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An Analysis of the Employee Recruitment Process at PT. Mega Putra Perkasa

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Abstract

This study aims to analyze the employee recruitment process and identify the obstacles encountered in its implementation at PT. Mega Putra Perkasa. The research employs a qualitative approach with a descriptive method. Data collection techniques were carried out through observation, interviews, and documentation. The informants in this study consisted of the Human Resource Department (HRD), company management, and employees. The findings indicate that PT. Mega Putra Perkasa has established a systematic Standard Operating Procedure (SOP) for recruitment, encompassing workforce planning, job vacancy announcements, selection, and employee placement. However, several obstacles remain in its implementation, including a lack of objectivity and transparency in the selection process, as well as the influence of personal relationships in recruitment decision-making. These conditions result in mismatches between employee competencies and assigned positions, reduce work effectiveness, and create perceptions of unfairness within the organization.

Keywords: Recruitment Process, Standard Operating Procedure, Obstacles in the Recruitment Process

INTRODUCTION

Human resources (HR) constitute a strategic element that determines organizational success. In modern management, human resources are regarded not merely as factors of production but also as critical assets in creating competitive advantage. Human resource management functions to systematically manage the

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workforce in order to achieve organizational goals effectively and efficiently. The quality of human resources is reflected in employee performance, whereas low-quality human resources may result from inappropriate recruitment processes (Desri et al., 2024; H. Massoudi, 2023).

Recruitment is an essential function of human resource management aimed at providing a workforce that aligns with organizational needs. Recruitment focuses not only on the number of applicants but also on the alignment of competencies with job requirements ((Acikgoz, 2019; Zahrohluthfita & Rizqiyah, 2023). The process includes workforce needs analysis, job vacancy announcements, and selection procedures such as interviews and competency assessments (Fisher et al., 2022).

Theoretically, effective recruitment should be based on the principles of objectivity, transparency, and competency-based assessment. This is consistent with the concept of the right man in the right place, which emphasizes assigning individuals according to their capabilities to ensure optimal organizational performance (Zahrohluthfita & Rizqiyah, 2023). Previous studies indicate that well-planned and transparent recruitment can improve employee performance and organizational effectiveness while reducing turnover. Conversely, ineffective recruitment may lead to selection errors, increased costs, and workplace conflict (Pradani & Soegiono, 2020; Firman & Inrawati, 2023; Sholatiah et al., 2022).

However, in practice, recruitment is often influenced by non-technical factors such as nepotism and personal relationships. Such practices may reduce the quality of human resources, create perceptions of unfairness, and undermine organizational trust and performance (Munaty et al., 2022; Barare & Wambua, 2018; Ongori & Vasco, 2021).

This study was conducted at PT. Mega Putra Perkasa, which has established a systematic recruitment standard operating procedure (SOP). However, its implementation has not fully reflected the principles of objectivity, transparency, and competency-based recruitment, as it remains influenced by personal relationships and internal referral systems. This condition has resulted in mismatches between employee competencies and job positions, reduced performance, and perceptions of unfairness that affect employee motivation and loyalty. Therefore, this study aims to analyze the recruitment process and the challenges encountered at PT. Mega Putra Perkasa.

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THEORETICAL REVIEW

Recruitment Process

Recruitment constitutes the initial stage of human resource management aimed at obtaining employees who align with organizational needs. According to Hermawan (2020), recruitment is a strategic decision related to the number, timing, and criteria of employees required. Armstrong (2020) defines recruitment as the process of finding, attracting, and selecting suitable candidates to fill job vacancies. Meanwhile, Snell & Morris (2022) state that recruitment is an effort to attract talented individuals who are willing to apply for and join an organization. Paterson (2023) further adds that recruitment provides a pool of qualified candidates for selection, while Saing (2022) emphasizes the reciprocal communication between organizations and applicants throughout the process.

The recruitment process begins with the identification of workforce needs and job analysis to determine the qualifications required (Parela, 2022). Hongkong (2016) explains that this process is not merely intended to fill vacant positions but also to ensure alignment between candidate competencies and organizational requirements. In general, the stages of recruitment include workforce planning, job vacancy announcements, the selection of recruitment methods, and the processes of selection and placement (Paterson, 2023). Workforce planning is conducted through needs analysis and job specification, while vacancy announcements aim to attract candidates through various media. Subsequently, organizations determine the most appropriate recruitment method, whether internal or external, followed by selection and placement processes based on the principle of the right man in the right place.

Recruitment sources consist of internal and external sources (Snell & Morris, 2022; Paterson, 2023). Internal recruitment is conducted through promotions, transfers, or employee referrals, offering advantages such as lower costs, enhanced employee motivation, and faster adaptation. However, this method is limited by the number of available candidates and the potential lack of innovation. Conversely, external recruitment is carried out through various channels such as advertisements, social media, job fairs, educational institutions, and headhunters. This method can provide fresh perspectives and enhance organizational flexibility, although it generally requires greater costs and longer time.

In practice, recruitment is influenced by several factors, including workforce demand, business expansion, human resource budgeting, and changes in organizational structure (Hermawan, 2020). Furthermore, recruitment attitudes also affect the quality of the process, including non-discriminatory approaches, differentiation-based attitudes,

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prioritization, and quota allocation. These attitudes determine the degree of fairness and objectivity in the recruitment process.

The recruitment process is also subject to various challenges arising from organizational factors, recruiter habits, and external factors such as labor market conditions and regulations (Hermawan, 2020). In addition, recruitment is vulnerable to biases that may reduce objectivity. Hotho et al., (2020) identify biases such as nepotism, cronyism, and patronage, while Thomas & Reimann (2023) add other forms of bias including confirmation bias, halo effect, in-group bias, and stereotyping. Aliyu (2023) also highlights the presence of corruption bias, which may result in recruitment processes becoming non-transparent and not competency-based.

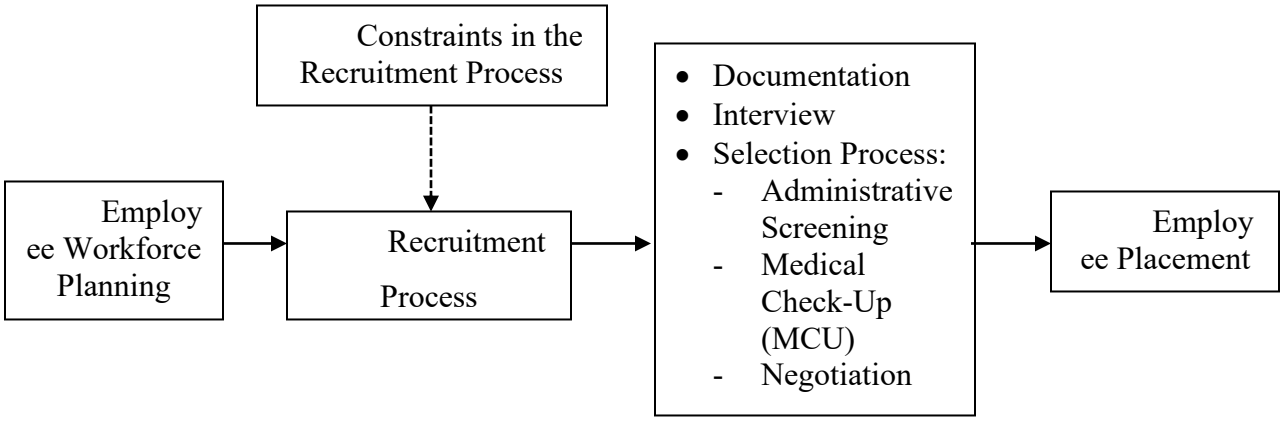


Figure 1. Conceptual Framework

METHOD

This study employs a qualitative approach with a descriptive method to gain an in-depth understanding of the employee recruitment process at PT. Mega Putra Perkasa. A qualitative approach emphasizes the examination of phenomena in their natural setting, with the researcher serving as the primary instrument of the study (Nasution, 2023; Creswell 2018).

The research was conducted at PT. Mega Putra Perkasa, located in Jambi. Research informants were selected purposively and consisted of HR personnel, company management, and employees, thereby representing both managerial and operational perspectives. The data sources in this study comprised primary and secondary data. Primary data were collected through observation, interviews, and documentation, while secondary data were obtained from books, journal articles, and company documents (Murdiyanto, 2020).

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The principal instrument in this study was the researcher, supported by interview guidelines, field notes, audio recording devices, and documentation tools. Data collection techniques included observation, interviews, and document analysis to strengthen the research findings. Data analysis was conducted through three stages: data reduction, data display, and conclusion drawing (Abdussamad, 2021). Data validity was assessed through credibility testing using triangulation techniques and member checking to ensure consistency between the collected data and informants' perspectives. In addition, transferability was established by presenting the research report systematically and clearly so that the findings may be understood and potentially applied in other contexts.

RESULT AND DISCUSSION

Interview Results

The research findings indicate that the employee recruitment process at PT. Mega Putra Perkasa comprises several stages, including workforce planning, job vacancy announcements, recruitment methods, employee placement, and challenges encountered during the process. Workforce planning is conducted based on operational conditions, vacant positions, and proposals from each division, which are subsequently verified by the Human Resources Department (HRD). Job vacancy announcements are disseminated through social media and internal networks; however, in practice, vacancies are not always publicly announced due to the presence of candidates from internal recommendations.

The recruitment method is carried out through several stages, including administrative screening, interviews, and the signing of employment contracts, utilizing both internal and external recruitment sources. In terms of employee placement, the company endeavors to align employee competencies with job positions; however, this alignment is not always optimal due to urgent staffing needs and internal recommendations. The primary challenges encountered include the limited availability of suitable candidates, pressure arising from immediate workforce demands, and the influence of non-technical factors, all of which affect the quality of human resources and increase the workload of the team.

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Table 1. Summary of Interview Results

Aspect	Informant 1	Informant 2	Informant 3
Workforce Planning	Employee recruitment is conducted based on operational requirements, vacant positions, and recommendations from respective divisions.	Consideration of increased workload, emerging projects, and divisional performance reports	Not directly involved
Vacancy Announcement Process	Flexible recruitment channels, including social media platforms and WhatsApp, are utilized to facilitate the dissemination of vacancy information.	Utilization of social media platforms, although not consistently disclosed to the public	Aware through personal/professional connections, though not always informed
Recruitment Methods	The recruitment process is implemented in accordance with established standard operating procedures, encompassing administrative screening, interviews, and contractual arrangements.	Implementation of similar stages with adjustments based on organizational requirements	Underwent the selection process after receiving information through connections
Candidate Sourcing	Recruitment is carried out through both internal and external sourcing mechanisms.	Engagement of both internal and external recruitment sources	Predominantly recruited through connections
Employee Placement	Candidate selection is generally competency-based; however, the alignment between	Consideration of competency alignment and	Frequently not aligned with competencies

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	candidate qualifications and job requirements is not always optimal.	organizational requirements.	
Recruitment Constraints	Several challenges in the recruitment process include inconsistency, occasional lack of objectivity in final decisions, reliance on internal references, and sudden or unplanned decision-making.	SOP serves as a guideline but is flexible, and internal references are available.	References are prioritized, and there is a mismatch between employees' competencies and their job positions.
Organizational Impacts	Additional training is often required to address competency gaps among newly recruited employees.	Potential risk of declining human resource quality	Increased and uneven distribution of workload
Improvement Strategies	Strengthening standard operating procedures and enhancing competency-based selection mechanisms are considered necessary to improve recruitment effectiveness.	Balancing objectivity with organizational demands	Expectation for placement to be aligned with competencies

Source: Interview Results, 2026

DISCUSSION

Employee Recruitment Planning

Based on the research findings, PT. Mega Putra Perkasa has established Standard Operating Procedures (SOPs) as formal guidelines in its recruitment process. This indicates the company's effort to implement human resource management

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systematically. However, in practice, there remains a gap between ideal planning and actual implementation in the field.

Theoretically, workforce planning constitutes a crucial initial stage in recruitment, as it determines the quantity and quality of human resources required by the organization (Armstrong, 2020). Workforce planning should be conducted through workforce needs analysis, job analysis, and job specification (Parela, 2022). Furthermore, Hermawan (2020) emphasizes that human resource planning must take into account organizational strategy and long-term projections.

However, the findings reveal that workforce planning within the company is predominantly based on requests from each division, causing the HRD function to remain largely administrative rather than fully strategic. In addition, the influence of internal recommendations in determining workforce needs indicates a shift from a need-based approach toward a person-driven approach. This condition has the potential to create recruitment bias, such as relatedness bias and immediacy bias (Hotho et al., 2020; Aliyu, 2023), which may reduce objectivity and the quality of recruited employees..

Job Vacancy Announcement

Job vacancy announcements represent the initial stage in attracting qualified candidates. Theoretically, announcements should be conducted openly, transparently, and informatively to reach a broad pool of candidates (Snell & Morris, 2022). In addition, job announcements contribute to building the company's image as a professional workplace through employer branding (Paterson, 2023).

The findings indicate that PT. Mega Putra Perkasa has utilized social media platforms such as Instagram and LinkedIn to disseminate job vacancy information. This demonstrates that the company has adapted to technological developments in modern recruitment. However, in practice, announcements are not always conducted consistently, particularly when candidates are sourced through internal recommendations.

This condition contradicts the principles of fairness and equal opportunity in recruitment (Hermawan, 2020). When information is not communicated openly, opportunities for external candidates become limited, thereby reducing competition in the selection process. Moreover, dependence on internal networks may create nepotistic practices that affect perceptions of fairness in the workplace. This is further supported by staff perceptions that job vacancy information is not always distributed evenly, which may reduce trust in the recruitment system.

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Employee Recruitment Methods

Recruitment methods constitute organizational strategies for obtaining candidates who meet organizational needs. In general, recruitment may be conducted through internal and external sources (Paterson, 2023). Internal recruitment offers advantages in terms of efficiency, cost, and adaptation speed (Snell & Morris, 2022), while external recruitment provides opportunities to obtain candidates with new perspectives and more diverse competencies.

The findings show that the company employs a combination of both methods. However, in practice, internal recruitment is more dominant due to urgent labor demands and limited candidate availability. Although effective in the short term, overreliance on internal recruitment may restrict candidate diversity and increase the potential for bias in selection.

Furthermore, although selection stages such as administrative screening and interviews are still implemented, the findings indicate that assessment objectivity has not been fully maintained due to the influence of recommendations. This aligns with theories suggesting that biases such as confirmation bias, in-group bias, and halo effect may influence recruitment decisions (Thomas & Reimann, 2023). Consequently, the selection process becomes less optimal in identifying the most suitable candidates.

Employee Placement

Employee placement is the final stage of recruitment aimed at matching individual competencies with job demands (person-job fit). Appropriate placement enhances productivity, work effectiveness, and employee satisfaction.

However, the findings indicate that employee placement at PT. Mega Putra Perkasa has not fully adhered to this principle. In several cases, employees were assigned to positions that did not align with their competencies due to urgent operational needs or internal recommendation factors. This condition requires employees to undergo adjustment periods and additional training.

The impact of such mismatches is experienced not only by the individuals concerned but also by the work team. Other employees must bear additional workloads to assist or correct tasks, thereby reducing productivity and creating uneven workload distribution. From the perspective of organizational justice theory, this condition may generate perceptions of unfairness that negatively affect employee motivation and performance (Hermawan, 2020). Therefore, competency-based placement should be strengthened.

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Challenges in the Employee Recruitment Process

This study found that various challenges exist in the recruitment process, both technical and non-technical in nature. The primary challenges include suboptimal workforce planning, job vacancy announcements that are not always openly communicated, and inconsistencies in SOP implementation. In addition, internal recommendations and personal relationships remain dominant factors influencing the recruitment process.

The limited availability of candidates who meet qualification requirements and insufficient information regarding applicant competencies also hinder the selection process. This condition reflects the tension between urgent operational demands and the principles of objectivity and professionalism in recruitment.

The impact of these challenges includes a decline in the quality of recruited human resources, increased team workload, and the emergence of perceptions of unfairness in the workplace. If these conditions persist, they may adversely affect overall organizational effectiveness. Therefore, strengthening SOP implementation, improving transparency, and utilizing competency-based selection methods are necessary to ensure that recruitment processes are conducted more objectively, fairly, and professionally (Armstrong, 2020; Snell & Morris, 2022).

CONCLUSION

Based on the research findings at PT. Mega Putra Perkasa, it can be concluded that the employee recruitment process already has clear procedures through SOPs; however, its implementation is still not optimal. This is reflected in workforce planning that tends to be reactive, inconsistent job vacancy announcements, reliance on internal references, and employee placement that is not fully aligned with competencies. In addition, several challenges were identified, such as inconsistency in standard operating procedures (SOPs) implementation, lack of objectivity in decision-making, and the influence of personal relationships, indicating that the recruitment process still needs improvement to become more transparent, objective, and competency-based.

Based on these findings, the company is recommended to strengthen the consistent implementation of SOPs by emphasizing the principles of objectivity, transparency, and competency-based selection in every recruitment stage, as well as conducting more systematic workforce planning through comprehensive needs analysis rather than urgent requests. Furthermore, job vacancy announcements should be made more openly, the influence of personal relationships should be minimized to ensure

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objectivity, and employees should be placed according to their competencies and qualifications. Meanwhile, future researchers are encouraged to expand the variables, compare with other companies, and use a mixed-method approach (qualitative and quantitative) to obtain more comprehensive research results.

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