



## Employee Recruitment System Strategy Post Pandemic Covid 19 in Increasing Productivity in East Kalimantan

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<http://dx.doi.org/10.47814/ijssrr.v6i11.614>

### **Abstract**

An ideal recruitment strategy can help the employee search selection process become more effective. Recruitment strategies may be slightly different after covid 19 cases have begun to decline in Indonesia in general and East Kalimantan in particular. The community's economy has begun to squirm again after covid 10 cases were declared to have begun to stabilize. Many things have begun to change and shift, one of which is employee recruitment. The purpose of this study is to find out and analyze how the recruitment strategy implemented in order to increase productivity in East Kalimantan Province, especially during the post-Covid-19 Pandemic. The source of the data used is secondary data from various literature and several media that review the recruitment in East Kalimantan after covid 19 and some information from related agencies, especially the East Kalimantan Provincial Manpower Office published by several local media. This research is a secondary data analysis using qualitative descriptive analysis.

**Keywords:** *Recruitment; Productivity; Pandemic Covid 19; East Kalimantan*

### **Introduction**

Since January 2020, Corona Virus Disease-IV (COVID-19) has infected more than 2,245,872 worldwide (WHO, 2020). More than 152,000 people have been confirmed to have died from this virus (WHO, 2020) Therefore, it would not be brave if government leaders in many countries struggled to get out of the COVID-19 outbreak with their approaches. In China, for example, the government has responded to the Covid-19 outbreak by providing outstanding health facilities for coronavirus patients. China's government turned sports halls, schools, and hotels into temporary hospitals,162 conducting rapid-test or Polymerase Chain Reaction (PCR) on many residents to lock down the city (Fourqoniah & Aransyah, 2021). East Kalimantan is one of the main gateways to the eastern regions of Indonesia. It covers an area known as wood warehouses and mining products with hundreds of rivers spread across nearly all of its cities. East Kalimantan's rivers, including the Mahakam River, are the primary means of transportation besides land transportation (Wijaya *et, al* 2020)

As time goes by and intensifies all the efforts made by the government and the obedience of our society in fighting the spread of the Covid 19 virus for more than 2 years since its initial appearance in the city of Wuhan, China at the end of December 2019. The Covid-19 pandemic has not only created a health

crisis but also hit the economy globally in various countries, including Indonesia. All Business Sectors were affected, although it is undeniable that some sectors actually experienced an increase from the point of turnover. But in the end, this virus began to be able to be spread and slowly the cases of people exposed began to experience a significant decrease or it can be said that we have successfully passed this pandemic. Slowly but surely life has begun to return to normal. It is characterized by the re-squirring of the wheels of our country's economy. As well as the number of public sectors that have reopened their services. Likewise, business actors and companies that have begun to operate normally. Given the impact of the covid virus, it is very pronounced for the community, especially those who have lost their jobs during this pandemic. Now business actors including companies have begun to open the recruitment process again in order to find and select workers to fill the positions needed to support their operational activities and increase their business productivity.

However, it is necessary to realize that the COVID-19 virus is not really gone, the spread can be suppressed by the discovery of a vaccine, but we are still expected to continue to comply with health protocols, including continuing to use masks in public places and maintaining cleanliness. Because until now there are still patients who are exposed to this virus even though it is not in large numbers. This has also resulted in companies needing to create methods and strategies when it comes to recruiting employees post-Covid 19. There are several things that have changed with regard to the recruitment system before covid 19 hit. Companies must start implementing a recruitment system that has a low risk of virus transmission, one of which is by implementing an online or non-face-to-face recruitment system by utilizing existing technology without reducing the quality expected by a company.

To East Kalimantan Province The number of recruitment itself has increased after Covid 19, with the return of all business sectors in various fields. Some examples include the Banking World, the only one is Bank Kaltimara, (<https://bankkaltimara.co.id>) and the latest is the recruitment of manpower for the construction of the National Capital City (<https://regional.kompas.com>) The number of workers needed to meet these vacancies usually also requires procedures and mechanisms in accordance with the policies of each user, especially during the post-Covid-19 period as it is today.

Based on this phenomenon, the author is interested in knowing and analyzing more about "Employee Recruitment System Strategy Post Pandemic Covid 19 In Increasing Productivity In East Kalimantan"

## ***Literature Review***

### **Human Resource Management**

According to Tua in (Sunyono, 2014) Human resource management is defined: human resource management is an activity that is carried out to stimulate, develop, motivate and carry out high performance maintenance in the organization. The functions or responsibilities of human resource management, according to Snell and Bohlander in (Edison, 2016) state that human resource management is composed of: *Planning, Recruitment, Staffing, Job Design, Training / Development, Appraisal, Communications, Compensation, Benefits, Labor Relations*. According to (Suparyadi, 2015) there are a number of principles that must be met in human resource management practice, namely:

- a. Employees as an element of investment must be managed and developed properly in order to have high performance, so that they can make a long-term contribution to the organization, namely the achievement of a number of organizational goals.
- b. Organizational policies and programs must be directed to achieve the goals of both parties (employees and organizations), so that they can be satisfied, either for the organization or employees and others.

## Human Resource Planning

One of the Functions of Human Resource Management is Human Resource Planning. What is meant by human resource planning according to George Milkovich and Paul C. Nystrom (Dale Yoder, 1981: 173) defines that: "Labor planning is a process of forecasting, developing, implementing and controlling that ensures the company has the appropriate number of employees, the placement of employees correctly, the right time, which is automatically more useful. HR planning is part of the flow of the management process in determining the movement of the company's human resources, from the current position to the desired position in the future.

Some of the principles of human resource planning principles include:

- a. Principles of Integrating HR planning with other divisional strategies, which are in accordance with the company's strategy.
- b. Senior Management must provide leadership that emphasizes the importance of company development by involving all divisions within the company.
- c. In larger companies, an HR planning central unit can be formed, which is responsible to senior managers.
- d. The period of HR planning must be clear and needs to be defined operationally.
- e. The scope and details about HR planning should be established.
- f. HR planning should be based on comprehensive and accurate information.

HR Planning Objectives According to Veihzal Rivai in Suwatno (2011: 47) the objectives of HR planning are:

- a. Determine the quality and quantity of employees who will fill all positions in the company.
- b. Ensuring the availability of present and future workers, so that every worker is working on it
- c. Avoiding mismanagement and overlapping in the implementation of duties
- d. Facilitate coordination, integration and synchronization so that employee productivity increases
- e. Managing the advantages and disadvantages of employees
- f. Become a guideline in establishing programs for withdrawal, selection, development, compensation, maintenance, discipline and dismissal of employees
- g. Become a guideline in carrying out mutations.

## Human Resource Recruitment

Recruitment is one of the most important parts of human resource management in order to acquire the right people. According to Veithzal Rivai (2008:11) recruitment is essentially a process of determining and attracting applicants, who are able to work in a company. This process begins when applicants are sought and ends when their applications are submitted or collected. The result is a group of applicants for prospective new employees to be selected and selected. Recruitment can also be referred to as the process of obtaining a number of qualified human resources to occupy a position or job.

The foundation of a good recruitment program includes the following factors:

- a. Recruitment program attracts many qualified applicants
- b. Recruitment programs never compromise selection standards
- c. takes place on a continuous basis
- d. Recruitment programs are creative, imaginative, and innovative

## Research Methods

This type of research is descriptive qualitative. This type of descriptive qualitative research aims to describe a population, situation or phenomenon accurately and systematically. This type of research can answer the questions of what, where, when and how, but not to the question of why. Unlike in experimental research, researchers do not control or manipulate any variables, but only observe and measure them.

In this study, the data used were secondary data. tag. Some secondary data sources are books, journals, government publications, as well as other supporting sites or sources. According to Sugiyono (2012:141) defining secondary data is as follows: "Secondary Sources are sources of data obtained by reading, studying and understanding through other media sourced from literature, books, and documents"

## Discussion

### Unemployment Rate in East Kalimantan

Along with the decline in Covid-19 cases in Indonesia, especially in East Kalimantan, slowly but surely this also greatly impacted the re-emergence of the economy, this also had a positive impact with many reabsorbed workers. Overall, this makes the unemployment rate, especially in East Kalimantan, decrease. It is recorded that until May 17, 2022, the number of open unemployment decreased by 0.04 percent, this data came from Diskominfo Kaltim, as shown in figure 1 below.

Figure 1. Unemployment development in East Kalimantan for the period of February 2020-2022



Source: Diskominfo kaltim

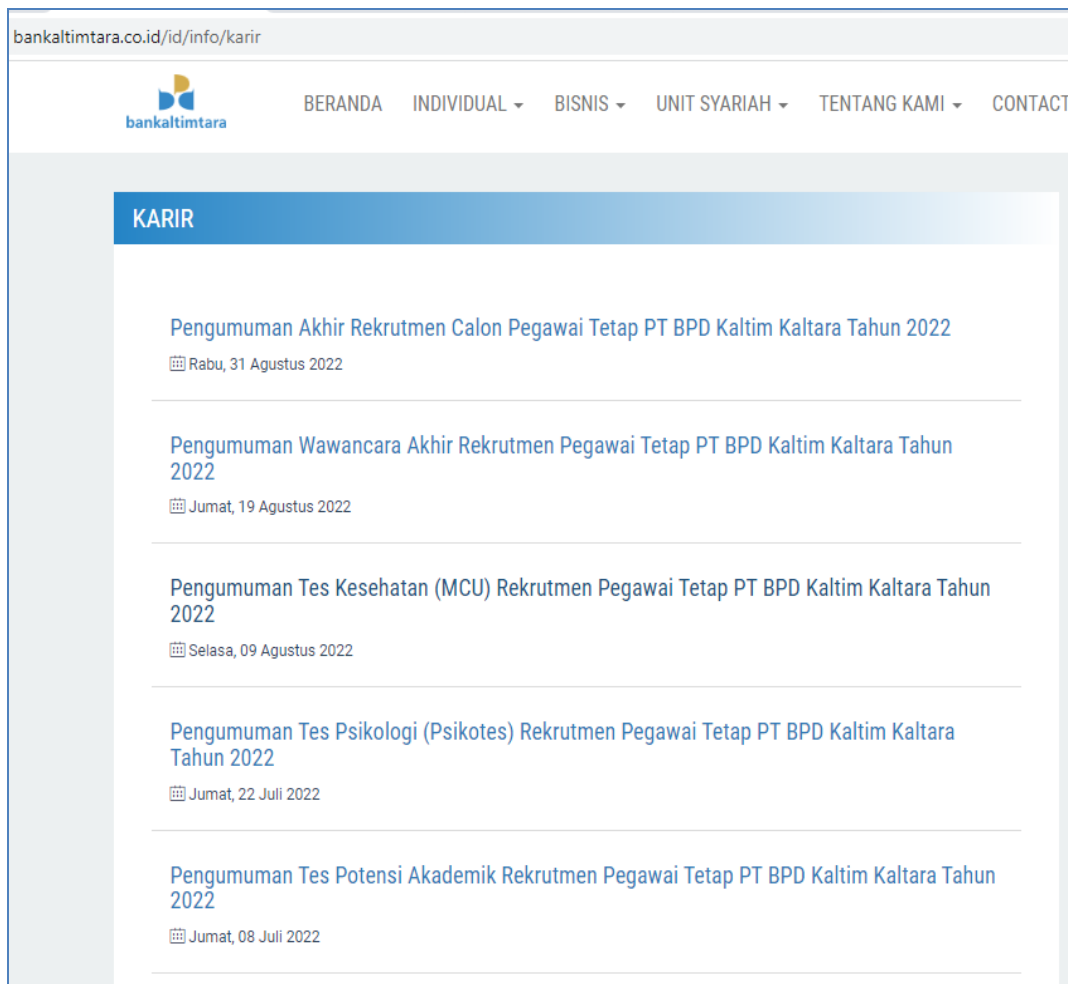
From the data above, it can be seen that the Open Unemployment Rate (TPT) in East Kalimantan Province in February 2022 was 6.77 percent, a decrease of 0.04 percent compared to February 2021 which was 6.81%. This shows that labor absorption in East Kalimantan has increased after the Covid-19 pandemic.

## Recruitment of Manpower in East Kalimantan

The existence of some information on job vacancies and the announcement of the receipt of a number of employees and employees who passed the selection of new employee / employee admissions in several sectors indicated the reopening of employee recruitment and karyawan in East Kalimantan Province. This brings fresh air to the residents of East Kalimantan after the difficulty of finding a job during the covid-19 pandemic.

Here is one example of the announcement info released by Bank Kaltimtara which can be seen in the picture below.

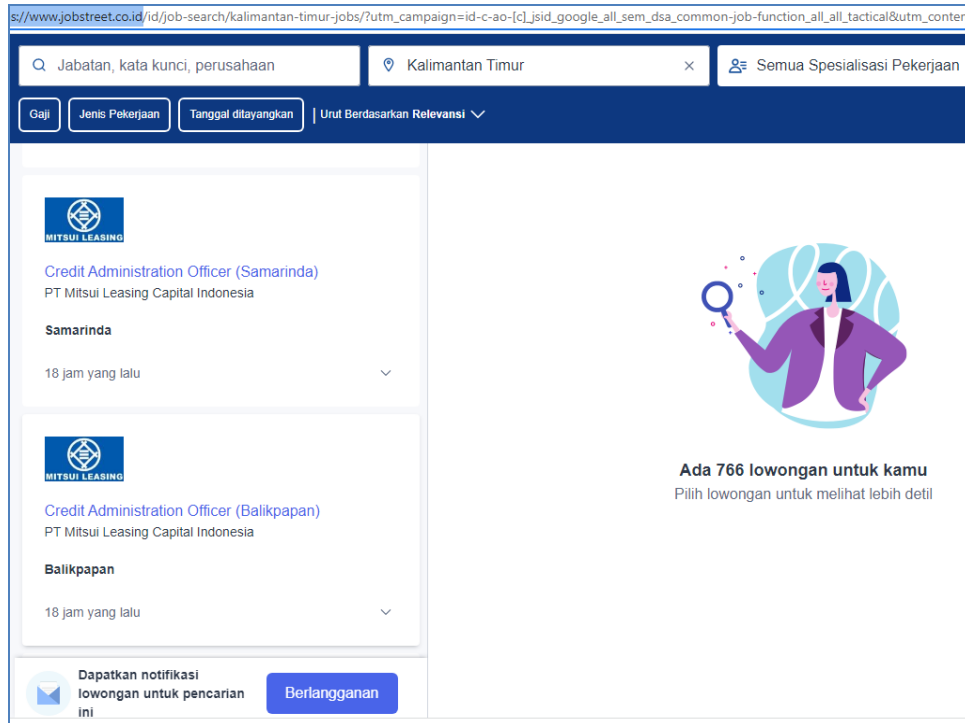
Figure 2: Announcement of The Entrance Selection for Bank Kaltimtara Employees 2022



Source: Bank Kaltimtara

Not only the banking world, various sectors have also resumed labor withdrawals or recruitment. This can be seen on the Jobstreet page in <https://www.jobstreet.co.id/> as of September 10, 2022 for East Kalimantan Province.

Figure 3. List of job vacancies in East Kalimantan as of September 2022



Source: Jobstreet.co.id

From the data above, it can be seen that there are 766 job vacancies as of September 2022. Some job vacancies are open in various fields of work and in various regions in East Kalimantan. with many business sectors that have returned to carry out all their activities fully at work and have begun to eliminate employees or employees who work from home, even to be able to increase production and increase productivity, some companies have also opened vacancies with various positions or positions ranging from the Financing or leasing sector to Mining and other sectors that are quite promising. This means that several companies operating in East Kalimantan have reopened recruitment to find new workers with various positions seen on the Jobstreet page for the East Kalimantan Region some of the positions needed include Corporate Secretary, technical assistant, Cashier, Logistics Staff, Administrative staff, Marketing, to Human Development Supervisor and so on.

Thus, in conducting recruitment, good public speaking is also needed in doing work. In doing public speaking, good language skills are needed. Of course, fear and anxiety are a big problem in doing public speaking, especially for people beginners who do not know the technique and are not experienced in doing public speaking well (Asriandhini *et, al.*, 2020). As well as, The low level of self-confidence for youth makes this a barrier for them to carry out various activities related to Public Speakers such as internships (Aransyah *et, al.*, 2021)

### Recruitment Challenges After the COVID-19 Pandemic

Post-Covid 19 recruitment actually has its own challenges compared to before covid 19 hit. Various companies decided to return to operating their businesses, Recruiters actually encountered various recruitment challenges after the pandemic.

This was revealed by Bagus Hendrayono, Managing Director of Talent Hunts Indonesia through the Sakura Webinar Series, Wednesday (20/07/2022). What are the challenges of post-pandemic recruitment. Including:

a. Remote working becomes the new Employee Value Proposition (EVP).

Many candidates are used to *work from home* (WFH). *Remote working* is a necessity in accepting jobs. Their job seekers are trying to maintain a work system during a pandemic such as WFH or hybrid. When you have to move to *full* WFO, they need a huge amount of encouragement to accept a job. The HR team needs to note that *remote working* leaves several problems with productivity, creativity, and employee engagement.

b. Job Competitions.

During the pandemic, many companies have laid off employees. This is done to reduce operational costs. Now the company is catching up due to the pandemic by operating normally. So, they need a lot of new employees. Companies compete with each other for the best candidates while competing with candidate expectations. On the other hand, there is a skill gap. Because Indonesia is indicated to lack professional personnel or skilled employees. Even though these manpower are needed by various companies. For example, middle-level and senior-level executives. Then what happens is that people will be paid more than they should. Because sometimes, companies have no choice, but to do just that.

c. Speed of Recruitment.

Users require recruiters to acquire candidates who meet the criteria quickly. However, it is not easy to find someone who needs his skills and competence in the labor market out there.

d. Lack of human resources (recruiters)

High recruitment needs result in an equally high workload of recruiters. However, often companies cannot accommodate the addition of human resources (HR) to the HR team. What happens is HR burnout and over capacity.

e. Technology

The use of technology is very important in the recruitment process. Because the presence of technology is enough to ease the work of employees and the HR team, in terms of time and energy. If companies provide recruiters with technology, they are able to compete with other companies as well as quickly acquire candidates. In other words, the lack of technology used will result in hampering the recruitment process.

f. Candidate Expectations Increase

These few years, candidates don't just look at the amount of salary. They will also consider *employee wellbeing in accepting jobs*. Call it the need to pay attention to the welfare of oneself and family. Cultural trends in Indonesia, children who are already working will support family finances, help with younger siblings' tuition, and others.

### Recruitment Strategies after the COVID-19 Pandemic

The recruitment strategy of employees and employees will certainly be slightly different from normal conditions before Covid 19 hit. There are several things that are considered and implemented as part of the employee recruitment strategy after Covid-19, including

### a. Focus on the Needs of the Company

Companies must be able to recognize their needs, what aspects have undergone adjustments or changes due to the crisis. Also plan how your company will run a business to *survive* during the *new normal* until the storm of crisis passes. Also determine what type of employee will be needed to carry out the new responsibilities on an ongoing basis.

### b. Build a System that Allows Flexibility

Flexibility is key in the *new normal* era. Remote work systems that have been synonymous with *startup* companies will become popular as *tools* and applications develop that can reach employees in many places effectively, and enable collaboration between team members. The recruitment process can also apply flexible ways, such as setting virtual interview times flexibly, even outside of working hours or on weekends. In addition, candidates are given the freedom to conduct job interviews from anywhere. Likewise with HR or recruiters, should be able to implement practices that allow flexibility for them, for example HR can interview candidates from home and record the results.

### c. Applying Technology as a Solution

Digitalization is becoming a new way of life, regardless of the corona outbreak or not. Online recruitment *should* be an option in this day and age. . Not only because of the form of *applying physical distancing* to prevent the spread of the virus, employee recruitment using digital technology based on *artificial intelligence (artificial intelligence)* is the most efficient work process. Even *interviews via video call* will become a prevalence. HR and company management can conduct *virtual conferences* from different places, as well as candidates interviewed. Competency tests *and candidate assessments* can also be done *online*, no need to make it difficult for applicants to travel. If the company has to hold *interviews* with many scattered candidates, it can do it faster. Likewise *Online* recruitment also allows companies to attract more applicants. With today's massive internet penetration, it is very difficult to find people who are not connected to the internet. That's why job openings and job fairs uploaded on *online* platforms attract more candidates than job advertisements in newspapers that are increasingly being abandoned by readers. This is one way to make efficiency in recruitment, a technology-based system can be a *best practice* for now.a

## Working Capital Management

Working capital management acts as an important part in the company's financing decisions because it will trigger and affect performance. Aransyah (2020) Working capital requirements may vary from company to company. Excess working capital will increase profitability while adequate working capital will threaten the company's solvency. Thus, capital management can work positively or negatively affect the success of a company by relying on the characteristics of the company.

## The Concept of Reporting Violations in Organizational Behavior

Violation reporting refers to the actions of existing or former organizational members who discover illegal, unethical, or irregular behavior within an organization and reporting violations to individuals or organizations that may influence that behavior (Near and Miceli, 1985). (Aransyah *et. al.*, 2019) Behavioral violation reporting includes two methods: one is internal reporting of violations, which refers to leadership and management within the organization to report problems; the other is external reporting of violations by pointing to the issue of reporting violations by institutions government, media or professional organizations. Individuals who observe the occurrence of violations, will not behave the same as when they detect them emergency (such as a fire or bloody event), and they have sufficient time to make decisions in the previous situation



## Conclusion

The number of recruits in East Kalimantan after covid 19 has increased, this is indicated by the decline in the unemployment rate in East Kalimantan by 0.04 percent in 2022. There have been many job vacancies in various business sectors and the variety of job positions needed in various cities in East Kalimantan. But it is inevitable that post-covid 19 recruitment has a number of challenges of its own. The company must have a special strategy that must be used in recruiting keha workers after covid 19. The challenges include Remote working to become a new Employee Value Proposition (EVP), Job Competition, Recruitment Speed, Lack of Human Resources (recruiters), technology and Increased Candidate Expectations. Strategies that can be applied to deal with this are, Focus on the needs of the company, build a system that allows flexibility and apply technology as a solution.

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