RECRUTMENT LECTURE CASE STUDY ONE UNIVERSITY EVIDANCE FROM INDONESIA

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Abstract

The process of selection and recruitment of lecturers at the university level, indeed need the process and mechanism, but this is not closed the possibility of recruitment process requires trust and brotherhood capital. This study aims to provide a brief overview of lecturers recruitment at the university level, especially in Indonesia, using a sample of two university studies in Jakarta. From this study, it is argued that the lecturer recruitment process at the university level requires trust and brotherhood, but does not reduce and keep some models in the selection and recruitment process of employees in general.
Keywords: Selection, recruitment, University, Lecturer.

I. INTRODUCTION

Before the authors propose some opinions about what is meant by human resource management, it needs to be explained first about the meaning of management itself, because human resource management is part of the management function itself. The term management has various understandings, universally management is the use of organizational resources to achieve goals and high performance in various types of profit organizations and non-profit.

The definition of management proposed by Daft (2003: 4) as follows: "Management is the attainment of organizational goals in an effective and efficient manner through planning organizing leading and controlling organizational resources". The opinion is more or less implies that management is the achievement of organizational goals in an effective and efficient way through organizational planning of organizational direction and supervision of resources. According Hasibuan (2008), management is the science and art of managing the process of utilization of human resources and other resources effectively and efficiently to achieve a certain goal. This understanding explains that a company manager needs to find ways to empower resources owned effectively and efficiently in order to achieve company goals.

According to Samsudin (2010) argued that management is working with people to achieve organizational goals with planning, organizing, personnel or staffing, direction and leadership (leading), and supervision (controlling) . Other management experts such as Mary Parker Follet cited by Handoko (2000: 8) management is an art in completing the work through others. This definition implies that managers achieve organizational goals through the arrangement of others to carry out the various tasks that may be required.

In Plunket et al (2005: 5) defines management as "One or more managers individually and collectively setting and achieving goals by exercising related functions and coordinating various resources (information materials money and people)". This opinion is more or less implies that management is one or more managers that individually or jointly organize and achieve organizational goals by performing related functions (planning the organization of staffing of guidance and supervision) and coordinating various resources (material information money and people) in a sustainable way to achieve the stated goals.

II.   THEORY AND LITERATURE

Recruitment is a way of making human resource management planning decisions about the number of employees needed, when needed, and what criteria are needed in an organization. Recruitment is basically a job of filling an empty job or job in an organization or company, for which there are two sources of labor ie the source of the external (external) organization and internal sources of the organization. Employee recruitment is a process or action undertaken by the organization to gain additional employees through various stages including the identification and appraisal of sources of employment, determining labor requirements, selection process, placement, and work orientation. If the recruitment process succeeds or in other words many applicants who enter the application, then the company's opportunity to get a good employee will become more wide open, because the company will have many best choices from prospective applicants.

A. Basic Determination of Recruitment

According to Handoko (2008), the recruitment process currently has several popular terms such as Job Analysis, Job Description, Job Specification, Job Evalution, and Job Classification. The description is as follows:

1. Job Analysis (Job Analysis)
Position analysis is a procedure for determining the responsibilities and requirements, skills of a job and the type of person to be employed.
2. Job Description (Job Description)
According to Yoder (2010) said the job description is to summarize the facts provided by the analysis of positions in a systematic arrangement. Job descriptions are outlines that are written and are intended to provide an explanation of the important facts of the given position.
3. Job Specification (Job Requirements)
The job requirements are records of the minimum person's requirements to complete the job properly (Moekijat: 2010)
4. Job Evalution (Assessment of Position)
According Moekijat (2010) said the assessment of office is an assessment of the activities undertaken to compare the value of a position with the value of a other position.
5. Job Classification (Classification of Positions)

Classification of position is the grouping of positions that have the same value (Moekijat: 2010)

B. Determination of Recruitment Resources
Having known the required job title or employee job, mak must be determined sources of potential employee dating. Sources of withdrawal of potential employees may come from internal and external companies.

C. Internal Source
Internal sources according Hasibuan (2008) are employees who will fill the vacancies taken from within the company. This can be done by mutating or moving an employee who meets the job or job specification. Employee removal is vertical (promotion or demotion) or horizontal. If there are still employees who meet the job specifications, the company should take from within the company especially for managerial positions. It is very important to provide promotional opportunities for existing employees.
The goodness of the internal source is:
1. Not too expensive.
2. Can maintain loyalty and encourage existing employee motivation.
3. Employees have been familiar with the atmosphere and corporate culture.

While the weakness of internal sources is:
1. Restrictions on talents.
2. Reduce opportunities.
3. Can increase self-satisfaction.

The internal sources through:
1. Offering is open to a job (Job Posting Program)
This open recruitment is a high-ability job search system to fill vacant positions by giving the opportunity to all interested employees.
2. Departing Employees
This recruitment can be done through the assistance of workers for a position from another work unit.

D. External Source
According Hasibuan (2008) said that external sources are employees who will fill vacant positions conducted by companies from sources that come from outside the company. External sources come from:
1. Employment placement office
2. Educational institutions
3. Reference employees or colleagues
4. Trade unions
5. Transplantation from other companies
6. Nepotism or leasing
7. The labor market by posting through the mass media
8. And other sources.

E. Attitude In Recruitment

Nawawi (2008) suggests that there are 4 (four) different attitudes in the organization / company in recruiting employees. The four attitudes are:

1. Passive attitude without discrimination, this attitude is an exclusive attitude within the organization / company to eliminate differences and apply the same in lifting, hiring and promoting candidates and workers.

2. Recruitment based on differences, this recruitment is done actively to group the applicants, by only accepting a certain group.

3. Recruitment based on priority, this recruitment is done by prioritizing or prioritizing a particular group.

4. Recruitment with allotment, this recruitment is done by determining the allocation to a certain group.

Based on these four attitudes, the decision on recruitment and staffing should be done on the basis of each case. Thus race and gender which often become problem can be one factor in decision making to accept or reject applicant candidate.

F. Recruitment Methods

The method applied to the recruitment process will have a profound effect on the number of applications that enter into the company. The method of prospective new employees, divided into open methods and closed methods.

1. Open Method

An open method is where recruitment is widely informed by advertising in print or electronic mass media, or by word of mouth (news of others) to spread to the public. With this open method is expected to attract many applications that enter, so the opportunity to get qualified employees to be greater.

2. Closed Method

The closed method is where the recruitment is informed to certain employees or persons only. As a result, applications that enter relatively little, so the opportunity to get a good employee will be more difficult.

3. Selection

G. Understanding Selection

According to Rivai (2011: 159) explains that selection is an activity in HR management that is done after the recruitment process is completed. This means that a number of eligible applicants have been selected to choose which one can be assigned as an employee within a company. This selection process is called selection.

Furthermore, according to Simamora (2004) said selection is the selection process of a group of applicants who most meet the selection criteria for positions available within a company. Meanwhile, according to Teguh (2009) explains that selection is a process consisting of several specific steps from several groups of applicants that most suitable and full requirements for a particular position.

Selection process as a means used in deciding which applicants will be accepted. The process begins when the applicant applies for work and ends with an acceptance decision. Based on that understanding then the selection activity has a very strategic and important meaning for the

company. If implemented with the principles of human resource management reasonably, then the selection process will be able to produce employee election that can be expected later on to contribute a positive and good.

H. Basis and Purpose of Selection

1. Basic Selection

The selection base means that the recruitment of new employees should be guided by a certain basis outlined by internal or external company so that the results can be accounted for. The basics include:

- The policy of government change

The selection of new recruits should be based on and guided by the Government Change Act.

- Job spesification

In the specification, has been applied the minimum requirements and qualifications of the person who can serve or do the work. This foundation must be a guideline for selection, the principle is "the right man on the right place and the right man behind the riht gun". So, the starting point of selection thinking should be on what to hold, who will be the one to shake it. Any position or occupation to be filled should be selected based on the specification of the job title or occupation.

- Rational economy

Economic action should be on the basis of selection implementation so that cost, time and thought are effectively utilized so that the result is also effective and accountable.

- Social ethics

Selection must be done with social ethics. That is, taking into account the legal norms, religion, culture, and customs of society and the laws applicable in the country concerned.

2. Purpose of Selection

Selection is a very important process because the various skills required by the organization to achieve its objectives derived from the selection process. The selection process will involve the best-guessing process of the applicants. Selection of new employee recruitment aims to obtain the following:

1. Employees who have potential
2. Disciplined and honest employees
3. Employees who are in accordance with the tasks and skills required
4. Skilled employees
5. Creative and dynamic employees
6. Loyal employees
7. Reduced employee turnover
8. Employees who fit the culture of the organization
9. Employees who can work in the company
10. Employees are easy to develop for the future

I. Selection Criteria and Steps

According to Rivai (2011: 161) the selection process is the steps that must be passed by the applicant until finally get the decision he accepted or rejected as a new employee. This process

differs from one company to another; the process generally includes requirements evaluation, testing, interviews, and physical examinations.

Certain companies will expect the applicants who come to have a satisfactory performance in their work. Selection criteria according to Simamora (2004) can generally be summarized in various categories, namely:

1. Education
2. Work experience
3. Tests on matters relating to work
4. Training center
5. Biodata
6. Reference

While the steps in the selection are:
1. Selection of application letters
2. Filling blank application
3. Reference check
4. Preliminary interview
5. Acceptance test
6. Test psychologist
7. Health test
8. The final interview of the immediate supervisor
9. Decides accepted or rejected
10. Placement of appropriate employees

J. How to Select

The way of selection used by companies and organizations in the recruitment of new employees today is known by two ways:

1. Non-Scientific

That is, the selection carried out is not based on standard criteria, or the actual specification of a job or occupation. But only based on the thoughts and experiences only. Selection in this case is done not based on job description and job description that will be filled. Selected elements usually include the following:

A. Stamped application letter or not
B. School diploma and the amount of its value
C. Certificate of employment and experience
D. Reference or recommendation from a reliable party
E. Direct interview with the person concerned
F. Appearance and physical state of the applicant
G. The offspring of the applicant
H. Applicant's handwriting

2. Scientific

Scientific method is a selection method based on job specification and real needs that will be filled, as well as guidance on certain criteria and standards. Scientific selection includes on the following:

- Method of work systematically
- Oriented to the rill needs of employees
- Oriented to work performance
- Guided by labor laws
- Based on job analysis and other social sciences
- Factors Affecting Selection Process

Simamora (2004) explains that the selection process is made and adapted to meet the employment needs of a company or organization. The accuracy of the selection process depends on several factors, namely:

1. The consequences are miscalculated

2. Which is able to influence the selection process is company policy and attitude of management

3. The time available to make a selection decision long enough

4. Different selection approaches are generally used to fill different tiered positions within the company

5. The economic sector in which individuals will be chosen whether private, governmental or nonprofit may influence the selection process.

III.   RESEARCH METHOD

Research time
This research is done by the author during the month of August 2017. Place in the sample or sample research is STIE Tunas Nusantara and STIKEN Development, in Jakarta, Indonesia.

Types of research
The type of research that is done is a model of research Narrative. Narrative research can be interpreted as an organized interpretation or sequence of events. The interpretation involves the installation of an agency with characters in the narrative and drawing a causal relationship between events, sentences and current event descriptions. In the formulation of kalsik, narration is a report that has three components namely the beginning, middle and end. Jonathan Smith (2008).

The purpose of Narrative is an action performed by participants as a person who tries to tell the life of research subjects in detail through prolonged periods so as to get the maximum detail. The research was conducted on a prolonged scale by relying on various participants but still focusing on one or more aubjects (Sharlane and lina, 2003: 81).

IV.   RESULT AND DISCUSSION

From the theories and literature that have been in the study by the author, the authors gave the opinion that, for the process of recruitment of lecturers at universities in Indonesia, using sample 2 universities, using system:

By looking at the Performance Quality of Lecturers or prospective lecturers who will teach, and still follow the selection system and use internal recruitment system. But do not put forward the following:

A. Quality Performance

Performance is the result of work in quality and quantity achieved by an employee in performing its duties in accordance with the responsibilities given to him (Anwar P.M., 2004). Performance according to human resource management is a result that has been achieved from what has been done, done someone in carrying out its duties. According to Suyadi Prawirosentono (1999), performance is the result of work that can be achieved by a person or group in an organization in accordance with the authority and responsibility of each, in order to achieve the organization's objectives legally, not violating the law and in accordance with moral and ethics.

Based on McClelland's opinion, employees will be able to achieve maximum performance if they have high achievement motives. Motives of self other than training. That's because the achievement motive that is grown from within oneself will form a strength of self and if the training situation also support the achievement of performance will be easier (Anwar P.M., 2004).

B. Performance Dimensions

Generally, the performance dimensions are grouped into three types, namely work, work behavior, and work-related personal traits.

1. The work

The result of work is the output of work in the form of goods and services that can be measured by quantity and quality calculated. For example the quantity of a shoe factory worker's work is how many pairs of shoes produced during the valuation period divided by the number of days in the assessment. The quality is how well the shoes are made or whether they meet production quality standards or not.

2. Working behavior

An employee when at work has two behaviors, namely personal behavior and work behavior. Personal behavior is a behavior that has nothing to do with work, such as how to talk, how to walk and other ways related to personal behavior. While the work behavior is employee behavior related to the job, such as hard work, customer-friendly, and discipline in work.

3. Personal properties associated with the job

The personal nature associated with the work is the personal trait required in carrying out its work. As human beings, employees have many personal traits that are brought about at birth and grow as adults. To carry out some kind of work, certain personal qualities are required. A

job can only be done by an employee if it has certain personal qualities. For example a restaurant waiter is required to have a clean, not dirty and always cheerful when serving customers.

C. Factors Affecting Performance

According to Henry Simamora (1999) although all organizations share the fundamental underlying purpose for an employee performance appraisal system, there is considerable variation in the organization's specific use of information generated by the employment assessment system.

The individual performance of employees is influenced by several factors, including:

1. Motivation

Motivation which means a condition that encourages or becomes the cause of a person doing a conscious deed. Motivation has a direct relationship with individual employee performance. Because of the position and the relationship, it is very strategic if the development of individual employee performance starts from the increase of work motivation. Motivation is a regulator of direction or purpose in doing activities, so that high motivation will take precedence over the weak.

2. Ability

Ability in this case is the ability of individuals in work. If the high performance, performance will be high also but otherwise if low then the performance will be low too.

3. Work environment

The work environment refers to the things that surround and includes the work of employees in the office. The condition of the work environment is more dependent and created by the leader, so the working atmosphere created depends on the pattern created by the leader. Work environment within the company, can be task structure, job design, leadership pattern, cooperation pattern, availability of work facilities, and reward (reward system).

D. Performance Indicators

According to Suyadi Prawirosentono (2004), performance indicators are the work that can be achieved by a person or group within an organization in accordance with the authority and responsibility of each, in order to achieve the objectives of the organization concerned legally, not violating the law and in accordance with the moral and ethics. Performance indicators according to Suyadi (2008) include:

1. Number of job results - Employee productivity level: This is related to the quantity (amount) of work that an employee can complete.
2. Quality of work - The quality of the work is part of the accuracy of the employee.
3. Knowledge of the task - An employee's knowledge of the work he or she is responsible for.
4. Cooperation - Dependence to others from an employee needs to be assessed, as it relates to the self-reliance (self confidence) of a person in carrying out his work.
5. Responsible - The ability of employees to plan and schedule their work, this is considered important because it will affect the timeliness of work that is the responsibility of an employee.

6. Work attitude - Judgment or an instinctive policy that an employee possesses may affect performance, as he has the ability to adjust and assess his duties in support of organizational goals.
7. Initiative - Attendance at meetings accompanied by the ability to convey his ideas to others has its own value in assessing an employee's performance.
8. Technical skills - The technical knowledge of an employee's job should be assessed, as it relates to the quality of the job and the speed with which an employee completes a job he or she is responsible for.
9. The ability to make decisions or solve problems - Leadership becomes a factor to be judged in assessing an employee's performance.
10. Leadership - The ability to communicate from an employee, either to a fellow employee or to his or her employer, may affect its performance.
11. Administration - The ability to work with an employee with others is instrumental in determining their performance.
12. Creativity - The ability to manage the jobs that are responsible, including creating a work schedule, generally affects an employee's performance.

V.   **CONCLUSIONS**

From the study that has been done, using two sample universities as a comparative study site, this study provides the following conclusions in terms of lecturer selection and recruitment process at universities that can represent almost all universities in Indonesia.

1. The selection and recruitment process still upholds the trustworthiness of every member or employee at the university.

2. The selection process still prioritizes the value of brotherhood Thus the conclusion of the results of this study.

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