

# ANALYSIS OF SKILL-BASED RECRUITMENT MODELS AND ITS IMPACT ON SCHOOL VALUES IN INDUSTRIAL COMMUNITIES

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## ABSTRACT

The recruitment process is the first step for companies to get the quality work force or employees needed by the company. The purpose of this study was to describe the skills-based recruitment model of factories in the Jepara industrial community and its impact on the value of education in the Jepara industrial community. This survey study took the population of dropped-out children who are accepted to work at the company. Total sampling technique was applied by considering all samples as respondents. The technique of collecting data uses questionnaire. The data collection technique uses documentation in the form of company monograph records, which includes data on the number of employees, employee education and stages of recruitment and questionnaires in the form of closed questionnaires. Data analysis techniques used qualitative descriptive interactive models Miles and Hubberman with the stages of data reduction analysis, data presentation, conclusion drawing. Stages of research include the observation phase, the problem analysis stage and needs analysis, and the research data analysis stage. The research results show that the recruitment model is conducted in two ways, internally by recruiting existing employees to fill the vacancy and external recruitment by opening job openings in print media and job site websites. This recruitment model influence the value of school to be something priceless because the recruitment or the staff selection at the company focuses on the skill, not on the scores in school certificate.

**Keywords:** recruitment; school grades; industrial society

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## 1. Introduction

In getting qualified human resources or employees as needed, the first thing to do is the recruitment process. Recruitment is a bridge between the needs of the company and the availability of human resources or prospective employees in the field. For this reason, the company must first ascertain the desired employee indicators or criteria as a guideline in carrying out the recruitment and labor selection process (Bengtsson, 1991; Devi & Banu, 2014; Breugh, 2016).

Recruitment is a process of finding and attracting individuals to fill certain positions in the

company (Fisher et al., 2006; Ekwoaba, Joy O., Ugochukwu, .U. Ikeije, 2015). The main objective of the recruitment process carried out by the organization is to identify and invite potential workers to join the organization (Noe et al., 2008; Anonim, 2010). Based on the method of withdrawal, recruitment is divided into two types: *first*, internally by making existing workers, such as promotion policies; and *second*, externally by observing the economic and labor conditions that exist in the labor market. The recruitment process can be classified two types. They are an internal system by informing employees of position or job vacancies and job

submission as a step for employees who feel they meet the requirements to occupy the job position, and the system externally by using human resources outside the organization such as educational institutions, schools, colleges, institutions, academies, and others (Mondy, 2010; Gusdorf, 2008)

Education is a major aspect of improving the quality of human resources now and in the future (Atmarita, 2006; Budiharso & Tarman, 2020). Common problem of education in Indonesia was staying class, delays in learning in basic education, *drop-offs*, as well as the circumstances of graduates who were unable to continue their studies to a higher level. A large number of children who do not continue school will cause new problems (Afifah, 2013; Dewi, 2014). This research investigated the impact of recruitment-school based in new industrial sub-district in which the school graduates being unable to continue their studies to a higher level drop their choice to work in industry as workers. One example is the problem of education in the form of school dropouts in Mayong District, Jepara Regency.

The phenomena of dropping out school in new industrial society have been a new trend to discuss. But this issue is very important to be discussed among academics and from the general public because this issue is directly related to whether or not a nation is progressing. Of the school children, the research subjects are students who cannot complete their learning program (Fauzan & Nadia, 2019; Musfiqon, 2007). Viewing this condition, the problem of school dropouts is the responsibility of all elements of society such as family, community and government.

This study on analysis of skilled-based recruitment model and its implication to school values in industrial communities were conducted with the reference to PT PWI, PT Kanindo, and PT Jeale Textile in the Mayong sub-district, Jepara. The objects of the study are the companies that are developing in the Jepara industrial community. These companies do not implement a selection process based on the value of report cards or diplomas but based on skills (*skills*). This certainly has an impact on the value of schools, especially in the Jepara industrial community.

The results of preliminary observations conducted by researchers in the 2017 school year until the 2018 school year showed that there were 32 children who dropped out of school at the junior

high school level. This is done by school children not because they are unable to pay school fees, or are unable to pay the building fees. However, dropping out of school is due to working in several companies along with the growth of companies/industries in the Jepara community while the recruitment or employee selection process is not based on graduates but based on skills or skills (Haryanto & Budi, 2020).

Some researchers have conducted the studies related to this research as the considerations to provide an overview and as an explanatory framework for discussion. *First*, Henkens (2005) conducts research on the recruitment of personnel in the competitive job market, an analysis of employee behavior by analyzing instruments used by employees to deal with potential workers, knowing the extent to which employees trust traditional means, and how far using a global network, visiting the job market and others.

*Second*, Raub (2006) examines realistic recruitment, empirical studies in the cruise ship industry in the European shipping industry. *Third*, Jepsen B. et al (2014) conducted a literature study on recruitment practices in Australia for the Australian workforce and labor agents. *Fourth*, Tong Li (2015) conducted a study on labor recruitment at the Nestle plant to describe the importance of human resources as the main resource in the company. The results of recruitment not only have an impact on the progress of the company but also a kind of picture of the appearance of the company itself, at the same time for the company owner has a vital role. Quality recruitment work has an impact on staff turning points and business costs, and effective recruitment helps companies to gain long-term competitive benefits and bring economic benefits.

Furthermore, Adebola and Banjo (2017) examined the recruitment and selection procedures and the effectiveness of their relationship with employee performance in the hospital industry. *Sixth*, Dewi (2014) examines the analysis of the factors and dominant factors that cause primary-school-age children dropping out and the causes of primary school age dropouts. Sadiyah and Suripno (2016) examined the efforts and obstacles of the Kebumen district government in dealing with school dropouts encountered by the Kebumen district government in dealing with school dropouts.

These researchers' similarities with the above studies are focused on the recruitment of

workers and school dropouts. The difference is that this research is correlated with school grades and research locations in new industrial societies. This study aims to describe the recruitment model of skill-based companies in the Jepara industrial community.

Based on the background above, it is necessary to conduct a study. Corporate recruitment is a very interesting problem to study because it involves common problems that we often find in people's lives, especially people in Mayong sub-district who are notably rural people who think primitively and pragmatically.

## 2. Methods

This study uses a survey method. This study uses a total sampling technique in sampling by making the overall sample of the number of respondents. The questionnaire used was a closed questionnaire and was used to determine the recruitment model of a skill-based company and its impact on the value of schools in the industrial community of Jepara. This research was conducted at PT PWI, PT Kanindo, and PT Jeale Textile in the Mayong sub-district, Jepara district. The study took a population of school dropouts who were accepted to work in companies. Data collection techniques using a questionnaire. Data processing was performed using frequency tables and analyzed descriptively qualitatively.

This research consists of 3 stages. In the first stage, there are two activities in the form of observation to several companies in the Jepara industrial community area which will be used as population and samples in research and case study of company recruitment in the Jepara industrial community area based on skills. The results are classified into three stages. *First*, the description of the recruitment of skills-based companies in the Jepara industrial community. *Second*, the phase consists of two activities in the form of problem analysis and needs analysis to support and clarify the first stage in the form of a description of the recruitment model for skills-based companies in the Jepara industrial community. *Third*, the activity is in the form of research data analysis of skills-based recruitment analysis and its impact on school grades in the Jepara industrial community. Subsequently, the results of the first and second steps are analyzed by qualitative descriptive analysis model. The participants of this study are 32 children who

dropped out school and are accepted to work at the company.

In collecting data, researchers used the following techniques: (1) documentation, used to collect data in the form of records such as company monographs which include data on the number of employees, employee education and recruitment stages; and (2) questionnaire, used to determine the analysis of skills-based recruitment and its impact on school grades in the Jepara industrial community in the form of a closed questionnaire. In processing data, researchers use frequency tables. The frequency table contains a list of research data based on a grouping in order to facilitate data analysis (Azwar, 2013). Data generated by the frequency table are the results of questionnaires that have been filled out by respondents regarding skill-based recruitment and its impact on school grades in the Jepara industrial community.

Data were analyzed using a qualitative descriptive model of Miles and Huberman's interactive (*interactive model*) with data reduction, data display, and conclusion. The interactive model is taken to analyze the data to describe a skill-based recruitment analysis and its impact on school grades in the Jepara industrial community. The interactive model comprises of 1) *data reduction* is carried out by reducing data not related to the title and topic of discussion proportionally; 2) (*data display data display*) is done by displaying the data that has been selected and filtered and then do the data codification, and 3) drawing conclusions are made by interpreting the data and making conclusions as a result of the presentation of the data. (Sugiyono, 2015).

## 3. Results and Discussion

### 3.1. Employee Recruitment Concepts at PT PWI, PT Kanindo and PT Jeale Textile

In general, the recruitment concept applied at PT PWI, PT Kanindo and PT Jeale Textile is based on needs. That is, the recruitment process is carried out after an analysis of needs in the three companies will be new employees. This aims to prevent mistakes in recruitment and placement. Because recruitment is the first step to get a skilled and qualified workforce. The concept applied is in line with what was proposed by Hasibuan (2010), namely the procurement of employees must be based on what and who. What does it mean the company must first determine the jobs based on the job

description. Who does this mean that the company must find a suitable candidate for the employee to occupy a certain position according to job expertise.

One of the factors of work ethic and low employee discipline is one of which is caused by the selection of labor that is far below competence. So, employees must be assigned according to their ability to provide jobs that match their abilities as well.

### **3.2. Employee Selection Procedure**

The selection of employees at PT PWI, PT Kanindo, and PT Jeale Textile Jepara is not much different from the labor selection procedures that apply in companies in general. Among them are

#### **3.2.1. Applicants submit an application letter**

In this case, the applicant submits a job application letter accompanied by the requirements set by the three companies. These requirements are a photocopy of a resident card (KTP), a Family Card (KK), a Certificate of Good Behavior (SKKB) from the police, a minimum elementary school certificate (SD) according to the vacancies needed, a health check certificate, and maximum age 25 years

In addition to these requirements, applicants must also fulfill personality requirements such as honesty, responsibility, good communication, and professionalism. According to the head of personnel and staff of the three companies, these conditions are the main requirements that must be owned by the applicant. These requirements can be known when they work training in three months. Besides, in attracting new employees of PT PWI, PT Kanindo, and PT Jeale Textile Jepara will only take prospective employees who truly meet the specified criteria. The requirement means that even if you have relatives or friends who are administrators or employees in the company, the employee must not rely on insiders.

Likewise, the recruitment system that uses the merit system. A merit system is the withdrawal of workers based on abilities, skills, skills and experience of prospective workers or employees.

#### **3.2.2. Test Implementation**

forms of tests conducted at PT PWI, PT Kanindo, and PT Jeale Textile Jepara are written tests and interview tests. Interviews are also conducted before the written test and after the written test. The purpose of conducting these

tests is to determine the extent of applicant's knowledge of PT PWI, PT Kanindo, and PT Jeale Textile Jepara, applicant's ability in the field of knowledge and administration, and Psychology of applicants

Recruitment conducted at PT PWI, PT Kanindo, and PT Jeale Textile Jepara is selective recruitment because to obtain a reliable workforce must be under operational standards and requirements set by the company. While the educational criteria of PT PWI, PT Kanindo, and PT Jeale Textile Jepara in looking for workers are at least elementary school through the tertiary level (SD-S1) with honest, loyal, responsible, and other requirements.

### **3.3. Employee Recruitment System of PT PWI, PT Kanindo, and PT Jeale Textile Jepara**

From the interview results at PT PWI, PT Kanindo, and PT Jeale Textile Jepara, the system used for recruitment is the carrier system and the merit system. The carrier system is the withdrawal of workers based on the achievements achieved by employees through promotion and job rotation. The merit system is the taking of employee resources based on competencies, skills, talents, skills, health and according to predetermined criteria, that the merit system has advantages so that in the selection of prospective employees can not be influenced by elements of nepotism that is not recruiting workers from parties.

### **3.4. Employee Recruitment Sources PT PWI, PT Kanindo, and PT Jeale Textile Jepara**

The workforce sources at PT PWI, PT Kanindo, and PT Jeale Textile Jepara include two sources, internal and external. Internal resources are taken if the employee in question is considered to have more capacity and sufficient experience. This source is done generally for transfers and promotions, transfers and promotions carried out on employees who determine it is a manager or leader of the three companies.

The external source is withdrawn if the vacant position does require a new workforce, while the internal company itself does not find human resources who can occupy the position. Empty positions usually occur because of the very dynamic condition of the company, so that many jobs cannot be tapped and cannot be handled by existing managerial staff.

### **3.5. Employee recruitment methods of PT PWI, PT Kanindo, and PT Jeale Textile Jepara**

In searching for prospective workers using the method open and closed method:

### 3.3 1. Open

Method The open method is a method of disseminating information to the public by placing advertisements in print or electronic media so that the wider community can read the information. The purpose of using an open method is to get lots of responses from readers. Besides, many applications will come in so that the opportunity to get employees according to their abilities is greater.

### 3.3 2. Closed

The closed method is a method of finding workers by providing information on job openings only to certain staff or people. The method causes the number of applications that enter relatively small. The implication of a closed method is that opportunities for getting quality employees are more difficult.

## 4. Conclusion and Recommendation

Based on the results and analysis of the study, the researcher concludes that:

4.1. The skill-based company recruitment model in the Jepara industrial community at PT. PWI, PT Kanindo, and PT Jeale Textile use two models, namely:

4.1.1. The internal recruitment model is by informing existing job vacancies or positions to existing employees and attracting workers from within the company.

The four companies have implemented an internal recruitment model since 2018 as one of the withdrawal options. In implementing this recruitment model, the company begins by providing *job descriptions of the positions/positions left by old employees to new employees who pass the internal recruitment stage*. As an illustration, in 2018 two employees from the Import and Export Division left work. Therefore the Operations Manager delegates one employee from each of the two divisions for a period of carrying out duties in the position until there is a substitute staff who gets from the recruitment and selection process externally. Internal recruitment can be a solution to the problem of filling positions left by workers who resign from the company before the entry of replacement workers. Following up on this problem, the company is expected to be able to

determine the workforce/staff that are suitable and suitable to occupy the positions left so that the performance of the division can be maintained or even improved.

4.1.2. The external recruitment model is by opening job openings in print media and job vacancy websites.

PT PWI, PT Kanindo, and PT Jeale Textile had applied an external recruitment model in 2018 to fill vacant positions, each having a staff position in the Import and Export Division. Based on the results of the interviews, the four companies carried out the recruitment process due to being left behind by employees who resigned or retired. Therefore, the company takes action in the form of external recruitment. Vacant positions are filled by internal employees obtained from internal recruitment results. Furthermore, the company netted prospective new employees through the dissemination of job information using local print media, namely Suara Merdeka and Kompas, as well as electronic media through job search websites.

4.2. Influence model of recruitment to the value of the school is that the school into something that is not too important for recruitment or selection of employees in the company are based on skills (skills) and not on the value of the high school degree whereas the current school system places more emphasis on the value of diplomas. There is no link and match (synergy) between companies and schools in terms of competency requirements of school graduates which incidentally is a source of labor. Competence of graduates does not match the competencies required by the company.

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