

EXPLORING DETERMINANT FACTORS THAT ENCOURAGE EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS (CASE STUDY AT BANK BRI, MANADO BRANCH)

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Abstract

This study aims to investigate: 1) recruitment process, 2) selection process, 3) implementation of recruitment and selection system, and 4) evaluation toward recruitment and selection activities at Bank BRI Manado branch. This bank is the main branch office in the city of Manado which covers units and cash offices in the city of Manado. The research method used is a qualitative method with a case study approach, while the data collection methods are in-depth interviews, observation, and documentation on the object of research. Data analysis techniques are triangulation, data reduction, data display and interpretive conclusion drawing based on the suitability between concept categorization and the results of data reduction in the field. The findings of this study indicate that in the case of Bank BRI Manado branch, there are at least three main factors that drive the effectiveness of the recruitment and selection process, that are bank reputation, transparency in recruitment-selection activities, and the quality of interviews with candidates. These three main factors are believed to be able to produce competent bank employees who are positively committed to the company. A more detailed explanation of the implications of each factor is described in the discussion section of this article.

Keywords: Recruitment, Selection, Employee Performance, Qualitative, Bank BRI Manado Branch

Introduction

Growing population, glittering industry and increasingly rapid consumerism around the world have resulted in a rapid economic turnaround. This makes people have to be creative and innovative so that they can survive and get a decent life in this increasingly fierce economic growth and competition (Yecies et al., 2020). Therefore to deal with this situation, societies must be smart in managing funds and their financial needs. One of them who is present in this industry is Bank Rakyat Indonesia, especially Bank BRI Manado branch. In the development of times and era, the services of PT. Bank Rakyat Indonesia (Persero) Tbk. are now increasing, several things can be seen from the existence of intense competition in terms of service quality and promotions in order to provide satisfaction to customers, the company also prioritizes services so that it can survive in controlling the market (Anisaurrohmah et al., 2020; Fijay et al., 2021). This will not be realized if the company has employee resources who work not optimally so that it damages the image and loyalty of bank customers as strategic partners (Karyose et al., 2017).

To ensure that all of the above banking activities run smoothly is not easy, Bank BRI Manado branch must have good and sufficient resources, especially in their human resources (Dele et al., 2015). One of the best ways for Bank BRI Manado branch to compete and provide ultimate service is to select appropriate and competent employees or prospective employees in order to avoid a decline in service quality and avoid getting bad candidates who often commit fraud, negligence, and counterproductive behaviors in the workplace (Sharma & Sharma, 2014).

Individual compatibility that fit and identify with the organization is absolutely required in every organizations. When an employee does not have this suitability, it will cause employees to think about looking for a new job and result in turnover intention (Jutras & Mathieu, 2016). Self-perception of the suitability of individual values with work has an important role in the emergence of organizational citizenship behavior (Afsar & Badir, 2016; Milliman et al., 2017). The suitability between job characteristics and individual abilities in carrying out work will strengthen employee bonds to their work and can encourage employees to be more committed to their work (Hunsaker, 2017). When employees have high Person-Job fit and the climate of work environment facilitates the effective utilization of their skills and abilities, employees will provide the two greatest benefits to the organization, that are resourceful competence and high positive commitment to the company and management. Such ongoing contributions to work in turn will increase the likelihood that employees performance will be recognized and rewarded in good and fair ways (Teimouri et al., 2015).

Based on the conditions described, this study aims to explore more deeply the recruitment and selection process at Bank BRI Manado branch. Researchers will investigate several things to be explored such as 1) recruitment process, 2) selection process, 3) implementation of recruitment and selection system, and 4) evaluation toward recruitment and selection activities at Bank BRI Manado branch. In particular, this study also seeks to identify factors and strategies that can be utilized in recruitment and selection activities in order to obtain qualified prospective employees.

Literature Review

Person Organizational Fit (P-O Fit)

P-O Fit is the level of conformity of the pattern between individual values as an employee and organizational values as representative of organization itself. Therefore, individuals with a greater P-O Fit will adapt more easily and achieve job satisfaction more easily than individuals with low level in P-O Fit. Person-Organizational Fit has four indicators, that are the suitability of values, the suitability of goals, the fulfillment of employee needs, and the suitability of personality cultural characteristics (Hoffman & Woehr, 2006). An understanding of Person-Organizational Fit can help companies select employees with values and beliefs that are compatible with the organization and shape experiences that can strengthen that fitness between individuals and organization. Study results about hiring suitable employees and the influence of employees who are in accordance with the company have been developed in many literatures (Sekiguchi, 2006; Tsai et al., 2012). The selection of employees who have conformity values that are in line with company values will be carried out by the company at the interview stage in the employee selection process. The interviewer should consider the extent to which the candidate's moral values match the culture of the business and characteristic of organization (Andela & van der Doef, 2019). Merging values between candidates and organization, this is believed to be a source of strength for the organization to maintain and develop its best human resources.

Person-Job Fit (P-J Fit)

Person-Job Fit is the concept of conformity between individual knowledge, skills, and abilities with job demands or individual needs with their work (Seong & Choi, 2021). Therefore, it is necessary to implement P-J Fit in accordance with the ability of employees to motivate their performance in order to achieve the goals of an organization. A person's job suitability is the suitability of a person's needs with job characteristics or individual skills, personality, and job demands (Saether, 2019). The suitability between job characteristics and individual abilities in carrying out work will strengthen employee bonds to their work and can encourage employees to be more committed to their work (Joo et al., 2013). According to Judge et al. (2000), differences in job characteristics and individual characteristics can affect work motivation. Job characteristics can also affect performance, such as diversity of skills (Ellis et al., 2017). Previous research by Liu and Johnson (2006) showed that fitness between individual characteristics and job characteristics can have a positive effect on work motivation. Now, the challenge issue is to get prospective employees who have a suitability in accordance with they will do at work. The best way is to look at the background of the prospective employee which can be found in detail at the interview stage.

The P-J Fit concept does not contradict the P-O Fit (Lauver & Kristof-Brown, 2001). Precisely these two concepts complement each other because the series of work is an operational and smallest part of the structure and system in the organization. Jobs is an operational manifestation of the existence and embodiment of the organization's strategy and mission. As long as there is no problem with the cascading mechanism from the top to the bottom level, the concepts of P-J Fit and P-O Fit can be justified to support each other. An effective recruitment and selection process allows the formation of good P-J Fit and P-O Fit from candidates when the company decides to accept someone as an employee in its organization (Abraham et al., 2015). In the context of the banking service industry, things like this ultimately encourage bank employees to provide excellent and complete service to the customers.

Counterproductive Work Behavior (CWB)

Personality is a factor that can influence counterproductive work behavior. According to (Iqbal & Hassan, 2016), counterproductive work behavior is behavior that intentionally violates organizational norms that can significantly threaten the welfare of the organization or its members. Tufail et al. (2017) stated that this CWB behavior has five aspects contained in it, ranging from harassment, distorting production activities, sabotage, theft of objects and or also theft of time. These five aspects are carried out by every employee who has counterproductive work behavior at all times and it is possible for them to carry out these five aspects simultaneously. Employees who are indicated to do CWB behaviors will reduce the quality of their work, experience high absenteeism, and low commitment to do jobs (Sarmad et al., 2021).

Inappropriate and careless recruitment-selection activities allow companies to make mistakes in the decision to accept or reject candidates to become employees in their company. Employees who are actually not suitable for both the job and the values of the organization can actually be accepted into the company (Dilchert, 2018). If this happens, the potential for employees to practice CWB is greater and ultimately has an impact on employee service performance toward bank customers.

Bank Customers Loyalty

According to Ferreira et al. (2015), customers loyalty can also be interpreted as a fundamental commitment to repurchase or continue to buy a product and/or service in the future, or loyally to buy the same product over and over again. This can be seen by what customers' routines are like in making continuous purchases of products and/or services. According to Supriyanto et al. (2021), loyalty can be measured by 3 indicators as follows:

1. Repeat, if the customer needs the goods or services the customer will return back to the related company.
2. Retention, the customers is not affected by the services offered by other parties or companies.
3. Referral, related to when the service received is satisfactory, customers will notify others, and vice versa when there is dissatisfaction with the service, customers will only notify unsatisfactory service and bad experience that they had toward others.

Loyal customers are important assets for the company, this can be seen from the characteristics they have such as making regular purchases, buying many kinds the product or service lines, referencing the company's products to others and showing fidelity from the attractiveness of similar products from competitors (Salim et al., 2018).

This can be realized if the company has adequate human resources to provide the best experience in its interactions with consumers. As the saying goes, companies can not make satisfied customers with unhappy employees. Happy employees are employees who are able to identify with work and organizational values so that there is harmony between work rhythms and organizational goals. Whereas, the suitability between individuals, jobs, and organizational values can be achieved one of them by the proper recruitment and selection process (Ford & Sturman, 2018). Figure 1. below describes the practice of recruitment and selection activities at Bank BRI Manado branch. This research explores in-depth about recruitment-selection practices in the company to identify the determinant factors that can strengthen the effectiveness of HR activities in order to get competent and loyal candidates.

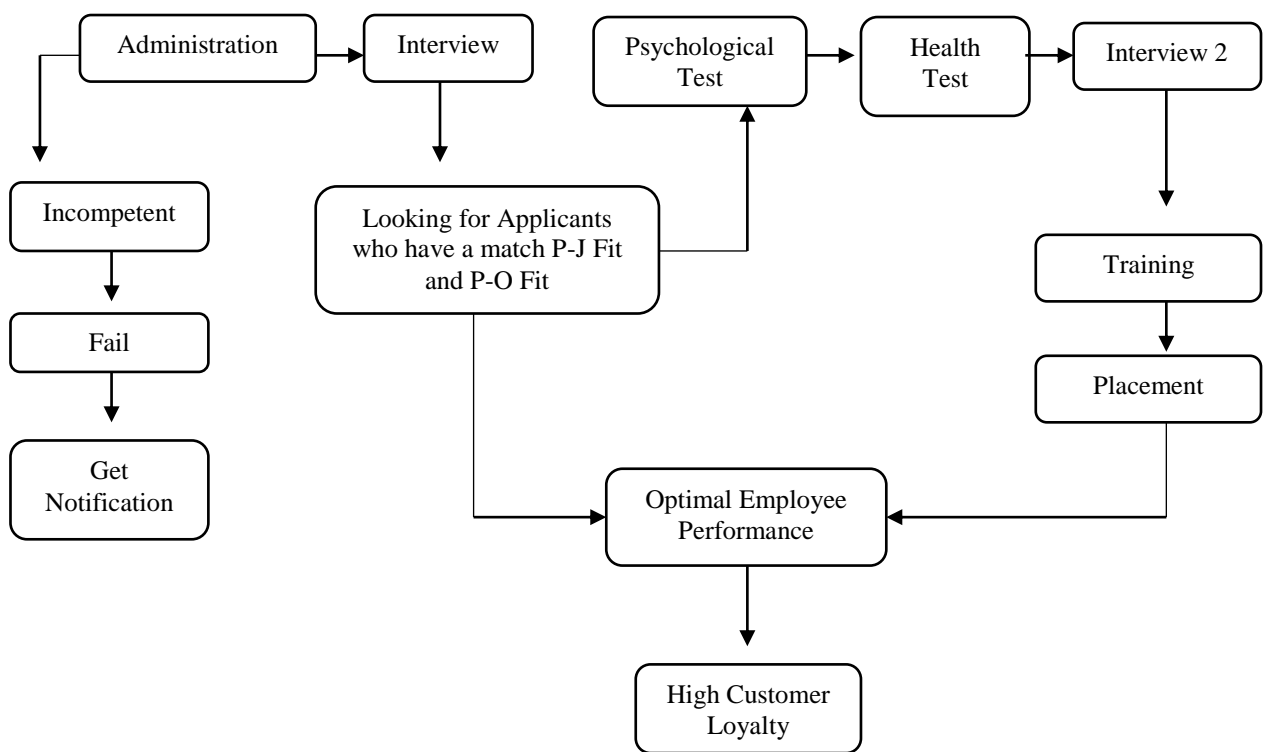


Figure 1. Recruitment-Selection Steps at Bank BRI Manado branch

Methods

This research was conducted using a qualitative method to understand the process and factors that influence recruitment and selection at Bank BRI Manado branch. Leasure (2017) state that there are four steps in qualitative data analysis, these are: data collection, data reduction, data display or presentation, and drawing conclusions. Research data collection was carried out by in-depth interviews with several informants from various divisions at Bank BRI Manado branch.

Researchers conducted in-depth interviews, observations, and collected secondary data sources within a span of 4 months. Researchers took this research data while doing internship activities at Bank BRI Manado branch. The researchers also collected documentation data and transcribed each observation data, notes, and recorded interview results into diaries and reports on the progress of internship activities (Agwu, 2012).

To achieve the reliability requirements in this qualitative study, the authors use triangulation technique from several sources and informants in order to obtain the data that obtained and used to clarify it from several work divisions such as Logistics division, Human Capital, Brimen, Teller, Customer Service, Driver, Administration and Finance, etc. For the sake of privacy and data security, the researchers keep the name of the informant a secret and uses initials. This article also does not attach photo documentation from

informants, but the researchers cite directly statements from several key and supplement informants to argue in the discussion section (Sharma & Choubey, 2022).

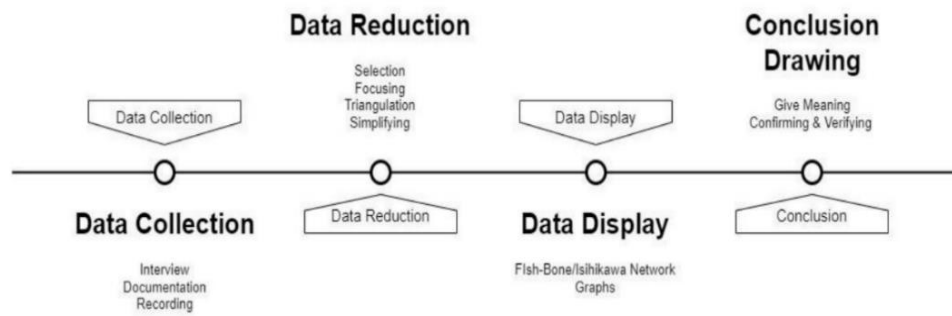


Figure 2. Qualitative Research Stages

Result and Discussions

All organization of the results of this study will be carried out using coding. To understand the content, meaning, and pattern of qualitative data information will usually use coding steps (Liamputtong, 2011). In the data collection stage, the data collected from the key and supplement informants within the organizational structure of Bank BRI Manado branch. Coding is labeling or meaning according to the data from the transcript that collected from several activities such as observation, in-dept interviews, and secondary data sources. There were 13 keywords mentioned during in-depth interviews. Coding of the initial data collected and summarized in Table 1 below.

Table 1. Initial Coding of Data Collection

No.	Interviews Data Collection (Keywords)	Number of Findings (keyword mentioned)	Percentage (%)
1.	Reputation of Bank BRI Manado branch	9	7
2.	Job vacancies posters are distributed through social media	12	9
3.	Working accord to the passion of jobs	14	10
4.	Having a suitability for the jobs	8	6
5.	Announcement (final stage of selection) notified by phone	9	7
6.	Having similar values with the company	8	6
7.	Announcement (final stage of selection) is not pasted on the board	10	7
8.	Asking about knowledge of the position applied for	8	6
9.	One of state-owned enterprised that well-known nationally	15	11
10.	Collaborating with public hospitals (to get adequate health services)	14	10
11.	Results of assessment in each stage of selection are not shown	10	7
12.	Easy to get prospective applicants/candidates	14	10
13.	Candidates are asked to perform skills or talents relevant to jobs position applied	7	5
Total		138	100%

Source: primary data processed

The data collected from the results of in-depth interviews will then be forwarded to the next data analysis process, that is axial coding which aims to obtain a formulation and insights from the results of qualitative research (Williams & Moser, 2019). In this axial coding, the data that has been collected will then be categorized into certain themes and categories. These themes are filled in based on the previous literature review related to the driving factors for effective recruitment and selection. From each word collected from the results of in-depth interviews, keywords were drawn which were then classified into certain themes and specific related categories.

Then, all the keyword categories that have been obtained are then tested with data triangulation to obtain data validation. Researchers did triangulation by interviewing several Bank BRI Manado branch employees from various divisions, including by comparing supporting documents such as bank documentation and operational records. Triangulation is the use of more than one sources in a phenomenon or study that serves

to check the validity of the data (Siccama & Penna, 2008). Using more than one data will get high confidence in a finding especially in qualitative study (Bryman, 2012).

Table 2. Axial Coding of Data Reduction

No.	Themes or Categorizations	In-depth Interviews Data (Keywords)	Number of Findings (Keywords)	Percentage (%)	Data Triangulation	Data Status
1.	Employer Branding (Ekhsan & Fitri, 2021)	Reputation of Bank BRI Manado branch	9	7	4	Valid
		Job vacancies posters are distributed through social media	12	9	3	Valid
		One of state-owned enterprised that well-known nationally	15	11	3	Valid
		Easy to get prospective applicants/candidates	14	10	4	Valid
2.	Transparency of Recruitment and Selection Processes (Supriadi & Mutrofin, 2020)	Announcement (final stage of selection) notified by phone	9	7	3	Valid
		Announcement (final stage of selection) is not pasted on the board	10	7	3	Valid
		Collaborating with public hospitals (to get adequate health services)	14	10	4	Valid
		Results of assessment in each stage of selection are not shown	10	7	3	Valid
3.	Improving Work Interview Quality (Kouwenhoven-Pasmooij et al., 2018)	Working accord to the passion of jobs	14	10	5	Valid
		Having a suitability for the jobs	8	6	3	Valid
		Having similar values with the company	8	6	4	Valid
		Asking about knowledge of the position applied for	8	6	3	Valid
		Candidates are asked to perform skills or talents relevant to jobs position applied	7	5	3	Valid

Source: primary data processed

Displaying data in qualitative data analysis is a very important phase involving the presentation of analysis results in graphic format. Data visualization in graphical form makes the presentation more efficient and concise. The visual display presents a loophole for organizing data and shows the relationship of the different parts of the data to the relevant data. Graphic format diagrams aim to provide access to information and to deliver messages, perspectives or findings on certain data or topics (Younas et al., 2020).

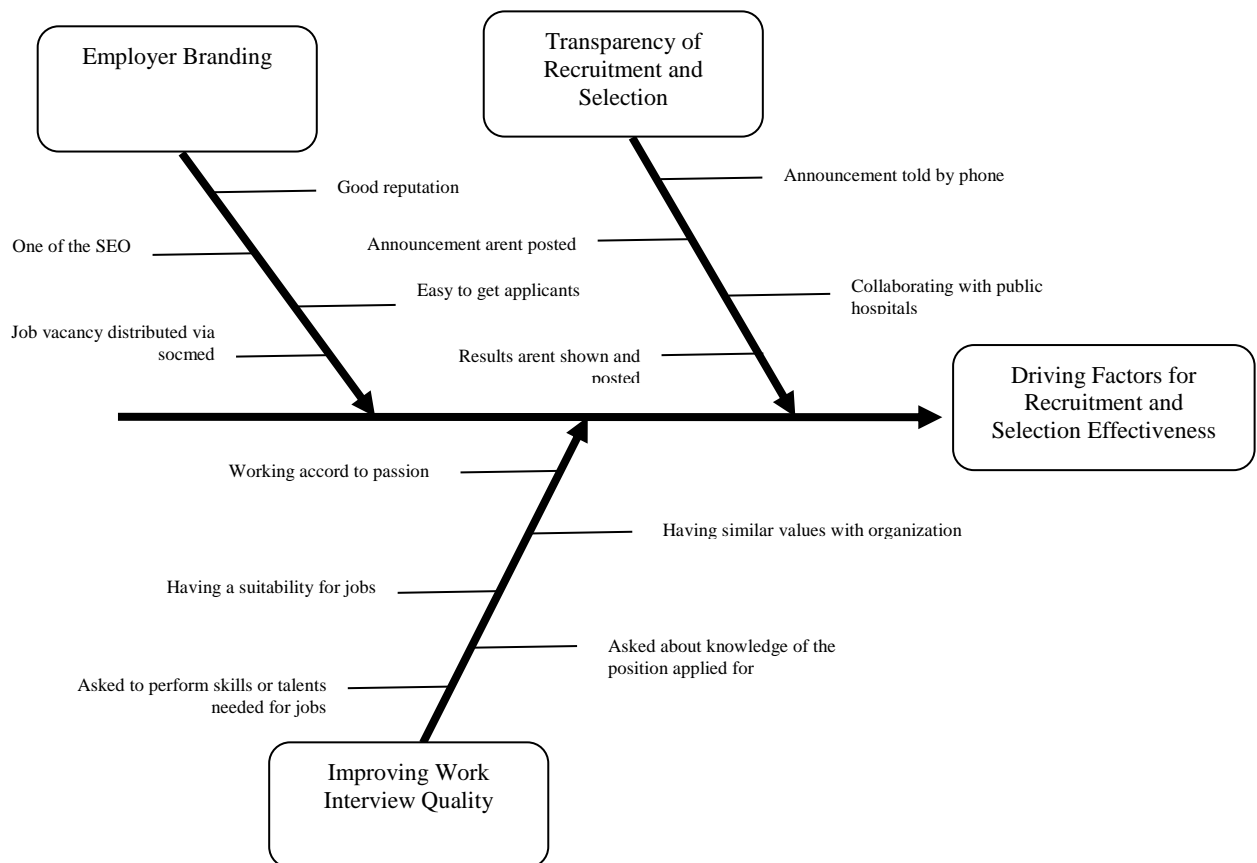


Figure 3. Ishikawa Diagram

The data display in this study is presented using Ishikawa diagrams or fishbone diagrams (Bazeley, 2009). The Ishikawa diagram itself is a diagram that shows the cause and effect of how the driving factors for effective recruitment and selection at Bank BRI Manado branch are where the driving factors for the recruitment and selection process become the main focus of this research. Based on the results of data reduction, the figure can help identify and track elements to target key objectives or key effects from the constraint of our research. The Ishikawa diagram of this study is shown Figure 3 above.

The driving factors for effective recruitment and selection at Bank BRI Manado branch require three major strategies, that are employer branding, transparency in recruitment and selection, and improving work interview quality. These three factor approaches will encourage success in getting the best prospective employees which in the end can eliminate counterproductive actions and make the company's performance increase so as to enhance and embrace customers loyalty. These strategies are not only needed in short-term but can be applied in the future in order to create the best employees so as to make Bank BRI Manado branch better and survive in the long run.

Employer Branding

Employer Branding is one of the factors that can encourage more effective recruitment and selection. Bank BRI Manado branch can use its reputation to get qualified prospective applicants and can improve the standards of prospective applicants with the reason that to be able to work at Bank BRI, really competent employees are needed in order to improve the quality of the company. Prospective employees will usually tend to apply to companies that fall into the best company category (Ekhsan & Fitri, 2021).

Because Bank BRI's own branding and reputation is already great, there is a need to find suitable and competent employees to work for this company. Utilization of branding from companies can be taken to be able to attract applicants who have the appropriate skills and criteria. *"It's easy, because BRI is a big company, everyone knows. So if the applicants know there are job vacancies at BRI, there will always be a lot of lists, only us, the recruitment teams, will start selecting their application files. So that we and the top management always try our best to raise goodwill of BRI"*. It is said that the reputation of the company affects the attractiveness of the company to the desire to apply for jobs (Jutras & Mathieu, 2016). Employer branding affects interest in applying for jobs, and commitment toward organization also affects interest in applying for jobs (Hunsaker, 2017).

Transparency of Recruitment and Selection Processes

Transparency of recruitment and selection in the banking industry, especially at Bank BRI Manado branch, because this issue can directly influence to the reputation of company. Unlike some companies, especially those with the State-Owned Enterprises (SOE) status, it carry out its recruitment and selection in a systematic and transparent manner. Transparency is a principle that guarantees access or freedom for everyone to obtain information about implementation procedures, those are the information about policies, the process of making and implementing them as well as the results achieved by the organization (Supriadi & Mutfin, 2020).

Transparency at Bank BRI Manado branch is very much needed in order to obtain competent recruitment results and without any allegations of fraud that can occur, as is often the case with recruitment activities at Bank BRI, which tend to be closed both in announcement results and in the scores obtained by candidates. *“Yes, the result announcement in each stage is that based on what I got, I was called by the company representative, I was told that I passed and was informed again to take the next stage of the test”, “It’s not shown either, it’s different like if we take the Candidates for Civil Servants or Government Official Employee (CPNS) test, the results of the assessment are clearly shown how much the score is and we are in what orderliness in ranking”* (JM, employee applicant/recruitment participant, supplement informant, 22/10/2021 at Bank BRI Manado branch).

The banking industry, especially Bank BRI itself, must review transparency in their recruitment and selection processes to anticipate fraud and provide transparency to applicants so that they can get the best potential employees. With transparency in the recruitment process, it tends to get good results either for employees or especially for the organization itself (Ellis et al., 2017). With this finding, Bank BRI Manado branch can also follow up with a series of investigations and immediately provide a positive response with continuous improvements so that the company’s reputation remains good from the perspective of employees and the local societies (Judge et al., 2000).

Improving Work Interview Quality

Improving the quality of interviews is one of the factors that can encourage more effective recruitment and selection. The selection teams can improve the quality of their interviews so that when interviewing prospective new employees, they can see in more detail about the advantages and disadvantages or pros and cons proportionally of the prospective employee and applicants. Interviews are important in the selection process because its effectiveness can be trusted and have flexibility (Kouwenhoven-Pasmooij et al., 2018). Despite some recognized about the convenience of interviewing, this process is also prone to potential bias from raters and evaluators. Companies need to equip the selection team, interviewers and assessors with training on objectivity of selection and job interviews so that standardization occurs in the assessment while minimizing the potential for assessment bias (Abraham et al., 2015).

It is very important to improve the quality of interviews in the recruitment process for Bank BRI Manado branch, which usually the interview teams only ask about basic things about self profile of applicants, now the company have to improve the questions by asking some things about the suitability and basic things related to the nature of jobs and work. This will also clearly affect the duration of the interview but the company will take more beneficial aspects if management can reveal the fitness between employers and candidates. *“During the interview I was only asked about knowledge of the job being applied for, told to introduce myself, and was told to show talent or expertise. The more rest are mostly asked for addresses, family backgrounds, and other attributional aspect, supposed not really related to the work itself”*. The improvement in interview quality both in terms of questions and duration can make the accuracy of the criteria sought more accurate. Interviews conducted by increasing the variety of questions and extending the duration will result in the quantity of information obtained (Andela & van der Doef, 2019). The effectiveness of a recruitment and selection is also greatly influenced by the interview process.

Conclusion and Suggestions

This study has explored the three main factors driving the effectiveness of recruitment and selection at Bank BRI Manado branch. This research has been done based on in-depth interviews with several informants from various divisions at Bank BRI Manado branch. This study found that there are three main factors in the implementation of recruitment and selection at Bank BRI Manado branch. The first factor is employer branding, the second factor is the transparency of recruitment and selection, and last factor is improving the quality of work interviews.

The findings from these three main factor frameworks will complement each other to build a conceptual understanding of determining the factors that are the main keys in achieving effective recruitment and selection at Bank BRI Manado branch. The conceptual framework of the three main factors of this research can be looked at more deeply to be able to reveal the phenomenon in building a recruitment and selection system in the banking industry that has not been explored by many researchers (Louw, 2013; Rodrigues & Martinez, 2020). Thus, this theory can be developed and used for future studies.

Based on the data found, the researchers give a few suggestions regarding the supporting factors for the effectiveness of recruitment and selection at Bank BRI Manado branch. Human Capital division, especially

recruitment and selection teams, are suggested to discuss with superiors and are considered to change or adding the three main factors driving effectiveness of recruitment and selection, those are employer branding, transparency of recruitment and selection, and improving the quality of work interviews. These considerations should be applied in the system of recruitment and selection in order to generate employees who have loyalty and competitive competencies.

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