

THE ANALYSIS OF EMPLOYEE SELECTION PROCESS AT PT PEGADAIAN (PERSERO) KANWIL V MANADO*ANALISA PROSES SELEKSI PEGAWAI DI PT PEGADAIAN (PERSERO) KANWIL V MANADO*

by

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Abstract: Every company must have experienced problems in terms of lack of employee, or the employees who retire, die or leave the company because they violate the discipline rules on the employees that have been set. It is important for a company to do the right Employee Selection to get suitable employee that have qualified and can work according company's needs. This research is aims to analyze the employee selection process at PT Pegadaian (PERSERO) Kanwil V Manado. The population of this research are employees who employed in the company with samples 15 employees that include employees who passed the selection and a selector which were chosen through purposive sampling. This research uses qualitative method with interview used to collect the data. The result of this research show that the Employee Selection Process set by PT Pegadaian (PERSERO) Kanwil V Manado is through online, and there are 3 indicators included in selection process which are; (1) Selection Stages, that started with initial screening, online assessment, online interview, medical test and user interviews. (2) Selection Test and (3) References Check.

Keywords: *employee selection process*

Abstrak: Setiap perusahaan memiliki permasalahan dalam hal pegawai, contohnya seperti pegawai yang pensiun, meninggal dunia atau mundur dari perusahaan dikarenakan peraturan yang dianggap tidak cocok. Sangat penting bagi perusahaan untuk memiliki proses seleksi pegawai yang baik sehingga perusahaan bisa mendapatkan pegawai dengan kaulitas yang baik dan memenuhi standard. Tujuan penelitian ini adalah untuk menganalisa proses seleksi pegawai di PT Pegadaian (PERSERO) Kanwil V Manado. Populasi dari penelitian ini adalah pegawai perusahaan berjumlah 15 orang, dalam hal ini pegawai yang berhasil melewati proses seleksi serta seorang pewawancara yang dipilih berdasarkan metode purposive sampling. Penelitian ini menggunakan metode kualitatif dan menggunakan interview untuk memperoleh data-data, hasil dari penelitian ini menunjukan bahwa proses seleksi pegawai PT Pegadaian (PERSERO) KANWIL V Manado dilakukan secara online. Ada 3 indikator termasuk proses seleksi pegawai yakni : 1. Proses seleksi yang diawali dengan pengecekan berkas, tes online, tes medis dan interview. 2. Proses tes seleksi dan 3. Pengecekan referensi.

Kata kunci: *proses seleksi pegawai*

INTRODUCTION

Research Background

The main focus of human resource management is to contribute to the success of a company. Human resource management must consist of activities related to human resource management including: planning and analysis of equality of human resources employment opportunities, recruitment of human resource development, compensation and benefits, health, safety and security, labor and employment relations (Mathis and Jackson, 2001). The company must always strive to get and obtain high quality human resources and have adequate capabilities to support company productivity. Otherwise, if the company receives less qualified human resources, it will harm the company itself and slow down their performance. It is well recognized that human resources are the company's most important internal problem, because human resources can cause other resources in the company has it function or to function accordingly, while human resources can create efficiency, effectiveness and productivity of the company. One distinguishing factor that is owned by one company with another company is the achievement of the company's workforce. When human resources are well managed, activities within the company such as the use of natural resources and capital, the production process and company activities can run effectively and efficiently. This can help the company to achieve what is the goal of the company.

Every company must have experienced problems in terms of lack of employee. This is due to the fact that there are employees who retire, die or leave the company because they violate the discipline rules on the employees that have been set. Newly established companies or those that have been running for years still do not want things like this to drag on. Companies must be able to work around this problem so that the events they experience get a better replacement and in a relatively short time, because the vacancy of employees in the company can hinder the improvement of performance in the company. Companies will look for quality human resources in various ways, to get high quality human resources and work according to their skills and abilities, then, the right employee selection is needed. The reason why selection affects the employees of the company is because the selection process is the first step for a company to be able to get a qualified and well-performance employee; it can support the achievement of company goals well. Selection is the process of selecting applicants through stages of the test to get a number of applicants who have predetermined criteria and are finally accepted. Through this selection, it is expected to provide true information about the abilities and expertise of the prospective workers they recruit.

Indonesia has a number of State-Owned Enterprises (SOEs) engaged in various business fields. One of them is financial services. PT Pegadaian (PERSERO) Kanwil V Manado is a State-Owned Enterprise (SOE) which is the place of researcher doing this research, it is one of the State-Owned Enterprises (SOEs) company in Indonesia engaged in financial sector which is engaged in three lines of business, namely; financing, gold and various services. PT Pegadaian (PERSERO) Kanwil V Manado requires human resources that meet both quality and quantity requirements. As a company with a vision to becoming The Most Valuable Financial Company in Indonesia and As the Community's Preferred Financial Inclusion Agent which has 45 employees. PT Pegadaian (PERSERO) Kanwil V Manado is a state-owned company that provides financing, gold and various services, it is certainly very important for company to employ competent and qualified employees, so they can give contribute and help company to improve performance and achieve their goals. Through the right selection process the company can sort out which employees are suitable for the company's needs. As the development of information distribution systems using technology, currently, PT Pegadaian has utilized this technology in the selection of new employees through online, which can reduce the expenditure of budgetary costs for a new employee selection process. Online selection system, utilizing internet media, which will provide convenience not only for companies, but also prospective applicants. The company is easier to disseminate information and also conduct initial selections of prospective applicants. Prospective applicants also have benefit from this system because it will reduce the costs that should be incurred by a prospective applicant to participate in the selection process, such as the cost to complete the file, transportation to the selection place and so on.

Research Objective

The research objective is:

1. To analyze the employee selection process at PT. Pegadaian (PERSERO) Kanwil V Manado

THEORETICAL REVIEW

Human Resource Management

Human Resource Management (HRM) refers to the policies and practices involved in carrying out the human resource aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Creswell, 2007). Human Resource Management as an approach to the management of people, based on four fundamental principles. First, managers should take into consideration that human resources are the main asset that a company has. Second, the employee's attitude and procedures should be closely connected with the accomplishment of the company objectives and goals. Third, the organizational climate, company values and atmosphere at the work place have a major influence on the success of the company.

Selection

Selection is an activity in human resource management that is carried out after the recruitment process. This means that there has number of applicants who have met the requirements to be chosen as employee in the company. This selection process is called selection. The difference between recruitment and selection: Recruitment is identifying and encouraging prospective employees to apply for a job and Selection is selecting the right candidate from the pool of applicants. In other words, Selection is a later stage of recruitment. It involves choosing not only new members of the organization but also ensuring that the selection process can manage to attract competent and qualified applicants suited to the job. In addition, selection is a process of choosing the most suitable and qualified candidate for a particular position from a group of applicants. Selection is an activity of selecting and aging applicants who will be accepted or applicants who are refused to become employees of the company (Sofyandi, 2009).

Employee Selection Process

Employee Selection process is an effort to sort out the employee who are suitable and be able to adjust the work offered, they are considered to be able to show their performance expected by the leaders of the organization (Sunyoto, 2012). The selection process is a tool used in deciding which employees will be accepted by the company. The process starts when applicants apply for work and ends with an admission decision. Based on that understanding, the selection activity has a very strategic and important meaning for a company. If carried out with reasonable HR management principles, a selection process will be created that can produce employee selection that is expected to contribute positively and well to the company.

Previous Research

Bogatova (2017) in improving recruitment, selection and retention of employees analyze the recruitment process of a company. "The result confirm that employee referrals are an effective source of recruitment for the case company. The company should focus on such selection methods as personal interviews in addition to a CV and a cover letter. It can be easily conducted via Skype or another application for online communication. HR manager is responsible for communicating the brand of a company."

Onyeaghala and Hyacinth (2016) in effects of employee selection process on productivity in the public and private sectors: a case of Benue State also conducting research regarding recruitment process. "The result of this study is the selection processes employed by both the private and public sectors do help them to achieve productivity but the extents to which they achieve productivity vary from each other."

Bolander (2013) in how employee selection decisions are made in practice shows findings regarding employee selection. "This study identify two basics form of selections in decision making: one characterized by initial agreement and one characterized by initial disagreement. In each basic form of decision making, selectors reason through the four discursive processes in a methodical, situated and practical manner in order to construct local versions of the candidates and make 'reasonable' selection decisions.

RESEARCH METHOD

Research Approach

This research is qualitative research methodology which is descriptive research. Qualitative research usually does use some form of quantification, but statistical forms of analysis are not seen as central. Qualitative

research involves the studied use and collection of a variety of empirical materials - case study, personal experiences, introspective, life story.

Population, Sample, and Sampling Technique

A population is a group of experimental data or persons. Population is generalization region consist of object/subject having certain quantity and characteristic that is fixed by researcher to studying and to gain conclusion. Because qualitative research is based on certain case in a certain social situation where the result is not being applied to the population, in qualitative research it is called 'social situation'. Social situations are consist of three elements such as place, actors, and activity. The population of this research employees who were employ in PT Pegadaian (PERSERO) Kanwil V Manado.

Sample is the subset or subgroup of population. A sample is the selected people chosen for participation in a study. Sample in qualitative research also is not statistical sample but a theoretical and constructive sample because the purpose is to gain theory and the source data is the source of constructed phenomenon that was previously unclear before. The sample size of the research will be 15 respondents which are people who passed the employee selection process.

Sampling techniques is the way to collect and grab the data from trusted people and in order to get a good result. In this research the researcher will use purposive sampling in order to conduct the interview. Sample method that can be used for this research is purposive sampling. Purposive sampling is a technique to collect sample of data source with some considerations like people who are considered understand the matter.

Data Collection Technique

Data collection technique plays an important role in impact evaluation by providing useful information to understand the process behind observed result. In this part data collection technique divided into primary and secondary data.

Operational Definition of Research Variables

Table 1. Variable Definition

Variable	Definition	Indicators
Employee Selection	Employee selection is the process of selecting several people from many people with qualifications that have been determined in accordance with the needs of the company. In other words, employee selection is the process of selecting the right person to occupy a position in a company.	-Selection Stages -References Checks -Selection Tests

Source: Author's Note, 2020

Instrument Testing

The key instrument of this research is the researcher. The researcher is trained and has good understanding about all aspects of this research. The researcher was equipped with a note book, a recorder, and a camera in order to conduct interviews. In instrument of research there are some step that have to apply in order to process the data that have to be researched. This is the step that will use in this research which is the step of qualitative data analysis because this research using qualitative data analysis in order to get the best result through step by step.

Data Analysis Method

Data collection method plays an important role in impact evaluation by providing useful information to understand the process behind observed result. Data analysis is the process of systematically finding and arranging interview transcripts, field notes, and other materials that you accumulate to improve your own understanding of them and to allow you to present what you've discovered to others. Qualitative data analysis is a typical inductive when data is being collected, the next step is the data being developed to find patterns or models or into hypotheses. In this study, the data analysis process is done before entering a social situation, while the analysis process is done during data collection and after completing data collection in a specific time period.

Data Collection

The process where the researcher found information or data from any kind of source such as books, internet website and gather deeper information from the informant.

Data Reduction

The phase involves selecting, simplifying and transforming the data to make it more manageable and understandable.

Data Display

Helps qualitative researches to organize information and view it in a way that enables them to identify linkages and develop explanations that relate their findings to existing theories.

Drawing and Verifying Conclusion

Drawing conclusion involves deciding what the identified themes and patterns and how they help to answer the research question. Verification involves checking and re-checking the data ensure the initial conclusions are realistic, supportable and validity.

Reliability and Validity

Reliability is the overall consistency of a measures and is a way of assessing the quality of the measurement procedure used to collect data. The reliability in qualitative data analysis includes category and inter-judge reliability Validity is the extent to which a concept, conclusion, or measurement is well-founded and corresponds accurately. There are two kinds of validity of the research namely internal and external validity.

RESULT AND DISCUSSION**Result**

The Interview Results part will cover the answers encountered for each question. The answers will be ordered per respondent/informant and presented informant by informant from informant 1 to informant 15.

Informant 1

Inriyani Supit is one of the employees of the company's human resources department, who takes part in the recruitment of new employees or at the employee selection process conducted by PT Pegadaian Kanwil V Manado. According to her for now, the selection stage is still like that, nothing needs to be added, removed or changed, because it is not easy if you have to change the stages of the process, many things must be prepared in advance. She added that the percentage value of each selection stage is all have the same value because if they do not pass at one stage, they cannot proceed to the next stage. Speaking about the obstacles and challenges faced by the company, she said, for now, the obstacles faced by the company are internet connection because sometimes it happens the prospective employee has sent a forms but does not enter the company system because the prospective employee's internet connection is less stable and for challenges for the company that is, most people do not understand the employee recruitment system online, this is due to a new process, so the company must put people who understand who can handle the system properly.

Informant 2

Rizky Rianto, his current position is a cashier, he has worked for more than 1 year in his current job position, but he has worked 9 years at PT Pegadaian Kanwil V Manado. According to him, the selection stage that needs to be changed / removed does not exist. One of the reasons he joined the selection at PT Pegadaian was because he wanted to develop a career. He said that the job that he received does not suitable with his educational background and work experience. However, it is suitable with the abilities he has.

Informant 3

Ayu Nur Aini, current position is a cashier, she has been working for 6 months in PT Pegadaian Kanwil V Manado. According to her, the selection process carried out by the company was right, everything was in line and there's no need to add and change / eliminate some of the process. She also said that by working at PT

Pegadaian, she would have a clear career path, and the company's decision to recruit was very appropriate to get prospective employees ready to use.

Informant 4

Vanka Kumesan, current position is a cashier in PT Pegadaian Kanwil V Manado. According to her, the selection process carried out by the company was right, because in the selection the company could see people who were potential for the company's future. For the selection stages that need to be added and changed/removed, according to her everything is appropriate and there is no need to be added and changed/removed. She said the acceptance decision made by the company was very appropriate because the company could properly assess prospective employees through the test stages they passed.

Informant 5

M. Anwar, his current position is a cashier at PT Pegadaian. He has worked 10 years for PT Pegadaian, but for the position he is in, he has entered 7 months. According to him the selection process carried out by the company was right because career demands and formation needs were in line. For the selection stage that needs to be added or changed/removed, Anwar said psychological tests need to be added and no selection stage needs to be changed/removed. He also said his decision to apply at PT Pegadaian because of his excellent career path and indeed was interested in working at PT Pegadaian. Talking about the acceptance decision made by the company in selecting the right one, according to him, the right and whether the decision of acceptance depends on the skills that will be applied by the employee itself afterward.

Informant 6

Arif Rizal, his current position is a cashier, he has worked for 6 months at PT Pegadaian Kanwil V Manado. According to him, the employee selection process carried out by the company was right because PT Pegadaian selects qualified people, so it is not possible to miss the target. He also suggested the type of selection tests that need to be added, namely psychological tests, and to change or eliminate existing types of selection tests, he said there was no need at all, only need to add psychological tests. The acceptance decision made by the company is right because as said before, PT Pegadaian selects qualified people, it is decided appropriately.

Informant 7

Elvira Situmorang, her current position is a cashier at Pegadaian Kanwil V Manado. The work she is currently in has been undertaken for 7 months. According to her, it was very easy for her to pass. The reason she wanted to join PT Pegadaian and participate in the selection was that the vision of PT Pegadaian was very clear and measurable. She believes that the company will continue to grow. Speaking about the employee selection process, in her opinion, it was very appropriate because, in the selection process, participants had to include their answers in the form of self videos, which could show the identity of each participant naturally. According to her, the tests conducted by the company in the selection process are psychological tests and interviews.

Informant 8

Aletha Waipon, the position he currently occupies is a young cashier at PT Pegadaian Kanwil V Manado. According to her, the employee selection process carried out by the company was right, because it went through the stages that had been arranged so well. In each selection process, the tests held by the company according to her are the administrative test, question test, and interview. She added, it would be better if a public speaking test was held so that the company could find out how or to what extent the ability of prospective employees to market the company's products.

Informant 9

Rina. This woman has been working for 6 months at PT Pegadaian Kanwil V Manado. The position she occupies at the moment is a young cashier. According to Rina, the employee selection process carried out by the company was appropriate. The stages are appropriate and the most profitable, no need to spend money on every process that exists. Rina admitted, she decided to participate in the selection of employees at PT Pegadaian because the company has a good image. According to her, work experience and knowledge about the company are needed when conducting tests in the selection process. Of all the tests she had passed, she admitted that nothing felt difficult.

Informant 10

Mona Kumendong, currently she is a cashier at PT Pegadaian Kanwil V Manado, has been working for 6 months. According to her, the selection process that has been implemented by the company is appropriate because it is very transparent with the results, and for the addition of stages in the selection process, she said it was enough and there was no need to change or eliminate the existing selection process stages. She added, that the company's decision in choosing prospective employees to work also was appropriate because it was following with the stages of the selection process that had been passed.

Informant 11

Kesha, currently works at PT Pegadaian Kanwil V Manado. She has worked for 6 months and currently holds the position of Cashier. In Kesha's opinion, the selection process carried out by the company was appropriate because it was following standardization. However, she hoped that PT. Pegadaian added medical tests in their selection stages. She said, a career path at PT. Pegadaian made her interested in joining and contributing to the company by working hard and giving their best.

Informant 12

Rafi Mokoginta currently works at PT Pegadaian Kanwil V Manado. Rafi has worked for half a year, and currently holds the position of cashier. Rafi believes that the employee selection process carried out by PT Pegadaian is appropriate, but it is better if a medical test is added in the selection stage. It's also good if the duration of online interviews is extended because it feels short. According to him, his career path at PT. Pegadaian guaranteed so that made him interested to join. He said the job he received was not suitable with his educational background, work experience, and abilities.

Informant 13

Kenny Tangkereo currently works at PT. Pegadaian Kanwil V Manado. He has been working for 6 months, and currently holds a position as a cashier. According to him, the employee selection process carried out by PT. Pegadaian is appropriate because it has followed the times, where most of the stages are done online. This really helped him. He said the acceptance decision made by the company was right. This is because those who are accepted really have enthusiasm for work and want to learn and develop themselves with the company. According to him, medical tests need to be added to the employee selection process at PT. Pegadaian. Kenny also claimed to be interested in joining because of PT. Pegadaian is one of the SOEs that has a very large contribution to the country's economic sector.

Informant 14

Bustamin currently works in PT. Pegadaian Kanwil V Manado. Bustamin has been working for about 7 months. According to him, the employee selection process carried out by PT. Pegadaian is right because the selection is good. For acceptance decisions made by PT. Pegadaian is also appropriate because it has conducted several selection processes in accepting employees. He decided to participate in the selection of employees at PT. Pegadaian because they want to work in PT. Pegadaian's environment and want to be a PT. Pegadaian's employee.

Informant 15

Indah Yani works at PT. Pegadaian Kanwil V Manado. Indah has been working for 6 months, and currently holds the position of Cashier. According to her, the employee selection process carried out by PT. Pegadaian is appropriate because it covers all aspects. The acceptance decision made by PT. Pegadaian is also right. She decided to join the employee selection at PT. Pegadaian because she wants to become employee in PT. Pegadaian. The job she received was not suitable with his educational background, but suitable to her work experience and abilities. In the future, she hopes that PT. Pegadaian is more selective and prioritizes people who have high abilities, are eager and ready to face challenges at work.

Table 2. Coding Categorizing

Indicator	Description	Informant
Selection Stage	Selection Online	All Informants
Selection Test	Online Assessment and Interview	I ₂ , I ₃ , I ₄ , I ₆ , I ₇ , I ₈ , I ₉ , I ₁₀ , I ₁₁ , I ₁₂ , I ₁₃ , I ₁₄ , I ₁₅
	Online Assessment, Online	I ₅

Reference Check	Interview, Medical Test	
	Ab fi the job	I ₂
	WE, EB, Ab fit the job	I _{3, I_{4, I_{5, I_{6, I_{7, I_{9, I_{10, I_{11, I_{13, I₁₄}}}}}}}}}
	WE, Ab fit the job	I _{8, I₁₅}
	Do not fit the job	I ₁₂

Source: Data Processed, 2020

Discussion

In principle employee selection activities begin with initial screening, completed application, employment tests, comprehensive interviews, background examination, medical examination, and ending with final employment decision (DeCenzo and Robbins, 2009). Based on the results of interviews conducted to 15 informants, informant 1 as person involved in the selection process or as selector and other 14 informants who pass the stages of the process, by looking on table coding, it can be seen that all the informants said, the selection stages were through online.

Selection test is the second indicators that affecting the employee selection. This test can be in the form of ability testing, technical skills testing, general knowledge testing and personality testing. The general knowledge test aims to determine the level of mastery the knowledge material of prospective employees (Mangkuprawira, 2004). The test material provided must be adjusted to the field of education and the level of education of prospective employees. Besides that, it also provides test material related to the field of work offered. Based on coding, all the informants pass the test selection conducted by the company such as, online assessment and online interview and there is one informant who have to pass the additional test which is medical test.

Reference check are a process for verifying the information provided by applicants its involves contacting previous employers, supervisors, schools, and so forth to verify key employment and educational information and learn more about a candidate's background, experiences, and abilities. Reference checking is one of the most important steps in the hiring process, because it's usually the only part of the process that involves people other than the candidate who can offer pointed, behavioral-specific feedback. Most of the informants said that job they received is suitable with their educational background, work experience and ability, but there are also some informants that are not in suitable with their educational background, work experience, and ability.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Selection stages: The selection stages set by the company is through online and started with initial screening, online assessment, online interviews, medical tests, and user interviews. All the informants passed the selection stages conducted by the company
2. Selection tests: The selection tests set by the company are online assessment, interview tests, and medical test. All tests are done online, through video calls or applications that have been prepared by the company. Most of the informants take part in online assessment and interview test.
3. Reference check: For reference checks, most of the informants have fits the educational background, work experience, and abilities with the job they have receive. There are some of them do not fits the educational background and work experience, but have fit abilities or informants who fit the work experience and abilities, but did not fit the education background.

Recommendation

For the company, which is PT Pegadaian Kanwil V Manado, it would be better if the medical tests could be applied to all prospective employees who participated in the selection process, especially at this time all areas being hit by pandemic COVID-19 virus that threatens the health, it means that health of the prospective employees are important to note, it is also better to add psychological test to the selection tests because its useful to measure the potential intelligence of employees, so the company can predict the ability of employees to meet demands according to the type of position in the company.

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