

Optimizing Recruitment Process, Candidate and Employee Data at MAP Active

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Abstract

The MBKM program aims to provide opportunities for students to learn about the work environment directly and develop their abilities. As HR – Recruitment intern, the author is responsible for assisting the recruitment process, managing candidate and employee data at MAP Active. In addition, the author also created a project entitled DarwinBox Recruitment Guidebook as a tool to assist the recruitment process. Overall, the MBKM program has effectively and efficiently helped develop the self-qualities of the participants. The MBKM program makes a positive contribution to participants, companies and society.

Keywords: MBKM, MAP Active, Recruitment, Candidate Data, Employee Data

Abstrak

Program MBKM bertujuan untuk memberikan kesempatan bagi mahasiswa untuk mempelajari lingkungan kerja secara langsung dan mengembangkan kemampuan-kemampuan yang dimiliki. Sebagai peserta magang HR – Recruitment, penulis bertanggung jawab dalam membantu proses rekrutmen, mengelola data kandidat dan karyawan di MAP Active. Selain itu, penulis juga turut menciptakan proyek berjudul DarwinBox Recruitment Guidebook sebagai alat untuk membantu proses rekrutmen. Secara keseluruhan, program MBKM telah secara efektif dan efisien membantu mengembangkan kualitas diri yang dimiliki oleh peserta. Program MBKM memberikan kontribusi yang positif terhadap peserta, perusahaan, dan masyarakat.

Kata Kunci: MBKM, MAP Active, Rekrutmen, Data Kandidat, Data Karyawan

INTRODUCTION

As time goes by, the level of competition for each individual to get a job continues to increase. With the rapid development of technology that has become very influential in many aspects of human life, the demands and standards set for each individual is getting higher and higher.

Apart from the high level of competition for jobs today, the lack of soft skills or individual experience is one of the causes of unemployment for fresh graduates. Most companies expect prospective workers to have at least sufficient experience in their field to be recruited. This is not in line with the common condition of fresh graduates who do not have such experience. Their inability to apply the knowledge they have learned during college makes them threatened with unemployment status once they graduate.

Magang Bersertifikat Kampus Merdeka (MBKM) program created by the Indonesian Ministry of Education, Culture, Research, and Technology is an internship program that provides opportunities

for students to get directly involved in the world of work and develop their abilities, both soft skills and hard skills, as a provision once they graduate from college and start to work as an employee. Through this internship program, students will be able not only to implement the knowledge gained during college into their work, but also learn how a company (including its departments and divisions) operates and makes functions more organized, learn how the culture applied in a company affects the work system, and given responsibility to create a project that will give an impact to the company. With a predetermined duration of internship, students will work in companies that have registered as "Mitra", which these companies work together with the Ministry to realize the goals of the MBKM program.

One of the "Mitra" of the MBKM program is PT Mitra Adiperkasa Tbk (MAP). PT Mitra Adiperkasa Tbk (widely known as MAP), is a leading lifestyle retail company based in Indonesia that has grown rapidly since its founding. With more than 90 subsidiaries, 150 brands, 2,600 retail stores, 25,000 employees, and diversified portfolio (Department stores, fashion, lifestyle, sports, kids, food & beverage) ("Mitra Adiperkasa" 2015). MAP has achieved phenomenal growth and industry recognition.

PT Map Aktif Adiperkasa Tbk (MAP Active) is one of the subsidiaries and business unit (SBU) of MAP which focuses on retailing and distributing Sports and Kids brands. As for now, MAP continues to grow and expand in several countries in Southeast Asia, such as Indonesia, Vietnam, Malaysia, Singapore, Thailand, and Philippines.

As a participant in the MBKM program at MAP, MBKM participant is placed at MAP Active as HR - Recruitment. The author is responsible for assisting the recruitment process, as well as assisting in managing candidate and employee data. In general, the Recruitment/Talent Acquisition division is responsible for carrying out the recruitment process (job posting, sourcing, screening, testing, interviewing, administration, offering).

ANALYSIS AND DISCUSSION

To achieve organizational goals, a process is needed to coordinate people and other resource, which is called as Management (Pride *et al.* 2018, 163). In this process, it is necessary to implement several management functions in order to achieve the desired goals. The management function is divided into four parts, including Planning, Organizing, Leading, and Controlling (Daft 2015, 8). Planning means determining goals and ways to achieve them, organizing means determining responsibility, leading means using influence to motivate the human resources, and controlling means supervising and making corrections.

As an HR - Recruitment intern at MAP Active, MBKM participant carries out two of the four management functions above, namely planning and organizing. For routine activities, MBKM participant is responsible for assisting the recruitment process, managing candidate database, and managing employee data. In addition, for non-routine activities, MBKM participant also plans and creates a project entitled "DarwinBox Recruitment Guidebook".

Routine Activities

Assisting recruitment process

Recruitment is a process of recruiting candidates with qualifications in accordance with job vacancy in the company, according to Michael *et al.* (2019) in (Bao *et al.* 2021). Employee recruiting

means to discover or attract candidates for a job vacancy (Dessler 2017, 171). External recruiting means to draw job applicants outside a company (Pride *et al.* 2018, 250).

For recruitment activities, MBKM participant is focusing on assisting the external recruiting of recruitment process for the Finance Department at various job levels.

MBKM participant is expected to be able to assist user in finding qualified candidates according to the qualifications and requirements that have been set for each position and level based on the Manpower Request Form (MRF), as well as assisting the overall recruitment process starting from job requisition and job posting, sourcing from job portals, approaching and screening selected candidates, asking for application form, facilitating TIU (Test Intelegrasi Umum) and excel test, arranging and participating in both HR and user interviews, making salary proposal, and directing candidates to sign up, apply, and fill out DarwinBox for administration and job offering process.

Job posting is an act of publicizing and advertising job vacancies to the workforce (Gomathy *et al.* 2022). The purpose of job posting activity is to inform all job seekers regarding job vacancies in a company, and invite them to apply for the job vacancies.

After doing the job posting, the next step is to do the sourcing. According to Qin *et al.* 2020, talent sourcing is the process of getting suitable candidates for a job posting.

Screening is the process of selecting candidates who are considered most suitable for the job and company, from a number of other candidates (Agustini *et al.* 2019).

Application Form is a form that contains information such as educational background, work history, and abilities (Dessler 2017, 190). During the recruitment process at MAP Active, MBKM participant contacts the candidates by asking them to fill out the application form and inviting them to take tests.

Knowledge that is utilized in the process of assisting the recruitment process includes:

1) Preparing an interview

In preparing for an interview, first find out about the job. This can be done by studying the job description or by asking mentor as a professional human resource regarding the job (Morgeson *et al.* 2019, 421).

Designing an Interview

2) In order to create an effective interview, it is necessary to analyse the job description and create a job knowledge interview questions (Dessler 2017, 248).

3) Conducting an interview

When conducting interviews with candidates, MBKM participant use a web-based video interview and unstructured sequential interview. Unstructured sequential interview is an interview in which every interviewer gives an opinion after asking different questions (Dessler 2017, 242).

4) Interview skill

Conduct the interview by asking and responding to the question effectively, building trust, and making others feel relaxed (*Career Handbook* 2017, 6).

Managing candidate database

As part of HR Recruitment, one of the jobs that must be done is to save, keep, and manage databases containing data of candidates and employees, as well as other documents that belong to MAP Active. The data of candidates is obtained by MBKM participant while executing the recruitment process. The media used as a database are Google Drive and Google Sheets.

Managing employee data

Apart from assisting the recruitment process and other tasks related to the recruitment work, the MBKM program also provides an experience to help in managing employee data in MAP Active. The tasks in this area includes updating employee data and organization chart, as well as updating and doing a follow up on employee goal setting 2023 submission status. Goal setting involves identifying targets to be achieve and making plans to achieve the targets (Locke and Latham, 2016 in Domeh 2020, 18).

Non-Routine Project

DarwinBox Recruitment Guidebook

- a. **Problem to be solved:** in the recruitment process at MAP, candidates are required to apply for jobs through a platform called DarwinBox. Since not everyone understands how to operate and apply for job through DarwinBox which can be said to be quite complicated, there may be difficulties from the candidate's side, especially for store candidates.
- b. **Project background:** with the condition of the company that is growing and expanding, the number of recruitment processes and candidates to be recruited will be even higher. With the high number of candidates that need to be hired, recruiters will need tools that can assist the recruitment process.
- c. **Project target:** with the DarwinBox Recruitment Guidebook, it is hoped that it will make it easier for candidates to apply for jobs through the DarwinBox platform and help recruiters speed up the recruitment process.
- d. **Project process:** the process of DarwinBox Recruitment Guidebook includes: 1) start with discussion and brainstorming with Mentor regarding what innovations can be used as tools to assist the recruitment process in the company, 2) making the guidebook, the guidebook was made into 3 different versions, including guidebook for office candidates, guidebook for store candidates with the DarwinBox platform setting in Bahasa, and guidebook for store candidates with platform settings in English, 3) the guidebook is finally finished and came in three versions in PDF format, 4) send the guidebook to Mentor for review and evaluation, 5) revise contents of the guidebook according to Mentor's feedback, 6) the guidebook then can be used for the candidates' administration requirements through DarwinBox in the recruitment process.
- e. **Project obstacle:** how to make and arrange the contents of the guidebook so that it will be easy to understand for readers/candidates who had never used the DarwinBox platform to apply for a vacancy.
- f. **Solution:** while making the guidebook, MBKM participant always try to practice it directly through MAP's DarwinBox platform. By doing so, it becomes easier to understand what kind of guidance and information are needed by candidates when they register themselves and apply for jobs through the DarwinBox.
- g. **Project result:** the result of this project is the creation of three DarwinBox Recruitment Guidebook in PDF format. This project received a positive response and review from Mentor and colleagues of Human Capital Division.
- h. **Knowledge:** the knowledge utilized in the creation of this DarwinBox Recruitment Guidebook is SWOT Analysis. SWOT Analysis is a process of identifying and evaluating strength, weakness, opportunity, and threat (Pride *et al.* 2018, 167). The interaction between

each part of the SWOT with each other can reveal the use of a SWOT Analysis as a strategic plan (Scarborough and Cornwall 2016, 205). SWOT analysis is used to analyze strategy and determine whether this guidebook is capable of achieving the goals to be achieved.

Participation in Institution

During the MAP Grow Internship Program, all interns have the opportunity to participate in lot of events and activities organized by MAP.

1) MAP Grow Internship Program Onboarding Day

In this session, MBKM participants are welcomed and given the opportunity to learn more about MAP and the system of MAP Grow Internship Program through Zoom meeting. In addition, MBKM participants were also allowed to get acquainted with each Mentor and discussed the job descriptions that must be carried out during the internship program.

2) MAP Grow Session

MBKM participants are required to attend MAP Grow training sessions which were held once every 1-3 weeks via Zoom meeting with a different material in every session.

3) MAP Active Walk-in-Interview

Led by MAP Active Human Capital Division employees, all Human Capital Division interns were trusted to participate in helping the company's Walk-in-Interview event, which is looking for Store Associate candidates.

MBKM Evaluation

Work/Project Evaluation

While participating in the MBKM program at MAP, there were several outcomes generated through the work and projects carried out, including:

a. Knowledge

- 1) Able to explain the processes used to implement organizational strategy.
- 2) Able to explain the concept and theory of management functions (POLC) and implement the planning and organizing functions into routine and non-routine work.
- 3) Knowledge of retail companies.
- 4) Knowledge of the recruitment process.
- 5) Knowledge of managing employee data.

b. Attitude

- 1) Internalizing values, norms, and academic ethics in learning Management.
- 2) Respect the diversity of cultures, views, religions and beliefs, as well as the opinions or original findings of others.
- 3) Responsible professionally and ethically towards the achievement of individual work results.
- 4) Responsible professionally and ethically towards the achievement of group results.

- 5) Develop self-ethic and professional personality in the world of work, business, and social life.
- 6) Develop an attitude of initiative and discipline towards work, as well as an attitude of courtesy towards superiors and colleagues.
- 7) Show an attitude of responsibility for work in the field of expertise independently.

c. General skill

- 1) Able to demonstrate independent, quality, and measurable performance
- 2) Able to work in teams and groups in one unit and across functions by managing and developing cooperative networks within and outside the company organization
- 3) Able to apply logical, critical, systematic, and innovative thinking in the context of the development or implementation of science and technology that pays attention to and applies humanities in accordance with their fields of expertise
- 4) Able to develop interpersonal skills such as verbal, non-verbal, and written communication, critical thinking and problem solving, teamwork and collaboration, time management, self-motivation, responsibility.

d. Special skill

- 1) Able to make a strategic plan for a business through mapping the internal and external environment (SWOT).
- 2) Able to implement effective and productive cooperation in team and group, build effective communication between colleagues, between leader and subordinates to achieve organizational goals.
- 3) Able to comply with the provisions, procedures, policies that apply within the organization for the implementation of organizational control activities.
- 4) Able to implement all of KSAO needed to perform all tasks related to the routine activities.

MBKM Program Evaluation

The MBKM program is effective because participant is able to help optimize the recruitment process, candidate and employee data. In recruitment activities, MBKM participant is able to execute the recruitment process well starting from job posting, sourcing, screening, testing, interviewing, administration, to job offerings. MBKM participant also able to manage candidate data, employee data, organizational chart, and goal setting submission status so that all tasks were completed before the end of the MBKM program period.

The MBKM program is quite efficient because for every task given, mentor always include the target time for MBKM participant to complete the task so that the goal can be achieved. However, it is unfortunate that the implementation of the MBKM program was delayed for almost one month from the predetermined timeline.

CONCLUSION

MBKM program has effectively and efficiently developed the personal quality of the participants through knowledge, attitude, general skill, and specific skill gained during the four months duration of the program.

- 1) Gain knowledge, general skills, and special skills related to the recruitment process, candidate and employee data at MAP Active.
- 2) Understand how to execute the recruitment process starting from doing job posting, sourcing, CV screening, conducting test, interviewing, assisting administrative activity, job offering, and managing database.
- 3) Understand how to update employee data, organization charts, as well as update and follow up goal setting submission status.
- 4) Understand how to implement Management Functions in routine work such as executing recruitment process, managing candidate and employee data. As well as understand how to apply SWOT Analysis in developing strategy for the non-routine project.
- 5) Able to optimize the recruitment process, candidate and employee data effectively and efficiently through the execution of recruitment process and achieving completion of tasks such as updating employee data, organizational charts, and goal setting submission status by the end of MBKM program period.

Overall, the MBKM program has been running well. However, there are several limitations experienced during the MBKM program, including:

1. The MBKM program timeline did not match the original plan and underwent several changes. The addition of the registration period caused the internship program's onboarding day to be postponed for almost one month from the original plan.
2. The lack of speed of the MBKM team in responding to the issues that existed before the internship period began, such as the cut-off issue for MBKM participants who have been accepted by the companies.
3. Disbursement of Bantuan Biaya Hidup (BBH) or allowance for MBKM program participants is not carried out routinely every month, but is divided into two terms.
4. There is a transfer of the MBKM participant's work area from assisting the recruitment process to managing employee data. This causes MBKM participant cannot fully implement the non-routine project and achieve the project target.

Some suggestions that can be given to overcome the limitations above and improve the performance of the MBKM program in the future:

1. The MBKM program timeline needs to be carefully prepared and has considered possible errors that might occur before being published to students and partner companies.
2. The MBKM team can be more responsive in responding to information or issues circulating among the MBKM participants.
3. The MBKM team can provide Bantuan Biaya Hidup (BBH) or allowance for MBKM program participants regularly every month.
4. The company to provide space for MBKM participant to implement the non-routine project to the fullest without moving the participant's work area.

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