FISHING THE TALENT IN THE MAELSTROM : A QUALITATIVE RESEARCH ON RECRUITMENT AND SELECTION STRATEGIES OF ACQUIRING DESIRED TALENT POOL WITH THE RISE OF INDUSTRIAL REVOLUTION 4.0.

Formulated By:
Robih Hilman Ardiatama

(16-311-233)

MANAGEMENT DEPARTMENT

INTERNATIONAL PROGRAM

FACULTY OF ECONOMICS

UNIVERSITAS ISLAM INDONESIA

2019

FISHING THE TALENT IN THE MAELSTROM : A QUALITATIVE RESEARCH ON RECRUITMENT AND SELECTION STRATEGIES OF ACQUIRING DESIRED TALENT POOL WITH THE RISE OF INDUSTRIAL REVOLUTION 4.0.

A THESIS

Presented as Partial Fulfillment of the Requirements

To Obtain the Bachelor Degree in Management Department

Written by :

Name **: Robih Hilman Ardiatama**

Student Number **: 16-311-233**

FISHING THE TALENT IN THE MAELSTROM : A QUALITATIVE RESEARCH ON RECRUITMENT AND SELECTION STRATEGIES OF ACQUIRING DESIRED TALENT POOL WITH THE RISE OF INDUSTRIAL REVOLUTION 4.0.
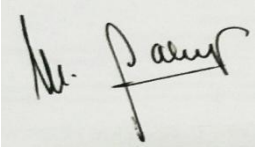
A THESIS

Presented as Partial Fulfillment of the Requirements

To Obtain the Bachelor Degree in Management Department

Written by :

Name : **Robih Hilman Ardiatama**

Student Number : **16-311-233**

Supervised By:

Dr. Majang Palupi, B.B.A., M.B.A., C.P.H.C.M

(013110404)

Language Advisor:

Nihlah Ilhami S.Pd

(041002475)

FISHING THE TALENT IN THE MAELSTROM : A QUALITATIVE RESEARCH ON RECRUITMENT AND SELECTION STRATEGIES OF ACQUIRING DESIRED TALENT POOL WITH THE RISE OF INDUSTRIAL REVOLUTION 4.0.

By:
Robih Hilman Ardiatama

Student Number: 16311233
Defended before the Board of Examiners

On April 1st, 2021
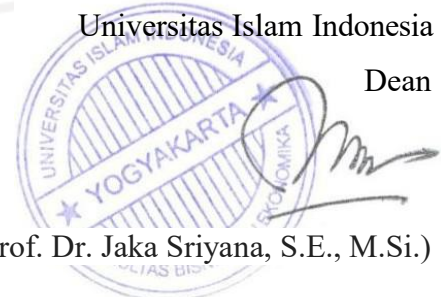
Board of Examiners,
Examiner I

(Majang Palupi, BBA., MBA., CPHCM)

Examiner II

(Andriyastuti Suratman, S.E., M.M., CHRMP)

Yogyakarta, April 1st, 2021
International Program Faculty of Economics
Universitas Islam Indonesia
Dean

(Prof. Dr. Jaka Sriyana, S.E., M.Si.)

DECLARATION OF AUTHENTICITY

Herein I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, not have I presented anyone else's word, ideas or expression without the acknowledgement. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation and consequences.

Yogyakarta, March 11ᵗʰ 2021

Author

Robih Hilman Ardiatama

ACKNOWLEDGEMENT

بِسْمِ اللهِ الرَّحْمٰنِ الرَّحِيْمِ

Alhamdulillahi rabbil 'alamin. All praise to Allah SWT for His guidance and blessing so that this thesis could be finished, and for providing me with an abundance of endowment in my life. I would recite Shalawat and Salam to His Holiness, Prophet Muhammad SAW, the messenger for all humankind. Finally, I am deeply grateful that I have finished my thesis titled " **FISHING THE TALENT IN THE MAELSTROM : A QUALITATIVE RESEARCH ON RECRUITMENT AND SELECTION STRATEGIES OF ACQUIRING DESIRED TALENT POOL WITH THE RISE OF INDUSTRIAL REVOLUTION 4.0.**" . Along the way, I acknowledge that this thesis would not have been possible without the persistent help, dedication, trust, and support of those people around me. In this dedicated page, I would like to express my deepest appreciation for those who dedicate their time helping me and provide significant contributions to my study and thesis.

1. To my Mom and Dad, Mrs. Diah Aryono and Mr. Is Aryono. Their undying love, motivation, advice, and support are the best encouragement for me to complete this thesis. I would like to utter my apology for taking a long time to finish my study. My sincere gratitude are an undying bond that will stand over time.

2. Mrs. Majang Palupi, B.B.A., M.B.A., C.P.H.C.M., as my content advisor, and Mrs. Nihlah Ilhami, S.Pd, as my language advisor, I attribute this thesis to their persistent encouragement, advice, critics, and motivation. Without them, this thesis would not been possible and reach this pivotal point. For me, both of you are a fervent example of an academician and best advisors one could have hoped for.

3. To my siblings, my older siblings, Irfan and Lia, and my younger sibling, Zahra. Their advice, motivation and encouragement also helps me propelled forward to finish this thesis. Thank you

for the support and love throughout my journey in finishing this thesis.

4. For my favorite cousin and best friend, Rafif by being blunt in the use of words of which I totally need such harsh encouragement and always motivates to pursue the best in my study also for the knowledge while I am working this thesis.

5. For Mr. Arif Setyawan S.Psi and Waroeng SS Management whose willing to be my informant for the research, who happens to be the head of the main HR department in Waroeng SS. This thesis are the product of Waroeng SS and your care and willingness to help others and being professional at the same time.

6. For IP Academic staffs (Ms. Tutut, Mrs. Alfi, Mr. Ahmad, Mr. Tukimin), thanks for your help and for your willingness to help all of IP student whatever the condition present.

7. For IP Management batch 16, which many of you have now either graduate or pursuing higher education, here's to you. Thank you for the memories and dynamics we had along the way. Godspeed.

8. To my Khuddam friends and brothers whatever you are. Thank you for the support and we will always to one another.

9. To all my friends and people I hold dear, I am thankful for the support throughout this times.

I am afraid that I unintentionally forgot to mentioned any individuals or parties who have been involved in the completion process. My deepest apologies and gratitude are credited to them as well.

Yogyakarta, March 10th 2021

Robih Hilman Ardiatama

TABLE OF CONTENTS

CHAPTER I: INTRODUCTION

CHAPTER II: LITERATURE REVIEW

CHAPTER III: RESEARCH METHODOLOGY

CHAPTER IV: DISCUSSION AND FINDINGS

CHAPTER V: RESULTS

CHAPTER VI: CONCLUSION

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

FISHING THE TALENT IN THE MAELSTROM : A QUALITATIVE RESEARCH ON RECRUITMENT AND SELECTION STRATEGIES OF ACQUIRING DESIRED TALENT POOL WITH THE RISE OF INDUSTRIAL REVOLUTION 4.0.

(CASE STUDY IN RM. WAROENG SPESIAL SAMBAL)

Abstract

With the coming advancement of Industry 4.0, namely the development in Information Technology, **this research aimed to provide insight and analyze the implications, the strategy and the opportunity set by Information Technology towards the company's HR practice in terms of recruiting and selecting its workforce.** This research used a **qualitative research method with case study type**. Data collection is done through **interviews with subjects overlooking the process of recruitment and selection in the subject company**. The informant for the research is the head of HR Development and Management division in Waroeng SS, a company specialized in offering Eastern culinary and restaurants.The data obtained was analyzed using transcripts which then reduced using the reduction technique to deduced the information which correlates to the research. **The validity of the data is presented using a triangulation method** to confirm data obtained through interview. In this research, the researcher found that the **subject company implement an adaptive strategy by combining the utilization of social media and internet which are presented by the importance of creating posts, contents related to recruitment and selection, maintaining internet traffics and activities, as well as profile screening conducted by the management by utilizing social media page and platforms, with that of existing human capital** in order to improve the opportunity in garnering potential workforce. It is **vital for future researchers to conduct longitudinal analysis which also addresses other key factors in Industry 4.0** which have an implication to recruitment and selection.

Key words: Recruitment, Selection, Strategy, Information Technology, Internet

MEMANCING BAKAT DALAM PUSARAN BADAI : PENELITIAN KUALITATIF TENTANG STRATEGI PEREKRUTAN DAN SELEKSI UNTUK MEMPEROLEH TALENT POOL YANG DIINGINKAN DENGAN MUNCULNYA REVOLUSI INDUSTRI 4.0.

(STUDI KASUS DI RM. WAROENG SPESIAL SAMBAL)

Abstraksi

Dengan datangnya kemajuan Industri 4.0, yaitu pengembangan teknologi informasi, penelitian ini bertujuan untuk memberikan wawasan dan menganalisis implikasinya, strategi dan kesempatan yang diciptakan oleh informasi teknologi terhadap praktek MSDM perusahaan dalam hal merekrut dan memilih tenaga kerjanya. Penelitian ini menggunakan metode penelitian kualitatif dengan jenis studi kasus. Pengumpulan data dilakukan melalui wawancara dengan mata pelajaran yang menyelenggarakan proses rekrutmen dan seleksi di perusahaan subjek. Informan untuk penelitian ini adalah kepala divisi Pengembangan dan Manajemen SDM di Waroeng SS, sebuah perusahaan yang berspesialisasi dalam menawarkan kuliner dan restoran Timur. Data yang diperoleh dianalisis menggunakan transkrip yang kemudian dikurangi menggunakan teknik pengurangan untuk menyimpulkan informasi yang berkorelasi dengan penelitian. Validitas data disajikan menggunakan metode triangulasi untuk mengkonfirmasi data yang diperoleh melalui wawancara. Dalam penelitian ini, peneliti menemukan bahwa perusahaan subjek menerapkan strategi adaptif dengan menggabungkan pemanfaatan media sosial dan internet yang disajikan oleh pentingnya membuat posting, konten yang berkaitan dengan perekrutan dan seleksi, menjaga lalu lintas dan kegiatan internet, serta penyaringan profil yang dilakukan oleh manajemen dengan memanfaatkan halaman media sosial dan platform, dengan sumber daya manusia yang ada untuk memaksimalkan peluang mendapatkan pelamar yang mumpuni. Sangat penting bagi peneliti di masa depan untuk melakukan analisis longitudinal supaya dapat menelaah faktor kunci lain dalam Industry 4.0 yang berdampak pada proses rekrutmen dan seleksi.

Kata kunci: Perekrutan, Seleksi, Strategi, Teknologi Informasi, Internet

CHAPTER I

INTRODUCTION

1.1 Background of Study

In recent decades, the role of the human workforce has become a very crucial aspect in terms of competitiveness of a company to survive. This has led to a widespread study in analyzing the nature of human capital in a firm and aspects surrounding the management of human capital or human resource management. Human resource management itself could be defined as a practice surrounding the management of human capital in form of planning, finding, developing and share knowledge and information to company's human capital as human capital is intangible and cannot be managed the way organizations manage technologies, products and jobs (Bohlander et.al, 2015). One of the key practices in managing human resources in a company, is to recruit and select workforce not only to fill the need of the workforce, but also to achieve competitiveness in differentiation of its intangible assets. Recruiting is a process of analysing the strategic need of human capital and attracting potential workforce to apply, whilst selecting is a process of choosing individuals to fill the existing or projected job openings.

In recent years, growing developments and implementation of information technology and the internet have become inseparable to society and have shaped what is known as a smart factory, a virtual copy of the physical world and where decentralized decision making can be developed (Dutton, 2014; Buhr, 2015). This phenomenon has been dubbed "Industry 4.0", ushering the new age of industrial revolution in its fourth stage since centuries prior, where manufacturing processes have now relied on information technology, automation, augmented reality, robotics, and big data (Erkan and Bal, 2019). As it is very connected to the human aspect of life, we are wondering how far the implications of the rising developments in information

technology have poised towards the challenges, strategy and implications in HRM.

The reasoning why the researcher chose Industry 4.0 as the scope of the research instead a more upcoming and future Industry 5.0, is because Industry 4.0 phenomena are more observable in Indonesia and are currently on the rise in the global societal frame. It is a rising phenomenon which has changed the aspect of human life to its very basic and is expected to influence a significant number of changes.

In connection with the above statement, the researcher is interested in analyzing how the company adapts to acquire its talent pool with the rising phenomenon of information technology and internet, how they survive and react to the challenges, and grasp the opportunity with the emergence of information technology. To address these questions, the study must be conducted in a company that is actively engaged in its HRM process whilst adapting to the current advancement, facing the challenges of Industry 4.0 in its HR practices, and managing to maximize the opportunity provided by the advancement, thus the researcher decides that Waroeng SS are suitable for this study. Since its inception 12 years ago, Waroeng Spesial Sambal has grown in size and as of 2020, have begun its international branch in Kuala Lumpur, Malaysia. With 70+ branches throughout Indonesia and one International branch in Malaysia, Waroeng SS as a culinary corporation, constantly active in analysing its market demands and striving to provide the best service and top quality products delivered by excellence in its human capital reflected in its motto and vision, while also adapting with the current advancement in order to gain edge in its competitiveness in gaining potential human capital and expanding their business. The researcher have analysed the potential of Waroeng SS as a subject company through experiencing its service, news about its expansion outside Indonesia, and its current approach by

utilizing social media platforms to advertise their products and services not only to attract customers, but also job seekers who are highly connected with information technology. Based on the research background, the writer was interested in researching Waroeng SS as a subject company with the title: ***"Fishing the Talent in the Maelstrom: Qualitative Research on Recruitment and Selection Strategies of Acquiring Desired Talent Pool with the Rise of Industrial Revolution 4.0: Case Study in RM. Waroeng Spesial Sambal".***

1.1 Problem Identification

This research aims to identify the company strategy, particularly recruitment and selection, in addressing the development of Industrial revolution 4.0 and how companies acquire their talent pool in an ever-changing internet and information technology development.

1.2 Problem Formulation

1. What is the recruitment strategy at Waroeng SS (Special Sambal) with Industry 4.0?

2. What is the selection strategy at Waroeng SS (Special Sambal) with Industry 4.0?

3. What are the challenges faced concerning the recruitment and selection process at Waroeng SS (Sambal Special) with the development of Industry 4.0?

4. What are the implications and significance of industry 4.0 (IoT) in the recruitment and selection practices at Waroeng SS (Special Sambal)?

5. Does industry 4.0 provide wider opportunities for recruitment and selection practices?

1.3 Problem Limitation

Due to the extensive and broad scope of study regarding management subjects, the researcher chooses recruitment and selection as the scope of the research. Furthermore, to be more focused on conducting research, the researcher narrowed the research subject to RM.

Waroeng Spesial Sambal, a company that engages in the culinary industry.

1.4 Research Focus

The research would be conducted in RM. Waroeng Spesial Sambal. The research's primary focus is to analyze the design, the process, and the evaluation of the Recruitment and Selection in RM. Waroeng Spesial Sambal.

1.5 Research Objectives

`The objectives of the research are as follows :

1. To understand the company's recruitment strategy in responding to changes and developments in Industry 4.0.

2. To understand the company's selection strategy in responding to the Industry 4.0 phenomenon.

3. To understand the challenges posed by Industry 4.0 referring to the process of recruitment and selection.

4. To understand the implications posed by Industry 4.0 towards company HR practice, particularly recruitment and selection.

5. To provide insights towards the significance of Industry 4.0 in the company's strategic process of recruiting and selecting its workforce.

6. To gain insights towards the opportunity that Industry 4.0 posed for recruitment and selection process in a company.

1.6 Research Contribution

This research are expected to provide followings outputs:

1. For the researcher

It is useful to give the researcher a new insight and knowledge to apply the science of Human Resource Management gained in lectures and related theories by witnessing the reality that happens in an

organizational environment.

2. For the Organization:

The research results can be used as an evaluation for the management of the human capital following the company's condition and its impact on the industrial revolution 4.0.

3. For the Educational Institution:

The research results can be an additional reference for those who want to learn or conduct further research related to the recruitment and selection practices and processes in a working company.

1.8 Limitations

1. Although this research offered an exciting insight towards the company's adaptation and creativity in utilizing the opportunities offered by Industry 4.0 related to recruitment and selection and how they managed to face the challenges followed the advancement, this research had some limitations.

2. Hence, a limited number of respondents could not explore a broader phenomenon in the industry and how other companies dealt with the issue.

3. This research could not represent the entire spectrum of Industry in Indonesia, which is now facing the emergence of Industry 4.0. With more people beginning to integrate themselves in the virtual world, companies are indirectly shifting to suffice the trend that is now rising, the use of information technology. This does not only dictate the culinary industry, but also other industries such as entertainment, automotive etc. Industry 4.0 itself was not only characterized by information technology, but other factors such Augmented Reality, Automation and Big Data. A more wider research are required if we are to analyze the spectrum of Industry 4.0 in a broader context.

4. The data are taken only from the HR company manager, which receives data and report from HR staff. Therefore an in-depth look into the practice could be analyzed if further research should take place.

5. The topic could be widely researched with other subjects, the applicants, the employee, and the branch managers, to provide a more realistic insight into the issue.

6. Due to the concerns and alarming conditions with the rising pandemic case, the research failed to target the branch managers and employees to provide factual data and regional challenges related to the research.

1.9 Systematic of Writing

The systematic writing of this paper are as follows:

Chapter 1: Introduction. This chapter contains the introduction to the research consists of a background of the study, problem identification, problem formulation, problem limitation, research focus, research objectives, research objectives, research contribution, and systematic writing.

Chapter II: Review of Literature. This chapter explains this research's theoretical basis, which is recruitment and selection strategy in the era of industrial revolution 4.0.

Chapter III: Research Methodology. This chapter explains the methods used in this research, including information in terms of research approach, research site, population and sample, data collection, and data analysis.

Chapter IV: Result and Discussion. This chapter shows the discussion of the result based on a semi-structured interview. This chapter also presents the transcript and interpretation of the research.

Chapter V: Conclusion and Recommendations. This chapter contains conclusions about the results of the analysis of the research that had been done. Besides, this chapter also shows the limitations of the research conducted, which is very useful for future research.

CHAPTER II

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Recruitment and Selection

According to Sparrow and Hiltrop (1994), recruitment and selection are central practices that provide the organization with a robust basis for influencing and organizing human behavior in line with the strategic directions of the organization. Mathis and Jackson (2010) stated that recruitment is a process of generating a pool of qualified applicants for organizational jobs, aligned with the theory of RBV (*Resource Based View*), which suggest that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by their rivals. This would allow the company to acquire unique and distinct tenets from the rivals (Barney, 1991). When HRM Strategies are coherent and aligned to current and future business strategy, personnel selection will significantly contribute to organizational performances (Williams & Dobson, 1997). In a more recent theory by Bohlander et.al (2015) however, recruitment and selection is a strategic and imperative practice, used by HR managers by studying their firm's strategies in conjunction with their organizational charts, job analysis information, and external factors such as the labor market and competition, which then recruit and train proactively and continually.

2.1.1.a Recruitment Process

Recruitment is a process of attracting and attaining candidates in sufficient numbers with appropriate skill-sets to encourage them to apply for vacancies in an organization (Waldt & Thebe, 2014; Cascio, 1998; Byars and Rue, 1987; Carrell *et al*., 1999).

Waldt & Thebe, (2014) suggested an analysis of the recruitment steps by studying their nature and content. From this analysis, common steps emerged that could be applied in different

organizational settings. This analysis is formed into several questions, which are listed in the table below.

2.1.1.b Selection Process

Selection is actions following the recruitment process to select a group of applicants who are best suited to particular positions. Selection thus adequately matching job applicants with job requirements (Waldt & Thebe, 2014). Below are combined sequential steps provided by Waldt & Thebe (2014) of the recruitment and selection process.

- Step 1: Identify the need to recruit
- Step 2: Update the job description, specification and profile/determine the key performance areas of the job/recruitment planning
- Step 3: Determine the key performance areas of the job/recruitment planning
- Step 4: Consult the recruitment policy and procedure
- Step 5: Consider the sources of recruitment (searching)
- Step 6: Choose the appropriate recruitment method (searching)
- Step 7: Develop the recruitment advertisement /strategy development
- Step 8: Place the advertisement in the most appropriate and suitable communication medium/implement a decision
- Step 9: Ensuring availability of application blanks
- Step 10: Screen responses
- Step 11: Recruitment evaluation and control
- Step 12: Reception/ preliminary reception/initial screening interview/preliminary interview
- Step 13: Completing the application form
- Step 14: In-depth selection interview
- Step 15: Background and reference checking
- Step 16: Medical examination and physical/ pre-employment testing
- Step 17: Assessment Centres/work samples
- Step 18: Make a final hiring decision
- Step 19: Make a fair job offer/final decision

Figure 2.1 Combined Perspective of Sequential Steps in Recruitment and Selection Process

Source : Waldt & Thebe, 2014

2.1.2 Industry 4.0

The term industry "4.0" was coined in 2011 after a high-tech strategy project was proposed to the German government during Hannover Fair, which promotes computerization and automation of manufacturing (Kaggerman et.al, 2011). In October 2012 the set of implementation recommendations was presented by the Industry 4.0 working group to Germany's federal government and in the 2013's Hannover Fair, the final report of Industry 4.0 was presented, thus the Industry 4.0 was born (Schwaab, 2016). The industrial revolution can be defined as the involvement of scientific discoveries in manufacturing processes. The components of industrial revolution 4.0 can be listed as big data, autonomous robots, augmented reality, additive manufacturing, cloud computing, cyber-security, internet of things, system integration, and simulation (Erkan & Bal, 2019). This revolution may be regarded as the comprehensive transformation of the whole sphere of industrial production through the merging of digital technology and the conventional internet industry (Flynn et.al, 2017). It is easily observable in our society by the influx of internet use, a more personalized and integrated virtual environment, and a widespread implementation of automated manufacturing apparatus. However, there is an issue with the emergence of Industry 4.0, specifically towards the psychological aspect of its user. Present study reveals five negative impacts, i.e., interpersonal problems, behavioral problems, physical problems, psychological problems, and work problems for excessive internet usage (Alam et.al, 2014).

2.1.3 AI Recruitment and Selection

The internet has become increasingly significant for social and economic development worldwide and is likely to become ever more central to everyday life and work, in line with digital economies' conceptions (Dutton, 2014). Times are changing, and the area of recruitment and selection is also rapidly evolving, and one of the most significant changes in recruitment and selection is considered to be technology-linked (Ryan et al., 2015 & Derous & Fruyt, 2015). In the fast developing global competitive society there is no place for companies that are not adaptive toward new conditions and environment, where the manner of adaptation dependant on the quality of human workforce achieved through adaptive training and knowledge transfer (Angelova, 2017; Bushev, 2016)
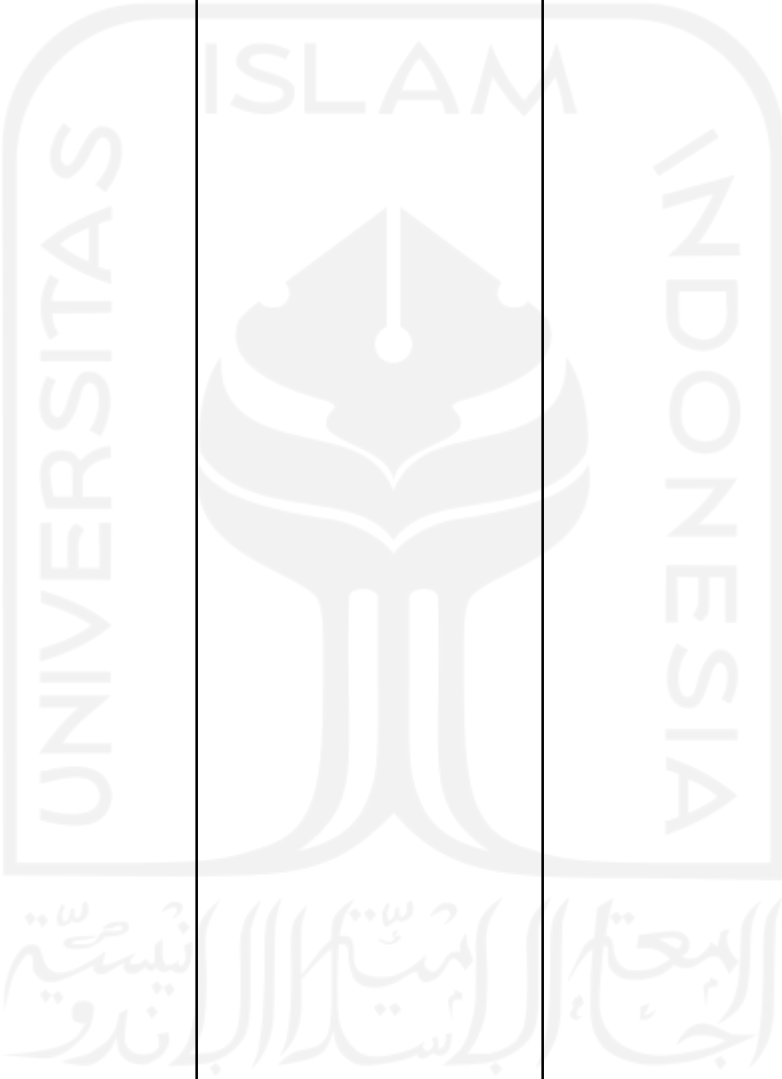
2.2 Previous Research

Several previous research types are mentioned in **table 2.2** to identify the significance of industrial revolution 4.0 towards recruitment and selection practices in companies across the globe and recruitment and selection in general. However, there has not been any research that mentioned the company's recruitment and selection strategy in facing the industrial revolution 4.0 to acquire a talent pool and study analyzing the service and culinary industry process.

Table 2.1 Summary of previous researches regarding recruitment and selection in Industry 4.0

No.	Researcher	Research Title	Industry/Company	Result
1.	Okusanya, & Oseji, (2016)	Empirical Analysis of Sound Recruitment and Selection Criteria as a Tool of Organisational Efficiency	Six main businesses of the United Bank for Africa plc division areas in Lagos State, Nigeria.	• Samples indicate a strong agreement (100%) that the bank has a policy that guides the recruitment activities. • The test of hypotheses showed that recruitment and selection criteria have a significant effect on an organization's performance. The more objective the recruitment and selection criteria have, the better the organization's performance will proceeds.

2.	Bhalgat. (2019)	An Exploration of How Artificial Intelligence is Impacting Recruitment and Selection Process.	40 Independent Recruitment Professionals.	- As the recruitment with AI is in its early stages, recruiters may not know artificial intelligence through proficiency in the decision-making process. - Respondents stated concern regarding the implementation of AI recruitment if preprogrammed, and AI became the decision-maker.
3.	El Ourdui, et.al (2016)	Technology Adoption in Employee Recruitment: The Case of Social Media in Central and Eastern Europe.	224 recruiters from 10 CCE countries, including Poland, Hungary, and	Male recruiters were the ones who reported effort expectancy and social influences as strong determinants of their intentions to use social media.

			Slovenia.	• The particular relevance of both effort expectancy and social influences for younger recruiters is because of behavioral intentions. • Having an advanced degree is a significant predictor of engaging in professional activities and increasing internal visibility at the workplace. Therefore, it is possible that highly educated individuals are increasingly exposed to social influence in professional settings, on and off social media, and are more sensitive to this pressure. • Recruiters who had the

				freedom to use social media were the most sensitive to social influences.
4.	Caers, & Castelyns. (2011)	LinkedIn and Facebook in Belgium: The Influences and Biases of Social Network Sites in Recruitment and Selection Procedures.	Belgian professionals involved in R&S of applicants. Mailing lists of 2,320 e-mail addresses. Furthermore, two existing mailing lists were used: a) a list of 2,000 e- mail addresses of a large college's business connections in the center of Brussels. b) a list of 6,644 e-	• 70% of active LinkedIn users admit to using their LinkedIn account to find additional information about applicants, 43% of active users search for information from Facebook. • Many respondents (78.7%) indeed agree that LinkedIn can help promote oneself when references to training and professional experiences are posted

14

			mail addresses containing alumni of the postgraduate program of HRM at a management school in Brussels.	• on the LinkedIn account. • Belgian R&S decision-makers often use LinkedIn rather than Facebook in terms of choosing candidates. The latter considered being less professional compared to LinkedIn.
5.	Ladkin, & Buhalis. (2014)	Online and Social Media Recruitment: Hospitality Employer and Prospective Employee Considerations.	Hospitality Employer and Prospective Employee.	• HR teams have to develop best practice surroundings online and social media recruitment. • Developing guidelines governing the procedures and practices used by the organization for hiring, including exploring areas with legal implications.

Okusanya, & Oseji. (2016), in their study, analyzed the significance of recruitment and selection on company's performance in 6 main business of United Bank for Africa plc divisions areas in Lagos State, Nigeria. The study found that recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce recruited into the organization through recruitment and selection exercises.

Bhalgat. (2019) analyzes the impact of Artificial Intelligence (AI) in the process of recruitment and selection by researching 40 independent recruitment professionals. The research findings suggest that due to the early stages of development, many recruiters still doubt the efficiency of AI recruitment and selection and that the respondents project concern if AI would eventually become the decision-maker in RnS.

El Ourdui, M. et al. (2016) analyzes the adoption of information technology in Social Media in recruitment and selection practices in Central and Eastern Europe. The researchers conducted the study on 224 recruiters from across 10 CCE countries, including Poland, Hungary, and Slovenia. The researchers found three consecutive findings. First, that male recruiters were the ones who reported effort expectancy and social influences as strong determinants of their intentions to use social media. Second, particular relevance of both effort expectancy and social influences for younger recruiters regarding behavioral intentions. Third, having an advanced degree is a significant predictor of engaging in professional activities and increasing internal visibility at the workplace. Therefore, it is possible that highly educated individuals are increasingly exposed to social influence in professional settings, on and off social media, and are more sensitive to this pressure. Recruiters who had the freedom to use social media were the

most sensitive to social influences.

Caers, R., & Castelyns, V. (2011) conducted a research study by analyzing the influences of social network (LinkedIn, Facebook) bias in the recruitment and selection process. The research is conducted on Belgian professionals involved in the R&S of applicants. The research utilizes mailing lists to distribute surveys to e-mail addresses with business connections and alumni of the postgraduate program of HRM at a management school in Brussels. The research finds that most of the respondents (70%) who utilize LinkedIn use the network as a medium to look for applications, and (43%) of the active users utilize Facebook as a medium to look for information. Second, 70% of the respondents agree that LinkedIn could be utilized professionally as a media of application when the reference of training, studies, and professional experiences are posted on the platform. Third, Belgian R&S decision-makers often use LinkedIn more than Facebook in terms of choosing candidates; the latter is considered to be less professional compared to LinkedIn.

Ladkin, A., & Buhalis, D. (2014) conducted a study to determine implications for online and social media recruitment and selection in the hospitality sector. The study is conducted by analyzing respondents, which consists of hospitality employers and prospective employees. The research suggests that HR teams have to develop best practice surroundings online and social media recruitment. The research also suggests developing guidelines governing the organization's procedures and practices for hiring, including exploring areas with legal implications

CHAPTER III

RESEARCH METHODOLOGY

3.1 Type of Research

This research used a case study as a form of acquiring information and utilizing semi-structured interviews. Case studies focus on collecting information about a specific object, event, or activity, such as a particular business unit or organization (Sekaran, 2006). The researcher conducted qualitative research since this type of research explores the research in a narrative and fit to be used in a case study (Creswell, 2009). Thus, to explore and reveal new information, which is critical to understanding the reason through an emotional, personal, and beliefs standpoint concerning recruitment and selection, the researcher conducted the qualitative principle. The interviews will be recorded using an audio recording device, which will be used as proof. Each of the topics will be presented and asked using questions related to Online and Social Media RnS and the impact of Industry 4.0 in affecting the RnS process and talent pool.

3.2 Research Site

The researcher will conduct interviews with the recruitment department and the RnS section at the SS Waroeng (Special Sambal). The research will be carried out at the location of the research subject company. The contact details and address of Waroeng SS (Special Sambal) are as follows:

- Waroeng Special Sambal (SS) Head Office: Jl. Kaliurang KM. 4.5, Pogung Kidul, Caturtunggal, Kec. Depok, Sleman Regency, DIY 55281.
- No. Phone: 0811-2831-863

The interview would be conducted in the company's location, with an agreement regarding time to conduct and under strict health regulation control (facemask, hand sanitizers, and social distancing). Each respondent will be asked in different sessions. Thus, none would interfere with the interviews.

3.3 Respondent's Profile

Respondents No.	Name	Position	Background
1.	Arif Setyawan, S.Psi	Chief of Main Human Resource Development and Management (CHRM) in Main Office	Bachelor of Psychology, Gadjah Mada University
2.	Ayu Ningrum Oktavia	Head of Personnel Recruitment Management Section (Seksi PPA) and Regulation Management at Restaurant level (Yogyakarta Region)	Accountant Diploma, AA YKPN

3.4 Data Collection

This research uses primary data collected from the company's Head of Human Development Management and from Yogyakarta's Head of Personnel Recruitment Management Section and Regulatory Management. Primary data mentioned here are information collected from the original source or first hand subject gathered for the specific purpose of this study (Sekaran, 2006).

Interviews were chosen as the primary data collection method. The process of interview is recorded in order to assist the researcher in processing the acquired data. The interview began by asking a basic set of questions consisting of name, background, position held and a brief background about themselves. Following these warm-up introduction questions, the researcher would ask questions based on the research problem, the RnS process within the company, challenges that emerged within the Industry 4.0 specifically the Information Technology (IoT), and the strategy in facing the challenges. The interview topics are as follows:

Topic questions:

a. The process of Recruitment and Selection within the company? (Based on Combined Perspective of Sequential Steps in Recruitment and Selection Process (Van Der Waldt & Thebe, 2014)

b. The implication of Internet and Information Technology in the company.

c. Challenges faced in the RnS process with the emergence of Information Technology and the Internet (IoT).

d. The implementation of AI RnS Process in the company.

e. Company strategy in terms of AI RnS process.

3.5 Data Analysis and Interpretation

According to Creswell (2009), there are six components and processes in analyzing the data and interpretations in Qualitative Research. These processes aim to provide the researcher with an in-depth and thorough understanding of the data collected and the result of the study.

1. Transcribing the interview using audiotapes, notes and data arrangement based on interview topics.

2. Reviewing the data by listening and reading the data collected to obtain ideas, meaning, sense and interpretations from the subject reviewed.

3. Data reduction by simplifying, selecting, focusing on the core information, and transforming the raw data constructed into an according manner by omitting unnecessary terms and statements to briefly explain and deliver more straightforward results to the reader.

4. Data analysis by organizing materials with codes in the form of texts and graphs, followed by generating descriptions of the interviews into more specific themes or categories to find more connections.

5. Representing the interview into a narrative passage to make it easier to figure out interpretations.

6. Making interpretations or meaning from the interview gathered.

CHAPTER IV

DISCUSSION AND FINDINGS

4.1 Background Interview

Prior to the subtopic discussing the main variable of this research, the researcher began by asking several warm up questions to the subjects. The questions involve the background of each subject, their career in Waroeng SS, their experience in recruiting and selecting employees, and their understanding about industry 4.0.

The first subject is Mr. Arif Setyawan, who is currently responsible as the Head of Main Human Resource Development and Management in the Main Office of Waroeng SS in Yogyakarta.

> "*My name is Arif Setyawan, but most people here in Waroeng SS prefer to call me by my nickname Mr. Awang. I am the Chief of Waroeng SS HR Development and Management. My Background is Psychology in Universitas Gadjah Mada. I worked alongside Mr. Totok in the early years of Waroeng SS inception until now. During that time I am well aware of the development in terms of our human capital and now with the rising trend of internet and information technology, we at Waroeng SS continue to adapt with the changing condition in the market.*"

(Mr. Arif Setyawan, December 7th 2020)

The second subject is Ms. Ayu Ningrum Oktavia, Head of Personnel Recruitment Management Section (Seksi PPA) and Regulation Management at Restaurant level (Yogyakarta Region).

> "*My name is Ayu Ningrum Oktavia, most people here call me Ayu. I was born in Lampung, October 10th 1988. I graduated from the Accountant Department at AA YKPN Yogyakarta. I am currently responsible as the head of Personnel Compliance Management (PPA) in the Main HR Management Division and Regulation Management at*

Restaurant Level in Yogyakarta Area. I began my career in 2014, becoming a staff of the RPP division (Recruitment, Placing, and Organization Development) in the Yogyakarta area before it was split into PPA, which is my current division and the Organizational Development section. I was originally placed in DIY area office, foe approximately 16 months. Then in 2016, I was promoted to the main office until now. I was originally promoted as the Head of Administration of the Main Office from 2016 until late 2019. In early 2020 I was promoted as the Head of International HR Management since we recently opened our branch in Kuala Lumpur. But, due to the rising case of pandemic I was stationed back here in the main office, as the Head of Personnel Compliance Management and Regulatory Management for Yogyakarta Area. We are quite aware of the current development in Industry 4.0, especially in terms of the use of Internet and information technology. In terms of Industry 4.0 appropriation with recruitment and selection, we do have a lot of adjustments and development addressing the trend in Internet, information technology, and social media."

(Ms. Ayu Ningrum Oktavia, April 15th 2021)

As presented in the brief background above, both of the subjects are experienced and actively engaged in the recruitment and selection process as well as fully aware with the development and trend surrounding Internet and Information Technology as the variables of Industry 4.0.

4.2 Recruitment and Selection

This section will delve into the practice of the recruitment and selection process in the company. The passage contains the process of designing the job requirements, the process of recruitment and selection, and values that guide the process of recruitment to gain desired talent.

4.2.1 Employee Evaluation and the Recruitment Process in Waroeng SS

In this passage, the researcher aimed to analyze the cultures, values, and processes that

drive recruiting and selecting potential employees. The question emphasizes and explores how Waroeng SS analyzes the needs of recruiting and how the recruitment process is conducted according to management levels.

Mr. Arif describes the process of recruitment and selection as a vital process in an organization, both for the central and its offices across Indonesia, with current expansion reaching Malaysia. Mr. Arif relays the beginning process of the recruitment process and how the different management levels are responsible for its recruitment process.

"*The needs for recruiting and selecting a prospective future employee is determined with an initial process called the Personnel Component Evaluation. This system is universally applied to both the central and branch level. This acts as a needs analysis*".

Evaluation is conducted each month and analyzes whether there is a sufficient workforce present, turnover, or vacant opening. This is divided into two management levels conducting the evaluation, the central office, and the branch office. The branch office is distributed through 9 area coverage, 8 in Indonesia, and an overseas office in Kuala Lumpur.

The central office is currently situated in Yogyakarta, and it provides a degree of autonomy in executing the waroeng's (Restaurant) employees' recruitment process. While for the branch management, the central office takes full responsibility to recruit the area-level managers and office staff"

(Arif Setyawan, December 7th 2020)

The researcher also gained several important insights from Ms. Ayu in regards to the history of the recruitment process in Waroeng SS from the early years of 2010s until the current

operational year where the implication of Industry 4.0 have adjusted Waroeng SS recruitment and selection process.

" *In the early 2010s, precisely in 2014 when I entered Waroeng SS, we tried to adjust with commoners' preferences. This mostly circulates in sending files via postal service, from village centers and job fairs. This requires us to pile a hefty amount of files, compared with nowadays where we could store mostly soft files and conduct the recruitment via the internet*

In terms of designing the recruitment, indeed we have a guideline, which are mentioned in your previous meeting with Mr. Arif, we called it Personnel Component Evaluation. It is universally applied both in the offices and outlets, since outlets or restaurants are my managerial responsibility. Our strategy of evaluation, the components reflects our needs and practice in the restaurants. So, the evaluation adheres the situation and the holistic practice from designing the needs, acquiring the needs, and serving the needs, same to how we procure, acquire, process and deliver the raw material into dishes. We communicate with different divisions, such as Operational Division, where they conduct the Personnel Components Evaluation in terms of their own human capital components. The result of the evaluation will be the guideline for designing our recruitment activity."

(Ms. Ayu Ningrum Oktavia, April 15th, 2021)

To summarise this passage, Waroeng SS's recruitment and selection could be divided according to its *management level, main level,* and *branch level*. Throughout the years, Waroeng SS has actively adapted its recruitment process from mainly relying on conventional recruitment via postal service, newspapers, sending posters to village centers, and attending job fairs. The process of designing the job requirements, the workforce's need, and the recruitment and

selection process are analyzed monthly through the personnel components evaluation. This type of evaluation is crucial in designing the needs and also values desired by Waroeng SS in potential applicants before embarking on recruiting and selecting potential employees. Other key points in terms of these assessments is that it is a holistic practice involving not just HRM Division but also other departments as well. This statement is supported by Palupi *et.al* (2015) which mentioned from a strategic manner that HR Planning are crucial in defining their objectives and moving towards it, whilst from a regulatory manner it defines how the company values and principles are being implemented.
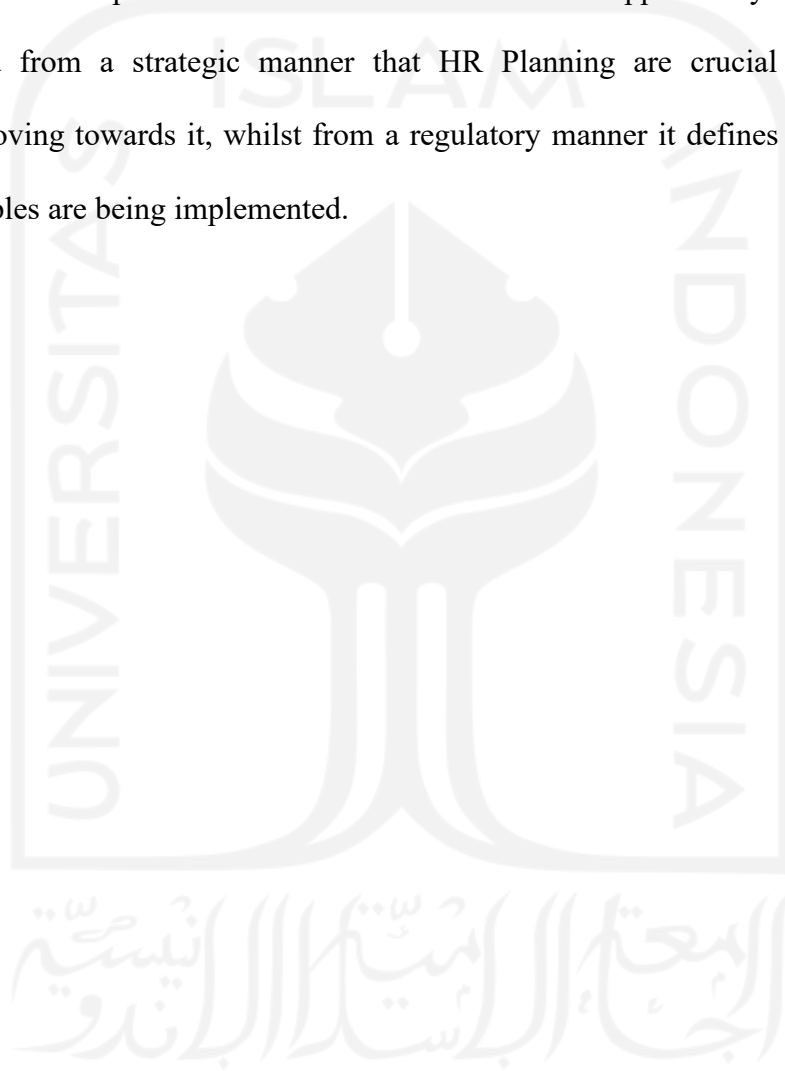
Figure 4.1 Data Display of the Recruitment Process according to Managerial level in

Waroeng SS

Explanation: The graph describes the process of recruitment according to managerial levels. As summarised in the graph, Yogyakarta's main office is responsible for the recruitment for the regional office managers and staff, which recruits the restaurant managers, employees and staff. In these levels, all the authorized employee management conduct the personnel component evaluation according to the needs and conditions present in the establishments.

4.2.2 Values Defining the Needs of Recruiting Future Employee

This passage explores the values and standards that are set before recruiting future workforce. When asked about what value and quality sought in future employees, Mr. Arif provided several crucial points in the quality of SS human capital.

"*Waroeng SS sought people with sheer mentality, integrity, and skill required in a position which they sought after. We also emphasized the need for candidates to acknowledge the culture and values which govern Waroeng SS. These values are honesty, discipline, hardworking, humble, and devout to respective faiths*".

(*Mr. Arif Setyawan*, December 7th, 2020)

Ms. Ayu also pointed out several key values to support the statement from Mr. Arif. These statements also include the process of training its employees to meet the standard from Waroeng SS.

"*It is true, in Waroeng SS we strive to establish the sense of kinship amongst our employees. By having a sense of kinship, communication becomes easier and socializing is convenient. We discourage acts of seniority where managers are perceived as more important than their subordinates. Other values are devotion to respective faiths, we also provide weekly religious sessions by inviting clerics to do preaching and hold a communal event throughout our establishments in terms of religious implementation. This is also a great time for the employees and staff to relax from working fatigue. We looked for people with sheer mentality, honest and discipline.*

To summarise the narration from Mr. Arif and Ms. Ayu, the recruitment and selection emphasize the workforce which possesses hard working ethics, integrity, and mentality. The values which undermine the desired workforce that the company sought are honesty, hardworking, disciplined, humble, and devout to respective faiths. Waroeng SS also constantly reminds and refresh ther employee with activities to loosen their employees and staff from days of working through communal events and preaches.

4.3 Industry 4.0

This section discusses the implications of Industry 4.0 towards the recruitment and selection process. We further explore the notion into several subtopics, the implications of Industry 4.0, the challenges implied by Industry 4.0, and the strategy in implementing the recruitment and selection.

4.3.1 Implication of Industrial 4.0 to the Recruitment and Selection Process

This passage explores the implications created by the rising information technology to the recruitment and selection in Waroeng SS. Mr. Arif Setyawan provided insight towards the advancement and the comparison toward the conventional and current recruitment and selection process**.**

"*With the advancement of current technology, SS continuously adapts with the coming modernization. If we take the example from the early 2000s, newspapers are considered essential for society to acquire information, more often than not, job openings. Nowadays, people depend on social media as a source of information. With more people accessing social media, we save more funding since the internet provides a free marketplace for us to share and post information related to job openings, and, compared to conventional recruitment, we can target more people compared to newspapers, magazines, or recruitment firms.*

There are not many people reading newspapers back then compared to what the internet provides nowadays with more people accessing the internet."

(*Mr. Arif Setyawan*, December 7th, 2020)

Mr. Arif also provided information related to platforms used by Waroeng SS in terms of recruitment and selection.

"*Today, with the emergence of the internet and social media, we can locate and search job vacancies in a convenient way. Some applications offer a marketplace where we could post the information related to job openings, with an application such OLX, Tokopedia, and social media such as Instagram, and*

Facebook. Therefore, in terms of the initial recruitment process, utilizing the internet opens a broader network of applicants, which provides us with a broader talent pool choice.

In terms of selection, some applications provide teleconferencing services that allow us to conduct online interviews, enabling us to acquire broader applicants and provide convenience for applicants from different regions to have an interview test without being present in the location. In terms of profiling, we use the video-sharing platform, Youtube, for the applicant to create brief introduction videos and share information about themselves."

(*Mr. Arif Setyawan*, December 7th, 2020)

Mr. Arif addresses several of the Industry 4.0 advancements in the selection process in Waroeng SS.

"Social media plays a vital role in the evaluation and selection process in our company since social media provides us, the recruiter, with a track record of the applicant's activity in social media and defining their behavior pattern. Since that, we have obliged the applicants to attach their social media page and become an important selection assessment ever since. This assessment affects our selection decision.

Social media provides information related to their daily activities, behavioral pattern, and ideology of the applicant. Therefore, social media provides a personalized reflection and cannot be manipulated by the applicant, which provides us with invaluable and honest insight into the applicant's behavior. This makes social media an essential tool in the selection process.

The internet also provides us with the convenience of the virtual selection process. In the selection process's conventional context, we may require the applicant to be present during the entire selection process. However, with information technology, this is no longer a hindrance since teleconferencing services provide us with an easy method of selection, such as a virtual interview.

This also allows us to target a wider location for applicants since there is no barrier separating us in terms of distance."

(Mr. Arif Setyawan, December 7th, 2020)

Ms. Ayu, as the head of the personnel compliance management also provided insight related to Waroeng SS recruitment and its history throughout the years, its development from relying on conventional methods of recruitment to applying a hybrid system with the use of internet and information technology.

" In the early 2010s, we felt that the use of the internet, people's access to gadgets were not as sporadic as it is today. I honestly felt a stark difference with the current process of recruitment and its approach in recruiting new employees. What Mr. Arif mentioned are true, we are actively adapting and experience a lot of conveniences, challenges, and also opportunities in terms of e-recruitment and selection by utilizing social media to assists us in selection process, but I am going to talk about my field of management which is outlets, whereas our outlets are mostly situated in areas where its population are not as acquainted to internet as with our office in cities. We still mostly accept and rely on conventional recruitment for outlet applicants, since they are mostly high school graduates or villagers looking for a job. But, we do experience stark differences in the branch offices and several outlets located in city areas when it comes to e-recruitment and selection. Although in some rural areas, there are some applicants who receive our recruitment information via the internet and social media. We acknowledged that more people are connected in social media and we rely on social media to garner these applicants. It affects our recruitment process greatly, such as reducing hard files submission, our selection process and time and money efficiency."

(Ms. Ayu Ningrum Oktavia, April 15th 2021)

To summarise this passage, the researcher laid out several points in accordance to the statement provided by Mr. Arif and Ms. Ayu.

- First, society's behavior in terms of gaining information for job openings and vacancy, whereas previously newspapers remained a source of information until the emergence of social media where people began shifting towards the latter in acquiring information related to the job vacancies and recruitment advertisements.

- Second, physical presence is no longer an issue with the emergence of teleconferencing software such as Skype and Zoom, which provide convenience for those who do not manage to present themselves in the offline and direct meeting.

- Third, the rise of Industry 4.0 means that boundaries are no longer an issue. With the advancement and convenience of social media and teleconferencing software, SS managed to expand their business in overseas territory and acquire a workforce from the international market.

- Fourth, social media became a convenient tool for the Waroeng SS's process of recruitment and selection since it is accessible, accountable, and personalized.

- Although the process of e-recruitment is starting to become a norm in urban area establishments such as branch offices and outlets, most outlets in more rural areas rely mostly on conventional recruitment since it is more convenient than implementing e-recruitment and selection. Although in some cases, applicants in rural areas receive information in terms of recruitment through the use of the internet or job vacancies posted by Waroeng SS teams. It is worth noting that Waroeng SS acknowledged that more people are now connected and relying on the internet and information technology as their source of information.

The implications are supported by Dutton (2014) in his journal that the internet of things (IoT) as

the key aspect in the rise of information technology has become a significant factor in social and economic development and more people became integrated with the internet in their daily lives.

The use of information technology became vital for the company to acquire a workforce, and therefore, the implementations of the internet, search engine, and social media platforms have become even more essential. The recruitment and selection process in Waroeng SS has evolved into a more technology-linked process involving social media, SEO, software, and internet-based platforms (Ryan et al., 2015; Derous & Fruyt, 2016; Erkan & Bal, 2019).

4.3.2 Challenges Imposed by Industry 4.0 to the Recruitment and Selection Process

This passage explores the hindrance that might arise while the company began to adapt the current technology to the recruitment and selection practices. Mr. Arif Setyawan provides several points related to this topic

"*As we noticed, the convenience in Industry 4.0 and the rising of information technology do follow its challenges, and this goes to companies that adapt with the usage of this rising technology. We experienced several notable challenges along the way, both in the technical and future applicants.*

If we talk about industry 4.0, we cannot separate this with the people involved and utilizing information technology. By utilizing social media, we target the millennial as our talent pool, and this generation is very much aware of how to utilize the technology. Some of them even engaged in social media at a very young age and are accustomed to finding information, sharing thoughts, and participating in socializing on the internet. Although this allows us to

target them through social media, we also understand their typical behavioral pattern. With the convenience in their hands, we often found that applicants from this group are mostly unpredictable and attain a less resilient personality than the earlier applicant group. Most of them put their feelings on top and potentially leak sensitive company information. The challenge arose when we try to provide a method for making them feel the collective sense of attention to the company.

Another challenge that arose from the connectivity provided by the rising Information technology is the competition with other companies in gaining desired talent pool since most companies began utilizing the convenience of social media.

Social media also pose uncertainty, despite its reasonable and cheaper price compared to the conventional recruitment by posting in newspapers or using third party firms. We highly depend on virtual traffic from a search engine and differ from newspapers where we could pay a certain fee to make our job vacancy advertisement in certain highlighted positions.

Another challenge that we faced with the emergence of Industry 4.0 is the virtual presence. Although it sounds like it is considered convenient, the lack of presence with the convenience of virtual teleconference means we cannot pinpoint tiny details that might be detected in face-to-face meetings. Another challenge is the lack of effort compared to those who conducted face-to-face meetings since they do not have to present themselves on-site like those

in interviews."

(Mr. Arif Setyawan, December 7th, 2020)

The researcher then triangulated the statement from Mr. Arif and confirmed it to Ms. Ayu who also added several other key points related to the subtopic.

" When it comes to the applicants, although we prefer people with more experience in terms of working, people who access our recruitment posts and advertisements also include fresh graduates and youths from Generation Z. We prefer people with professional background, having experience in terms of working, any jobs not specific as long as they're acquainted with the working atmosphere. This is because younger, fresh graduates from either high school or college are less resilient when entering the real working environment. Younger people tend to have a "fiery" soul, since they grew up with the convenience of the internet in their hands. Most of my points have been pointed out by Mr. Arif, such as, there are uncertainties, it is undoubtedly present since we rely on trends and traffic, there is also attendance, in the selection process. It's hard to pinpoint tiny details in virtual meeting, the fear of losing power during meeting or losing signal as well, it is more convenient to be honest, if we could present during an interview" (Ms. Ayu Ningrum Oktavia, April 15th 2021)

To summarise statements delivered by Mr. Arif and Ms. Ayu, the researcher presented it in these several key points.

- There is a difference between the younger applicants compared to older generation applicants. The behavioral issue is often related to weaker mentality and prone to breaking down due to their emotional tendencies. These findings are elaborated from Alam et al. (2014) 's findings in their research, which found that excessive internet usage contributed to lack of resting hours, social isolation, and decline in academic performances. Further studies also found that Gen Z seems to have different requirements and motivating factors than the earlier generations (Gaidhani *et.al*, 2019). American Psychological Association (APA) also presented that Gen Z are more likely to report mental health problems compared to earlier generations such as Gen Y or Millennials due to the fact that they are more now interconnected with issues and headlines that are considered stressing and are more vocal in addressing this controversies (APA, 2018). SS then has to design a recruitment and selection method that can address the interest of younger generation applicants and create methods to enhance their kinship towards the company.

- Second, the challenge imposed from the connectivity is the increasing competition with other companies in acquiring the desired talent pool.

- Third are the challenges in facing a more often virtual selection process related to teleconferencing. The challenge is to pinpoint details and analyze the applicant's dedication upon entering the company since they could rely on their homes' convenience to conduct interviews.

- Fourth is competition, since the advancement of Industry 4.0 requires other companies to compete in acquiring applicants in the labor market.

● Fifth, uncertainties in the virtual environment related to online traffic and access.

4.3.3 Recruitment and Selection Strategy Addressing the Industry 4.0 and the Opportunity of E-Recruitment and Selection

This passage explores the Waroeng SS strategy of incorporating Information Technology within their recruitment and selection process and how it occurs. In this passage, Mr. Arif provided several important points related to the question.

"*The aim of our recruitment and selection strategy in Industry 4.0 is to synergize conventional HR practice and information technology. Although we have not utilized a specialized artificial intelligence system for such a purpose, we utilized current technology to advance. Within the recruitment and acquiring the talent pool, we utilize the internet's convenience while emphasizing the human activity in the selection process. We conduct interactive activities and training before working within the company to gain the company's desired talent during the selection process. The main idea is to implement the sense of family and ownership of the company. Some felt inadequate and resigned during the selection process, but this is part of our selection process.*

As I mentioned before, there are challenges imposed by the advancement and the implementation of information technology, often related to the human aspect of our desired talent pool.

In terms of targeting the talent pool, we utilize social media's convenience such as Instagram or Facebook, and other platforms offering

marketplace service for job vacancies. Our goal is to reach a younger generation and broader social communities, although we still incorporated conventional recruitment methods such as using newspapers to reach older generations.

Another method of recruitment is utilizing SEO. The more people search for job vacancies in Waroeng SS, the broader our recruitment process will gain attention. We often work together or tag specific job vacancy profiles or pages to repost our job openings advertisement to reach this target. We also utilize our available workforce to share our job openings through their account with relatives, friends, or followers.

In terms of selection, social media also provides an accessible profiling platform for the management to gain information about the applicants. In social media, we often analyze their social media accounts to assess the applicant's personality. To do this, we often require the applicants to attach their social media accounts or personal resume containing their social media information and post short introduction videos through video-sharing platforms such as YouTube.

Furthermore, we often facilitate online interviews by using teleconferencing apps such as Zoom or Skype for applicants who had difficulties presenting directly in person or from people who reside in different provinces or cities which do not have a nearby physical SS office.

In terms of recruiting through social media, we also require our team to

be creative and design content that could attract younger generations through social media. This requires us to have designers and a creative design team such as job advertisements that are efficient, eye- catching, and unique."

(Mr. Arif Setyawan, December 7th, 2020)

Ms. Ayu also confirmed statements from Mr. Arif and added several points in terms of Waroeng SS strategy and opportunity in facing the rising trend of Industry 4.0.

" Yes, several of the strategies have already mentioned by Mr. Arif, such as designing creative posts for recruitment and selection process, we also utilizing SEO to maximize our virtual traffic, we use social media to add as consideration in selecting and evaluating potential employee, although this strategy does not mainly affect our judgement, the one that mostly affected our evaluation is the video submission in online platforms, resumes, experience and interviews. But recently we also created KMP or Creative Marketing and Content Department under the IT division. This division is responsible for creating the contents for our social media, Internet website, admin and designing software for recruitment and selection. We are planning to have a specific system for our recruitment and selection process to manage the applicants in a more convenient way. The Industry 4.0 provide a remarkable opportunity such as minimum usage of hard files, we could expand our labor market, time and cost efficiency, accessible education platform, and compact selection tool"

(Ms. Ayu Ningrum Oktavia, April 15th 2021)

To summarise the passage above, the researcher presented several points based on the statements from both informants. Both informants mentioned Waroeng SS utilized social media as one of the vital aspects in recruiting and selecting its future workforce. Several points that emphasize Waroeng SS integrate information technology with the recruitment and selection process relating to people dependent on the internet and the opportunities given by the rise of the internet with the respective practice. Waroeng SS initiates several strategies to address the challenges and seizing opportunities with the internet's convenience.

- First, Waroeng SS utilized social media, the internet, and search engines to promote their job openings and recruitment process related to the recruitment process. Thus, social media offered a broader workforce market, offering SS with a broader choice of talent pool (Anderson, 2003; Brady et al., 2003; Hull, 2011). In addressing this opportunity, Waroeng SS designed recruitment content that could attract younger generation applicants,

- as well as utilizing its available workforce to increase the traffic for Waroeng SS job advertisements by maximizing their Search Engine Optimization (SEO) by sharing information online or tagging and retweeting with other job vacancies pages since sharing information online could garner more people attention through their online experiences (Tussayadiah and Fesenmaier, 2009).

- Waroeng SS utilized media such as Instagram, Facebook, and other Internet platforms such as YouTube, Skype, e.t.c, in conducting online recruitment and selection.

- Waroeng SS also utilized social media and the internet in the selection process by requiring applicants to attach their social media page in their resume and upload

personal introduction video using YouTube. Other strategies are implementing teleconferencing software such as Zoom or Skype for distant applicants in different cities, provinces, or overseas workers that could not attend and present in offline interviews.

- Waroeng SS employs a specialized IT team for their e-recruitment and selection process.

4.3.4 Preferred Recruitment Platform

This passage explores the platform that Waroeng SS often uses in terms of their recruitment and selection. Mr. Arif Setyawan mentioned:

"We often use Instagram and Facebook for posting our job vacancies and for recruiting younger generations into our workforce. Instagram is our most preferred one since it is more common in current society, although Facebook and Twitter also have huge social communities. We also use YouTube for the selection process, Zoom, and Skype for teleconferencing purposes."

(Mr. Arif Setyawan, December 7th, 2020)

These statements were validated by Ms. Ayu, and she added points which are important in terms of recruitment and selection process platform in Waroeng SS.

" Although we utilized social media as our recruitment and selection platform, it's purely conditional as I mentioned. Outlets primarily in rural areas still incorporate conventional methods such as sending resumes via postal, posters and job fairs or word of mouth." (Ms, Ayu Ningrum Oktavia, April 15th 2021)

4.3.5 Value Alignment Process of Online Recruitment and Selection

This passage explores how Waroeng SS utilizes information technology in terms of

aligning the values of the company to the applicants. Mr. Arif stated several points in terms of value alignment with future employees:

"Waroeng SS are characterized as Eastern-ish Culinary company which specialized in Indonesian cuisine and thus represented as such. It is foremost for us to look for applicants which could represent our values and character as an Indonesian restaurant. With social media and the Internet this step became way more convenient. Internet and social media provides a platform which facilitates selection of applicants as well as education to applicants, employees and our customers.

In the selection process, we required applicants to attach their social media account so that we are able to analyze their virtual activity and their characteristics with Waroeng SS's value and character. As mentioned before in our character as a restaurant, we wanted applicants which could represent and embody our value and character in everyday job environments. The process continues on to the Interview session.

We use YouTube to share contents related to company profiles, working environment and processes as well as business culture in Waroeng SS. Prior to interviews, we encourage applicants to watch our company profiles and company values contents and videos to reassure that they are aware with the values and character of Waroeng SS before proceeding to the interview session.

We often direct the applicants to watch our YouTube to watch the related contents in order to acquaint themselves with our values even after they're

employed. We designed contents using social media that are accessible to everyone but we also designed specific contents that are targeted to new employees and the senior employees. We also held a weekly watching session every Friday where we gather and watch company profiles and contents to embed values and align the employee to work accordingly based on the values and character of Waroeng SS. We also encourage them to access it in spare time since it is easily accessed from YouTube or Instagram.

We observe that social media and the internet offer a terrific platform of selection and education respectively to value alignment since it is easy to be accessed and we also encourage our employees to watch our contents. We also held a video watching session every Friday morning via YouTube as part of our routine. We have a special team working on this content designed for specific purposes, whether for customers, employees and applicants which are eventually shared through different social media platforms, like Instagram, YouTube and our website."

(Mr. Arif Setyawan, February 10th, 2021)

These statements were validated by Ms. Ayu who also added several points in terms of value alignment addressing the e-recruitment and selection.

" *Yes, it is vital for the applicants to understand our company values. That's why value education is important. We encourage applicants to watch and reflect the value of Waroeng SS before proceeding to the next step in recruitment and selection. Value is our tradition, it is even more convenient*

since we have platforms such as social media and the internet to help provide convenience for our applicants, employees and customers to access it. We held a video session event every Friday by watching company profile contents and preaches and lectures from clerics to implement our values. We also encourage our employees both new and senior to watch these contents in free time from platforms such as YouTube. Training for implementing values and mentality are crucial if conducted in person, so we still carry on the traditional way of training with the military or law enforcement to build the mentality. Value alignment is vital for applicants so that they may know the workflow in Waroeng SS, the management, activities and work rhythms."

(Ms. Ayu Ningrum Oktavia, April 15th 2021)

To summarise these statements from Mr. Arif and Ms. Ayu regarding value alignment, Waroeng SS lean towards their character as a culinary company influenced by their eastern roots and Indonesian characteristics both in their culinary products and service. The role of social media and the internet via their homepage as a platform for education and selection are pivotal since social media provides a convenient value aligning platform. In terms of selection, social media such as Instagram, Twitter or Facebook allows companies to assess their applicants whether or not they are what Waroeng SS sought. Waroeng SS utilize apps such as YouTube and Instagram to share their company profile, work environment and company culture and encourage their employees to watch the company profiles to align company's values and their work practices. Both sources stated that it is essential that the applicants understand the values governing SS since human capitals are the core of SS company as a service and culinary company (Okusanya & Osenji, 2016).

Figure 4.2 Data Display Recruitment Process in Waroeng SS (Conventional and E-Recruitment)

Recruitment in Waroeng SS

Strategy
- Assessing the needs for workforce using the Personnel Component Evaluation.
- Establishing the goals, objectives and values for the recruitment process.
- Assessing the platform that will be used for the recruitment process

Evaluation
- Number of Applicants
- Applicant's Quality
- Distribution of Applicants
- Applicant's understanding and acknowledgement to the values of Waroeng SS

Process

Sources of Recruitment

Internal
- Promotion of employee from within.

External
- Social Media promotion.
- Advertisement in online job seeker pages.
- Tagging an online job vacancy posts or accounts.
- Posting advertisement in newspapers and local news stands.
- Referrals.
- Job fairs.

Recruitment Process
- **Personnel Component Evaluation**
- **Marketing the vacancies to applicants**
- **Submitting the resumes, and related documents.**

Explanation: The graph presented a process of recruitment and selection based on the accounts of Mr. Arif and Ms. Ayu. The graph is a combined practice, both conventional and online and as presented are visible that online recruitment forms the majority of the current recruitment process. The process are elaborated below:

- The process began in designing strategy and evaluating the needs for recruiting. The strategy involves assessing the needs for recruitment using personnel component evaluation, establishing goals and objectives, and deciding which platforms or methods are chosen. The evaluation are driven by the department, whereas the strategy are mostly under the responsibility of HR Managers (Arif Setyawan, 2020; Ayu Ningrum Oktavia, 2021)

- Once the strategy and the evaluation have been communicated and designed, the process of recruitment is carried out based on the source of recruitment. This process involves the HR Department, IT Department and Public Relations. The process includes posting, tagging and advertising vacancies in social media, or advertising it through newspapers, public centers and job fairs. Other methods mentioned are referrals where employees could provide reference for applicants and promotion from internal.

- The Overall Process: personnel components evaluation followed by marketing the recruitment, and finally resume submission.

Figure 4.3 Selection Process in Waroeng SS

SELECTION PROCESS IN WAROENG SS

Selection in Waroeng SS

Strategy

- Determining applicants which embodies her values, competent, and uphold the company's desired qualities
- Profile screening, interview, value alignment, and training methods carefully designed according to the values of Waroeng SS and utilizing internet based platforms.

Evaluation

Social Media posts and activity

Value (benchmark)

Quality

Process

Profile screening

Short video profile submission

Interview (Tele-conference/offline)

Internships

Training and value alignment sessions

Explanation: The graph presented a selection process scheme in Waroeng SS. The process is relaid according to the account of Mr. Arif and Ms. Ayu. The process is elaborated as follows:

- Following the recruitment process, the selection process is also evaluated through the personnel evaluation component to determine the strategic output of the selection process.

- The evaluation process determines the factor of the selection process through social media, the company's value, and the quality of the applicant.

- The strategy and the evaluation parameters then followed by the selection process itself. The process is presented in the graph respectively, beginning with profile screening involving the review of the resume, the experience, background and social media page. Next, is short video submission, applicants were required to submit a short video about themselves in YouTube. Interview followed the short video submission process, in some situations the process utilizing tele-conferencing platforms.

- Once passed, the applicants are then placed on an internship program in outlets and all employees, whether they're staff or managers need to join this process.

- Further training and value alignment include boot camp with military or law enforcement personnel.
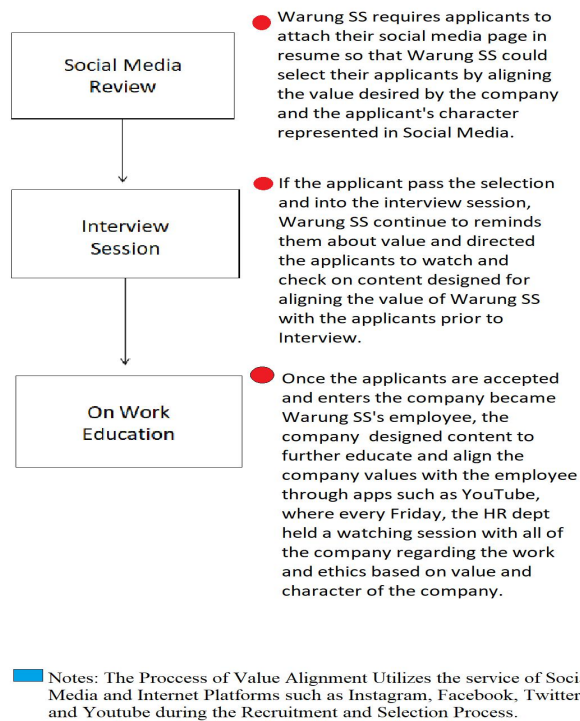
Value Alingment at Warung SS Utilizing Internet

Social Media Review
● Warung SS requires applicants to attach their social media page in resume so that Warung SS could select their applicants by aligning the value desired by the company and the applicant's character represented in Social Media.

Interview Session
● If the applicant pass the selection and into the interview session, Warung SS continue to reminds them about value and directed the applicants to watch and check on content designed for aligning the value of Warung SS with the applicants prior to Interview.

On Work Education
● Once the applicants are accepted and enters the company became Warung SS's employee, the company designed content to further educate and align the company values with the employee through apps such as YouTube, where every Friday, the HR dept held a watching session with all of the company regarding the work and ethics based on value and character of the company.

Notes: The Proccess of Value Alignment Utilizes the service of Social Media and Internet Platforms such as Instagram, Facebook, Twitter and Youtube during the Recruitment and Selection Process.

Figure 4.4 Value Alignment Process in Waroeng SS

Explanation: The graph presents the process of value alignment in Waroeng SS with the advancement Industry 4.0. The process aimed to educate the applicants regarding the values governing Waroeng SS.

- The process begins in the selection stage when applicants are reviewed, from their social media page and short video introduction (Via YouTube).
- Following the social media review, prior to interview, applicants are told to understand the values of Waroeng SS via YouTube contents. During the interview process, applicants are reminded about the values and assessed regarding their understanding of Waroeng SS values.
- During the work, the value alignment process involving organizing a video session via YouTube and through special preaches from clerics.

CHAPTER V

RESULTS

Based on the findings and the discussion regarding the process, strategy, implications, challenges and opportunities in recruitment and selection process addressing the development of Industry 4.0 in a company, the researcher provides several results based on the research problem formulation and the research findings.

1. What is the company's (Waroeng SS) recruitment strategy in addressing Industry 4.0? Specifically Internet and Information Technology?

   Result: Waroeng SS recruitment strategy in implementing Industry 4.0 in the form of e-recruitment are utilizing social media for recruitment advertising, maximizing SEO (Search Engine Optimization) to manage the virtual traffic of their posts, and resume submission while in parallel Waroeng SS also conduct conventional recruitment process such as advertising in newspapers, village centers and job fairs.

1.	Mr. Arif Setyawan	" We **utilize social media**…. for **advertising job vacancies**… Another method of recruitment is **utilizing SEO**… In terms of recruiting through social media, we also **require our team to be creative and design content.**" (7th December, 2020)
2.	Ms. Ayu Ningrum Oktavia	" Recently we also **created KMP or Creative Marketing and Content Department under the IT division**. This division **is responsible for creating the contents for our social media, Internet website, admin**" (15th April 2021)

2. What is the company's (Waroeng SS) selection strategy in addressing Industry 4.0? Specifically Internet and Information Technology?

Result: Waroeng SS utilizes the social media page of their applicants as one of the methods of assessing and selecting applicants. Applicants were required to submit short video backgrounds to YouTube and Waroeng SS utilizes tele-conferencing softwares to conduct virtual interviews. Waroeng SS also incorporates a more traditional approach such as a training program with military personnel and value alignment process utilizing social media platforms such as YouTube to share their company profile and values to applicants, and employees.

1.	Mr. Arif Setyawan	*" In terms of selection…. **we analyze their social media accounts to assess the applicant's personality**… We often **require the applicants to attach their social media accounts** …and **introduction videos through video-sharing** platforms such as YouTube."* (7th December, 2020)
2.	Ms. Ayu Ningrum Oktavia	*we use **social media to add as a consideration in selecting and evaluating potential employees**…. video submission in online platforms, resumes, experience and interviews"* (15th April 2021)

3. What challenges faced by the company (Waroeng SS) concerning the recruitment and selection process with the development of Internet and Information Technology?

Results: Challenges that Waroeng SS experienced when incorporating Industry 4.0 with their recruitment and selection practice defined in social aspect, connectivity aspect, and technological aspect. In terms of social, although it's not significant, younger employees who were accepted often display a lower resilience level and tend to be more emotionally sensitive compared to older generations. In term of connectivity, competition in labor market utilizing Industry 4.0 have become more significant since more companies began integrating themselves with Industry 4.0, uncertainty in the advertisement position due to post highlight being highly dependant on virtual traffic and in terms of technology, the use of virtual meetings and interviews often make recruiter difficult to pinpoint certain characteristics of applicants which are crucial in the selection process.

1.	Mr. Arif Setyawan	*"Applicants from this group are **mostly unpredictable and attain a less resilient personality** than the earlier applicant group… **competition with other companies** in gaining desired talent pool… **Social media also poses uncertainty**… Although it sounds like it is considered convenient, the **lack of presence with the convenience of virtual teleconference means we cannot pinpoint tiny details that might be detected in face-to-face meetings.**"* (7th December, 2021)
2.	Ms. Ayu Ningrum Oktavia	*This is because **younger, fresh graduates from either high school or college are less resilient***

		when entering the real working environment. *Younger people tend to have a "fiery" soul.... "* (15th April, 2021)

4. What implications does Industry 4.0 present to the recruitment and selection practices in a company (Waroeng SS)?

Results: Based upon the accounts from the informants, the implications of Industry 4.0 towards recruitment and selection in Waroeng SS includes the accessibility of information, observed in the people's tendency to use social media and the internet as a method to gain information. Second, social media and the internet provide a wider network of labor markets, opening a wider array of labor markets. Third, is the virtual convenience of not having to be present and conducting a remote interview, although it is less desirable, considered to be a good implication by Waroeng SS. Fourth, is the process of virtual selection using social media and teleconferencing softwares.

1.	Mr. Arif Setyawan	*"With more people accessing social media… the* ***internet provides a free marketplace****…Therefore, in terms of the initial recruitment process, utilizing the internet* ***opens a broader network of applicants****, which provides us with a* ***broader talent pool choice****… Social media* ***plays a role in the personal evaluation****… Social media provides an essential tool in the selection process...* ***teleconferencing services provide us with an easy method of selection,*** *such as a virtual interview…* (7th December, 2020)
2.	Ms. Ayu Ningrum Oktavia	*We acknowledged that* ***more people are***

| | | *connected in social media and we rely on social media to garner these applicants. It affects our **recruitment process greatly**, such as **reducing hard files submission**, our selection process and time and money efficiency* |
| | | (15th April, 2021) |

5. What lies as opportunity that could be harvested by the company in adjusting their recruitment and selection strategy with Industry 4.0?

Result: According to the informants, there are huge opportunities in integrating their recruitment and selection with Industry 4.0, faster and accessible information sharing, efficient time and money expenditures, having borders that are no longer an issue and accessible applicants selection tools allows Waroeng SS to expand their business practices and hopefully continued to do so.

1.	Mr. Arif Setyawan	*" **broader talent pool choice**… **save more funding** since the internet provides a free marketplace… we can **target more people** compared to newspapers, magazines, or recruitment firms.. **applicants from different regions** to have an interview test without being present in the location"* (7th December, 2020)
2.	Ms. Ayu Ningrum Oktavia	*"opportunity such as **minimum usage of hard files**, we could **expand our labor market**, time*

		and cost efficiency, accessible education platform, and compact selection tool" (15th April, 2021)

CHAPTER VI

CONCLUSION & RECOMMENDATION

6.1 Conclusions

Based on the result of the data collection the researcher managed to infer several points of conclusions based on the research problem formulation. There are also several added information which provide support to the problem formulation questions. It is worth noting that the variables that are analyzed in terms of Industry 4.0 here are Information Technology and Internet, and the subject company in which this research takes place has undergone major development in the last 2 years related to its recruitment and selection process. The research problem formulation are as follows:

- What is the recruitment strategy at Waroeng SS (Special Sambal) with Industry 4.0?
- What is the selection strategy at Waroeng SS (Special Sambal) with Industry 4.0?
- What are the challenges faced concerning the recruitment and selection process at Waroeng SS (Sambal Special) with the development of Industry 4.0?
- What are the implications and significance of industry 4.0 (IoT) in the recruitment and selection practices at Waroeng SS (Special Sambal)?
- Does industry 4.0 provide wider opportunities for recruitment and selection practices?

Addressing these questions, the researcher compiles the conclusions in order of the problem formulation questions.

- The recruitment process in Waroeng SS have adapted the advancement of Industry 4.0 in their process namely the job vacancy advertisement, maintaining the SEO (Search Engine Optimization) and resume submission, while also conducting conventional methods of recruitment such as attending job fairs, posting ads in newspapers and on village centers for rural outlets.

- The selection process incorporates a mix of Information Technology and conventional process. Waroeng SS utilizes social media pages as methods to assess their applicants and require them to post short video introduction in video sharing platform, YouTube. Waroeng SS also held tele-conferencing interviews for applicants from further regions or unable to present in offline meetings using apps like Zoom etc. As for the conventional one, the management still held offline interviews and training

conducted in person with military personnel to ensure an efficient process.

● Challenges faced by Waroeng SS include the applicant group which often tend to be less resilient compared to older applicants group, competition in the labor market with companies applying information technology, uncertainty in the virtual traffic, and hindrance in virtual presence when organizing virtual interviews.

● Implications poses by the advancement of Industry 4.0 towards Waroeng SS recruitment and selection includes the importance in utilizing social media as recruitment platforms since more people began integrating themselves with internet, wider network of labor markets, teleconferencing interviews which adapted to the selection process, and the use of social media as methods of selecting applicants through social media pages assessment.

● Opportunity laid by Industry 4.0 is the capability and potential of expanding its labor market thus managing it to expand both locally and internationally, cost efficiency and time efficiency enabling the organization to grow even further, and a more compact and accessible recruitment and selection process.

● Industry 4.0 offers a tool to conveniently conduct value alignment processes through the use of video sharing platforms and social media.

6.2 Recommendations

The researcher believes that this research is useful for obtaining scientific reviews related to the online recruitment and selection phenomenon within the service and culinary Industry in Indonesia and towards the future recruitment and selection endeavor that Waroeng SS might undergo.

For Waroeng SS

1. The company could further expand their capability in terms of online recruitment by designing a model, guidelines, and teams specifically for acquiring talent pool which involves younger (millennials, Z generations) generation. This because more of this generation are now

entering labor market and they are proficient users of information technology. A model or guideline that company could follow would further provide efficiency in targeting these generations in labor market.

2. Looking at SS's social media network potential, a wider choice of applications such as LinkedIn could prove useful to garner and target more skilled workers and expand their array of choice of applicants. This due to the nature of LinkedIn users which are considered more aware of their professional and technological prowess, and mostly skilled worker in their field.

For Future Researchers

1. More respondents in the same scale and industry would be necessary to see this phenomenon in a bigger and more comprehensive picture. As mentioned before, to analyze the implications of Industry 4.0 in its entire spectrum a broader research involving multi industries and companies are required. This would involve more respondents and thus enabling the researcher to analyze the prevalence or the impact of industry 4.0 towards current industries.

2. Data gathering should involve branch managers and employees to see if the process of integrating industry 4.0 through information technology in recruitment and selection are consistent from top to bottom, therefore we could further analyze the implication and the significance of information technology.

3. The online recruitment and selection could be more comprehensive if conducted with both mixed-method research. This notion is presented since throughout the research, the researcher found that numerical data could provide statistical analysis which are crucial to analyse the trend prevalence in the given industry. By analyzing the prevalence of the effect of Industry 4.0 through the means of information technology, we could further analyse what industries are now engaged in industry 4.0, how the labour market is affected by industry 4.0, and analyzing how companies, applicants, or managers should prepare themselves in adjusting with industry

4.0.

4. It is important to conduct a longitudinal study to see the implication further imposed by Industry 4.0 towards the other industry and companies. This notion is presented since we are aware that the rise of Industry 4.0 has reached beyond a certain or specific Industry, it has become a widespread phenomenon in a wider societal environment. As a result, a lot of industries are indirectly or directly engaged in the use of either the Internet, Information Technology, Big Data or Automation. Thus, a study that reaches a far wider and a more comprehensive phenomenon is required to analyses the trend in a more comprehensive manner.
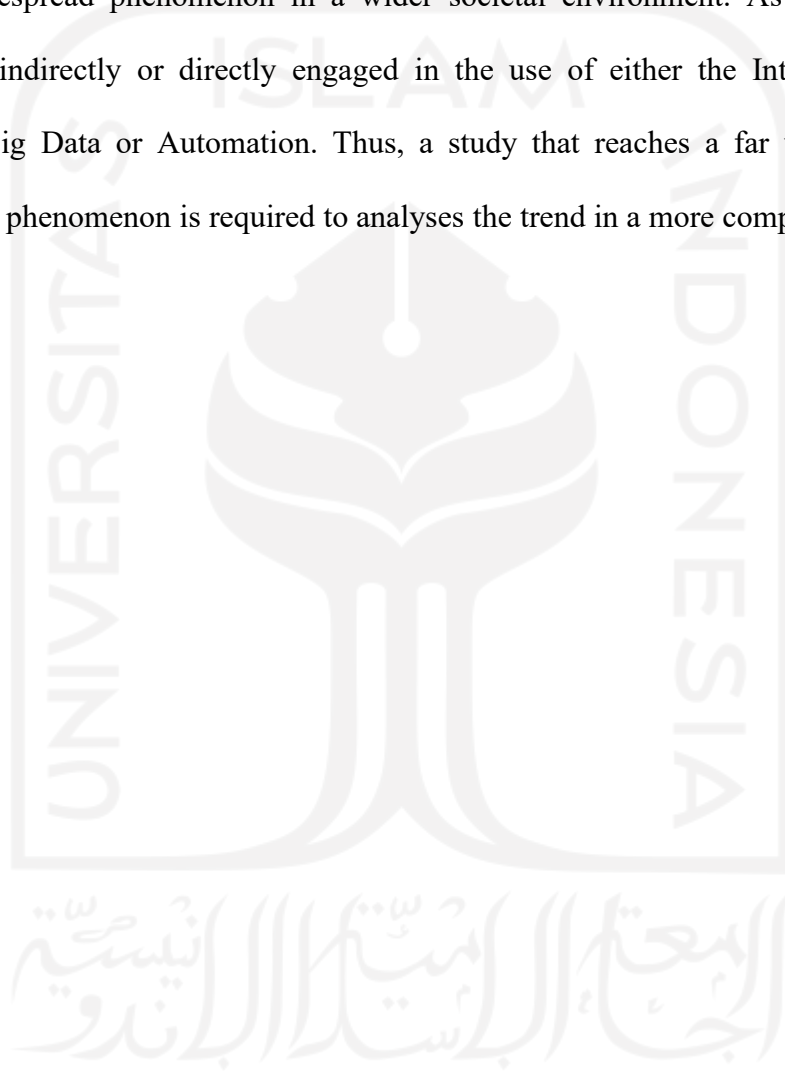
REFERENCE

Alam, Syed & Nik Hashim, Nik Mohd Hazrul & Ahmad, Maisarah & Che Wel, Che Aniza & Nor, Sallehuddin & Omar, Nor Asiah. (2014). Negative and positive impact of internet addiction on young adults: Empericial study in Malaysia. Intangible Capital. 10. 10.3926/ic.452.

Anderson, N. (2003). Applicant and recruiter reactions to new technology in selection: a critical review and agenda for future research. International Journal of Selection and Assessment, 11(2/3), 121e136.

Angelova, M. (2017). The human capital ratification- a key factor for development. International Scientific Journal of Industry 4.0. Issue 1. P. 42-44. ISSN 2534-997x

Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17, 99-120. http://dx.doi.org/10.1177/014920639101700108

Byars, L.L. and Rue, L.W. (1987). Human Resource Management. Homewood, IL: Irwin.

Bhalgat, K.H. (2019). An exploration of how artificial intelligence is impacting Recruitment and Selection Process. *Dissertation for the Degree of Master of Business Administration in Information System (MBA) at Dublin Business School*. 11-57.

Snell, S., Morris, S., Bohlander, G. W. (2015). Managing Human Resources. United States: Cengage Learning.

Brady, P.W., Thompson, L.F., Wuensch, K.L. and Grossnickle, W.F. (2003), "Internet recruiting", the effects of webpage design features", social science computer review, Vol. 21 No. 3, pp. 374- 385.

Buhr, D. 2015. Social Innovation Policy for Industry 4.0. Tübingen, Germany: Eberhard Karls University of Tübingen.

Bushev, S. (2016). Knowledge transfer industry 4.0. International Scientific Journal of Industry 4.0. Issue 1. P.51-54. ISSN 2534-997x.

Caers, R., & Castelyns, V. (2011). LinkedIn and Facebook in Belgium: The influences and biases of Social network sites in recruitment and selection procedures. *Social Science Computer Review*, *29*(4), 437–448.

Carrell, M.R., Elbert, N.E., Hatfield, R.D., Grobler, P.A., Marx, M. and Van der Schyf, S.(1999). Human resource management in South Africa. Upper Saddle River, NJ: Prentice-Hall.

Cascio, W.F. (1998). Managing human resources: productivity, quality of work life, profits. 5th Ed. New York. NY: McGraw-Hill.

Creswell, J.W. (2009). Research design: qualitative, quantitative, and mixed methods approaches (3rd ed.). Thousand Oaks, CA: Sage Publications.

Dutton, W.H. (2014). Putting things to work: social and policy challenges for the Internet of Things. info. 16. 1-21. 10.1108/info-09-2013-0047.

Derous, E. and De Fruyt, F. (2016), Developments in recruitment and selection research. International Journal of Selection and Assessment, 24: 1-3.

El Ourdui, M., El Ourdui, A., Segers.J., Ivana, P. (2016). Technology Adoption in Employee Recruitment: The Case of Social Media in Central and Eastern Europe. Computers in Human Behaviour. 57: 240-249.

Erkan, C & Bal, C,H. (2019). Industry 4.0 and competitiveness. *Procedia Computer Science*. 158 : 625-631.

Flynn, Joseph & Dance, Steven & Schaefer, Dirk. (2017). Industry 4.0 and its potential impact on employment demographics in the UK. 10.3233/978-1-61499-792-4-239.

Gaidhani, S., & Arora, D & Sharma, B. (2019). Understanding the attitude of generation z towards workplace. *International Journal of Management, Technology and Engineering.* ISSN: 2249- 7455

Hull, J., 2011. Fifty percent reduction on recruitment costs: how social media became my best friend".*HR Magazine*. Available at: www.hrmagazine.co.uk/hro/features/1019381/-reductionrecruitment- costs-social-media-friend.

Ladkin, A., Buhalis, D., (2014). Online & social media recruitment: hospitality employer and prospective employee considerations. *International Journal of Contemporary Hospitality Management,* Vol. 28(2), pp.327 - 345

Mathis, R.L. and Jackson, J.H. (2010). Human Resource Management. 13th Edition, South-Western College Publishing, Ohio

Millmore, M., Lewis, P., Saunders, M., Thornhill, A & Morrow, T.(2007) *Strategic Human Resource Management: Contemporary Issues.* FT Prentice Hall, Harlow. ISBN 978-0-273-68163-2

Okusanya, A.O., & Oseji, A.S. (2016). Empirical analysis of sound Recruitment and Selection Criteria as a Tool of Organisational Efficiency. JORIND 14(1). ISSN 1596-8303.

Palupi, M & Tjahjono, H.K & Assery, S. (2015). Perencanaan sumber daya manusia untuk mencapai keunggulan bersaing perusahaan. Journal.umy.ac.id.

Ryan, A. M., Inceoglu, I., Bartram, D., Golubovich, Y., Grand, J., Reeder, M., Derous, E., Nikolaou, I., & Yao, X. (2015). Trends in testing: Highlights of a global survey. In I. Nikolaou & J. K.

Oostrom (Eds.), Employee recruitment, selection, and assessment: Contemporary issues for theory and practice (pp. 136–153). New York, NY: Psychology Press/Taylor & Francis.

Sekaran, U. (2006). Research methods for business: A skill building approach. John Wiley & Sons.

Sparrow, P R and Hiltrop, J (1994) *European human resource management in transition.* Prentice Hall, London. ISBN 0132020955

Tussyadiah, I.P. & Fesenmaier, D.R. (2009). Mediating the tourist experience access to places via shared videos. *Annals of Tourism Research*, Vol. 36 No. 1, pp. 24-40.

Van Esch, P. Black, J & Ferolie, J. (2019). Marketing AI Recruitment: The next phase in job application and selection. Computers in Human Behavior. 90. 2

Waldt, G.V., &Thebe, T.P. (2014). A recruitment and selection process model: the case of the department of justice and constitutional development.

Williams, A.P.O. and Dobson, P. (1997). Personnel Selection and Corporate Strategy**.** *International Handbook of Selection and Assessment; Assessment and Selection in Organizations: Methods and Practice for Recruitment and Appraisal, Volume 2* (pp. 219–245). Wiley. ISBN 978-0-471- 96638-8

APPENDIX A

Data Display of the Recruitment Process according to Managerial Level in Waroeng SS
RECRUITMENT AND SELECTION PROCESS IN WAROENG SS

Main Office (Yogyakarta)

↓

Recruitment of Branch
Managers and Office staffs

Branch Offices

↓

Recruitment of Restaurant
managers, staffs and
employees
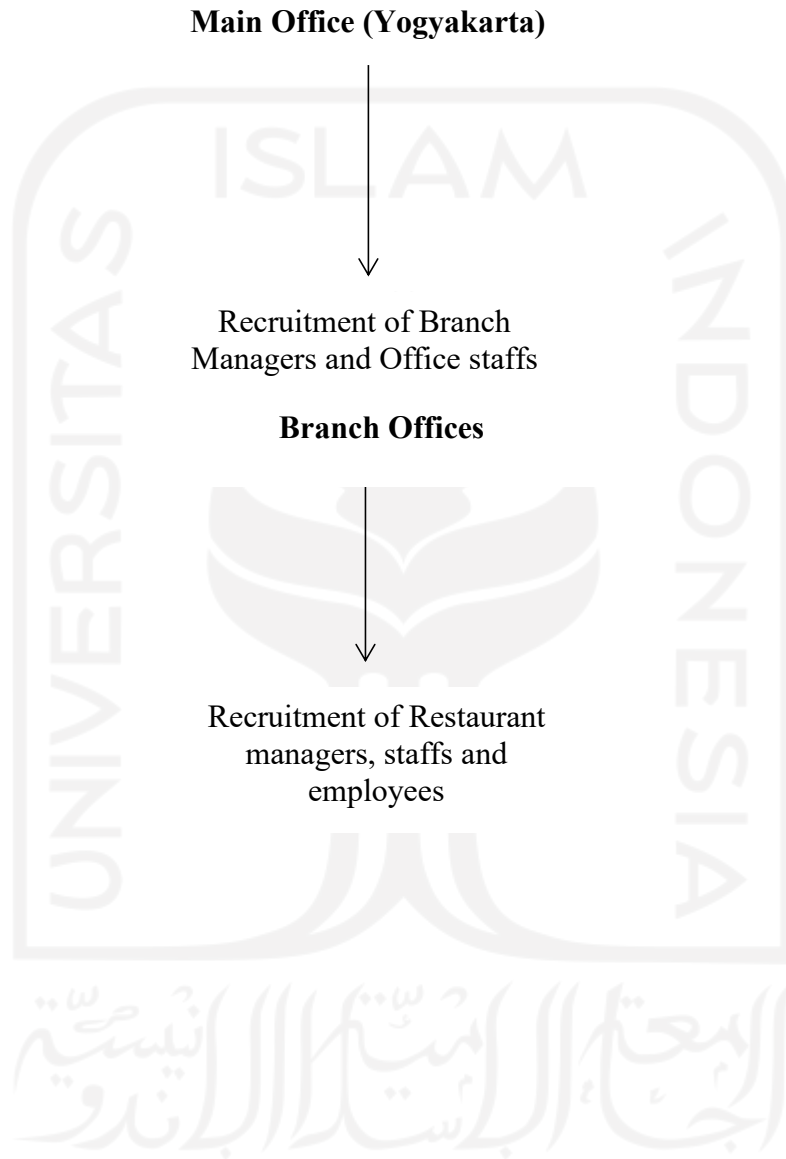
APPENDIX B

Data display of the Current Recruitment Process in Waroeng SS

Recruitment in Waroeng SS

Strategy
- Assessing the needs for workforce using the Personnel Component Evaluation.
- Establishing the goals, objectives and values for the recruitment process.
- Assessing the platform that will be used for the recruitment process

Evaluation
- Number of Applicants
- Applicant's Quality
- Distribution of Applicants
- Applicant's understanding and acknowledgement to the values of Waroeng SS

Process

Sources of Recruitment

Internal
- Promotion of employee from within.

External
- Social Media promotion.
- Advertisement in online job seeker pages.
- Tagging an online job vacancy posts or accounts.
- Posting advertisement in newspapers
- Referrals.

Recruitment Process

→ **Personnel Component Evaluation**

→ **Marketing the vacancies to applicants**

→ **Submitting the resumes, documents and social media page**

APPENDIX C

Data display of the Selection Process in Waroeng SS

SELECTION PROCESS IN WAROENG SS

Selection in Waroeng SS

Strategy

Evaluation

- Determining applicants which embodies her values, competent, and uphold the company's desired qualities

- Profile screening, interview, value alignment, and training methods carefully designed according to the values of Waroeng SS and utilizing internet based platforms.

Social Media posts and activity

Value (benchmark)

Quality

Process

Profile screening

Short video profile submission

Interview (Tele-conference/ offline)

Internships

Training and value alignment sessions

APPENDIX D
List of Interview Questions

INTERVIEW QUESTIONS FOR WAROENG SS

Interview Questions

Opening Part

Name

Position in the current company

Experience in the current field

How long have you retain your current position

Background (personal info addition)

First Topic: Recruitment and Selection Process in the Company

2   How does the company identify the needs for the recruitment of the employee in the company?

3   What values guided the process of recruitment and selection in this company?

4   What criteria presents in applicants which are desired by the company ?

5   How does the company set the job requirements prior to the process of recruitment and selection?

6   What strategy does the company implement in determining their desired workforce?

7   How does the company conduct the evaluation process towards desired applicants?

8   Does this company utilize social media or any other social networking sites to facilitate the recruitment process?

Second Topic: Implication of Industry 4.0

2   Does this company utilize information technology within their business practices extensively?

3   Does this company utilize social networks and media to connect with their customers? If so, for how long have this media platform established?

4   How the company reacts to the rise of social media usage?

5   Does information technology affect the company's strategy in terms of RnS?

6   Does analyzing social trends in the digital environment crucial in terms of designing job

requirements for future applicants of the company?

7 Does online interactions (Google reviews, Instagram, etc.) have an impact on the company's strategy in terms of RnS?

8 Does social media have an influential factor towards an applicant's selection process?

Third Topic: Challenges of RnS in Industry 4.0

1 In terms of RnS, does the presence of social networking sites provide a challenge in acquiring desired workforce?

2 What challenges are present by the rise of information technology faced by this company in terms of RnS?

3 We understand that with the emergence of social media, wikis, and other social platforms, communication became more borderless and the barrier of presence became obscure since we could do live communication without having to be physically present at the discussion. Are these factors considered as convenience for this company or a liability in terms of RnS?

4 Does pandemic affect the policy and strategic decision in the company's RnS?

Fourth Topic: The Company's Strategy in Terms of RnS

6. How does the company adapt in acquiring workforce with the emergence of Industry 4.0?

7. Are there any values which the company uphold which provide standards, criteria and requirements present in the future workforce in accordance with the rise of information technology?

8. Are there any certain practices in recruitment and selection within this company that needs to be adjusted in terms of industry 4.0?

9. How does the company set the strategic objectives of RnS in accordance with Industry 4.0?
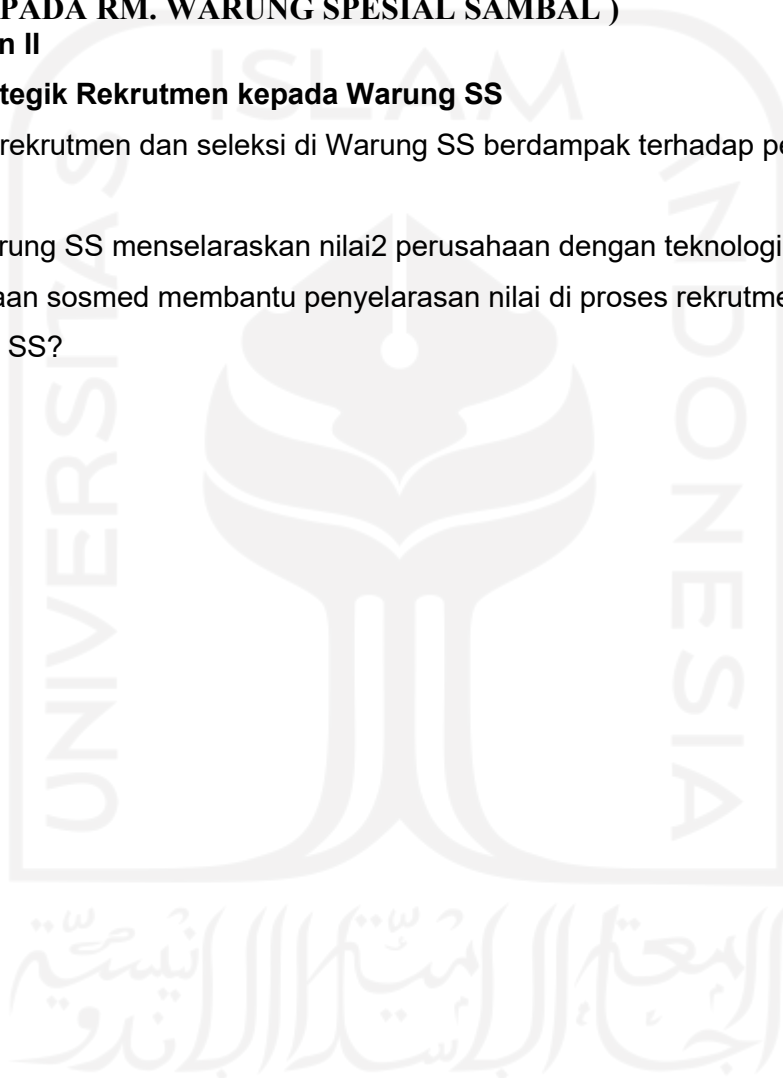
APPENDIX E

List of Interview Questions

INTERVIEW QUESTIONS SESSION II FOR WAROENG SS

**BERKEMBANG DENGAN KEMAJUAN TEKNOLOGI:
PENELITIAN KUALITATIF DAN STUDI KASUS STRATEGI REKRUTMEN DAN
SELEKSI UNTUK MERAIH *TALENT POOL* DI ERA INDUSTRI 4.0
(STUDI KASUS PADA RM. WARUNG SPESIAL SAMBAL)**
Interview Session II

Topik : Nilai Strategik Rekrutmen kepada Warung SS

1. Apakah praktik rekrutmen dan seleksi di Warung SS berdampak terhadap performa

perusahaan?

2. Bagaimana Warung SS menselaraskan nilai2 perusahaan dengan teknologi Informasi?

Apakah penggunaan sosmed membantu penyelarasan nilai di proses rekrutmen dan

seleksi di Warung SS?

APPENDIX F

Interview Transcripts

Informant Name   : Arif Setyawan S.Psi

Position   : Manager of Human Development and Management (HRD)

Background of Study : Bachelor of Psychology, Gadjah Mada University

The researcher would be addressed by initial R, and Mr. Arif would be addressed as initial A.

R: Untuk pertanyaan pertama pak, bagaimana perusahaan mengidentifikasi kebutuhan untuk perekrutan karyawan di perusahaan?

A: Kalau di SS itu kami menentukan kebutuhan rekrutmen dan seleksi dengan proses yang disebut "evaluasi komposisi personel. Sistem ini di gunakan baik di level pusat maupun di level warung. evaluasi kebutuhan. Evaluasi dilaksanakan setiap bulan, bulan ini bertambah tidak, adakah yang berkurang tidak, apakah sudah cukup. Dan ini tergantung dengan manajemen dari level yang berbeda.

Manajemen dibagi menjadi dua, pusat dan warung atau manajemen area, saat ini ada 9, 8 di Indonesia dan 1 di Kuala Lumpur. Pusat berlokasi di Jogjakarta. Untuk level warung atau area, manajemen memiliki otonomi tersendiri dalam proses perekrutan, terbatas untuk perekrutan karyawan biasa, namun untuk perekrutan staff kantor dan manajemen area, pusat yang melaksanakan perekrutan.

R: Nilai apa yang memandu proses rekrutmen dan seleksi di perusahaan ini?

A: SS mengutamakan mental mas, integritas dan skill dalam kualitas sumber daya yang dicari. Pelamar harus memahami dan juga menjunjung budaya perusahaan yang terdapat dalam 5 poin penting, kejujuran, disiplin, pekerja keras, rendah hati, dan takwa yang menjadi nilai dasar

Warung SS. Jadi kalau skill ini tidak sesuai biasanya nanti kedepan tidak bisa sejalan dengan proses dan nanti bisa tergantikan dengan sendirinya.

R: Lalu, bagaimana dengan proses persiapan Waroeng SS dalam menyipakan ketentuan pekerjaan sebelum melakukan proses rekrutmen dan seleksi?

A: Proses seleksi di SS dilaksanakan dalam beberapa tahap, seleksi berkas untuk melihat track record pelamar seperti pengalaman bekerja, organisasi, dan kepentingan berkas lainnya, ini sangat penting dan menentukan. Setelah tahap review berkas, pelamar akan diberikan tes yang dilanjutkan dengan wawancara. Kedua tahap ini sangat krusial karena disinilah pelamar akan di lihat bagaimana kualitas yang kami cari terdapat di mereka sebelum mereka diterima di perusahaan.

R: Lalu, apakah di SS penggunaan sosial media dan internet digunakan dalam proses rekrutmen dan seleksi?

A: Kita menyesuaikan yah dengan perkembangan zaman, tentu SS menyesuaikan proses bisnis nya dengan kemajuan yang ada. Permisalan, awal 2000an, koran menjadi sumber informasi yang penting di masyarakat. Sekarang sudah berubah tentunya, dengan banyak nya orang yang beralih ke medsos seperti Instagram dan Facebook. Dan dengan memanfaatkan medsos, kami justru merasa lebih dimudahkan dan menghemat biaya, dan apabila dibandingkan dengan proses konvensional, rekrutmen melalui medsos justru menjaring lebih banyak orang. Bandingkan dengan ketika dulu memasang lamaran pekerjaan atau rekrutmen di koran. Tidak banyak orang membaca koran, walaupun tidak sedikit orang yang membaca koran untuk mencari lowongan kerja.

Sekarang dengan medsos dan internet, kita dapat dengan mudah mengetik keyword lowongan kerja, ditambah dengan beberapa platform yang menawarkan fitur marketplace yang dapat dimanfaatkan untuk memasang lowongan. Bahkan marketplace seperti OLX, Tokopedia, serta medsos seperti Instagram dengan akun-akun yang membuka info lowongan kerja membuat kami sangat mudah memasang info lowongan dan proses rekrutmen. Oleh karena itu, terkait

proses penjaringan awal, memanfaatkan internet, medsos dan marketplace membuka jaringan yang lebih luas dan mudah untuk diakses karena ketika semakin banyak valon pelamar, semakin baik karena kami memiliki opsi yang lebih banyak untuk dipilih.

R: Apakah perusahaan ini memanfaatkan teknologi informasi dalam praktik bisnis mereka secara luas?

A: Tentu yah mas, Medsos ini memiliki peran penting dalam proses evaluasi dan seleksi, karena dapat dilihat aktivitas medsos untuk mengetahui track record pelamar. Sekarang kami mewajibkan pelamar untuk mencantumkan sosmed nya supaya dapat di review oleh perekrut kami. Dan track record ini juga berpengaruh dengan hasil dan keputusan untuk memilih pelamar tersebut, sehingga sosmed saat ini menjadi bagian yang penting dalam proses seleksi.

Sosmed memberikan info terkait keseharian pelamar, dan juga memberikan gambaran karakter pelamar. Sosmed tidak mungkin dapat membohongi dan oleh karena itu sangat penting, ini dikarenakan pelamar yang memposting di laman tersebut, mecurahkan hal-hal, aspirasi yang dapat memudahkan kami untuk mengulas kepribadian, cara pandang, ideologi, bahkan isi hati calon pelamar. Sosmed menjadi alat yang efisien, jujur dan efektif untuk proses seleksi di Warung SS.

Di SS, kami mengintegrasikan proses rekrutmen dan seleksi kami antara manusia dan teknologi yang ada saat ini. Dalam proses rekrutmen dan penjaringan awal, kami memanfaatkan medsos dan internet untuk proses penjaringan, profiling, dan evaluasi calon pelamar. Ini dikarenakan mudah untuk menargetkan satu komunitas tertentu atau tempat orang berkumpul. Sehingga kami beradaptasi, kami tetap menyesuaikan tenaga manusia dan metode rekrutmen konvensional (koran, internal rekrutmen, referal, dll.) namun, disisi lain kami juga menerapkan kemudahan teknologi seperti medsos, laman website sosial, dan search engine. Selama proses seleksi pun, dengan beberapa aplikasi menawarkan layanan video conference seperti Zoom, kita tidak perlu mengadakan wawancara tatap muka, menjaring orang dengan jangkauan yang lebih luas, dan memudahkan calon pelamar dan rekruter tanpa harus mengusahakan untuk hadir di lokasi. SS saat ini sudah melaksanakan Tele-Interview, dan kami memiliki standar atau pra syarat yang harus dipenuhi untuk proses ini. Yang pertama, seperti proses seleksi pada umumnya, kami mewajibkan pelamar menyediakan data atau berkas portofolio, dan selebihnya tergantung

dari keunikan masing2 HR departmen .

R: Berarti ini apakah Waroeng SS menggunakan sebuah sistim AI tertentu untuk rekrutmen dan seleksi nya?

A; SS belum mengembangkan sebuah sistim terpadu berbasis AI untuk proses rekrutmen dan seleksi, namun kami beradaptasi terhadap perubahan dengan mulai mengintegrasikan rekrutmen dan seleksi dengan kemajuan teknologi informasi seperti Internet, Sosial Websites, dan Aplikasi tele-conference. Diantara beberapa aplikasi yang kami gunakan, untuk rekrutmen kami paling banyak menggunakan Instagram, sedangkan untuk seleksi kami saat ini menggunakan youtube, dimana pelamar membuat video pendek untuk memperkenalkan diri mereka.

R: Apa tantangan yang dirasakan dari proses integrasi internet dan teknologi informasi terhadap proses rekrutmen dan seleksi? Dan apa strategi untuk mengatasi tantangan tersebut?

A; Dengan adanya kemudahan tersebut, kami bukannya bergerak secara mulus. Saat ini seperti yang kita ketahui, generasi X dan milenial adalah orang-orang yang menjadi target untuk rekrutmen kita, mereka sudah sangat mengenali sosmed secara sangat baik, misal bagaimana mereka mengakses informasi. Namun dengan kemudahan yang ada saat ini, pelamar dari kelompok ini cenderung labil dan tidak memiliki resilience sebaik dari kelompok pelamar lain. Tantangannya datang dari karakter generasi ini dan bagaimana kami dapat mengikat orang2 ini supaya memiliki perhatian terhadap perusahaan. Karena mereka dengan mudah mendapat informasi, mereka cenderung mudah mendahulukan perasaan dan bahayanya dapat membocorkan rahasia perusahaan. Ini adalah sisi negatif medsos, disisi lain memudahkan kami dalam melaksanakan rekrutmen namun menjadi sarana informasi bebas yang berdampak pada karakter pelamar generasi milenial.

Strategi rekrutmen dan seleksi kami adalah dengan bersinergi antara teknologi dan metode konvensional. Dalam proses mencari calon tenaga kerja kami memanfaatkan kemudahan internet, namun untuk menanamkan karakter yang diinginkan SS untuk tenaga kerja, kami melaksanakan aktivitas untuk menanamkan rasa kekeluargaan ketika bekerja bersama kami, kepada karyawan

baru kami melaksanakan training yang bertujuan untuk memperkuat mental, dan ada beberapa yang pada akhirnya merasa kurang atau kemudian berpindah, inilah bagian dari seleksi kami. Kami tidak memasang kontrak kepada karyawan kami, sehingga kami tetap membutuhkan proses yang tidak dibentuk oleh sebuah sistem artificial.

Tantangan lain dari adanya kemudahan teknologi informasi adalah meningkatnya kompetisi dalam pencarian tenaga kerja atau proses rekrutmen, karena tentunya banyak perusahaan yang menggunakan aplikasi seperti Instagram atau sosmed lainnya. Kami harus menciptakan iklan yang dapat menjual lowongan kerja Warung SS, sehingga kami harus menjadi sangat kreatif dalam menawarkan lowongan kerja dan masa depan di Warung SS. Dan ini mejadi syarat bagi HR SS untuk dapat membuat konten lowongan kerja yang menarik para pelamar yang bergantung pada sosmed untuk tertarik bekerja bersama kami.

Dengan kemajuan yang ada, informasi lowongan kami menjadi sangat mudah diakses dari daerah lain. Namun, ini menjadi sulit diprediksi. Bila dibandingkan dengan koran atau tabloid, tentu kita dapat memanfaatkan pos pos strategis dalam memasang iklan sehingga pelamar lebih mudah untuk melihat loker kita. Namun dengan sosmed yang ada kami sangat bergantung pada traffic pengguna, sehingga kembali lagi kepada kreatifitas dan keaktifan admin dalam memanfaatkan fitur di sosmed seperti hashtag, retweet dan SEO (Search Engine Optimization). jadi proses rekrutmen saat ini harus aktif dan lebih aware terhadap tren pengguna sosmed, di hari apa kita memposting loker, atau bagaimana kami menjual iklan loker. Namun kembali lagi, sosmed dan informasi teknologi memberi kemudahan terhadap proses rekrutmen dan seleksi, namun ini juga bergantung dengan bagaimana kita menggunakan sosmed, berselancar di internet, bagaimana kita membuat konten yang mengiklankan lowongan kita secara efisien, dan bagaimana kita bisa memanfaatkan fitur untuk memaksimalkan pengiklanan lowongan kerja kita di Internet.

Untuk hal ini, salah satu strategi pemaksimalan traffic di sosmed kami adalah dengan memanfaatkan tenaga kerja kami yang ada. Saat ini SS memiliki 3000 karyawan, sehingga kami menganjurkan karyawan untuk mengikuti akun Sosmed SS. Kami menggerakan karyawan supaya aktif dalam membagikan info, melakukan searching di internet untuk meningkatkan

traffic SEO kami.

Salah satu kelebihan dari Industri 4.0 adalah adanya tele-conference. Saat ini banyak aplikasi yang menyediakan layanan tele-conference, sehingga pelamar tidak perlu untuk hadir secara tatap muka untuk proses seleksi. Ini menjadi kemudahan bagi kami karena hal ini membuka ruang yang lebih luas kepada calon pelamar kami, sehingga mereka tidak perlu untuk datang dan bertemu tatap muka, dapat dilaksanakan ditempat asal mereka. Namun kekurangannya adalah, kesulitan untuk dapat melihat secara langsung keseriusan mereka, karena terhalang layar, sehingga kami sulit untuk menentukan nilai juang mereka, karena mereka kan tidak perlu hadir, berbeda dengan wawancara tatap muka, dimana kita langsung bertemu dengan pelamar.

Topic II

R: Bagaimana proses penyelarasan nilai perusahaan terhadap pelamar dan bagaimana proses ini difasilitasi oleh informasi teknologi dan internet?

A: Karakter SS adalah warung kuliner dengan ciri khas ke timuran, masakan nusantara dan kental dengan tradisi nya. Maka dalam mencari karyawan jelas kami mencari orang dengan karakter yang melambangkan nilai yang kami junjung sebagai rumah makan nusantara. Dengan media sosial, evaluasi karakter ini menjadi mudah, kami bisa melihat di laman media sosial mereka bagaimana mereka berinteraksi. Hal ini untuk meminimalisir orang yang tidak cocok dengan budaya dan nilai di Warung SS seperti dari segi penampilan dan juga kenyamanan dalam bekerja.

Dalam menyelaraskan nilai kepada para pelamar, media sosial memberikan wadah yang baik untuk memberi edukasi kepada pelamar dan pengguna internet lainnya, sebagai contoh kami menggunakan Youtube untuk menampilkan company profile dan video promosi yang menampilkan nilai, proses kerja dan budaya bisnis SS kepada pengguna Youtube dan pelamar. Oleh karena itu, kami mewajibkan para pelamar dan karyawan untuk senantiasa menyaksikan Youtube SS untuk melihat bagaimana budaya kerja dan karakter SS ini ditanamkan. Ini juga memudahkan kami dalam proses seleksi dimana kami mengarahkan pelamar untuk mengenali SS melalui platform ini. Hal ini memudahkan kami dalam proses interview dimana kami

memastikan bahwa pelamar sudah mengenali budaya dan nilai perusahaan sebelum masuk ke perusahaan. Pada dasarnya peran sosial media dalam penyelarasan nilai adalah memberikan wadah yang bagus untuk edukasi dan seleksi, seleksi bagi pelamar dan edukasi baik bagi pelamar maupun karyawan. Hal ini tidak terbatas di Youtube, namun juga di sosial media lainnya seperti Instagram, dengan muatan untuk umum. Kami sendiri memiliki tim khusus yang membawahi hal2 sperti ini bernama Divisi Komunikasi dan Media Produksi. Tim ini menyiapkan konten sesuai dengan tujuan nya seperti untuk pelamar, karyawan dan juga untuk khalayak umum.

Interview Transcripts (Triangulation)

Informant Name   : Ayu Ningrum Oktavia

Position   : Head of Personnel Recruitment Management Section (Seksi PPA) and Regulation Management at Restaurant level (Yogyakarta Region)

Background of Study : Accountant Diploma, AA YKPN

Warm up Session

A: Nama saya Ayu Ningrum Oktavia, biasa dipanggil Ayu. Asal dari Lampung kelahiran 10 Oktober 1988. Saya di Jogja sudah sejak 2008, saya kuliah di AA YKPN. Pengalaman saya dulu bekerja sebagai karyawan di SS. Saat ini saya menjabat sebagai Kepala Seksi Divisi SDM bidang PPA (Pemenuhan Personil Warung dan Penegakan Aturan). Saya mengawali karir di SS tahun 2014. Saya berawal sebagai staff RPP (Rekrutmen, Penempatan, dan Pengembangan Organisasi) sebelum dilebur menjadi PPA dan Pengembangan Organisasi. Saya awalnya ditempatkan di kantor cabang Area DIY, kurang lebih selama 16 bulan. Lalu setelah itu saya dipromosikan ke kantor pusat SS di kantor ini, sejak tahun 2016 hingga hari ini. Awal saya dipromosikan ke kantor pusat yaitu sebagai kepala urusan dari 2016 sampai 2019 akhir. Pada 2020 awal saya dipromosikan sebagai kepala seksi SDM manajemen area luar negeri karena SS punya satu cabang di Malaysia. Sejak pandemi, saya kembali ke kantor pusat dan menjabat sebagai kepala DIvisi Pemenuhan Personil dan Penegakan Aturan.

Q: How is the development of the Recruitment now compared to then?

A: Dulu, di awal tahun 2010an ketika saya masuk, kita melakukan rekrutmen masih sesuai dengan kebanyakan orang awam, dengan cara mengirimkan lamaran via pos atau hard file, berbeda dengan sekarang yang menggunakan e-rekrutmen. Sehingga, dulu itu banyak sekali berkas-berkas yang kami terima. Murni konvensional berbeda dengan yang saat ini kita menggunakan metode online dan melalui internet.

Triangulation session

Subtopic 1

Q: Bagaimana proses rekrutmen di SS?

A: Baik, betul kita melakukan apa yang disebut dengan Evaluasi Komposisi Personel (Personel Component Evaluation) yaitu evaluasi berapa banyak kebutuhan SDM establishment kita, saya berbicara warung yah karena itu area manajemen saya juga namun secara panduan dan pelaksanaan semua sama baik di kantor maupun di warung, sehingga kita sudah tertata dalam segi organisasi. Dengan ini kita melakukan rekrutmen nya secara strategis dan terorganisir, tidak asal rekrut. Gambaran nya seperti ini, didalam organisasi ini kan ada beberapa bagian. Karena kita bergerak di bidang kuliner, kita berbicara ke warung kuliner nya. Bagaimana kita mencari bahan baku, bagaimana kita memproses bahan baku, bagaimana kita menjual produk dari bahan baku tadi, lalu bagaimana hasil dari penjualan tadi. Sehingga di SS ini ada strukturisasi tersendiri. Jadi inilah komposisi evaluasi yg kita buat sama, baik dari manajemen Area maupun warung. Dan evaluasi komponen personel ini kita komunikasikan dengan bagian lain seperti Bidang Operasi dan Marketing lalu di evaluasi kebutuhan personil nya. Seperti ketika kita membuka suatu warung, kebutuhan apa saja dari segi SDM yang akan kita butuhkan. Hasil dari evaluasi inilah yang akan menentukan proses rekrutmen kita.

Q: Values?

A: Iya, SS tidak semata2 berpikir untuk mencari untung saja, tapi kita juga berusaha sebaik mungkin untuk membangun kekeluargaan antar personil. Karena dengan sisi kekeluargaan, komunikasi dan bersosialisasi menjadi mudah. Jadi tidak ada senioritas seperti saya manajer dan kamu bawahan, tidak. Kedua, disamping nilai kekeluargaan, kita juga menjunjung nilai keimanan, hal ini ditunjukkan dari komitmen kita untuk meluangkan waktu untuk memberikan siraman rohani bagi personel kita. Hal ini juga memberi kesempatan bagi personel kita untuk beristirahat sekaligus untuk menambah keimanan personil. Nilai lain adalah kejujuran, dibangun dengan kedisiplinan juga. Salah satu prinsip SS adalah kita tidak meminta kembalian apabila mengalami kerugian, atau menutup kerugian lah istilahnya. Hal ini terkait sama kejujuran tadi, ketika ada masalah solusinya tidak dengan mengeluarkan uang kita, karena tujuan SS kepada karyawan yah untuk menaikan taraf hidup dan menghasilkan uang. Ini juga terkait dengan nilai lainnya yaitu ketelitian. Jadi melatih untuk personil supaya lebih teliti dalam bekerja.

Dan untuk mentalitas juga kita ikut bekerja sama dengan TNI yah, sebagai bagian dari seleksi dan pelatihan. Karena ini penting untuk menghadapi tekanan pekerjaan, supaya tidak mudah

tumbang. Jadi bukan terkait jumlah personil nya, namun kualitas dari personil kami, daripada memiliki personil dengan jumlah banyak tapi dengan catatan-catatan sulit menghadapi tekanan pekerjaan, ketelitian dan disiplin tadi. Supaya kita tidak perlu lagi mengurus mereka.

Industry 4.0

Q: Di SS saat ini, hampir seluruh proses rekrutmen itu memanfaatkan internet, yang dulu dikerjakan secara offline walaupun tetap dengan menggunakan proses konvensional. Apa pengaruh nya terhadap proses rekrutmen saat ini di SS?

A: Kalau terkait level manajemen, sekarang sudah didorong untuk seluruh establishment kita baik kantor atau warung untuk melakukan proses e-rekrutmen atau via online. Saya dulu, di awal 2010an hingga 2018an, merasakan ketika sedikit yang punya gadget, jadi saya merasakan sekali perbedaan atau dinamika proses rekrutmen kita berbeda dengan yang sekarang. Di tahun awal-awal ini, di 2010an itu antusiasme rekrutmen kita sangat tinggi, pelamar bisa berjumlah ribuan. Di tahun-tahun ini kita belum terlalu fokus dengan gadget, karena kami merasa belum tepat untuk masuk kesana. Namun, sesuai dengan fenomena saat ini, memang proses rekrutmen di level manajemen dan kantor kami menggunakan internet, tapi untuk rekrutmen di level warung, untuk outlet begitu, karena ini dibawah manajemen saya, saya merasa masih lebih mudah mengandalkan proses konvensional, terutama di daerah yang masih minim internet karena tidak semua paham dengan proses yang melibatkan internet. Internet masih lebih tepat untuk proses rekrutmen di level kantor karena umumnya pelamar seperti lulusan kuliah, mahasiswa sudah melek teknologi. Tapi apabila kasusnya di daerah, di warung atau outlet yang mayoritas pelamar itu belum dekat dengan internet dan rata2 berasal dari lulusan SMA atau warga biasa, kita masih menggunakan metode konvensional. Kita dulu bergantung dengan metode konvensional untuk semua level, baik di warung, outlet maupun manajemen, kita masih sering menyebar poster, masuk ke daerah-daerah, dan lewat job fair. Namun karena sekarang kita memasuki era digital, kita SS harus bisa menyesuaikan dan maju, mengikuti perkembangan teknologi. Kita harus berinovasi. Akhirnya mulai dari tahun 2018, kita mulai merekrut ahli IT dan digital. Ahli IT ini kedepannya dapat menciptakan perangkat yang memudahkan pelamar secara online, dan melakukan proses rekrutmen secara digital atau melalui internet. Saat ini karena kebanyakan

orang sudah mulai terbiasa dengan menggunakan internet dan aplikasi seperti sosial media, sekarang kita lebih mengandalkan proses rekrutmen via media sosial.

Dan perubahan ini juga memberikan keuntungan untuk kita, seperti mengurangi jumlah berkas yang masuk, bisa digunakan juga untuk proses seleksi apakah sesuai standar yang kita cari atau tidak, dan efisiensi waktu dan biaya. Jadi pengaruh Internet dan teknologi informasi ini sangat besar.

Q: Lebih signifikan proses rekrutmen yang mana? Apakah E-recruitment atau konvensional?
A: Karena kita sudah mulai digitalisasi, kita lebih mengandalkan e-recruitment, walaupun tetap dengan menggunakan proses konvensional seperti melalui poster, kunjungan ke daerah atau job fair. Secara proses kita lebih mengandalkan e-recruitment. Sekarang informasi lebih cepat sampai dengan internet. Lebih mudah tersampaikan, walaupun tetap lebih nyaman dengan proses konvensional karena lebih nyaman bertemu langsung.

Q: Proses seleksi, bagaimana efisiensi proses seleksi dengan menerapkan internet?
A: Tidak banyak yang berbeda yah dengan proses seleksi seperti biasanya, dengan mencantumkan info biodata melalui email. Posting atau page social media pelamar penting namun tidak utama, cukup hanya sebagai sarana pertimbangan. Ada juga melalui video pendek, untuk memperkenalkan dir untuk melengkapi data diri. Dari video ini kita juga dapat melakukan seleksi melihat bahasa tubuh, bagaimana bersikap dll, sehingga bisa menentukan apakah dia masuk dalam kategori yang kita cari atau tidak.

Q: Tantangan yang dihadapi dengan munculnya industry 4.0?
A: Target dari calon pelamar kami adalah orang yang berpengalaman, misal seperti pernah memiliki pengalaman magang atau kerja nyata. Namun, memang pada pelamar dengan latar belakang fresh-graduate baik SMA maupun Kuliah, jiwa muda itu sangat berpengaruh. Secara strategi kami mengutamakan pelamar yang berpengalaman. Betul, memang pelamar dari kalangan yang muda, jauh lebih sensitif dan tidak sekuat proses sebelumnya karena kemudahan yang ada dengan terbiasa tumbuh dengan internet. Kadang sulit memahamkan faham bahwa apabila dimarahi itu karena kita melakukan suatu kesalahan dan perlu untuk mawas diri.

Ada juga tantangan dari segi ketidak pastian yah, ini lebih ke IT tapi memang kan kalau di internet kita harus mengawasi trend supaya bisa menjaga traffic akses e-recruitment SS. Untuk itu, kita juga rutin menghimbau supaya karyawan ikut menaikan SEO dengan cara me retweet, posting dan hashtag.

Tantangan lain adalah dari segi kehadiran, kesulitan sinyal kalau virtual itu kan mengganggu yah, lalu dari segi deteksi karakter, dan juga kondisi fisik pelamar.

Q: Training dan seleksi

A: kita training melibatkan proses dengan menerapkan bahwa seluruh pelamar baik di level manajemen, harus ikut bekerja di warung. Ini berlaku untuk seluruh karyawan di segala lini. Ada juga dari page sosial media, tapi ini hanya sebagai pertimbangan saja.

Q: Strategi e-rekrutmen dan seleksi Waroeng SS?

A: Kita bekerja sama dengan tim IT yang melaksanakan proses konsep dan editing konten rekrutmen kita untuk di posting. Penting untuk memiliki konsep supaya citra Waroeng SS itu dapat tersampaikan dengan baik. Dan IT ini juga tidak hanya satu, ada yang manajemen software dan hardware, ada juga IT untuk desain. Divisi ini disebut KMP, tugasnya mulai dari desain konten, posting ke akun resmi, komunikasi dengan konsumen, dan juga admin sosmed kita.
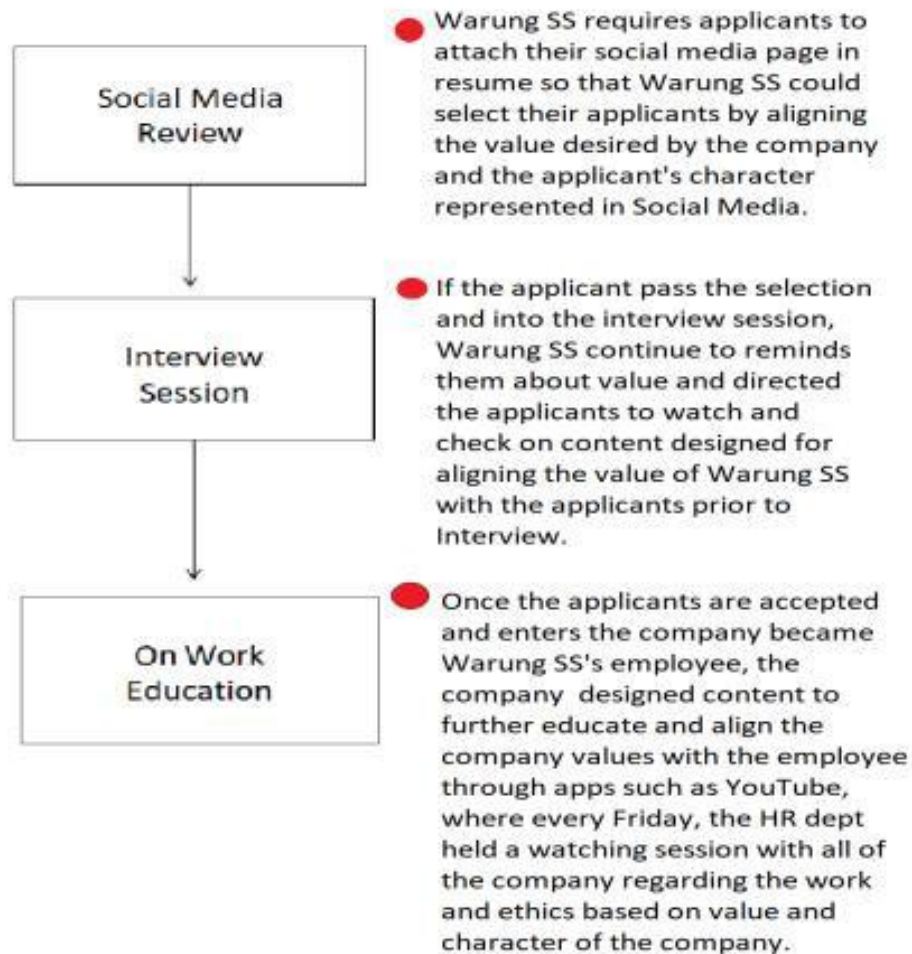
Q: Penyelarasan nilai perusahaan dan E-recruitment?

A: Penting bagi pelamar untuk mengetahui nilai perusahaan SS. Edukasi itu penting. Betul, kita tetap menghimbau supaya pelamar paham dengan latar belakang SS, company profile, kita menyediakan lewat platform YouTube. Penyelarasan nilai ini budaya kita dari dulu, jadi tetap penting dengan adanya kemudahan industry 4.0 ini. Tapi untuk proses training, kita tetap dengan cara tradisional kita yah untuk pelatihan langsung, tidak bisa melalui Zoom atau aplikasi lain, karena mereka harus terjun langsung. Training ini tetap kita laksanakan secara konvensional, terutama yang melibatkan penanaman nilai perusahaan. Karena cara kita membangun mentalitas itu dari proses training tadi. Kita di hari tertentu, Jumat itu kita mengadakan kegiatan siraman rohani dan juga menonton video itu baik langsung atau juga lewat YouTube untuk acara menonton bersama nya. Kami juga menghimbau disaat senggang menyaksikan konten nilai dan profil SS di YouTube. Ini penting untuk para pelamar baru supaya paham dengan ritme kerja di SS, manajemen dan kegiatan yang kita bagikan di sosial media. Kita harus rutin mengelola pelamar baru.

Value Alignment at Warung SS Utilizing Information Technology and the Internet

Value Alingment at Warung SS
Utilizing Internet

Social Media Review

Warung SS requires applicants to attach their social media page in resume so that Warung SS could select their applicants by aligning the value desired by the company and the applicant's character represented in Social Media.

Interview Session

If the applicant pass the selection and into the interview session, Warung SS continue to reminds them about value and directed the applicants to watch and check on content designed for aligning the value of Warung SS with the applicants prior to Interview.

On Work Education

Once the applicants are accepted and enters the company became Warung SS's employee, the company designed content to further educate and align the company values with the employee through apps such as YouTube, where every Friday, the HR dept held a watching session with all of the company regarding the work and ethics based on value and character of the company.

Notes: The Proccess of Value Alignment Utilizes the service of Social Media and Internet Platforms such as Instagram, Facebook, Twitter and Youtube during the Recruitment and Selection Process.

APPENDIX I

Documentation of Research Process

Interview Session with Mr. Arif Setyawan

Head of Human Development and Management Waroeng SS

Interview Session with Mr. Arif Setyawan

Head of Human Development and Management Waroeng SS

Photo Session with Mr. Arif Setyawan
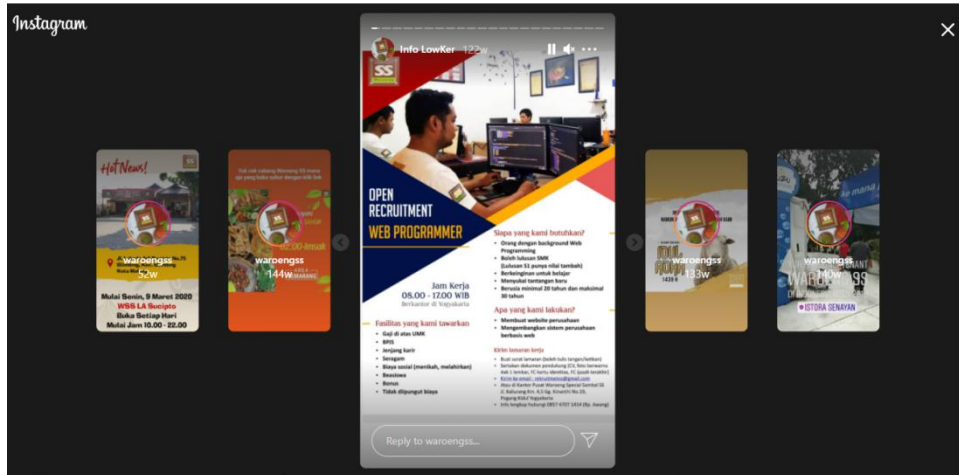
Head of Human Development and Management Waroeng SS
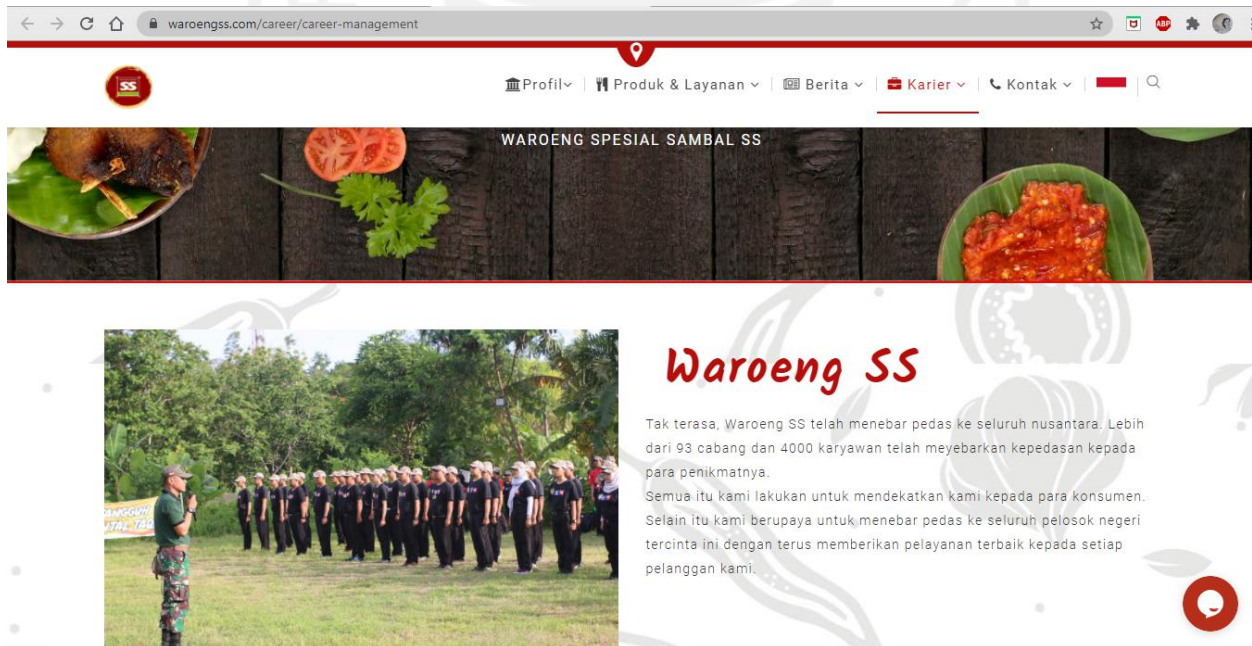

Photo of Research Site

Main Office of Waroeng SS

APPENDIX J

Examples of Recruitment Advertisement

Web Programmer Recruitment Post in Instagram

Career Page for Job Applicants in waroengss.com