E-Recruitment Effectiveness (Case Study In Micro, Small And Medium Enterprises)

Nela Andriyani[1], Usman[2]
Dian Nuswantoro University, Indonesia

Abstract

E-recruitment, the online employee recruitment process, has gained widespread adoption across various organizations, from small-sized businesses to large enterprises like CV Gajah Print and Kebab Mas Boss franchise. This research aims to comprehend the e-recruitment process, compare it with conventional methods, and assess its effectiveness. The study employs a descriptive research approach with a qualitative perspective involving data collection and direct observation. Descriptive research seeks to address issues by depicting the state of affairs, objects/subjects, and actual conditions during the research. E-recruitment implementation offers cost, time, and effectiveness advantages in reaching high-quality candidates. However, companies should be mindful that effectively selecting candidates who match the required characteristics and abilities may necessitate additional methods, such as in-person interviews or skill assessments.

Introduction

In running a company or organization, leaders and employees are needed. Employees are one of the human resource assets that a company or organization must own. To create a company or organization that is constantly growing, it takes an employee who is capable and skilled in his field. A good management model is also needed to mobilize and manage human resources to grow better, effectively and efficiently to the real needs of the company and organization (Husna, et al., 2021).

Social media trends have caused such sensationalism that companies or organizations utilize them as business tools (Villeda & Mccamey, 2019). Recruitment processes have changed from conventional methods to methods with the application of technology such as website-based recruitment, job street, and social media to provide access to prospective employees with different competencies and skills (Muhammad et al., 2021). From a professional perspective, social media platforms allow their users to update information about skills, such as qualifications, work experience and skills on a representative basis. This significantly increases the likelihood of employers finding talent that matches the required skills and qualifications (Ruparel et al., 2020).

91

E-recruitment is the process of recruiting employees using the Internet. By using e-recruitment services, job seekers get a better opportunity to increase prospective job opportunities (Gracia et al., 2018). Not only to announce vacancies but to access information about candidates, called digital traces. Employers can use information from employees and prospective employees on the Internet to vet and manage these employees and job candidates (Minister, 2019).

Online recruitment provides many advantages for companies, and one of its advantages is cost. Compared to placing ads in newspapers or using recruitment agencies to find candidates, the cost of online recruitment is only a fraction of the cost of posting a job ad in a newspaper. Companies can also provide online recruitment platforms for organizations and job seekers for online recruitment purposes, such as Jobstreet.com and Monster.com. (Mahmood et al., 2021).

Today, e-recruitment has been adopted in many organizations around the world, from small size companies to large organizations or corporations. Most organizations already use e-recruitment to post jobs and receive applicants' resumes via email; there are even some companies that already use online test methods and online interviews (Gracia et al., 2018).

There have been many previous studies that talked about e-recruitment, such as Pasaribu (2017), Husna et al. (2021), Gracia et al. (2018), Ratnasari et al. (2022), Sinaga & Marbun (2020), Muhammad et al. (2021), Sukanta & Purba (2021). Some of these previous studies focus on system developers or applications for e-recruitment, such as those conducted by Pasaribu (2017), Sinaga & Marbun (2020), and Muhammad et al. (2021). Meanwhile, another study examines the effectiveness of implementing e-recruitment during COVID-19 (Husna, Prasetya, et al., 2021) and a descriptive study on implementing e-recruitment in an organization (Gracia et al., 2018). Several other studies have linked e-recruitment to employee performance, such as those conducted by Ratnasari et al. (2022) and Sukanta and Purba (2021).

The existence of e-recruitment can help speed up the administrative process and reduce costs, thus making the recruitment process in the service sector more efficient. The scope of e-recruitment is to conduct remote interviews and assessments, such as psychometric or online aptitude tests of interest. In addition, interactive tools are it can connect company databases with websites, such as interactive application forms, auto-responder emails and electronic mailing lists (Gracia et al., 2018). The e-recruitment method is considered adequate because it utilizes existing social media, has a broader reach, can be accessed by all countries, and can save time disseminating information (Husna, et al., 2021).

Previous studies have stated that e-recruitment systems or application developers are designed to facilitate the recruitment process of companies. In addition, this system can also be used to determine the suitability of job seekers based on the criteria needed by the company. Meanwhile, another study examining the effectiveness of e-recruitment in a company in the property sector (Muhammad et al., 2021) shows that e-recruitment has provided positive benefits for companies, especially in terms of management and cost efficiency. Not only that, in the startup field (Sukanta & Purba, 2021), it is also explained that the online recruitment process can also be used to evaluate employee performance in a company.

Although there have been many previous studies on e-recruitment, the effectiveness of e-recruitment related to some of its limitations in obtaining human resources by the specified

qualifications has yet to be adequately studied. Many barriers to e-recruitment can potentially reduce the level of effectiveness. Some of them are the tendency for applicants to hide damaging information and only display positive aspects about themselves (Sukanta & Purba, 2021), not see and measure candidates' abilities directly, and not provide a broader view for recruiters, and make the interview process less valid for assessing expressions and gestures (Nur et al., 2022). In addition, (Syarif & Fakhriya, 2023) also stated that recruiters who use social media to screen candidates have limitations in validity and reliability.

Therefore, thoroughly reviewing all obstacles in the e-recruitment process is very important because each obstacle has the potential to reduce the company's ability to get human resources that meet the qualifications needed. In-depth research into these constraints makes it possible to decide corrective steps can be taken to ensure that the electronic hiring process runs efficiently and effectively. By formulating the right handling strategy, the chances of attracting and recruiting individuals with appropriate qualifications will increase. Therefore, a special investigation needs to be carried out to find out whether e-recruitment is effective in measuring selection qualifications objectively so that it can accommodate the recruitment process manually/offline.

One of the industries that widely use e-recruitment is retail companies. A retail company is a business entity involved in selling goods or services directly to end consumers for personal and non-business use (Utami, 2018). Retail companies obtain goods in large quantities from supplier companies or producers and then sell them in small quantities to end consumers. Utami (2018) also explained that there are retail subsectors, namely small retailers such as grocery stores and large retailers ranging from department stores, chain organizations, and warehouse outlets to superstores. Most retail companies have branches. One example is MSMEs. MSMEs have an important role in the Indonesian economy, both in creating jobs and in the number of businesses (Hamidah et al., 2019). MSMEs consist of business types ranging from services, manufacturing, and trade (Savitri & Saifudin, 2018).

After conducting a pre-survey process in several MSMEs, a problem was found in CV Gajah Print and Franchise Kebab Mas Boss which stated that there were difficulties in obtaining human resources to fill the required positions. Therefore, the application of the e-recruitment method is expected to be a solution to the problems faced by the two companies. This is based on initial observations with the Head of Section of CV Gajah Print Yudi Firmansyah who stated,

"We have difficulty in getting employees according to the position we need, because we are a service company in the field of printing so we need employees who have good communication skills, and skills in operating the various software that we use in this company."

Mas Boss kebab franchise owner Rafly Anwar Alkaf also stated, "In the recruitment process, I had a little difficulty in getting employees who were really interested and wanted to work in this franchise. This is one of the challenges that I often face."

So, it needs to be studied in depth whether the use of e-recruitment is effective in selecting employees objectively at CV Gajah Print and Kebab Mas Boss Franchise.

CV Gajah Print is a printing company that has the concept of "One Stop Printing" meaning that customers only come at the beginning of communication and only come in one place, the Customer Service department, meet with the marketing department to discuss all the desired materials and specifications. After the material (file), price, and job completion time are agreed upon, then the next step starts from the File process - the printing process until the process becomes a product according to the customer's wishes. Therefore, potential resources are needed in this company. Meanwhile, the kebab mas boss franchise is a food product business that is consistent with the taste it has and friendly service with customers. For this reason, potential employees are needed to provide good service and maintain the consistency of the kebab flavor.

Several researchers have discussed the topic of e-recruitment in retail companies. Pasaribu (2017) examines the design of web-based recruitment systems in retail companies. In his study, he explained that the HR department still feels difficulties in processing information and data on applicants who enter the company. The difficulty in monitoring the implementation of recruitment by various parties from the HR department is also a problem. Husna et al. (2021), which examined the effectiveness of recruitment methods through social media during the COVID-19 pandemic, found that not all positions in retail companies are suitable for applying this e-recruitment method. Sinaga and Marbun (2020), in their study of the ELECTRE method as a decision-making method in determining prospective employees of retail companies, revealed difficulties in using and interpreting the results of this method.

Although previous research on the design of web-based recruitment systems and e-recruitment methods has provided insight into the efficiency and convenience of the recruitment process, it has not been fully able to answer the challenges of e-recruitment effectiveness in retail companies, especially in terms of measuring selection qualifications objectively. This is due to the fact that many qualifications in recruitment, especially those relating to non-technical aspects such as personality and Corporate culture, are often difficult to measure objectively through online methods. Therefore, more focused studies are needed on developing e-recruitment methods that can overcome these challenges and allow retail companies to measure candidate qualifications more objectively. This can improve the effectiveness of their overall recruitment process. Research on the effectiveness of e-recruitment in the small retail sector, namely MSMEs, raises interest because there has previously been no specific research exploring this topic. MSMEs are an important sector in the Indonesian economy, and the use of technology in recruitment can help MSMEs overcome the challenges of recruiting workers. Research on the effectiveness of e-recruitment in MSMEs can provide valuable insights for MSME employers in utilizing technology to improve recruitment effectiveness. In addition, this research can also contribute to the development of theory and knowledge in the field of human resource management. Therefore, research on the effectiveness of e-recruitment in MSMEs is very important to do.

Literature Review
E-recruitment is a way to use the Internet to recruit employees with abilities in specific fields into a company (Stephanie et al., 2021). Meanwhile, according to (Firmansyah et al., 2021), E-Recruitment is an employee recruitment system that uses Internet media to gather potential prospective employees who meet the criteria and have the potential to join a company, which then

94

involves the use of the company's website, in another sense it is the use of an automated system carried out online.

The implementation of electronic recruitment in companies can attract prospective employees who want to work for the company. Because in the current era, the workforce has a different way of thinking and working compare to previous generation, they tend to choose to find jobs through electronic recruitment sites (Handi & Safitri, 2023). According to Rahmawati & Dyah (2021), E-recruitment is an online-based job advertisement that attracts potential applicants using the online recruitment process.

E-recruitment is a recruitment process carried out online and refers to posting vacancies on the company's website (Ratnasari et al., 2022). Today, organizations and recruitment agencies have transformed most of their recruitment processes online to increase the speed and efficiency at which candidates can be matched with vacancies offered through e-recruitment (Hosain et al., 2020). On the other hand, the success of an organization is determined by the quality of the people in it. Therefore, human resources must be appropriately managed to improve organizational effectiveness and efficiency (Fazrin et al., 2022). According to (Rumampuk et al., 2022), employee quality can improve employee work ability to achieve expected results.

Nanda and Prasetya (2017) explained the online recruitment process of PT Industri Kereta Api (INKA) employees from the initial planning stage to making a final agreement. To get employees, PT INKA uses various recruitment methods, such as e-recruitment, job fairs, walk-in interviews, and advertisements. E-recruitment is the process of accepting new employees by specific requirements and is carried out through electronic media connected online. The effectiveness of this online recruitment method can be seen from the large number of applicants who apply. It found several obstacles in the recruitment process, such as cases of falsification of data carried out by applicants and technical obstacles, such as servers that cannot work optimally when many applicants enter at the same time simultaneously. The cost, energy, and time spent on the E-recruitment method are relatively lower than other recruitment methods, such as the Walk-in and Job Fair that PT INKA has applied. The positive value of e-recruitment is also stated by (Gracia et al., 2018). They stated that e-recruitment has provided positive benefits for PT X, especially regarding administrative efficiency and costs. Although e-recruitment is low, it has provided many conveniences, especially for recruiters. This is an example of the actual implementation of effective and efficient use of technology to support the HR function in the company.

Nanda and Prasetya (2017) also revealed obstacles in the e-recruitment process, such as data falsification and technical obstacles. This is in line with (Sitanggang, 2021), which identifies several constraints in the recruitment process, including:

The benchmark constraint is the difficulty of determining the benchmark standard that will be used to measure selection qualifications objectively

The obstacle for selectors is obtaining qualified, honest, and objective assessors.

The applicant's obstacle is the need for honest answers from applicants. They always try to give answers about the good things about themselves, while the things that are not good are hidden.

95

On the other hand, every organization needs to apply the principle of "the right man in the right place and the right time" (Suryadi et al., 2023). The purpose of management and applying this principle is to ensure that individuals in the organization have the ability and motivation to work optimally so that organizational goals can be achieved. When a person is placed in a position that suits his interests and abilities and can meet his needs through his work, he will be more willing and able to work well (Kamal, 2020). Suryadi et al. (2023) explained that one company this principle is PT Hashmicro Solusi Indonesia. This company has a strict policy in recruiting employees to fill positions in accordance with the specified qualifications. Therefore, the company provides ERP services for various stages of employee recruitment and selection in order to obtain individuals who have character and abilities under the qualifications that have been set.

The quality and success of the company can be measured through the effectiveness of the recruitment and selection process, especially when the company has an adequate, qualified, and professional number of human resources. The effectiveness of recruitment can be identified when the company attracts many applicants who meet the required qualifications, thus allowing the company to select the highest quality candidates (Titisari & Ikhwan, 2021).

Effective recruitment will provide accurate and continuous information about the number and qualifications the organization needs to carry out various fields of work (Titisari & Ikhwan, 2021). Husna et al. (2021) provide an overview of the effectiveness of recruitment methods through social media from the target aspect that is proven to increase the number of applicants. This is evidenced by the increase in the number of job applicants who exceed the initial target at PT Es Teh Indonesia. The recruitment method through social media has yielded significant results so that PT Es Teh Indonesia Makmur can open more jobs for job seekers.

Research Methodology

This research is descriptive research with a qualitative approach, according to Puri and Wisnu (2020). Descriptive research aims to solve a problem by describing the situation, object/subject, and conditions or reality that exist when the research is conducted. Therefore, this approach is suitable for examining the effectiveness of e-recruitment in other companies, especially at the exploration stage, given the limitations of studies in this area and the limited number of subjects sampled. The subject of this research is retail companies, especially those that have implemented online recruitment methods or e-recruitment. In this study, the primary data source is informants, who, in this case, are recruitment department/owners at retail companies CV Gajah Print and Kebab Mas Boss. The secondary data source is reports, documents, and articles related to Retail Companies. The data collection method in this study was carried out through interviews, observation and documentation. According to (Rijali, 2019) the data analysis procedure is as follows:

- Data collection from interviews, observations and documentation.
- Data reduction is filtering the data obtained according to the needs of researchanswers.
- Data presentation is presenting data in the form of narratives and images.

Decision-making and verification are research conclusions and recommendations for future research. Concluding is carried out by looking at the data reduction results and still referring to the purpose of the analysis to be addressed.The steps in concluding are as follows:
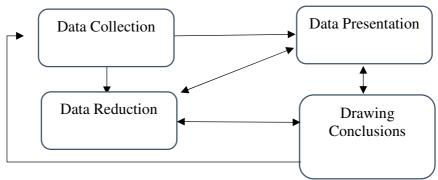

Figure 1 Data Analysis Procedure

Measuring the effectiveness of the implementation of this e-recruitment method uses 3 metrics, namely: Qualified Candidate per Hire: (Number of Qualified Candidates/Number of Employees Hired) x 100%. Time to Fill: (expected time/Time the position is filled) x 100%. Conformity of job applicant targets with expectations: (Number of applicants/number of employees recruited) x 100% . The application of the e-recruitment method in the company is considered effective if the calculation results of the metric exceed 100%.

Results and Discussion

Result

In the results of this study, a comparison was found between the online recruitment process carried out by CV Gajah Print and the Kebab Mas Boss Franchise, as well as an evaluation of the effectiveness of the E-recruitment method in these two companies. Here are some of the results of the interviews that have been conducted:

Media used as a means of job posting

CV Gajah Print utilizes a variety of electronic media, including social media such as Instagram, Facebook, and WhatsApp, and has an official website (gajahprint.com) as a comprehensive online platform. The Kebab Mas Boss franchise focuses more on one social media, Facebook.

Stages of Online Recruitment

CV Gajah Print applies the e-recruitment method in job posting and administrative selection, while the Kebab Mas Boss Franchise only applies this method at the job posting stage. The administrative selection and screening process is carried out at CV Gajah Print by sending all files/requirements via email. However, file checking is still done manually to get the needed employees, with Emphasis on portfolio and personality assessment during interviews. Meanwhile, Kebab Mas Boss, in the administrative selection stage, all prospective employees selected by the admin will be asked to come to the designated place with all the files

97

/requirements needed for assessment, then proceed to interview and sign the employment contract. In the interview stage of prospective applicants, CV Gajah Print will see several important aspects, such as skills, abilities, personality, and communication skills of prospective applicants. Meanwhile, Kebab Mas Boss focuses more on developing skills in culinary and communication, with the aim that employees are skilled in managing customer orders and providing friendly service.

Employees who successfully pass the interview stage will follow the training stage. CV Gajah Print has provisions to carry out a training period of 3 months, while in Kebab Mas Boss, the training period is shorter, which is one month. The purpose of training at CV Gajah Print is to improve skills in providing superior customer service and adaptation to the field of work as a benchmark for performance appraisal before being accepted as a permanent employee. At the same time, Kebab Mas Boss emphasizes more on the skill of serving customers well.

Comparison of Online E-Recruitment Method with Conventional Method

Cost Difference: The online method is more cost-effective than conventional methods because it does not require making pamphlets or other conventional promotional media.

Time Efficiency: Online methods are more efficient in disseminating job vacancy information, as they can reach more people in less time than conventional methods.

Information Dissemination: Conventional methods have limitations in disseminating job vacancy information, so fewer people are aware of the vacancy. Conversely, with online media, including social media, it can reach more potential applicants.

Interview Options: Although online methods are efficient in the recruitment process, in some cases, such as retailing service companies, such as CV Gajah Print and Kebab Mas Boss franchises, in-person interviews are preferred to ensure the quality of the employees recruited. Therefore, the application of online methods in the interview stage is only sometimes suitable for all types of companies. With this comparison, the use of online and conventional methods has advantages and disadvantages that need to be considered according to the type of company and recruitment goals.

Measurement of E-Recruitment Effectiveness

The effectiveness of the E-recruitment method is measured using three metrics: Qualified Candidate per Hire, Time to Fill, and Conformity of job applicant targets with expectations. CV Gajah Print has low effectiveness in Qualified Candidate per Hire (25%) and Time to Fill (50%), indicating challenges in finding quality candidates and a lengthy recruitment process.

The Kebab Mas Boss franchise has a higher effectiveness in Qualified Candidate per Hire (50%) and Time to Fill (214%), indicating that the E-recruitment method has been effective in achieving recruitment targets. Effectiveness in Conformity of job applicant targets with expectations shows that the E-recruitment method is very effective in achieving targets in both companies (400% for CV Gajah Print and 500% for Kebab Mas Boss).

The use of E-recruitment has advantages in terms of cost, time, and effectiveness in reaching qualified candidates. However, companies need to note that effectiveness in selecting candidates according to the required character and abilities may require additional methods, such as in-person interviews or skill testing. It can be concluded that CV Gajah Print and Kebab Mas Boss Franchise have used E-recruitment with methods that suit the characteristics and needs of each business. Although this method provides benefits in reaching prospective employees, companies need to consider improvements in the selection process to ensure the quality of employees recruited is in line with expectations.

Discussion

CV. Gajah Print, a company in the graphic design and printing industry, has a unique approach to employee recruitment and development. CV. Gajah Print has a variety of online e-recruitment job posting facilities that have been adapted to technological developments and market trends. One electronic media used is social media, such as Instagram, Facebook, and WhatsApp, which allows companies to reach a wider audience and connect with customers and potential employees. In addition, CV. Gajah Print has also developed its official website, gajahprint.com, as a comprehensive online platform. gajahprint.com not only serves as a tool to promote their products but also as a means to receive product orders online. More interestingly, this website is a job posting platform to find and recruit employees who match the company's needs. This is also conveyed in (Villeda and Mccamey, 2019), which state that social media trends have caused sensational so that they are used as business tools.

Meanwhile, in the context of the Kebab Mas Boss franchise, the strategy used is slightly different. This franchise only relies on one social media, Facebook, for job posting activities. This is due to the local characteristics in the area where the Kebab Mas Boss franchise was opened. In the region, Facebook became the dominant and most effective social platform for finding employees suitable for this kebab business. By understanding the local market and using the most relevant media, Kebab Mas Boss franchises can efficiently reach potential employees and fill positions needed for their business. In conclusion, CV. Gajah Print and the Kebab Mas Boss franchise have wisely utilized online e-recruitment job posting facilities that suit the needs and characteristics of each business. Gracia et al. (2018) stated that the e-recruitment process includes job posting to online interviews. However, the selection process and administrative screening are carried out at CV Gajah Print by sending all files/requirements via email. The file checking is still done manually by checking documents submitted by applicants in PDF format. CV Gajah Print does not conduct skill tests, personality tests, or competency tests. However, CV Gajah Print emphasizes the importance of a portfolio of work that must be included by applicants when applying for a job. In addition, an assessment of an applicant's personality occurs during the in-person interview they conduct. CV Gajah Print and Kebab Mas Boss do not use video interviews (vicon) or similar tools because they believe that face-to-face interaction is more effective in assessing the personality, creativity, and communication skills of prospective employees. Furthermore, the interview process of prospective applicants in CV Gajah Print focuses on skills, abilities, personality, and communication skills. This is especially important in the retail service industry, where good interpersonal communication skills are in demand. Practical communication skills can build trust and create harmonious relationships with customers, increasing productivity and service quality. Meanwhile, Kebab Mas Boss focuses more on

developing skills in culinary and communication skills of applicants, intending to get employees skilled in managing customer orders and providing friendly service. This is because kebab franchise companies identify that these two factors are critical in their efforts to improve and grow their business.

After passing the interview and selection stage on CV Gajah Print, applicants who successfully pass this stage will take part in a three month training program. During this period, they dive into the workforce and see how they master the software programs used on the job and how they serve customers. The training aims to improve their skills and abilities in providing superior customer service, as well as understand their duties and responsibilities better. This is also applied in Kebab Mas Boss, but the training period provided is shorter, which is for one month.

Employees who successfully pass the training stage will become permanent employees and are expected to continue to master the programs used and comply with the company's standard operating procedures (SOPs). CV Gajah Print is committed to creating a comfortable work environment and encouraging innovation, as well asrewarding employees who provide the best service to customers. They also reward employees who can get the highest number of customers. All of this is part of the company's efforts to retain employees who have potential and achieve company goals well. Similarly, Kebab Mas Boss also provides rewards for employees who can sell products more than a predetermined target.

Thus, CV. Gajah Print combines portfolio-based evaluation, in-person interviews, and training to ensure they get individuals who fit their company's culture and needs in graphic design and printing. While Kebab Mas Boss only considers the results of interviews and CVs of prospective applicants to fill the position that is needed. In the results of the researcher interview, differences were found in the employee recruitment process between CV Gajah Print and the Kebab Mas Boss Franchise. CV Gajah Print involves a recruitment process from job posting and a screening process using the e-recruitment method. On the other hand, the Kebab Mas Boss franchise only applies the e-recruitment method in the job posting stage. With this difference, both companies experience the same challenges regarding using e-recruitment methods in the interview stage. This challenge arises because recruiters cannot assess the character, abilities, and personality of prospectiveapplicants directly.

When looking at the employee recruitment process, the striking difference between CV Gajah Print and Kebab Mas Boss Franchise is the initial stage. CV Gajah Print is more complete with the screening stage through e-recruitment, while the Kebab Mas Boss Franchise only limits the use of e-recruitment at the job posting stage. Although the two have different steps, the interview results highlight the difficulty faced by both companies, namely the need for more ability to thoroughly evaluate the character and personality of prospective employees through the e-recruitment method.

This demonstrates the importance of complementing the recruitment process with methods that allow recruiters to gain a deeper understanding of potential applicants, such as face-to-face interviews or further testing. Thus, companies may consider integrating other methods besides e-recruitment to ensure the selection of the right prospective employees in accordance with the character and abilities needed in the company.

Online methods and conventional methods have differences in terms of cost, time, and effectiveness in finding employees. Two Companies that have been interviewed, namely CV Gajah Print and Kebab Mas Boss, stated that the use of online methods is considered more cost-effective compared to conventional methods because companies do not have to make pamphlets, etc., to provide information on existing job vacancies. In addition, online media can also save time in disseminating job vacancy information compared to conventional methods. Because with conventional methods, only some people know if the company is opening job vacancies. Meanwhile, with the implementation of e-recruitment, in addition to utilizing social media, more and more people also know if the company is opening job vacancies. This is also followed by Husna, et al., (2021), which states that utilizing existing social media will have a wider reach and save time spreading information. Nevertheless, in the interview stage, CV Gajah Print and Kebab Mas Boss prefer direct interviews to ensure the quality of employees recruited because (Suryadi et al., 2023) reveal the critical principle of "the right man in the right place and at the right time" for every company. This shows that the effectiveness of applying online methods in the interview stage is still not suitable if carried out in retailing service companies such as CV Gajah Print. and the Kebab Mas Boss franchise. Therefore, CV Gajah Print only utilizes this online e-recruitment to conduct job posting and administrative selection, while the Mas Boss kebab franchise only applies for job posting.

From the results of interviews and observations conducted by researchers, it can be seen that CV Gajah Print applied a new online recruitment method or E-recruitment in 2018, while Kebab Mas Boss has been implementing since 2016. To assess effectiveness, the authors used three metrics to measure their effectiveness:

Qualified Candidates per Hire: This metric measures the number of qualified candidates a company needs for a single position filled. Titisari & Ikhwan (2021) stated that recruitment effectiveness can be identified when companies succeed in attracting a large number of applicants who meet the required breast milk qualifications. The way to calculate it is to divide the number of qualified candidates by the number of employees recruited.

CV. Gajah Print

Effectiveness: $\frac{2}{8} \times 100\% = 25\%$

Franchise Kebab Mas Boss

Effectiveness: $\frac{5}{10} \times 100\% = 50\%$

Because the number of qualified candidates is less than the number of hired employees, the company has a small selection of qualified candidates to hire. However, keep in mind that even a high percentage of effectiveness does not always guarantee recruitment success, because there are still other factors that can affect recruitment success. The first metric measures the extent to which this recruitment method can produce candidates who match the qualifications required by the company. The calculation results show that CV Gajah Print has an effectiveness of 25%, while the Mas Broo Kebab Franchise reaches 50%. This difference shows that CV Gajah Print has limitations in attracting quality candidates. Time to Fill: This metric measures the time it takes to fill a position. This follows a previous study from (Husna, et al., 2021), which stated that e-recruitment can save time disseminating information. The way to calculate it is to calculate the time difference between an empty position and the time it is filled.

CV. Gajah Print

Effectiveness: $\frac{6}{12} \times 100\% = 50\%$

Franchise Kebab Mas Boss

Effectiveness: $\frac{30}{14} \times 100\% = 214\%$

The percentage of effectiveness obtained from CV Gajah Print is less than 100% because the time needed to fill the position is longer than expected. This shows that companies need to improve the recruitment process to be more efficient and effective in filling vacant positions. Meanwhile, in the kebab mas boss franchise, it is very effective and efficient because it has a percentage ratio of more than 100%.

Conformity of job applicant targets with expectations: A previous study (Husna et al., 2021) stated that the effectiveness of the recruitment method through social media from the target aspect was proven to be able to increase the number of applicants and for the calculation of this assessment method using an assessment conducted by (Dwi Nanda & Prasetya, 2017) by comparing the number of employees recruited with the number of people applying. The data received by researchers when conducting interviews on CV Gajah Print regarding the targets achieved when recruiting employees with the E-recruitment method amounted to 8, and the number of employees needed during the last permanent employee recruitment amounted to 2.

Effectiveness: $\frac{8}{2} \times 100\% = 400\%$

From the calculation above, the E-recruitment recruitment method in terms of targets applied in CV Gajah Print >100% (400%) is very effective. Meanwhile, from the Kebab Mas Boss Franchise, five applicants apply for a job, while only one person is needed.

Effectiveness: $\frac{5}{1} \times 100\% = 500\%$

The third metric evaluates the extent to which the number of employees hired is in line with the set target. CV Gajah Print achieved 400% effectiveness, while Mas Broo Kebab Franchise reached 500%. This indicates that the E-recruitment method is very effective in achieving recruitment targets in both companies. The use of E-recruitment provides advantages for both applicants and companies. Applicants can easily find job openings posted by companies, while companies can attract more qualified applicants. Mr.Yudi Firmansyah, Head of Division CV Gajah Print, and Mr. Rafly Anwar Alkaf, owner of Kebab Mas Boss Franchise, underlined the great benefits of E-recruitment in supporting effective recruitment. While effectiveness is essential, other factors can also affect recruitment success.

Conclusion

The effectiveness of online recruitment methods from the target aspect is proven to increase the number of applicants. This is evidenced by the large number of job applicants who exceed the initial target in CV Gajah Print and Kebab Mas Boss. Recruitment methods through social media have yielded significant results. Not only that, the effectiveness in terms of time shows that the application of the e-recruitment method in Kebab Mas Boss is efficient. At the same time, the CV Gajah Print is considered less effective Because the time it takes to fill the position is longer

102

than the expected time. This shows that companies must improve the recruitment process to be more efficient and effective in filling vacant positions. On the other hand, effectiveness in terms of employee quality to fill the required positions is still less effective if using the e-recruitment method. Therefore, both companies opt for in-person interviews to ensure the quality of the employees recruited. Thus, the company can ensure that the recruited employees have qualities that match the company's needs and can provide excellent customer service.

Suggestion

Companies should consider the specific needs and characteristics of the position before deciding on the most suitable recruitment method. Some positions may be better filled with an emphasis on skills development, while others require a rigorous portfolio assessment. E-recruitment must be well integrated into the company's recruitment strategy, including in the employee selection process. Companies may need to evaluate how E-recruitment plays a role in the interview stage and assess character and ability. Measuring the effectiveness of recruitment methods is an essential step in ensuring that companies get employees who match their targets. Setting clear metrics and following changes over time can help companies to improve the

Limitations

This research is limited to two company case studies, so the results may only apply to some industries or companies. Other factors outside the study, such as labour market conditions, the geographical location of the company, or technological changes, can also influence the effectiveness of recruitment methods. The use of the E-recruitment method only sometimes guarantees recruitment success. The quality of hired employees also depends on how the selection and training process is carried out. This research only provides an initial overview of the effectiveness of the E-recruitment method. Further studies with larger samples and industry variations can provide a deeper understanding.

References

Dwi Nanda, K., & Prasetya, A. (2017). Efektifitas Penerapan Metode Rekrutmen Online (E-Recruitment) (Studi Pada PT Industri Kereta Api (INKA) – Jawa Timur). Jurnal Administrasi Bisnis (JAB), 53(1), 96–104. administrasibisnis.studentjournal.ub.ac.id

Fazrin, A. W., Afganistan, S., & Simamora, A. K. R. (2022). Analisis kualitas sumber daya manusia sebagai pendukung peningkatan kinerja karyawan pada PT MNC sekuritas. Nautical: Jurnal Ilmiah Multidisiplin, 1(2), 69–73. https://jurnal.arkainstitute.co.id/index.php/nautical/article/view/126/138

Firmansyah, D., Ubaya, H., & Exaudi, K. (2021). Penerapan Sistem Screening-Test Pada Proses E-Recruitment Karyawan. Generic, 3–7. http://generic.ilkom.unsri.ac.id/index.php/generic/article/view/118%0Ahttp://generic.ilkom.unsri.ac.id/index.php/generic/article/download/118/101

Gracia, A., Chan, A., & Adinegara, R. (2018). Analisis Penerapan E-Recruitment Pada Pt. X. AdBispreneur, 3(1), 13. https://doi.org/10.24198/adbispreneur.v3i1.16515

103

Handi, & Safitri, W. (2023). Pengaruh Reputasi Perusahaan, E-Recruitment, Dan Kompensasi Terhadap Minat Melamar Kerja Di Kabupaten Bekasi. Jambura, 6(1), 210–218. http://ejurnal.ung.ac.id/index.php/JIMB

Hosain, S., Hena, A., & Manzurul, M. (2020). E-recruitment : A Social Media Perspective. 16(4), 51–62. https://doi.org/10.9734/AJEBA/2020/v16i430248

Husna, J., Prasetya, A., Shadiqin, S., Fanisa, S., & Pungki, B. (2021). Efektivitas Metode Rekrutmen Melalui Media Sosial (E- Recruitment). 2(1), 45–54.

Husna, J., Sadiqin, S., Muhaimin, Y., & Wahdiyah, R. (2021). The Effectiveness of E-Recruitment Method Through Social Media (Case Study at Pt Es Teh Tndonesia Makmur - West Java). 05012.

Kamal, M. (2020). Tenaga, Permintaan Dan, Kerja Tenaga, Karakteristik. Cendekia, 1(1), 1–12.

Mahmood, N. A., Lecturer, S., Nilai, P., Ling, N. F., Jaya, K., Bin, I., Malik, A., & Jaya, K. (2021). Online Recruitment Website is Significantly Influence the Job-Seekers to Apply Job Online. 18, 46–57. https://doi.org/10.14704/WEB/V18SI04/WEB18113

Minister, A. D. (2019). Digital footprint in Web 3 . 0 : Social Media Usage in Recruitment. june, 131–148. https://doi.org/10.17230/ad-minister.34.7

Muhammad, H., Putra, M., Fahamsyah, M. H., Manajemen, P. S., & Bangsa, U. P. (2021). PENERAPAN PLATFORM MEDIA SOSIAL LINKEDIN SEBAGAI ALAT. 7(4), 15–24.

Nur, S., Management, K., & Khofifah, S. N. (2022). Analisis Metode Seleksi (Online Dan Offline) Terhadap Kualitas Karyawan. Jurnal Kewirausahaan Dan Inovasi, 01(3), 357–364. http://dx.doi.org/10.21776/jki.2022.01.3.12.

PASARIBU, R. A. S. (2017). Perancangan Sistem Test Online Recruitment Karyawan Berbasis Web Pada Pt. Hero Supermarket.Tbk. Undergraduate Theses of Information System, 0(0), 1–19. https://digilib.esaunggul.ac.id/public/UEU-Undergraduate-8276-COVER.pdf%0Ahttps://digilib.esaunggul.ac.id/public/UEU-Undergraduate-8276-PENGESAHAN.pdf%0Ahttps://digilib.esaunggul.ac.id/public/UEU-Undergraduate-8276-ABSTRAK.pdf%0Ahttps://digilib.esaunggul.

Puri, W., & Wisnu, S. (2020). Analisis Faktor-Faktor Yang Berperan Dalam Pelaksanaan E-Recruitment Pada PT.Cipta Aneka Selera. Majalah Ekonomi, 25(1411), 61–69.

Rahmawati, SE. MM., D. R., & Ratnasari, SE. MM., D. S. D. (2021). Pengaruh online recruitment dan persepsi pencari kerja terhadap niat melamar pekerjaan (studi pada mahasiswa semester akhir di kota malang. EKONIKA Jurnal Ekonomi Universitas Kadiri, 6(2), 266. https://doi.org/10.30737/ekonika.v6i2.1500

Ratnasari, S. L., Suryadinata, P. R., & Ariyati, Y. (2022). E-RECRUITMENT, SELEKSI, DAN PENEMPATAN KARYAWAN TERHADAP KINERJA KARYAWAN Sri Langgeng

104

Ratnasari Program Studi Magister Universitas Program Pascasarjana, Universitas Riau Kepulauan. 7.

Rumampuk, T. L., Mandamdari, A. N., & Nurdiani, U. (2022). Pengaruh Motivasi Kerja, Loyalitas dan Kualitas Karyawan Terhadap Kinerja Karyawan di PT. Indofood CBP Sukses Makmur Tbk. Jurnal Aplikasi Bisnis Dan Manajemen, 8(2), 491–502. https://doi.org/10.17358/jabm.8.2.491

Ruparel, N., Dhir, A., Tandon, A., Kaur, P., & Ul, J. (2020). Technology in Society The influence of online professional social media in human resource management: A systematic literature review. Technology in Society, 63(July), 101335. https://doi.org/10.1016/j.techsoc.2020.101335

Sinaga, R. H., & Marbun, M. (2020). Decision Support System for Web-Based Employee Candidates at PT. Indomarco Prismatama Using the ELECTRE Method. Journal of Intelligent Decision …, 3(4). https://idss.iocspublisher.org/index.php/jidss/article/view/22

Sitanggang, M. S. H. (2021). PROSEDUR REKRUTMEN DAN SELEKSI KARYAWAN. 1(2).

Stephanie, Naga, D. S., & Mawardi, V. C. (2021). Diri Pada Karyawan. JURNAL ILMU KOMPUTER DAN SISTEM INFORMASI, 9(1), 187–192.

Sukanta, & Purba, F. A. (2021). Pengaruh Proses Rekrutmen Secara Online Dan Offline Terhadap Kinerja Karyawan Pada Perusahaan Startup. JRMSI - Jurnal Riset Manajemen Sains Indonesia, 12(2), 323–334. https://doi.org/10.21009/jrmsi.012.2.08

Suryadi, S. M., Tresna, P. W., Iswari, L., Bisnis, S. A., & Ilmu, F. (2023). Analisis Proses Rekrutmen dan Seleksi Pada Perusahaan Internasional (Studi Pada PT HashMicro Solusi Indonesia). 7(2009), 20754–20759.

Syarif, T., & Fakhriya, S. D. (2023). The role of cybervetting in employee recruitment decision making. 113–122.

Titisari, M., & Ikhwan, K. (2021). Proses Rekrutmen dan Seleksi : Potensi Ketidakefektifan dan Faktornya. 6(3), 11–27. http://ejournal.uniska-kediri.ac.id/index.php/ManajemenKewirausahaan

Utami, N. S. (2018). Analisa Kinerja Sektor Ritel Indonesia. Ecopreneur.12, 1(1), 43. https://doi.org/10.51804/econ12.v1i1.167

Villeda, M., & Mccamey, R. (2019). Use of Social Networking Sites for Recruiting and Selecting in the Hiring Process. 12(3), 66–78. https://doi.org/10.5539/ibr.v12n3p66

.