interviews were semi-structured to allow informants to explain their experiences and perspectives naturally. Observations were made of the ongoing recruitment process, while documentation was collected from internal archives such as applicant forms, employee lists, and selection records.

Data analysis was conducted following the principles of grounded theory, using Dessler's (2013) recruitment theory as a comparison. The first stage was carried out through an open coding process, which involved identifying initial categories from informants'

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statements related to needs planning, applicant recruitment methods, selection, and work orientation. Next, these categories were analyzed in more depth through axial coding to find relationships between processes that describe the recruitment patterns at Toko Uddan. In the selective coding stage, the researcher determined the core categories that formed the basis of the substantive recruitment model at Toko Uddan.

To maintain the validity of the findings, the study used the criteria of Lincoln and Guba (1985), namely credibility, transferability, dependability, and confirmability. Credibility was maintained through data source triangulation and member checking. Transferability is fulfilled by providing a detailed description of the context of Toko Uddan. Dependability is obtained through systematic recording of the research process, while confirmability is ensured by the use of traceable raw data.

RESULT AND DISCUSSION

The results of the research obtained through in-depth interviews with the owner, administrator, field coordinator, and employees show that the recruitment process at Toko Uddan is simple, flexible, and highly oriented towards operational needs. Recruitment is not carried out as a formal procedure as described in modern recruitment theory, but as a practical effort to obtain workers who are ready to work and able to adapt to the rhythm of the business. Workforce needs are determined spontaneously based on increases in turnover and daily workload, rather than through job analysis or demand projections as recommended by Dessler (2013). Ethical considerations, manners, physical readiness, and mental readiness are prioritized over administrative qualifications.

Field findings show that recruitment sources are entirely dependent on recommendations from family, relatives, or close friends. This channel is considered the easiest, fastest, and safest because of the presence of a "guarantor" for prospective employees. Toko Uddan does not use official advertisements, social media, or online recruitment platforms. This confirms the dominance of social networks and personal relationships as the main mechanisms for obtaining candidates, a pattern that is common in SMEs in Indonesia.

Candidate selection is informal. Although employees are required to submit basic documents, the admin admits that many applicants do not have complete documents such as ID cards or other personal data. Nevertheless, the owner considers personality, politeness, and willingness to work more important than administrative completeness or technical competence. Interviews are conducted briefly and directly by the owner. Differences in the selection process are evident in each position: admins are prioritized based on experience, marketing is assessed based on communication skills, and drivers/helpers are recruited based on physical readiness and willingness to work immediately.

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New employee orientation is conducted through a one-week trial period, during which applicants are immediately assigned to the field and receive brief instructions before starting work. There is no structured training, but adaptation takes place through mentoring by senior employees. Trial period evaluations are conducted informally, and the final decision rests entirely with the owner.

Family ties and personal closeness appear to be dominant factors in all stages of recruitment. Interpersonal relationships are the main basis for accepting candidates and are considered to facilitate adaptation and reduce the risk of incompatibility. Employees also confirm that they were accepted because of friendships and feel comfortable with the informal process. The owner and admin consider this system effective because it speeds up the fulfillment of labor needs and minimizes miscommunication. Employees also consider the recruitment process to be fair and transparent because there are no complex or intimidating stages.

However, the study also found challenges, including incomplete applicant documents and reliance on recommendations that limit candidate diversity and opportunities to obtain more competent workers. This condition hinders professionalization and makes recruitment too dependent on certain social networks.

became four initial themes: social proximity-based recruitment, informal selection based on personality and work readiness, practice-based orientation, and administrative limitations. The axial coding stage reinforced three interrelated core categories, namely trust-based recruitment, personality and work readiness-based selection, and rapid placement through field trials. In the selective coding stage, these three categories were synthesized into the Uddan Store Relational-Operational Recruitment Model, which is a recruitment model that combines the values of trust, social proximity, and operational efficiency to quickly meet labor needs.

When compared to Dessler's (2013) recruitment theory, significant gaps are apparent. Toko Uddan does not implement formal workforce planning, does not use diverse recruitment sources, does not conduct objective competency-based selection, and does not provide structured orientation. Nevertheless, some of Dessler's principles, such as the importance of personality fit and the need for an adaptation period, still emerge naturally in their practices. Overall, the recruitment pattern at Uddan Store is closer to the pragmatic recruitment typical of SMEs than to formal recruitment models that emphasize objectivity and structure.

To maintain the validity of the findings, the study applied the criteria of Lincoln and Guba (1985). Credibility was maintained through informant triangulation and member checking to ensure that the interpretations were consistent with the informants'

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experiences. Transferability was ensured by providing a detailed description of the context of Toko Uddan so that the findings could be used as a reference for similar SMEs. Dependability was maintained through systematic recording of the research process in an audit trail. Meanwhile, confirmability was ensured by separating empirical data and researcher opinion, using informant quotes and consistent patterns as the basis for conclusions. By applying these four criteria, the research results are believed to have scientific strength, process transparency, and reliability of findings.

DISCUSSION

The results of the study indicate that the recruitment process at Toko Uddan has characteristics that differ from the formal recruitment model described in Dessler's (2013) theory. These differences are mainly influenced by the structural conditions of SMEs, relational values, and operational needs that demand speed and flexibility. The following discussion elaborates on the research findings by relating them to relevant theories and contexts.

The first finding shows that the recruitment process at Toko Uddan does not begin with formal workforce planning as suggested by Dessler (2013), which emphasizes the importance of job analysis and demand projections. In contrast to this model, the decision to recruit new employees at Toko Uddan arises situationally, triggered by an increase in turnover or daily workload. This is consistent with the research by Harney and Alkhalaf (2020), which states that SMEs tend to have reactive rather than proactive recruitment patterns due to limited administrative resources. Thus, recruitment decisions at Toko Uddan are adaptive and pragmatic, reflecting the typical dynamics of SMEs that operate based on operational changes rather than long-term strategies.

Furthermore, the dominant recruitment source through family, relatives, and close friends recommendations makes it clear that Toko Uddan's recruitment process is heavily influenced by social networks. This practice differs from Dessler's (2013) recommendation, which emphasizes the importance of utilizing diverse applicant sources to increase the chances of obtaining quality candidates. However, the use of recommendations as the sole source of recruitment is in line with the findings of Kotey and Slade (2005) and Saridakis et al. (2020), who state that SMEs prioritize personal references because they are considered to provide a sense of security, reduce the risk of selection errors, and strengthen trust between owners and employees. This pattern also reflects Indonesian cultural values that place kinship and interpersonal relationships as sources of social legitimacy.

In terms of selection, this study found that Toko Uddan implements an informal, brief selection process that is highly dependent on the owner's intuition. Personality, politeness, work ethic, and readiness to start working immediately are the main factors determining

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whether an applicant is accepted. This selection model clearly differs from Dessler's (2013) theory, which emphasizes objectivity through the use of measurement tools such as competency tests, psychological tests, and structured interviews. However, Toko Uddan's approach is relevant to the findings of Ramadani et al. (2017) and De Massis et al. (2018), which explain that family businesses and SMEs prioritize emotional dimensions, such as trust and loyalty, over formal competency-based assessments. This personality-based selection reflects a "social fit" mechanism that is more important than "competency fit".

The orientation process at Toko Uddan, which was conducted through a one-week field trial period, also showed differences from Dessler's orientation concept, which requires a structured program to help employees adapt. Although unstructured, orientation through direct practice proved to be effective in accelerating the adjustment of new employees in the context of SMEs, which have a fast work pace. This approach is in line with grounded theory findings that show experiential onboarding is more relevant in small work environments that prioritize direct learning and informal collaboration.

Grounded theory analysis confirms that the recruitment mechanism at Toko Uddan consists of three core categories: trust-based recruitment, personality and work readiness-based selection, and rapid placement through field trials. These three categories then form the Relational-Operational Recruitment Model, which describes a combination of relational values and operational needs. This model explains that recruitment in SMEs cannot be understood solely through a rational-formal perspective, but must be seen as a social practice influenced by relationship patterns, emotional closeness, and cultural values.

When compared to Dessler's (2013) theory, it appears that Toko Uddan adopts a recruitment model that is far more pragmatic than formal. Although it does not follow the principles of objectivity and diversity of applicant sources, this system is effective in the context of small businesses because it is able to meet work needs quickly, strengthen interpersonal relationships, and ensure higher employee loyalty. In other words, Dessler's formal recruitment model is not always fully applicable in the context of SMEs such as Toko Uddan. This relational recruitment pattern allows the company to survive and thrive despite minimal formal standards, as interpersonal relationships function as a social control mechanism that replaces administrative procedures.

However, this study also reveals limitations in Toko Uddan's recruitment practices, particularly regarding the lack of administrative documentation and limited candidate diversity. These challenges indicate that although the existing system is effective in certain contexts, the company still has room to improve its professionalism, particularly in terms of data completeness and more objective candidate screening. This is important considering that

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greater business growth requires a formal management structure to ensure long-term sustainability.

Overall, this discussion confirms that recruitment at Toko Uddan is the result of contextual adaptation that combines social values and operational needs. Although different from formal recruitment theory, this practice remains effective in the context of SMEs, but still requires evaluation to improve professionalism and business sustainability.

CONCLUSION AND SUGGESTION

This study shows that the recruitment process at Toko Uddan is simple, flexible, and highly dependent on social proximity. Recruitment is carried out spontaneously according to operational needs without formal workforce planning. Candidates are sourced entirely from recommendations by family, relatives, or close friends, who are considered safer and more trustworthy by the owner. The selection process is informal and focuses on personality, ethics, and work readiness, rather than technical competence or administrative documents. Orientation is conducted through a one-week trial period in the field.

Through grounded theory analysis, a Relational-Operational Recruitment model was found, consisting of three core categories: (1) trust-based recruitment, (2) personality and work readiness-based selection, and (3) rapid placement through field practice. When compared to Dessler's (2013) recruitment theory, Toko Uddan's practices differ in terms of formality, objectivity, and diversity of recruitment sources, but remain effective in the context of SMEs. The validity of the findings is ensured through the application of Lincoln and Guba's (1985) criteria.

Based on the research findings, Toko Uddan is advised to begin improving the administrative aspects of its recruitment process, especially regarding the completeness of applicants' basic documents. Although relationship-based recruitment is very helpful in reducing risk, administrative records are still necessary to support legality and ease of employee management. In addition, the company may consider using simple but more objective selection instruments, such as competency checklists or basic interview forms, so that selection decisions do not rely solely on the owner's intuition.

Furthermore, the company is also encouraged to expand its recruitment sources without abandoning the referral channel, which has been its main strength. Utilizing local social media, community groups, or village information boards can help attract a more diverse range of applicants who are suitable for the job. The orientation process for new employees can also be improved by providing more structured guidance on tasks, safety rules, and work standards, while maintaining the hands-on approach that has been implemented so far.

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Finally, it is important for Toko Uddan to maintain a balance between the family values that form the company culture and the need for basic professionalism. Family values can remain the foundation for building loyalty and comfort at work, but they need to be complemented by clear work rules and performance evaluations so that the recruitment and employee management processes can be improved and support the sustainability of the business in the future.

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