

Recruitment as Employee Retention Determinant at PT Victory International Futures

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Abstract

This Independent Internship Report is a form of accountability by explaining the author's activities in the Independent Internship program. This Independent Internship Program was implemented at PT Victory International Futures. PT Victory International Futures is a company engaged in financial services and trading. This Independent Internship aims to prepare students to enter the world of work and improve their competencies and abilities. In this report, the entire internship program will be explained as a Recruitment Officer Intern, as well as explaining the relationship between recruitment and employee retention in the company. The duties of the Recruitment Officer Intern at PT Victory International Futures are to create job postings and screen CVs, and conduct screening interviews with candidates. This Independent Internship Program was carried out for 3 months. However, there was limited and less complex access in the company. It would be better if in the future more contributions can be made with wider and more complex access.

Keywords: Internship, Recruitment, Candidates, Competency, Retention

Abstrak

Laporan Magang Mandiri ini sebagai bentuk dari pertanggungjawaban dengan menjelaskan kegiatan penulis dalam program Magang Mandiri. Program Magang Mandiri ini dilaksanakan di PT Victory International Futures. PT Victory International Futures merupakan perusahaan yang bergerak di bidang jasa keuangan dan trading. Magang Mandiri ini bertujuan untuk mempersiapkan para mahasiswa untuk masuk ke dunia kerja dan meningkatkan kompetensi dan kemampuan yang dimiliki oleh mereka. Dalam laporan ini, akan dijelaskan secara keseluruhan tentang program magang tersebut sebagai Recruitment Officer Intern, serta menjelaskan hubungan rekrutmen dengan retensi karyawan di perusahaan. Tugas Recruitment Officer Intern di PT Victory International Futures adalah menangani proses rekrutmen dengan membuat job posting, screening CV, dan melakukan interview screening dengan kandidat. Kegiatan Magang Mandiri ini dilakukan selama 3 bulan. Namun, dalam pelaksanaannya terdapat akses yang terbatas dan kurang kompleks di perusahaan. Sebaiknya, kedepannya dapat melakukan kontribusi dengan akses yang lebih luas dan kompleks.

Kata kunci: Magang, Rekrutmen, Kandidat, Kompetensi, Retensi

INTRODUCTION

One of the problems currently faced is that there are new fresh graduates who are increasing every year in Indonesia, because their skills and abilities are not perfect enough or require special training or additional

education for several more years (Lutfia and Rahadi, 2020). During college, most of the students who have never worked only know the theory of what they learned and never practiced it in the real world. They may take longer to adapt than people who have more experience. Apart from that, company expects that prospective employees to have sufficient experience in their field to be able to recruit them, so this is not in line with the conditions of fresh graduates who have no experience (Utoyo et al, 2023). The introduction of the real workplace to students can be done as early as possible. Opportunities will be given to students to apply to the real workplace what they have learned in the classroom, and given the challenges in the world of work (Kapareliotis et al, 2019). Today's job competition is very tight, coupled with the existence of artificial intelligence and other technologies. Students will certainly feel threatened by this. It is necessary to increase the abilities and skills possessed by students. Therefore, to prepare students to enter the world of work, one way is to take part in field practice activities or internships (Purnama et al, 2022).

Independent Internship is a program organized by Career Development Center (CDC) Trisakti School of Management. This program is intended to convert six credits of thesis courses as a graduation requirement to obtain a bachelor's degree. In this program, students have the opportunity to increase their experience by working in the chosen company. In addition, through this Independent Internship, students' relationships can expand widely as they get to meet new people outside the scope of their studies. Students must also choose an internship with responsibilities that are in accordance with what was learned in the concentration chosen during the major. By participating in this Independent Internship, it is hoped that the skills, abilities, skills, and competencies possessed will increase, so that the students can compete in the midst of this intense competition.

This Independent Internship was carried out at PT Victory International Futures with the position as Recruitment Officer. Recruitment is one of the operational functions in human resource management. When a company searches for the employee candidates it needs in various ways, by sending applicant application files to the organization, that is where the recruitment process begins (Girsang et al, 2023), including at PT Victory International Futures. The company wants employees with high competence, ability, and skill. Through the recruitment process, the company expects to get employees who match these criteria, and are relevant to what is needed by the company. This employee search is conducted daily, one of the reasons is due to high turnover intention. Turnover intention refers to where employees join and leave the company and how long employees stay in the organization (Alam and Asim, 2019). The turnover of existing employees happens very quickly, especially in marketing world.

Independent Internship Objectives and Benefit

The objectives of this Independent Internship are:

1. To apply the knowledge or competencies obtained during the study period in PT Victory International Futures.
2. To gain experience and adapt to a new environment, namely the work environment.
3. To improve the ability to conduct interviews with candidates.
4. To assist company in carrying out the recruitment process and finding employees with good competencies.

The benefits of this Independent Internship program are:

1. Theoretical Benefit

Theoretically, this Independent Internship program is useful for increasing knowledge and insight in the field of human resource, especially in recruiting people and training.

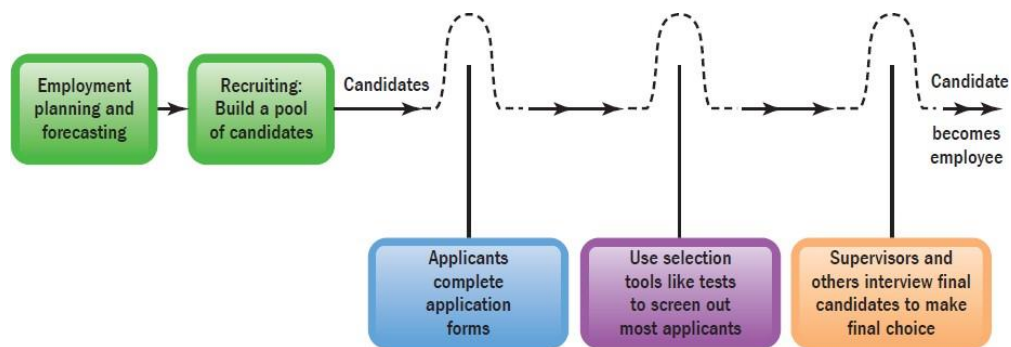
2. Practical Benefit

The results of this study can be used to provide contributions and input to PT Victory International Futures in order to improve the implementation of the recruitment and training process. In addition, it is hoped that this Independent Internship program can help prepare oneself for the world of work and increase competence, especially in the field of human resource recruitment.

ANALYSIS AND DISCUSSION

Routine Activities/Jobs

Routine activities/jobs are the daily routine work that is assigned to Independent Internship participant, such as the recruitment process. Recruitment is a process of finding, selecting, recruiting candidates from within or outside with the best qualifications and contracting, as well as coordinating new employees into the organization (Hamza et al., 2021).



The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job.
Source: Dessler (2020)

Figure 1 Recruitment and Selection Process Steps

Based on the picture above, there are five stages in the recruitment and selection of prospective employees in the company, namely starting from employee planning and estimating how many employees are needed, then getting many candidates and contacting candidates, candidates or applicants filling out application forms and undergoing screening interviews, then using selection tools, in this case the company uses DISC and PAPI Kostick and ability tests, and finally the supervisor makes the final decision by making an offer to the candidate before finally joining the company. This recruitment and selection process is also implemented by PT Victory International Futures. Recruitment process at PT Victory International Futures includes interviews, training, DISC and PAPI Kostick and fit & proper, as well as an offering letter, with routine activities/jobs as follows:

1. Job Posting and Screening CV

Job posting is an action taken by a company by publishing job vacancies to get employees who will work in the company. By doing job posting, company hopes to get a lot of data from incoming applicants to apply at the company. Applicants who apply for jobs through the posted jobs will be followed up further through CV screening. CV screening is an action to filter applicants who are suitable to become company employees based on their CVs in accordance with company qualifications. Company qualifications vary,

depending on the company itself. CV is a standard document that is important for evaluating a person's life journey and personality to become a decision-making element for candidates applying for jobs (Haddad and Laurent, 2022).

2. Send Interview Invitations and Follow Up Candidates

This is one of the most important stages of the interview process. Sending an interview invitation is the initial notification to let the candidate know to arrange their schedule and request confirmation of their attendance. Candidate follow-up, which is the act of continuing to communicate and interact with candidates, must also be done and is the responsibility of the Independent Internship intern. Intern must continue to follow-up at all stages, until the final stage, the Offering Letter. Follow-up must be done in a professional and open manner.

3. Conduct Interview Screening

Employee recruiting is finding or attracting applicants for an employer's open positions (Dessler, 2020). Interview screening is the first of four stages of recruitment. Job interviews are one of the main assessments in the evaluation of job seekers, and are an important part of the candidate selection process in many companies (Kaya and Salah, 2018). This interview is conducted by the Recruitment Officer and becomes a basic criteria assessment to filter potential candidates.

4. Moderating the Training

Training is a process to teach basic skills that they need to perform their jobs (Dessler, 2020). Moderating the training means that interns participate in the training by becoming speakers in the training process. By becoming a speaker, the intern is the one who connects the trainer with the candidate. At PT Victory International Futures, this training is the second stage of the recruitment process. The intern will be the speaker or moderator for the opening, break, and closing of the training.

5. Holding DISC and PAPI Kostick Test

DISC is a personality test to measure the personality of working individuals. DISC consists of Dominance, Influence, Steadiness, and Contentiousness. The DISC assessment evaluates individual personality traits and behavioral styles, which was first described by William Mouton Marston in his book called *Emotions of Normal People* in 1928 (Beedu, 2021). PAPI (Personality and Preference Inventory) Kostick was invented by Dr. Max Martin Kostick in 1960 by keeping an eye to the environment, including company values and behavior in the company based on the candidate's point of view from the test (Duhantatya et al, 2021). The day after the training, there will be a DISC, PAPI Kostick test and fit & proper test. The intern was in charge of giving instructions regarding the two tests. The tests were conducted alternately.

6. Holding Ability Test and Fit & Proper Test

During the internship period at the company, in accordance with the decision of the meeting run by the superiors, the company replaced Kostick's DISC and PAPI tests with an ability test. Ability test is a test of the candidate's ability on matters that have been discussed and explained during the training. This is to see the extent of the candidate's understanding of what has been explained in the training, the reason for joining, and the candidate's effort in answering questions in the ability test. Fit & Proper is a test that will determine whether a candidate is qualified for the marketing position in the company or not. The fit & proper process will be carried out by each marketing manager. In the fit & proper, candidates will be further tested on their ability to communicate and present a product to their clients.

7. Offering Letter

After passing the fit & proper, the last step is the offering letter. Interns are tasked with reminding candidates to come to the company the next day after the fit & proper test. In the offering letter, it will be explained and conducted by each marketing manager who will guide them later after entering. In this session, it will be explained further about the benefits they will get, in the form of basic salary and

incentives.



Source: Dessler (2020)

Figure 2 Recruiting Yield Pyramid

Based on the recruiting yield pyramid image above, it explains why effective recruitment is important (Dessler, 2020). This pyramid is used by employers to predict how many candidates they need to fill available job vacancies, because effective recruitment will help to get the best prospective employees (Dessler, 2020). The comparison of each recruitment process is shown in this pyramid, where the ratio of generated leads that can produce invited candidates is 6:1, the ratio of invited candidates to those who come through the interview process is 4:3, the ratio of candidates who come to the interview process with the offer made by the company is 3:2, and the ratio of the company's offer to the employees who are successful in being hired is 2:1. To be able to hire the 50 best employees, the company must have 1200 leads generated. This can show that the more leads generated, the more likely it is that the best employees will be hired.

From August to September, there was a significant change in invitation data, with a total invitation data of 2196 in August and a total invitation data of 1483 in September. However, even though invitation data in September decreased, the number of candidates who came for interviews in September did not decrease, but increased. This can be due to external factors, namely the quality of the data itself. The quality of the data produced in September is better than in August. In October, it decreased by 2.06%. From August to October, the percentage of candidates who took part in training from the interview process was quite stable, although it experienced a decline in September of 1.82% from August. Apart from that, the percentage of candidates who joined the training process increased drastically in September, and then decreased again. This could be due to the factors previously mentioned, namely the quality of the data in September which was better compared to previous months. However, in October it decreased again by 19.14%. Apart from that, the number of candidates joining the training process can also be influenced by the level of difficulty of the training, and expectations that do not match what was explained in the Offering Letter. This can show the theory of the recruiting yield pyramid. Company estimates how many employees will fill their new positions.

Based on the data above, employee turnover is also quite significant, indicated by staff leaving every month. The turnover rate in September decreased by 14.49% from August. Meanwhile, in October, although the number of staff out was less than in September, the turnover percentage increased by 6.49% from September. This indicates that within 3 months, the company's turnover data experienced decreases and increases. Turnover can be influenced by several factors, such as working conditions, workplace conflicts, and employee dissatisfaction.

Non-routine Activities/Jobs

Non-routine activities carried out during this Independent Internship are activities that are still related

to the recruitment process, but are not carried out regularly and only a few times, including:

1. Scoring DISC and PAPI Kostick Test
This DISC test is to see the characteristics of the individual and evaluate a person's personality, whether the individual belongs to Dominance, Influence, Steadiness, and Conscientiousness. Meanwhile, the Papi Kostick test can look more deeply into a person's personality to understand that person's personality, especially in the work environment. The way to score this test is by using the psychological test tool that has been given previously then summarizing the results into Google Docs.
2. Participate in Training and Role Play
Before the intern can conduct interviews with candidates, training and role plays are conducted first. The training is conducted simultaneously. The trainer will provide direction and an overview of how to conduct interviews with candidates. The role play is done if needed. In the role play, the supervisor will provide the intern with the supervisor's CV. The intern is asked to study the CV and a role play will be conducted alternately, with the intern playing the role of an interviewer and the supervisor playing the role of a candidate.
3. Become a Headhunter
Headhunting is when a Recruitment Officer Intern searches LinkedIn for candidates who are suitable for a position within the company. The intern must have a deep understanding of the position first, then they can select and contact the candidates.

Participation in Institutions

In this Independent Internship activity, had the opportunity to participate in several events organized by the company. Some of these events are:

1. Independence Day Celebration
In this event, the teams were divided into four teams led by each manager. The event started with each team making their own yell. There are several competitions, such as eating biscuits without the help of hands, moving marbles with a spoon in the mouth, moving sarongs from one to another by holding hands, and feeding teammates biscuits blindfolded.
2. Farewell Party
Farewell party is a release event for interns who have completed their internship period according to the agreement. In this farewell party, the mentor or supervisor will give them an award for their contribution to the company during the internship period. Interns will be asked to give a small speech to convey their impressions and messages during the internship period.
3. Birthday Surprise
All interns or employees who have a birthday during the internship period or while they are working here will be given a birthday surprise. All interns will be gathered in the training room, then the birthday interns will be given gifts and food.
4. Marketing Daily Report
Daily report marketing is a report that must be filled in by Independent Internship participants every day. This report is about the activities of marketing employees every day.

Independent Internship Evaluation

Job evaluation is an evaluation or assessment process to assess the performance of Independent Internship participants from the results of their work. Job evaluation aims to determine the relative value of a job, when compared with other jobs (Balshy and Ismael, 2023). Based on the experience during the

Independent Internship program, this Independent Internship program can be a forum to help students prepare themselves for the world of work after graduation. The knowledge and insights that have been obtained during college can be applied through practice to this world of work. Not only that, but also in the world of work, sometimes there are several obstacles faced. Therefore, unique, creative ways or solutions are needed to deal with them. In this Independent Internship program, interns can learn about the ongoing recruitment process in the marketing world which has a high turnover rate. Interns can learn about the qualifications of a company, CV screening, interviews, and actually practice it in the real world, interns can become interviewers of candidates and learn to assess a candidate. That way, this Independent Internship program runs effectively and is an opportunity for interns to gain experience outside of college. The efficiency of the Independent Internship program, which is for the improvement of personal quality, where efficiency is when with the available time, optimal development of personal quality can be achieved through the activities of the Independent Internship program without any waste of time. The duration of this Independent Internship program is 3 months according to the initial agreement of the interns with the company, so this program is quite efficient.

This internship program is effective if the results of the internship activities achieve the targets or goals of the internship partner. Based on the recruitment process that has been carried out in the company, its implementation is effective. The recruitment process is one of the determinants of employee retention turnover. Turnover intention can be controlled and prevented early with the recruitment process (Sartika, 2022). However, this also depends on the type of company carrying out the recruitment process. PT Victory International Futures is a futures brokerage company, which usually has a fairly high employee retention rate. This is also influenced by the unfavorable perception of futures brokerage companies owned by the public, due to public coverage and previous cases, such as investment fraud, and losses reaching billions. Therefore, in this case employee turnover is not only determined by the recruitment process, but also by the external factors that have been mentioned. In this case, employee turnover is not only determined by the recruitment process, but also by the external factors that have been mentioned.

CONCLUSION

The Independent Internship Program, which was implemented for three months, ran effectively and efficiently. It can be seen based on the discussion from the previous chapter, that internship participant can apply the knowledge they have gained while studying at the Trisakti School of Management. Intern participants also gain in-depth experience in the operational function of human resource management, which is end-to-end recruitment, so that intern participants have added value when they graduate. Intern participant is also well directed by professional mentors in the field of recruitment, and also receive guidance in preparing the Independent Internship report properly.

To build a strong foundation for effective employee retention in a company, the recruitment process is very important. Recruitment quality not only influences how well candidates match the job criteria, but also how satisfied, engaged and loyal they are to the company. Effective recruitment can reduce employee turnover rates because employees who feel compatible with the work environment and company values tend to stay longer. The recruitment process in the company is effective. The recruitment process is a determinant of employee retention turnover. However, this also depends on the type of company carrying out the recruitment process. This can be seen at PT Victory International Futures, this company is a futures brokerage company, where the employee retention rate in futures brokerage companies tends to be very high. This is also influenced by the negative stigma of society regarding futures brokers from the news circulating around, so that people tend to have the opinion that all futures brokerage companies are all the same. Therefore, even though the company has carried out an effective recruitment process, there are things that the company cannot control that affect the company's turnover.

In this Independent Internship program, there are several limitations that prevent the achievements of apprentices from being optimal.

1. Limited Independent Internship period of time, which is only three months. This time is enough for interns to learn new things and develop themselves, but not enough to evaluate themselves further in depth.
2. The involvement of intern in the company's human resources function is only at the recruitment stage, does not include compensation, employee career development, etc.
3. The internship working hours coincide with the lecture schedule, so the internship schedule has to be rearranged.
4. The industry is less familiar to the intern so there are limitations in the interns' knowledge of the company so adjustments are needed.

Based on the experience that intern gains from the internship period, effective, efficient, and professional recruitment can be one of the factors that determine whether a company can look for candidates who will stay with the company for a long time. However, recruitment is not the only factor, and in this case, negative stigma in society also plays a big role. Therefore, it is recommended for company to change the negative stigma in society, as well as emphasize and convince candidates during the recruitment process that this company is legal and not a fraud. It is recommended that company educates the public regarding understanding safe types of trading, their benefits and risks, so that they can build positive awareness in society. It is also recommended that company be able to build a strong, positive online reputation, so that the company can also have a positive image in the eyes of the public. In addition, to retain employees, company is advised to follow a comprehensive approach referring to Dessler (2020) one of which is by increasing salaries, discussing careers, and offering flexibility to their employees. Also, Blanchard and Thacker (2013), say that effective orientation can reduce turnover.

Based on the limitations that the intern encounter, the intern recommends the company to :

1. A longer internship period is required to perfect skills in interviewing candidates.
2. It is necessary to involve interns in the wider realm of human resources.
3. Good coordination is required with the mentor who teaches the apprentice.
4. More knowledge is needed regarding the industry of the company where the internship is taking place.

The contribution of Independent Internship activities specifically for company is that company receives assistance in carrying out the recruitment process from intern participants, as well as assistance in obtaining data on new potential candidates. Company gets new creative ideas from interns, for example in meetings. Company can also receive input and evaluation on the implementation of recruitment and implementation of internships based on observations of intern participants.

The contribution of Independent Internship activities in general to society is that Independent Internship activities can help workers to better prepare themselves to enter the professional world by increasing the qualifications and competencies possessed by the workforce. Independent Internship can also help in reducing the gap between the theories learned in formal education and the demands expected by the professional world. Independent Internship plays a role in increasing worker competency to create workers who are more skilled and have the necessary skills. In this way, Independent Internship not only creates new opportunities for individuals, but also for societies that are more advanced and readier to face challenges.

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