

# Analysis of Recruitment Methods in Employee Placement at the Civil Service and Human Resources Development Agency (BKPSDM) of Gunungsitoli City

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## ARTICLE INFO

### Article history:

Received Apr 03, 2024

Revised Apr 15, 2024

Accepted Apr 26, 2024

### Keywords:

Recruitment,  
Organization,  
Placement,

## ABSTRACT

Recruitment is the process of attracting individuals as needed at the right time, in sufficient numbers, with specified qualifications, and encouraging them to apply for work with the organization. recruitment at BKPSDM must be in accordance with the needs that will be obtained after carrying out workload analysis and position analysis. Placement is placing employees as elements of work implementation in positions that are in accordance with the criteria, abilities, skills and expertise. This research was carried out at the BKPSDM office in Gunungsitoli city, the research method used was a qualitative research method. Data sources were obtained through observation, interviews and documentation. The research results show that the recruitment method at BKPSDM uses an open method, employee placement is based on academic achievement, educational background, experience, physical health, mental health, marital status and age. In general, recruitment and placement methods were carried out well. However, in placements there are still employees who are placed who do not match their educational background. The recommendation made is rotation of positions. It is hoped that the results of this research will be used as input in making policies, especially regarding the analysis of recruitment methods in employee placement at BKPSDM Gunungsitoli City.

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## 1. INTRODUCTION

In the era of globalization, marked by fierce competitiveness to achieve effectiveness and efficiency in government tasks, the enhancement of the quality of civil servants becomes an inevitable necessity. Human resources play a crucial role in optimizing the performance of government organizations in delivering good services to the public. They are the driving force behind the machinery of the state. Therefore, it is essential to have civil servants with integrity and competence within these government organizations (Abbas, Sarwar, et al., 2022).

According to Law Number 5 of 2014, which regulates civil servants as a profession responsible for managing and developing themselves, as well as being accountable for their performance and applying the principle of merit in civil service management. Civil Servants, abbreviated as ASN, are professionals who work for the Government Agencies, whether as Civil

Servants or Government Employees under Employment Agreements. They are appointed by Government Officials or assigned other state duties and remunerated according to laws and regulations (Abbas, Gull Khan, et al., 2022).

Similar to other organizations, human resources, in this case civil servants, are crucial for the functioning of the government. They occupy certain positions regulated by the state to ensure the smooth operation of the government. Within these government organizations, there are various levels and positions with different tasks and functions (Shoaib et al., 2021). The human resources occupying these structural positions are key to the success of government programs, especially in public services. The importance of human resources in an organization demands that every organization recruits quality and productive employees to carry out its functions. One way to address the challenge of obtaining quality human resources is through recruitment and placement analysis (Abdurachman et al., 2023).

Recruitment is the integrated activity of human resource planning to fill positions or job vacancies within an organization or government agency. According to (Abbas, Sarwar, et al., 2022), recruitment can be done through short-term processes like rotation, promotion, or internal employee transfer, or through long-term (external) processes, such as recruiting new employees to meet organizational needs. Recruitment significantly influences employee placement within an organization. The quality and process of recruitment can affect how employees are placed and impact various aspects of the work environment. Some effects of recruitment on placement include employee quality selection, suitability for positions, skill gap reduction, productivity, performance, and career development (AISuwaidi et al., 2021).

Employee placement involves assigning employees to specific positions within an institution or organization. According to (Liu & Zhang, 2022), placement is the process of assigning tasks and responsibilities to selected workers according to the established scope, as well as ensuring their accountability for the tasks, authority, and responsibilities. In a government institution, there is always the possibility of vacancies due to various reasons such as expansion of activities, employee resignation or transfer, retirement, or death. Whatever the reason for the vacancy, it must be filled promptly, sometimes urgently. One technique for filling vacancies is through the recruitment and placement of employees. Therefore, it is reasonable for a government institution to periodically recruit and place employees to supplement, maintain, or realign its workforce based on human resource needs (Katz et al., 2022).

In a previous study conducted by Johanis Willian Pareang, Sarah Sambiran, and Donald K. Monintja, titled "Analysis of Civil Servant Placement (ASN) in Sangihe Regency Government" (study of the Sangihe archipelago regional personnel office), Governance 1.2 (2021), the research findings indicated that on average, employees in the Regional Personnel Office had educational backgrounds suitable for their positions, which could enhance their competencies to perform their duties according to their respective roles and functions. Employee placement is a recruitment process to position or assign employees according to their fields and education. The work skills aspect possessed by employees in the Sangihe Archipelago Regional Personnel Office was in line with the expected results (Abbas, Sarwar, et al., 2022).

The Civil Service and Human Resources Development Agency (BKPSDM) of Gunungsitoli City is responsible for personnel, education, and human resource training affairs in the Gunungsitoli City area. BKPSDM plays a crucial role in effectively managing human resources, recruiting, placing, ensuring the availability of qualified labor, and enhancing the quality of employees to achieve the goals of Gunungsitoli city government (Suliman et al., 2023).

Furthermore, the implementation of merit-based civil servant management is mandated by the Civil Service Law. Within this law, the merit system is defined as managing qualifications, competencies, and performances fairly and reasonably. The implementation must adhere to the principles contained in the Civil Service Law, such as professionalism, neutrality, and non-discrimination. The main goal of the Civil Service Law is to realize an efficient, effective, clean, and service-oriented government bureaucracy. Hence, the Civil Service Law is required as the primary reference for the government in merit-based civil service management (Rashid et al., 2023).

The issues occurring in the Civil Service and Human Resources Development Agency (BKPSDM) of Gunungsitoli City include a lack of transparency in the recruitment process, leading to

suspicious and distrust among prospective employees. Additionally, employee placement often does not align with their fields of study and expertise, and the functions of the personnel agency should be occupied by civil servants who meet the job competency standards based on knowledge, educational background, expertise, and work skills. Misplacement of employees regarding educational background can lead to low productivity and hinder development.

## 2. RESEARCH METHOD

The researcher concluded that the research method used in this study is qualitative research because qualitative research is based on post-positivism philosophy, which is used to investigate scientific conditions where the researcher themselves are the instrument, and data collection and analysis techniques that are qualitative in nature emphasize meaning (Frare et al., 2022). The research location is where the research will be conducted. The location of this research is the Civil Service and Human Resources Development Agency (BKPSDM) Office of Gunungsitoli City located at Jl. Pancasila No.14 c, Mudik Village, Gunungsitoli District, Gunungsitoli City, North Sumatra 22813. This research will be conducted over a period of three months.

## 3. RESULTS AND DISCUSSIONS

### Recruitment:

#### Basis of Employee Recruitment Sources

Employee recruitment at the Civil Service and Human Resources Development Agency (BKPSDM) of Gunungsitoli City is based on needs, which are identified after job analysis and workload analysis processes. Through job and workload analysis, the estimated number of required employees at BKPSDM, including structural officials and staff, is determined. Additionally, these needs are influenced by factors such as employees leaving BKPSDM, civil servants entering retirement, or vacancies due to other reasons, resulting in the need for new employees. Common sources used for employee recruitment at BKPSDM include workforce planning, job announcements, competency-based selection, implementation of BKPSDM regulations and policies, suitability and accreditation testing, use of technology and applicant management systems, monitoring and evaluation, provision of information and feedback to applicants, and job placement. Recruitment of employees is guided by existing regulations, especially Law Number 5 of 2014 on Civil Servants, which mandates civil servants to manage and develop themselves, be accountable for their performance, and adhere to the principle of merit in civil service management. Furthermore, Government Regulation Number 11 of 2017 on Civil Servant Management provides further provisions regarding civil servant management, including recruitment and selection procedures (ERBAŞI, 2022).

#### Employee Sources

Employee sources can come from internal recruitment, where employees already working within the organization or government agency can apply for or be invited to fill new positions. Employee sources can also come from external recruitment through official announcements, such as job postings on the official BKPSDM website, mass media, or government recruitment portals (AISuwaidi et al., 2021).

#### Employee Recruitment Methods

BKPSDM generally employs a holistic and structured recruitment approach. One commonly used method is conducting open selection nationally or locally, as needed. Additionally, utilizing official government websites, social media, and local print media to announce job vacancies and reach potential employees. BKPSDM also frequently collaborates with local educational institutions to find candidates with suitable educational backgrounds. The selection process involves administrative stages, written or online tests, interviews, and Computer-Assisted Testing (CAT).

Based on the discussion regarding recruitment indicators presented, it is evident that recruitment implementation at BKPSDM must align with the needs identified after workload and job analysis. This aligns with previous theory presented by Hasan (2023:47), defining recruitment as the attraction of individuals based on specific needs, at the right time, with adequate numbers, with

predetermined qualifications, and encouraging them to apply for positions within the organization (Cahyadi et al., 2023).

#### **Placement:**

##### **Academic Achievement and Educational Background**

Academic achievement refers to an individual's accomplishments in the context of formal education. This includes learning outcomes, grades, recognition, and awards obtained during one's study period at educational institutions such as primary schools, secondary schools, or universities. Academic achievement itself can be an advantage, especially if directly relevant to the position being applied for. However, often comprehensiveness and diversity of qualifications and experience are prioritized to ensure that selected employees meet job needs and demands effectively. Educational background is highly regarded because it should be aligned with the position held. Educational background is particularly important in work environments requiring specific skills and knowledge. At BKPSDM, there are still positions that do not match the educational background (Uddin et al., 2020).

##### **Experience**

Experience is often a crucial factor considered in employee placement. Work experience can provide insight into an employee's abilities, knowledge, and skills. Experience can be used to evaluate how relevant a candidate's work is to the job demands being offered. Candidates with experience directly related to job responsibilities and duties may be considered more suitable (Yue et al., 2023).

##### **Physical and Mental Health**

Physical health tests may include general health examinations and fitness levels. This can include measuring blood pressure, body mass index (BMI), and general physical fitness tests. In addition to physical health tests, mental health assessments are also conducted (Suliman et al., 2023).

##### **Marital Status**

Marital status refers to an individual's legal or social status in the context of marriage relationships. So far, marital status is not considered a criterion, and according to general civil servant regulations, being married or unmarried is not a requirement.

##### **Age**

Age is a factor of concern because older employees are preferably placed in jobs that do not require significant physical exertion to avoid declining work performance. The suitability of age factors with the positions held needs to be considered, given that age is a consideration in occupying structural positions.

Based on the discussion regarding placement indicators presented, employee placement should align with educational background, skills, and expertise, although at BKPSDM, there are still positions that do not match the educational background. This aligns with previous theory presented by Arief (2018:33) defining employee placement as placing employees as work implementers in positions that match criteria, abilities, capabilities, and skills (Faezah et al., 2022).

#### **4. CONCLUSION**

The conclusion of the research on the analysis of recruitment methods in employee placement at the Civil Service and Human Resources Development Agency (BKPSDM) of Gunungsitoli City based on recruitment and placement indicators is as follows: The recruitment method used at BKPSDM is an open method, utilizing official government websites, social media, and local print media to announce job vacancies and reach potential employees. There is also frequent collaboration with local educational institutions to obtain candidates with suitable educational backgrounds. Employee placement at BKPSDM is carried out based on academic achievement, educational background, experience, physical and mental health, and age. However, there are some obstacles, namely, some employees are still placed not in accordance with their educational backgrounds. The obstacle is the lack of employees with competence in the field of civil service. This conclusion indicates that BKPSDM Gunungsitoli has utilized an open and diverse recruitment method to reach potential

employees, but there is still a need for improvement to ensure that employee placement aligns with their educational background and competencies.

### ACKNOWLEDGEMENTS

The author would like to express sincere gratitude for the excellent cooperation to the supervising lecturer, the examination board, and colleagues who have contributed to completing this article.

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