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The Hybrid System for Recruitment and Selection During Covid-19 Pandemic

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Abstract

Purpose: Businesses and human resources are inextricably linked to developing and fulfilling corporate goals. It requires numerous credentials and an appraisal of the human resource capabilities to support its work procedures and professionalism. The assessment is conducted through the recruitment and selection process. However, the Covid-19 Pandemic significantly reduced the number of employee recruitment and selection activities. The study aimed to ascertain the recruitment and selection method used by PT PDS during the Covid-19 Pandemic.

Design/methodology/approach: The descriptive qualitative method was utilized to collect data using interviews, field notes, photography, video, or sound recordings. This research was conducted at PT PDS. PT PDS is a subsidiary of Pelindo, which provides a talented workforce for other Pelindo subsidiaries, which amount to 9 companies.

Findings: The recruitment and selection process are conducted using a hybrid method that includes online and offline components. All stages of the recruitment process are carried out online, including searching for prospective employees via the company's official website and social media and registering prospective employees. The selection process consists of two stages, online and offline. The entire procedure is conducted online, from registration to interviews, except when medical testing is conducted in person. If the selection is performed offline, the company will develop a health protocol following the guidelines established by the government via the applicable Governor Regulation to prevent transmission.

Research limitations/implications: Since this research was conducted through interviews with limited sources, it requires future empirical research with appropriate sample sizes and questionnaires to generalize the result.

Practical implications: significantly reduced the number of employee recruitment and selection activities. Hence, the recruitment and selection are made through companies' implementation of the hybrid system.

Originality/value: This topic is considered new, and the number of research is still scarce. The findings of this paper will help practitioners in management adjust the recruitment and selection process using the mix of online and offline modes.

Keywords: Hybrid system, recruitment online, selection online, Covid-19 Pandemic

Introduction

The capability of human resources determines the development and progress of private and public business; without personal ability, the wheels of the business will not turn and move. Employees and the company should have a mutually beneficial relationship. The company retains complete ownership of the performance of human resources in the form of welfare, rewards, promotions, and allowances, among other things. On the other hand, human resources will maximize their contribution to the tasks assigned by the company for the business to grow more rapidly (Dewi and Harjoyo, 2019).

Employees are an integral part of a business. Several qualifications and assessments of individual abilities are required, which serve as the benchmark for employee performance while on the job. The evaluation was conducted through the recruitment and selection process. Its objective is to recruit individuals who will be employed in positions or fields that match their competencies. According to Dewi and Harjoyo (2019), recruitment is a series of activities designed to identify and attract job applicants who possess the motivation, abilities, skills, and knowledge necessary to fill identified gaps with the qualifications required to ensure that the process runs smoothly and obtains skilled workers. PT Pelindo Daya Sejahtera (PT PDS) recruits an outsourced workforce that assists the company's operations and adapts to the working class. Recruitment and selection are not accessible during this Covid-19 Pandemic. The implementation, which was supposed to be face-to-face to ascertain prospective applicants' skills and competencies, devolved into a meeting via online media such as video calls. Prior IHRM research has observed the difficulties associated with remote work, including selection, development, motivation, health and safety, and virtual management and collaboration. The adoption of e-HRM, including e-recruitment, is accelerating, and most prominent organizations have already used it (Parry and Tyson, 2011).

Using social media to recruit enables you to connect with prospects who are not actively seeking work but may be interested in career advancement chances (Sivertzen et al., 2013). Much of this thinking can be applied to resolving remote Covid-19 Pandemic challenges (Caligiuri et al., 2020). As a result, businesses and related divisions must exercise greater caution in selecting and evaluating applicants' abilities. Companies can either follow expert-recommended methods or create their own rules for the recruitment and selection process to maintain flexibility in terms of time and circumstance. Mwita (2020) discovered that significantly reduced the number of employee recruitment and selection activities. Previous researchers have conducted several studies on the recruitment and selection process, including Amalia (2017), Prasetya, Cahyo, and Maula (2018), and Cupian et al. (2020). According to the findings of their studies, the research was conducted by researchers on the recruitment and selection process. However, this study differs from previous research because the current condition is pandemic, necessitating a unique strategy to avoid transmission during the recruitment and selection process.

Literature Review

Every company needs the workforce to carry out fieldwork that requires specific skills in their respective fields. A good quality workforce was obtained from a lengthy recruitment and selection process. Two systems stipulate the period time for workers to work in a company, namely a Specific Time Work Agreement (PKWT) and an Indefinite Work Agreement (PKWTT). The difference between PKWT and PKWTT can be seen from the working relationship and working hours.

Recruitment is one of the stages to get workers. This method is the company's first step before going to the next stage in opening up opportunities for prospective workers to join the company. According to Rosento (2018), recruitment is a process of searching for human resources to

improve performance in a company. The seriousness of the organization's recruitment efforts is determined by the human resource planning process and the job's specific needs to be filled. In Aziz, Maarif, and Sukmawati (2017), Sangeetha defines recruitment as identifying and recruiting the best and high-quality candidates (from inside and outside the organization) at the right time and cost-effectively. According to Fakhira, Sunaryo, and Farida (2020), recruitment is an activity to find as many job candidates as possible based on vacancies in the organization. Based on these definitions, it is concluded that recruitment is finding workers to fill specific positions or positions based on company/organizational standards.

Selection, commonly referred to as screening, is the process of selecting prospective employees who will be chosen, and these prospective employees will be placed in positions needed by the company. According to Sedarmayanti in Fakhira, Sunaryo, and Farida (2020), the selection is an activity to identify and select workers who meet predetermined criteria. According to H.S Wijaya and S. Kempa in Wanto and Kurniawan (2018), the selection is the final stage of the recruitment process where decisions about successful candidates will be taken. Based on these two definitions, it is concluded that selection is a process of screening prospective employees based on the requirements that the company has set to fill vacancies in formations/positions. For the selection process to be successful, several levels of selection are established. The purpose of this phase is to determine which option should come first. The selection process or selection stage (Cupian et al. 2020) examines application letters, filling out application forms, preliminary interviews, psychological tests or other tests, in-depth interviews, medical tests, placements.

Since the news of China at the end of 2019, there has been panic in people worldwide. The high death rate caused the terror that occurred in a relatively short period. The World Health Organization designated it as an outbreak of infectious diseases on March 11, 2020. The first reported case of death or incident occurred in Wuhan, Hubei Province, China, on January 31, 2020. It affected all sectors of the economy, including health, social, economic, and business corporations. Indonesia announced that Indonesia was hit by this virus outbreak in early March 2020, at the same time calling it a health disaster. The National Disaster Management Agency (BNPB) has firmly established it as a non-natural disaster on a national scale. It has forced all Indonesians to apply health protocols for mutual safety, such as in East Java Governor Regulation Number 53 of 2020 concerning health protocols articles 5 and 6. The rapid and widespread spread is still challenging to prevent. Regional restrictions to the implementation of health protocols are the first steps to breaking this virus chain. Since the Covid-19 Pandemic, all sectors of life have suffered losses. One of them is in the business sector, where companies must limit workers to the company environment to prevent the spread of this virus. In addition, there are some disadvantages to the company, namely the number of requests decreased, the number of workers reduced, the company's finances were unstable, the company's profit fell.

Method

The descriptive qualitative method was utilized to collect data using interviews. This research was conducted at PT PDS. PT PDS is a subsidiary of Pelindo, which provides a talented workforce for other Pelindo subsidiaries, which amount to 9 companies. This recruitment system has been carried out in several countries that have multi-country coverage. However, this recruitment has not been carried out in Indonesia, especially in government-owned companies, so this is a new finding in Indonesia.

Findings

This research is based on prior work, specifically Prasetya, Cahyo, and Maula (2018). This study will concentrate on the recruitment and selection processes that occurred during the

current Covid-19 Pandemic. PT PDS recruits and selects prospective employees through administration and other stages and considers various factors, including leadership character, knowledge of the position being applied for, communication skills, ability to work in a team, and emotional stability of prospective employees. Conducting recruitment and selection in a pandemic situation is not easy. The Covid-19 Pandemic conditions and the high volume of applicants have made it difficult for the recruitment and selection team to perform their duties. All stages of the recruitment and selection process take approximately one month to complete. PT PDS, as a workforce service provider, is inextricably linked to the recruitment process. Recruitment and selection have become the company's focus and priority, as it is an obligation to staff all affiliates and partners. All affiliates and partners who utilize services to recruit new employees following their internal requirements are users. This time, the recruitment and selection processes were unique. Recruitment and selection must now be conducted in light of the Covid-19 Pandemic. Distance restrictions and the use of health protocols are impediments to recruiting and selecting prospective employees. As a service provider, PT PDS responsible for recruiting and selecting users is naturally accountable for disseminating job opening information.

The use of the organization's official website is to announce to prospective employees that there is a job opening, and they often maintain a system for accepting applications from anyone interested in working for the organization, even when the company is not actively recruiting (Brandon, 2019). The information is distributed via PT PDS's official website and the company's social media channels (Ouiridi et al., 2016). The development of online recruitment portals and social channels sites has increased. Individuals will be interested in running for positions offered by PT PDS as a result of this information. Through websites and social media but also employee referrals, and of course, prospective applicants who receive employee referrals must follow the registration procedure. PT PDS provides two types of recruitment services: active division recruitment and office recruitment. Online Recruiting (OR) is a critical recruitment source in an ever-changing market characterized by rapid technological advancements (Rosoiu & Popescu, 2016). The party responsible for initial recruitment is staff from the Human Resources and General divisions to ensure that human resources are available following user needs or qualifications and training requirements specified by the user and PT PDS. Numerous parties assist in the execution of all of these stages and processes. PT Pelindo Development Center (PT PDC) administers psychological and physical examinations to prospective employees who complete the recruitment and selection process. At the same time, Pelindo Harapan Citra Hospital (PHC Hospital) is authorized to administer health examinations and tests.

During this pandemic, the recruitment and selection process is conducted in a hybrid of online and offline modes to minimize virus spread. Several special stages were implemented during the Covid-19 Pandemic to complete the recruitment and selection process for workers. According to Mwita (2020), human resource management activities, particularly employee recruitment and selection, have decreased significantly as a result. Employee training programs scheduled before the outbreak have been canceled to protect employees from infection. Due to a lack of facilities, online training, which would be the ideal alternative, cannot be used by all organizations. Employees expressed reservations about whether e-learning would be as effective as traditional face-to-face training. It is reshaping the way the sector functions, particularly with the introduction of virtual interviews.

Online recruiting (OR) is gaining popularity. It is accomplished online through tools that facilitate application acceptance, professional search, quick triage, and feedback to applicants. (Brando, 2019). PT PDS's recruitment and selection process is a hybrid one, involving both online and offline components. When prospective applicants receive information about job

openings from PT PDS via the company's official website or social media, they must register at recruitment.ptpds.co.id. After registering, job seekers must complete the required information, such as an online Curriculum Vitae (CV), work experience, and references. Another advantage is uploading and updating their CV consistently when utilizing multiple recruitment portals (Din et al., 2015). Resumes can be maintained and structured digitally, selecting candidates who are the best qualified for a particular employment vacancy. It is a human resources professional's responsibility (Brando, 2019). Experience, recent education, a certificate of expertise (if applicable), and additional supporting documents.

Additionally, prospective employees can save their information by clicking save, and the data can be updated in the future. During a pandemic, the use of technology is critical, as the registration stage is carried out via the transmission of a soft file. Organizations increasingly utilize online recruitment tools, such as actively using their employees to locate or create new job possibilities (Din et al., 2015). Accurate technology will accelerate and simplify recruitment and selection (Vidros et al., 2016). It is consistent with the findings of Goncalves et al. (2021), who concluded that technology is used in processes such as recruitment and selection, as well as training and development. It includes publishing job openings online, providing online application forms, and maintaining a computerized database of the accepted curriculum. Additionally, it may involve the administration of specific selection exams, the provision of online review, and the use of online methods to remove candidates who do not meet the desired profile. (Brando, 2019).

After entering data and files via the web, prospective employees can search for available job openings. These files are required for PT PDS's administrative selection process. PT PDS will retrieve data from the server and then administer the selection process. Online recruitment significantly decreases paperwork, which reduces costs (Petre et al., 2016). Administrative selection is accomplished by extracting data in the form of excel from applicant data on the website and then filtering the data based on the agreed-upon qualifications (user request). Candidates are applicants who have completed the filing process and meet the registration requirements. Candidates will be declared to have passed this stage if their administrative files meet the requirements for formation. PT PDS will contact qualified candidates via email or WhatsApp to confirm their participation in the next step, which is the initial interview. At the same time, the flow is carried out by PT PDS allows for easy data storage; it would be faster if PT PDS utilized E-HRM, which provides for the proper storage of all human resource management activities. E-HRM is conducted through the internet, email, or other advanced communication tools (Cunha et al., 2010). has caused businesses to default on several financial obligations, including the payment of employee benefits. Mwita (2020) recommends implementing e-HRM to reduce employee crowds in carrying out management activities, involving employees in crisis management strategies, and revising human resource policies to accommodate the crisis period. The application of modern technology to the research and retention of knowledge workers in e-commerce and information environments enables statistical analysis and forecasting to aid in the reduction of costs, time, and staff turnover (Smith and Rupp, 2004).

PT PDS requests additional information regarding the competency of prospective employees from their curriculum vitae. PT PDS ascertains job applicants' motivations, attitudes, and skills. Due to the limitations of face-to-face meetings, the interview was disrupted. Conducting online interviews via existing technology, such as Zoom/Google Meet/WhatsApp Video Call, is another option. Candidates who pass the previous stage will be notified via email or WhatsApp of the date and time of the interview, as well as a link to the Zoom/Google Meet App. Virtual interviews, driven by safety and equity concerns, will necessitate a deliberate approach to achieving desired recruiting goals. We look at the potential results of interviews using digital

tools on communication and human resource management as case studies (Wolff, 2020). In this era, video conferencing apps have become indispensable for attending interviews, classes, meetings, and other gatherings (Kathiravan, 2021).

Following the initial interview, a psychological test and a web-based written test are administered. This psychological test is only applicable to applicants in the formation of power experts; applicants for chartering (cleaning service, pass gate) should skip this stage. PT PDS will be assisted at this stage by PT Pelindo Development Center by a predetermined implementation schedule. The psychological examination was conducted using the Zoom application and the PT Pelindo III-owned computer-based test (CBT). The candidate will then immediately take a web-based written examination. It's worth noting that online advertising is frequently free. Content may be amended if faults or modifications are discovered (Sylva & Mol, 2009), but placing job adverts in newspapers, for example, needs expensive resources. The recruitment and selection organizers will be utilizing the Learning Management System application for this test. It was done because it was challenging to conduct the test directly and was constrained by the room's capacity. One of the benefits of using zoom media and the Learning Management System application is that future online approaches will alleviate the crisis conditions caused by the Covid-19 Pandemic. Technology will be a critical component of business sustainability, particularly in finding employees who match job specifications (Goncalves et al., 2021).

PT PDS receives full assistance from Pelindo Harapan Citra Hospital (PHC), as medical treatment is not the responsibility of recruitment and selection personnel. This stage must be completed if the recruitment is conducted to fill positions at PT Pelindo III Center, Regional Branches, and Subsidiaries. Additionally, users can request a medical check-up test with an agreed-upon date. After the medical examination (MCU) is completed, PT PDS will communicate the results within 2-3 days of the test date. The MCU results will be considered by the user when determining the medical qualifications of prospective employees. The final stage of the series of processes is to send the user information about prospective employees' data and test results. Candidates who pass will receive confirmation of the final interview with the user via email or WhatsApp. This confirmation will include the date, time, and location of the last interview with the user. The user will conduct tests or additional stages, including physical disability checks, technical and practical tests. It is in response to user requests and is visible in the development of job vacancies applied. After the candidate has been declared to have passed the selection stages, the candidate advances to the placement stage. Although the recruitment and selection process can be conducted during a pandemic, a hybrid approach is possible. This hybrid approach is capable of being used both offline and online concurrently. According to Wolff's (2020) research, this is accomplished through recorded videos for critical details and brief and virtual live remarks or question and answer sections. Typically, programs should consider live-virtual sessions when the purpose of the session is to communicate the relationship between people and culture, as a sign of improved communication, and the ability to investigate interpersonal dynamics allows for enhanced communication. Online recruitment is a new practice; there is a noticeable and increasing tendency toward online recruitment (Petre et al., 2016). According to the results of in-depth interviews, a recruitment and selection process is carried out during a pandemic. However, the procedure must incorporate technological devices to ensure that it adheres to the health protocol. It is consistent with Goncalves et al. (2021) research, which states that there will be changes in the following areas: (1) recruitment and selection, which will require a re-profile, given that people will work remotely; (2) performance management and evaluation, which will place a greater emphasis on goals and less on work time; and (3) training, which will include an online/e-learning component focused on providing workers with technology. Businesses considering allowing

employees to work from home through technology intermediaries should ensure that their employees have a strong digital orientation and adequate digital and capability capabilities. It can be accomplished by implementing an efficient recruitment and selection process that ensures the right employees are hired from the start. Africa (2021).

During the pandemic, the recruitment and selection process at PT PDS changed significantly. When PT PDS receives requests for recruitment and selection from affiliates and subsidiaries of PT Pelindo III, starting now referred to as users, PT PDS acts as the executor. The user manager and the recruitment committee have agreed on all qualifications and competency values for prospective workers. All stages of the recruitment process are conducted online, including searching for prospective employees via the company's official website and social media and registering prospective employees via recruitment.ptpds.co.id. E-recruitment is a novel, multifaceted phenomenon that begins with applicants on social media, progresses through the gamification of recruitment and job interviews via chatbots, and concludes with candidates and jobs powered by artificial intelligence. This technology is particularly advantageous for social organizations seeking talented people and personnel whose actions and values coincide with their mission. (Cherif, 2021).

The selection process consists of two stages, online and offline. If the selection is conducted offline, PT Pelindo will develop a health protocol following the guidelines established by the government via the applicable Governor Regulation to prevent transmission. Administrative selection, initial interview selection, psychological and written tests, medical examinations, user selection, and additional tests such as physical tests and specific skills based on the formation are all included in the selection process. According to the findings of the observations, it is preferable to ask numerous questions to prospective employees to elicit suggestions for improvement, specifically during the interview. The results of field observations, interviews were conducted online via Zoom, and recruiting staff just inquired about basic information such as self-identity, regional origin, work experience, and motivation to apply for a position at PT PDS. Virtual job interviews are much the same as in-person interviews, with the added benefit that candidates can participate from the relative comfort of their own home without having to travel. Usually, the interviewer will ask general questions regarding the nature of the interviewee's job during the interview. Like the pre-interview, candidates are selected based on their responses and attitudes during the virtual interview (Kathiravan2021). When conducting a physical examination, providing a location route that leads directly to the next stage is preferable, as prospective employees' current flow is hugely confusing.

Theoretical Implications

The hybrid system is a new platform to use recruitment and selection during the Covid-19 Pandemic. The hybrid approach is capable of being used both offline and online concurrently. A fundamental theoretical approach is made in this research. Therefore, this study presents a theoretical basis to examine how HR continues to carry out its duties as employee seekers in the global pandemic crisis by adding technology to the HRM process. This study aimed to determine the recruitment and selection process during the Covid-19 Pandemic carried out by PT PDS Surabaya. This study has progressed by providing an overview of success in conducting recruitment and selection using digital technology. This advancement has significantly presented electronic HRM running hybrid methods processes via websites and social networks.

Practical and Social Implications

Due to the nature of the global crisis, Covid-19 Pandemic has exposed the need for previously unanticipated organizational change, especially in human resource management. Significantly reduced the number of employee recruitment and selection activities. Hence, the recruitment and selection are made through companies' implementation of the hybrid system. This research framework helps managers to understand how to find and select potential employees even in uncertain situations. Managers can use the methods in this study while still complying with health protocols amid a pandemic. The data collection method for prospective employees can be sent through the organization's website. Likewise, interviews can be conducted using digital, namely using applications that can be adapted to the needs of both parties. This research contributes mainly to overcoming the limitations of face to face to maintain the health of both HR management and prospective employees who apply. The hybrid systems model characterizes a study that opens the door to a new approach for managers if this pandemic continues for the following years.

Limitations and Suggestions for Future Research

Because research participants were recruited using a unique approach and data information is essential, this study cannot draw detailed conclusions about the recruitment and selection process. Since this research was conducted through interviews with limited sources, it requires future empirical research with appropriate sample sizes and questionnaires to generalize the result. This study aimed to examine the recruitment and selection process during the Covid-19 Pandemic carried out. Therefore, we did not use any other method to triangulate. Future researchers may consider using multiple data collection methods to triangulate findings. Future research could aim to gain a greater understanding of the perceptions of prospective employees with hybrid scenarios. And also measure the effectiveness of this system.

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