



Exploring Performance Assessment and Recruitment Strategies in the X Wooden Furniture Company: A descriptive study

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Abstract

In an era characterized by rapid and constant change, maintaining knowledge capital is critical for organizations to remain productive and responsive to the needs of their stakeholders. Thus, employees become one of the components in the company whose needs must be considered so that the company can run effectively. One way to achieve good company performance effectiveness is to carry out performance assessments and develop a good employee recruitment and selection system. This article will discuss performance assessment, personnel administration, recruitment selection processes carried out in developing companies in the wooden furniture sector. This research uses qualitative research methods with data collection in the form of interviews and direct observation. Data were analyzed using the triangulation method based on the results of interviews and observations.

Keywords: Performance Assessment, Recruitment, Selection

1. INTRODUCTION

Employees are among the most crucial assets of an organization, playing a key role in its growth and success [1]. Malik [2] concluded that, in an era marked by rapid and constant change, retaining knowledge capital is essential for organizations to remain productive and responsive to the needs of their stakeholders. That way, employees become a component in the company that must be considered so that the company can be effective [3]. One way to achieve the effectiveness of good company performance is to conduct performance assessment and develop a good employee recruitment and selection system [4][5].

Performance assessment involves systematically collecting data through observation to make decisions regarding an individual [6]. Performance assessment is a common practice in high-performance organizations. Due to their high standards, they must continually strive for improved results, which can be accomplished through ongoing benchmarking and self-evaluation [7]. Moreover, effectiveness and efficiency are standard metrics for measuring performance assessment [8]. Performance assessment is known to be one of the factors that influence employee performance and company effectiveness [4].

Additionally, a good company recruitment and selection system is also one of the factors that can increase the effectiveness of company performance [9][10]. Recruitment and selection involve recognizing the need for a job, outlining the job's requirements and those of the potential employee, advertising the vacancy, and selecting the most suitable candidate for the position [11]. The recruitment and selection process concentrates on identifying, attracting, and choosing the right individual for the appropriate job to fulfill the organization's HR needs [12]. Moreover, the recruitment and selection process involve attracting top candidates for a specific position within a company. It includes screening and interviewing various applicants to determine who is best qualified for the job. Once the ideal candidate is chosen, they will need to be integrated into the workplace environment.

The number of medium and large-scale manufacturing industrial companies in Indonesia in 2023 will be over 32 thousand business units or companies [13]. It can be said that there are companies that are still developing in the industrial era 4.0. Several developing companies open opportunities for students to study at their companies. Of course, companies also want to get new views from the knowledge that students have already acquired and are still hot in college. Developing companies certainly want to reach a point where the company can be said to be a developed company. One company that wants to reach that point is a wooden furniture company that has been established since 2011. This company was previously a company that operated in the marketing sector and only served as a distributor between producers and consumers. However, due to the Covid-19 pandemic, this wooden furniture company transformed itself into a manufacturing company that makes its own products and markets them. Of course, these changes triggered the formation of a new company system and additional areas of work. One of the additional areas of work is the HRD & GA division. The company certainly already has an HRD & GA system according to the company's needs, but each system needs to be monitored and developed to make it better.

Taken together, it is important to find out how performance assessment and recruitment and selection in a growing company can drive effectiveness. So far, performance assessment and recruitment and selection have focused mostly on companies in other fields. Therefore, this study aims to explore the performance assessment and recruitment and selection that takes place in company X, which is engaged in wooden furniture. The study was conducted descriptively to see whether performance assessment and recruitment and selection can improve the effectiveness of the company.

2. METHODS

This study used qualitative research methods. According to Abdussamad [14], qualitative research is a research approach that is oriented towards natural phenomena or symptoms. Data collection was carried out using interviews and direct observation. Interviews were conducted with HRD & GA staff and observations were made by observing each assigned job, the sequence of assigned tasks and then making notes. Activities were carried out for 4 months from January to May 2024. Data was

analyzed using the triangulation method between the results of interviews and observations.

3. RESULTS AND DISCUSSION

Data collected using interview and direct observation which was conducted to the Human Resource and General Affair admin staff. The interview was conducted offline by the researcher with a duration of approximately 20-30 minutes. The interview was recorded for data analysis. Moreover, observations were conducted for approximately 4 months within January to May 2024 to the same participant.

The interview results found that regarding performance assessment, the various types of work assessments carried out by companies include: (1) technical performance assessment (hard skills) which refers to assessing how competent an employee is in carrying out their duties with their technical abilities. For example, operation of a work machine and use of a work tool; (2) Attitude assessment (soft skills) refers to assessing how competent an employee is in carrying out his work related to cooperation, discipline, communication, problem solving.

In line with that, performance assessment activities also include evaluation of training employees, training employees will be supervised by the head of the department in their field, the aim is to find out whether the training employee is able to do the work given to the division. There is a performance assessment form according to the section that is filled in by the division head after the training period has passed. The first compliance and discipline assessment is monitoring locker order. There is a regulation that it is prohibited to bring cell phones during working hours in the work area to maintain the conduciveness of the work area, therefore all cell phones must be in lockers during working hours. Monitoring carried out by HRD & GA takes the form of checking employee lockers. Those involved in checking lockers: HRD & GA representatives, security guards, witnesses (one of the division heads). Locker checks are carried out twice a month on different dates. Every violator will be given a warning if they commit the first violation in the form of a direct warning (social warning), every violator who commits a second violation will be checked by security guards when they leave work, every violation committed a third time will be given a Warning Letter. There is a report in the form of a recap of violators every month which is taken into consideration when making decisions.

The second disciplinary assessment is to look at the results of the recapitulation of employee attendance and late arrivals which are reported every month to the director, then a ranking of employees related to absenteeism and late arrivals will be applied which will be displayed on the board. This is done to motivate employees to comply with working hours regulations. Lastly, work assessment in the form of output results produced by employees can be seen from the results of the Job Order (JO) analysis per day every month, whether employees can meet the targets from the job mapping that has been planned by the planner (PPIC).

Regarding the recruitment and selection process, the company basically carries out several activities, including creating job vacancy brochures, selecting job applications received via company email and hard copy applications sent to the company directly, calling employees who are selected at the administrative stage via

company telephone to attend an interview session, calling applicants for the second time to provide information about the training period, salary, working hours, and other supporting information, providing and monitoring attendance manually for training employees, and accompanying division heads to conduct work appraisals on training employees.

Additionally, administration assessment for managerial level also includes carrying out employee absenteeism recapitulation, carry out recapitulation of employee salary calculations, create administrative work forms, tidying up HRD & GA files, make minutes of every HRD & GA meeting, assist in processing environmental permits for B3 waste, create a concept for fasting month activities, make a budget proposal for the required items, prepare monthly HRD & GA reports, and updating employee database.

Every company has regulations that apply to its employees to ensure order and provide an adequate work environment. The regulations set have certain objectives, one of which is to measure discipline in performance appraisals. Not only the disciplinary aspect, but work assessment also covers the competencies an individual has in carrying out a job, such as skills in operating tools, machines, problem solving, advanced thinking patterns. Therefore, this research aims to explore how performance assessment and recruitment and selection process is carried out at X wooden company.

This study found that the X wooden company has conducted a quite thorough performance assessment and recruitment selection process. Specifically, regarding performance assessment, the performance assessment includes quantity, quality, independence, initiative, cooperative adaptation [15]. In the X wooden company, the performance assessment is divided into three conditions, namely: First, Evaluation of training employees, a form of work assessment that has been carried out during training for company forklift machine operators. Training is carried out for 1 (one) month. In carrying out their duties, forklift operators are supervised by the head of the department to provide direction and assess the capabilities of forklift machine operators.

Not only does it focus on personal assessments by department heads, but there are performance assessments that can be seen from the forklift agenda report for one month. From the forklift agenda report, HRD & GA can analyze aspects of honesty, aspects of obedience in carrying out duties, and aspects of perseverance in working according to the weight that a forklift machine operator must have. Performance evaluation of training employees is carried out to provide consideration as to whether the employee is suitable for employment within a certain period or not. This assessment is in line with the previous finding that a thorough and detailed performance assessment can help improve employee performance in performing their duties [16].

Secondly, performance assessment before the end of the contract, the work assessment is seen from employee absenteeism, employee skills in carrying out their work both in terms of machines and tools used, employee work attitudes, recapitulation of employee discipline. This assessment also involves HRD & GA and the head of the division that oversees it. Job assessment uses an employee evaluation form which contains technical abilities (hard skills) and attitude abilities (soft skills). The work assessment at the time the contract ends aims to provide a decision whether

the work contract will be extended or not. Including hard and soft skills to the employee skill development also known as one of the factors which could enhance the employee performance [17].

Third, assessing certain conditions, in the learning process that has been carried out, there was a case of an employee who submitted his resignation. When this happens, a decision needs to be made whether the employee should be retained or asked to resign. Before deciding, there needs to be data that can support a decision, work assessment plays an important role in this. HRD & GA prepare data in the form of work assessments, both hard skills (from department heads) and soft skills (disciplined attendance, work attitudes). Decision making is carried out by company leaders with data support from HRD & GA.

In the performance appraisal, the role is HRD & GA and the head of the division that houses the department. This company will also slowly use performance appraisals to increase the motivation of its employees. There are several data such as a list of daily attendance and a recap of work delays recorded in the personnel administration records. The HRD & GA team will manage the data into a performance appraisal in the form of employee attendance ranking to motivate each employee who is often absent and minimize the culture of tardiness in the company. This findings in line with the previous study conducted by Ones [18], performance appraisal can be interpreted as an employee's perception of the accuracy of other people's assessments of him. Levy cited in Ones [18] stated that general motivation that can be accepted by people can be given in the form of feedback, one of which is an assessment. Attendance performance assessment is a form of feedback for employees. The attendance work assessment will be updated every month and will be displayed on a board that all employees can see. The hope is that with monthly attendance assessments, employees can reduce behaviors that make the company less productive.

For recruitment and selection process, the current study found that certain conditions in a company required HRD & GA to vacant positions and a lack of workforce in a division. Recruitment is not carried out solely to fill the workforce, but also takes into account the abilities of prospective employees. Therefore, there are several selections determined by the company. The recruitment and selection approach used in the company is Successive Hurdles or what could be called a knockout system. Applicant selection is carried out in the form of administrative selection and interview selection. Administrative selection includes selecting employees who match the qualifications or characteristics required by the company, so employees who do not meet the qualifications will immediately fall out at this stage. Next, applicants are called to conduct an interview session.

In the interview session, HRD & GA take a direct approach to assess whether the applicant is worthy of filling the vacancy in the position offered. Next, HRD & GA select candidates who will be trained within a certain time before being hired as contract employees. In practice, the company has carried out a recruitment process namely identifying vacant positions and determining the number of workers required, identifying the right source of candidates or potential applicants, determining the right recruitment and selection method for the position [19].

In the selection process, it will be more accurate if a company also carries out a psychological test to determine the work attitudes of its prospective employees.

Spector [20] also stated that to determine applicants who meet job requirements, methods such as interviews and psychological tests need to be used to assess individual characteristics. However, the company has not used selection in the form of a psychological test because the company's conditions are not yet supportive. It requires collaboration with a psychology bureau or bureau that handles employee recruitment. The company had planned this, but in the conditions at that time, this could not be implemented.

In the post-recruitment phase, there is work monitoring and assessment for training employees which is directly supervised by the division head and monitored by HRD & GA. Work assessment is not only based on personal assessments from division heads and HRD & GA but also based on analysis of attendance data, locker order, work agenda records. The accumulation of all these assessments and data will determine whether the training employee will be contracted as an employee for a certain period or not. This phase also includes personnel administration that is carried out by running an information system and recording data for each employee by the HR & GA division.

4. CONCLUSION

All in all, this study found that the performance assessment and recruitment and selection process play a pivotal role in employee and company effectiveness. Based on the interview and observation results, it is known that X wooden company has already implemented a satisfying detail and retention performance assessment system, and also recruitment and selection process. This performance assessment and recruitment selection process is also found to be able to increase the effectiveness of the performance of employees as well as X wooden company.

The current study has several strengths and limitations. The strengths of the study are the in-depth data collection through interviews and observations, as well as the selection of a fairly unique context, namely a company engaged in wooden furniture. While the weaknesses of this study are the lack of participants involved and the list of interview questions that can be more varied. Future research is expected to have more participants and a more comprehensive research design

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