



ANALYSIS OF EMPLOYEE RECRUITMENT AND SELECTION SYSTEM (Study on Marketing Division of PT. Samsung Electronics Indonesia City

Author¹ : Fauzih
Affiliation : Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari
Email : fauzihstie66kendari@gmail.com
Author² : Wahyuni Rahmah
Affiliation : Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari
Email : wahyuni.rhmah90@gmail.com
Author³ : Muh Ishaq Suriyadin
Affiliation : Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari
Email : muhishaqsuriyadin@gmail.com

Submitted : 10 February 2025 Accepted : 10 February 2025 Published : 13 February 2025

ABSTRACT

This study aims to determine and analyze 1) how the recruitment system for employees of PT. Samsung Electronics Indonesia Kota Kendari, 2) How is the selection system for employees of PT Samsung Electronics Indonesia Kota Kendari. This study uses a descriptive analysis method. The results of the study indicate that the employee recruitment and selection process has been carried out well and has been based on a comprehensive job analysis, the company ensures that the criteria for each position reflect the tasks and qualifications that are in accordance with the needs. The use of internal and external recruitment strategies creates a balanced team with diverse abilities and backgrounds that enrich the company's culture and enhance long-term innovation. CV evaluation, interview tests, and references from fellow employees are the main stages in the selection process. Interaction between superiors and employees is also considered important in making more informed and objective selection decisions. So with an adaptive and responsive approach, the company is able to attract and retain the best talent, support the growth and long-term success of employees in an era of tight business competition.

Keywords: *Recruitment; Selection; Marketing*

INTRODUCTION

In company activities there must be human resources, natural resources, and capital resources that are production factors so that they can influence the company to get better performance. Human resources are one of the resources that have a very important role in determining the success of the company's goals. Therefore, good and quality human resource management is needed by the company in order to create reliable human resources in the future. With good and professional human resource management arrangements by the company, it is hoped that employees will be able to work professionally as well as in carrying out their duties

and obligations (Muntu et al., 2017). In an effort to improve company performance in order to maintain continuity, the company needs human resources with relevant competencies.

Hasibuan said in (Purwanto & Novebriana, 2019) Recruitment is a company's effort to find and influence workers so that applicants are willing to apply for jobs in an organization. To get qualified prospective employees, the company must be able to carry out a good recruitment process. The company must be able to identify the needs of its employees. In addition, the company must also be able to determine the basis for recruitment, sources of recruitment, recruitment methods used, and identifying recruitment constraints. (Rivai Veithzal, 2009:69) explains that the purpose of recruitment is to accept as many applicants as possible according to the company's qualification needs from various sources, so that it is possible to recruit prospective employees with the highest of the best qualifications.

Recruitment activities will weed out less suitable applicants and focus their abilities on candidates who will be called back. Recruitment activities can build favorable public opinion by influencing the attitudes of applicants in such a way that they are hired or not in the organization.

After the recruitment process is carried out, in order to get good, reliable, qualified employees and in accordance with the number needed by the company, a selection process is needed. Selection is a series of steps carried out to decide whether an applicant is accepted or rejected, in a particular agency after undergoing a series of tests carried out or selection is the process of selecting from applicants through stages of tests, until a number of applicants are obtained who meet the criteria that have been set and are declared accepted (Sunyoto, 2012).

According to (Rivai Veithzal, 2009) selection is an activity in human resource management that is carried out after the recruitment selection process is carried out. This means that a number of qualified applicants have been collected to then be selected as employees in a company. This selection process is called selection. While the selection process is an effort to recruit those who are considered to be able to adapt to the work offered, they are considered to be able to show the performance expected by the leaders of the organization. The selection process is a means used in deciding which applicants will be accepted. The process begins when the applicant applies for a job and ends with a decision on acceptance. Based on this understanding, the selection activity has a very strategic and important meaning for the company. If implemented with the principles of human resource management fairly, the selection process will be able to produce the selection of employees who can be expected to make positive and good contributions in the future.

This research will focus on PT. Samsung Electronics Indonesia Kota Kendari which is a leading company active in various industrial sectors, including electronics, information technology, household appliances, semiconductors, and financial services. So it requires experts to be able to provide good product quality for the community. However, in the results of the pre-research conducted by the author, regarding the implementation of recruitment and selection at PT. Samsung Electronics Indonesia Kota Kendari found problems that emerged in the selection process, namely the company's lack of selectivity in determining competent and competitive human resources in working.

The research used as a reference and comparison in this study is the work of (Bayhaqy et al., 2022) entitled "Analysis of Recruitment, Selection and Placement Systems for Employee Performance Quality (Case Study at PT. Indra Karya Persero Engineering Division 1 Malang)" from the results of this study it can be seen that PT. Indra Karya Persero Engineer Division 1 Malang must be more balanced in deciding the sources of labor that will be employed by the company, by having to consider external recruitment sources more, which so far the company has tended to carry out recruitment through internal sources with consideration of cost reduction in recruitment. In order to avoid problems that escalate over time, the recruitment

system can be considered as the initial step in the selection process to obtain workers who meet the qualifications needed to carry out tasks effectively and in line with the company's values.

Therefore, the management of the company or organization must be able to understand how best to manage employees so that employees can work according to their expertise and the type of work given. Considering the importance of the recruitment and selection stages in the context of a company or organization, it is expected that the optimal implementation of the process will have a positive impact on the company's long-term growth, enabling the acquisition of superior and highachieving human resources. Based on this description, the author is interested in conducting a study entitled "Analysis of the Recruitment and Selection System for Employees of PT. Samsung Electronics Indonesia, Kendari City"

The objectives to be achieved in this study are as follows. 1. To find out and analyze how the recruitment system for employees of PT. Samsung Electronics Indonesia, Kendari City, 2. To find out and analyze how the selection system for employees of PT. Samsung Electronics Indonesia, Kendari City.

RESEARCH METHODS

Research Design

The research is a qualitative research using a descriptive approach. Qualitative research aims to understand phenomena, such as behavior through verbal descriptions in a natural context, by utilizing various scientific methods (Moleong, 2014). This method aims to describe the results of the study using non-statistical data obtained through qualitative data collection, such as interviews, observations and documentation according to the company's conditions.

Research Object

The object of this research is the recruitment and selection system for employees carried out by PT. Samsung Electronics Indonesia, Kendari City by looking at recruitment indicators: Recruitment Basis, Recruitment Source, and Recruitment Method. While the selection indicators are seen from: Education, References, Experience, Written Tests, and Interviews.

Research Instruments

In research activities, researchers are the most important instruments. Researchers play two roles at once, namely as observers or researchers and as members of the observed group. The presence of researchers facilitates the search and collection of required data.

Interview guidelines are needed so that researchers remain focused, structured, and do not deviate from the research objectives. The guidelines also help maintain ethics in conducting interviews.

Documentation guidelines are also very useful in maintaining focus on the initial objectives of the research and preventing deviations from the information that is desired to be known and sought in data collection.

The types of data used in this study are: Quantitative data is a type of data in research that can be measured, calculated, and described using numbers. Qualitative data is data in the form of words or verbal. The way to obtain qualitative data is by using the interview method.

The data sources used in this study are: Primary data, namely data obtained from informants who are considered to have potential and can provide relevant and true information in the field during the interview process.

The informants interviewed in this study are as follows: Head of PT. Samsung Electronics Indonesia, Kendari City dan Employees of PT. Samsung Electronics Indonesia, Kendari City.

Secondary data, namely data obtained from existing sources at PT Samsung Electronics Indonesia, Kendari City, such as company profiles and others related to the research being conducted.

Data Collection Techniques

Nasution (2012) said that an interview is a form of verbal communication in the form of a conversation with the aim of obtaining information. In this study, the interview was conducted with PT. Samsung Electronics Indonesia, Kendari City and was carried out in the form of a structured interview that only focused on the topic of recruitment and selection. Faisal (2008) said that the observation method is a method that involves direct observation or sensing of an object, condition, situation, process, or behavior. In this context, observation is carried out to support ongoing interview activities. Documentation has an important role as a supporter of interview activities to make the research content more concrete. Documentation is the process of collecting data obtained through documentation including organizational structure, number of employees, number of guest visits, and other supporting data.

Data Validity Testing

The data validity technique in this study uses the triangulation technique. Moleong (2016) stated that triangulation is a data validity checking technique that involves the use of additional data sources or other methods as a checking or comparison tool against existing data.

In this study, the source triangulation technique was used, which refers to rechecking the information obtained to ensure the validity of the data. Sugiyono (2016) explained that this technique involves comparing the results of interviews with related data content. To ensure data diversity and obtain accurate results, researchers conducted interviews with Account Managers, SPVs, and employees.

Data Analysis Techniques

In this data analysis, the researcher used the data analysis method from Miles and Huberman. Miles and Huberman in (Moleong, 2016) said that activities in qualitative data analysis are carried out interactively and continuously until all have been thoroughly explored. This data analysis process includes stages such as data reduction, data presentation, and drawing conclusions or verification.

Data reduction is a data analysis process that aims to reduce and summarize research results by focusing on elements that are considered important by researchers. The purpose of data reduction is to simplify the understanding of the data that has been collected so that the reduced data provides a more detailed and clear picture.

Data presentation is a representation of research results that are arranged in detail to provide a comprehensive picture of the research. Data collected in detail is analyzed to find patterns of relationships, so that appropriate conclusions can be drawn. This data presentation is then arranged in the form of a description or report according to the research results obtained.

Conclusion is the final stage in the research process where the analyzed data is given meaning. The data processing process begins with organizing field data (raw data), which is then reduced through data unification and categorization. This is the data processing procedure carried out by the author in this study.

RESULTS AND DISCUSSION

Results

Recruitment

Recruitment is the process of searching, finding, and attracting applicants to be employed in and by an organization or company. The purpose of recruitment is to obtain as much supply of potential applicants as possible so that the organization will have a greater opportunity to make choices about workers who are considered to meet the organization's qualification standards (Rohman, 2017).

Based on the results of the interviews conducted, it can be concluded that the recruitment process has a broader picture of the strategies and criteria used in selecting new employees. The recruitment process is based on established standard qualifications, such as a minimum of high school education, a minimum of one year of work experience, and good communication skills. However, emphasis is also placed on the applicant's attitude and attitude, considering it an important factor in the assessment. Work experience is seen as a significant added value, while additional preferences from superiors, such as age and appearance, are also considered. Overall, the recruitment process reflects an effort to find employees who are not only technically qualified, but also fit the company's culture and work environment.

The source of employee recruitment is closely related to the employee recruitment method used by the company. If the method used is external, then the source can also come from outside the company, conversely, the recruitment method that comes from within the company, then the recruitment source will also come from within the company.

Based on the results of the interviews conducted, it can be concluded that the company adopts a variety of recruitment strategies, including internal and external recruitment, to meet the needs of available positions. Internal recruitment is more focused on filling vacant positions by prioritizing internal employees, while external recruitment often occurs for promoter positions, by considering the work experience and communication skills of prospective employees. The main recruitment criteria include work experience, communication skills, and suitability with the company's culture and needs. In addition, employee rotation is also a strategy to provide career development opportunities and ensure the achievement of company targets.

Recruitment method is a strategy used in the process of searching and selecting new employees to determine which approach is most appropriate to use in a company. In reaching prospective applicant candidates PT. Samsung Electronics Indonesia Kota Kendari carries out several recruitment methods, namely open recruitment methods and closed recruitment methods.

Based on the results of the interviews conducted, it can be concluded that the recruitment method carried out by PT. Samsung Electronics Indonesia Kota Kendari has its own advantages, such as in the closed recruitment method the company can save costs and make time efficient in finding qualified and trusted employees, but the prospective employees are very few and less varied, making it difficult for the company to select prospective employees. While the open method is carried out if there are no more references from employees to recruit employees to fill vacant positions. Recruitment with the open method is usually carried out using social media such as Instagram and also job streets which can reach more and more varied prospective candidates.

Based on the results of the interviews conducted, it can be seen that so far, PT. Samsung Electronics Indonesia Kota Kendari has not encountered any obstacles in implementing the recruitment process they are carrying out.

Selection

Selection is the process of choosing from a group of applicants, the most suitable person to occupy a particular position and for the organization. According to (Rivai Veithzal, 2009) selection is an activity in human resource management that is carried out after the recruitment selection process is carried out. This means that a number of qualified applicants have been collected to then be selected as employees in a company. This selection process is called selection.

Based on the results of the interviews conducted, it can be concluded that the Company has adopted a comprehensive selection approach by considering various aspects, such as education, work experience, and references. This approach ensures that prospective employees have the qualifications that match the company's needs. The selection stages, which include CV evaluation and interview tests, are carried out carefully to ensure that the selected employees are truly qualified. The selection process is also intended to ensure that prospective employees are suitable for the company's culture and values. This is important to ensure that selected employees can integrate well into the company's work environment.

Education is one of the benchmarks for employees when registering with each company. Each company has certain qualifications regarding the last education of employees who work in the company. But education is not the main determining factor, there are several other factors such as attitude, experience, and the ability to receive direction from superiors also have value.

significant.

Based on the results of the interviews conducted, it can be concluded that in the employee selection process, education is a factor that needs to be considered, but is not always a determining factor. In addition to education, attitude, experience, and practical skills also have significant value. Especially in the context of the company's specific roles and needs, these factors can be more important than educational background. Therefore, an effective selection process must thoroughly consider all of these aspects to ensure that the selected employees meet the needs and culture of the company well.

References are the process of obtaining additional information about a prospective employee from another party, such as a former boss, co-worker, or other person who can provide insight into the candidate's character, performance, and reputation. References are typically requested as part of the final stage of the selection process to provide a more complete picture of the prospective employee being considered.

Based on the results of the interviews conducted, it can be concluded that in the employee selection process, references from fellow employees and interactions between superiors and the team are important factors that help in making better decisions to find employees who best fit the company's needs and culture.

Experience is a candidate's track record in previous employment or experience relevant to the role being offered. This can include direct work experience, whether in full-time, part-time or internship positions.

Based on the results of the interviews conducted, it can be concluded that in the employee recruitment process, work experience and communication skills have an important role. Candidates who have previous experience, especially at the promoter level, are often considered more desirable because this experience can be an indicator of their potential performance in a new workplace. However, for fresh graduates, good communication skills are a determining factor in the selection process.

Written tests are one of the methods commonly used by companies to evaluate the skills and knowledge of prospective employees in various fields. In its implementation, PT. Samsung Electronics Indonesia Kota Kendari does not use written tests in the employee selection

process. Instead, initial evaluations are often conducted through basic questions to assess the basic understanding and knowledge of prospective employees, especially in the context of the job being applied for.

Based on the results of the interviews conducted, it can be concluded that PT. Samsung Electronics Indonesia Kota Kendari does not use written tests in the selection process. They are more inclined towards a direct interview approach with basic questions related to basic knowledge of technology, such as the definition of RAM, memory, and cellphone specifications known by prospective employees. This approach aims to evaluate the basic understanding and technical knowledge of prospective employees without having to go through a more formal written test process.

Interview test in employee selection is a process in which prospective employees are interviewed by an interviewer representing the company. The purpose of the interview test is to evaluate various aspects of the prospective employee, including communication skills, understanding of the job being applied for, motivation, personality, and problem-solving abilities.

Based on the results of the interviews conducted, it can be concluded that the interview test in employee selection is a key stage that allows companies to gain a better understanding of prospective employees. This process involves direct interaction between the prospective employee and the interviewer that aims to evaluate various aspects, including communication skills, understanding of the job being applied for, motivation, personality, and problem solving abilities. During the interview test, specifically designed questions are asked to explore information about the prospective employee's background, experience, and qualifications. This provides the interviewer with an opportunity to understand in depth how the prospective employee will perform in the company's work environment and how well they fit into the company culture.

Based on the results of the interviews conducted, it can be seen that until now, the challenges faced in the selection process lie with the applicants. The selectors do not experience obstacles because there are no problems in the selection process, and each section has its own authority in conducting the selection. Obstacles arise from the applicants, because even though the company has called a number of applicants to take part in the selection according to the specified schedule, many applicants are often absent.

Discussion

Recruitment

Based on the interview results regarding the recruitment process that were revealed, it is clear that the company has carried out the recruitment process well, by considering various strategic aspects related to job analysis. The recruitment process is based on established standard qualifications, such as a minimum of high school education, a minimum of one year of work experience, and good communication skills. This reflects the results of the job analysis that maps the criteria required for each position based on the tasks to be performed.

In the recruitment process, the applicant's attitude and attitude are also emphasized as important factors in the assessment. This aspect is in accordance with the job analysis that considers the soft skills and personality required for success in a particular job. Work experience is seen as a significant added value. This reflects the identification of relevant work experience in the job analysis that is required to carry out certain tasks effectively.

Overall, the recruitment process reflects an effort to find employees who are not only technically qualified, but also fit the company's culture and work environment. This is in accordance with the consideration of company culture in job analysis to determine the ideal characteristics of an employee. As stated by Mathis and Jackson in (Rumawas, 2018) explains

that job specifications are the knowledge, skills, and abilities (knowledge, skill, ability) needed by an individual to perform a job satisfactorily. Knowledge, skills and abilities include education, experience, job skill requirements, personal abilities, and physical and mental requirements. Likewise, Dessler's explanation in (Rumawas, 2018) that job specifications indicate what kind of people should be recruited and for what qualities you should test the person.

Recruitment conducted by the company by implementing internal and external recruitment strategies shows a balanced and holistic approach in filling human resource needs. Both strategies have their own advantages and considerations that can support the growth and development of the company.

Internal recruitment provides valuable opportunities for employees who already exist to develop and advance in their careers within the company. By prioritizing internal employees in filling positions, companies can motivate and reward employees who have contributed to the company's success. Employee rotation is also an effective strategy to increase employee knowledge and skills, as well as promote a broader understanding of the company's operations and culture. On the other hand, external recruitment allows companies to obtain new talent from outside who may bring new perspectives, skills, and experiences that are needed. By seeking candidates from outside, companies can fill vacancies with individuals who have specific skills relevant to the position.

In a corporate context, external recruitment is often focused on promoter positions, where communication skills and work experience are key factors in the selection process. While work experience is often a primary consideration, companies also recognize the importance of interpersonal skills, such as communication skills, as an important aspect in assessing a candidate's potential.

Based on the findings of the research that has been conducted at PT. Samsung Electronics Indonesia Kota Kendari regarding recruitment, researchers use theory as a comparison to see the implementation of the recruitment method used. Based on this, the following can be known:

Table: Recruitment Method Implementation

Recruitment method according to (Hasibuan, 2010)	Recruitment method at PT. Samsung Electronics Indonesia Kendari City
Open method	Implemented
Closed method	Implemented

Source: Researcher Processed Results 2024

Based on the comparison above, it can be seen that PT. Samsung Electronics Indonesia Kota Kendari has implemented all methods in accordance with the theory. As expressed by (Hasibuan, 2010), recruitment is considered crucial in obtaining workers. Success in recruitment indicates the number of applicants who are interested in joining the company, so that the opportunity to get quality employees becomes greater.

The recruitment method used by a company does have a significant impact on the success of the recruitment process and the quality of employees produced. Choosing the right method can make it easier for companies to find candidates who fit the needs, culture, and goals of the organization.

Closed recruitment methods emphasize internal employee development and utilize personal networks as a source of potential candidates. This approach has the advantage of ensuring career continuity for existing employees and motivating them to develop further within the company. In addition, this method can help companies identify proven and trusted candidates, and reduce the cost and time required for the selection process. However, this approach may have limitations in terms of candidate diversity, as its scope is limited to internal

networks and employee referrals. On the other hand, open recruitment methods through social media such as Instagram and platforms such as Job Street allow companies to reach a wider and more diverse pool of candidates. By using online platforms, companies can attract candidates from various backgrounds and geographic locations, increasing the chances of finding individuals with the right skills and talents. Although this method requires an investment of time and resources in assessing a large number of applications, the advantage is its ability to find candidates who might not be reached through closed methods.

The choice between closed and open recruitment methods should be based on the specific needs of the company, the resources available, and the long-term goals of the organization. Both approaches have their advantages and disadvantages, and a combination of both methods can also be an effective strategy to maximize recruitment results.

The implementation of the recruitment process carried out by the company found no obstacles in the recruitment process carried out by PT. Samsung Electronics Indonesia Kota Kendari because in the recruitment process various things have been done regarding factors such as clarity of criteria, cooperation with external parties, a deep understanding of the company's needs, good management, and external environmental factors have supported the smoothness of the recruitment process. So that the company can efficiently attract and select prospective employees who suit their needs without experiencing significant obstacles. So this shows the importance of well-organized management and a strong understanding of the dynamics of the labor market in achieving success in the recruitment process.

Based on the description of the discussion that has been presented regarding the recruitment system carried out, it can be concluded that the recruitment process carried out by PT. Samsung Electronics Indonesia Kota Kendari has been based on a comprehensive job analysis by ensuring that the criteria set for each position reflect the tasks and qualifications that are in accordance with the company's needs. Through the combination of internal and external strategies, the company can form a balanced team with a combination of experienced and new employees, as well as individuals with various abilities and backgrounds. This not only helps meet the company's operational and strategic needs, but also enriches the organizational culture with diversity and inclusivity, which can ultimately improve the company's performance and innovation in the long term.

So by considering various factors in the recruitment process, such as clarity of criteria, cooperation with external parties, deep understanding of the company's needs, good management, and external environmental factors, companies can develop adaptive, responsive, and efficient recruitment strategies. This allows them to attract and retain the best talent, and build a strong and competitive team to support the company's long-term growth and success.

Selection

Based on the findings of the research conducted at PT. Samsung Electronics Indonesia Kota Kendari regarding selection, the researcher uses theory as a comparison to see the implementation of the recruitment method used. Based on this, the following can be known:

Table: Selection Process Implementation

Selection process according to (Mondy, 2008)	Selection process at PT. Samsung Electronics Indonesia Kendari City
Acceptance of Applications	Implemented
Selection Process	Implemented
Interview	Implemented
Medical examination	Not Applied

Source: Researcher Processed Results 2024

Based on the comparison of the theories above, it can be seen that not all existing theories are applied by PT. Samsung Electronics Indonesia Kota Kendari. According to (Siagian, 2013), the selection stage is a crucial element in overall human resource management. In the results of the interview conducted regarding one of the indicators of the selection process, namely the written test, it was revealed that although the written test is an important part of the selection process, in its implementation the selection process carried out by PT. Samsung Electronics Indonesia Kota Kendari does not use a written test. Instead, conducting an initial assessment in the interview process with basic questions about basic knowledge of technology, such as RAM, memory, and cellphone specifications.

A comprehensive employee selection approach is an important strategy for companies to ensure that the selected candidates have qualifications that match the company's needs and values. In the results of the interviews that have been conducted, it is seen that the company has adopted an approach that includes several careful selection stages, namely CV (Curriculum Vitae) evaluation and interview tests.

CV (Curriculum Vitae) evaluation is an important initial stage in the selection process. Through this evaluation, the company can identify the qualifications that have been determined by the company such as education, references and work experience of prospective employees. This allows the company to filter prospective employees who are qualified and have the potential to contribute significantly to the company.

In the selection process, education is indeed one of the important factors that are often considered in the employee selection process. However, companies should not view education as the only measure of a person's success or potential in the world of work. Attitude, experience, and practical skills also play a very significant role in determining a person's success in a particular role. A person's attitude, including work ethic, interpersonal skills, and ability to work in a team, can greatly influence how a person contributes to the work environment. In addition, relevant work experience and practical skills that a person has can be strong indicators of a person's ability to complete tasks efficiently and effectively.

In many cases, especially in specific roles and company needs, these factors can be far more important than a person's educational background. A company may be more likely to need someone with relevant experience and practical skills that match its operational needs than someone with a high degree but lacks relevant experience or skills.

References from fellow employees and interactions between superiors and teams in the employee selection process are indeed very influential in today's work world. The employee selection process is not only based on a person's formal qualifications and educational background, but also on the extent to which a person can adapt and integrate with the culture and team dynamics in the company.

References from fellow employees can provide valuable perspective on a candidate's character, interpersonal skills, and work abilities. Additionally, interactions between superiors and the team can provide insight into how a person will interact and contribute in a real work environment.

By considering these factors, companies can make more informed and objective selection decisions. It also helps companies ensure that the selected employees are not only suitably qualified but can also integrate well into the team and contribute positively to the success of the company.

In an increasingly complex and dynamic work environment, taking a holistic approach to the employee selection process is key to building a strong, harmonious and effective team. Therefore, companies must ensure that they integrate references from fellow employees and interactions between superiors and teams into their selection strategy to achieve optimal results.

In the world of work, work experience and communication skills do play a significant role in the employee recruitment process. These two aspects are often the main differentiators

between different candidates, depending on the needs and perspectives of the company. Work experience, especially for candidates who have worked in promoter positions or similar positions, is often considered a good indicator of their potential performance in a new workplace. Such experience is usually considered to help candidates adapt quickly, understand the tasks given, and make significant contributions with little training time. On the other hand, for fresh graduates or those who are just starting their careers, communication skills are very important. This ability reflects how someone can communicate, work with a team, and interact with other stakeholders inside and outside the organization. Good communication skills can be an indicator of a person's emotional intelligence, adaptability, and leadership potential.

Interview tests are a very important stage in the employee selection process. Interviews allow companies to dig deeper into the personality, motivation, and interpersonal skills of prospective employees. In addition, interviews can also be used to assess the suitability of the company's culture and values with prospective employees. This is important to ensure that selected employees not only have the appropriate qualifications, but can also integrate well into the company's work environment.

Interview tests do play a very important role in the employee selection process. Direct interaction between prospective employees and interviewers provides a valuable opportunity to gain a deeper understanding of the qualifications, skills, and personality of prospective employees.

Interview tests allow interviewers to evaluate various aspects of a candidate, from communication skills, understanding of the job being applied for, motivation, to problem-solving abilities. With specially designed questions, interviewers can dig up relevant and in-depth information about the candidate's background, experience, and qualifications. In addition, interview tests also provide an opportunity for interviewers to assess how well the candidate fits into the company culture and how they might perform in the existing work environment. This is very important because the company's cultural fit and the candidate's fit with the team and the organization as a whole can affect their long-term success in the company. However, it is important to remember that interview tests are just one of several methods that can be used in the employee selection process. To get a more comprehensive picture of the candidate, companies need to combine various selection methods, including skills tests, psychological tests, and other assessments.

So by combining CV (Curriculum Vitae) evaluation and interviews, companies can ensure that the selection process is carried out comprehensively and thoroughly. This approach helps companies to get employees who are not only qualified, but also in accordance with the company's culture and values, so that they can contribute positively to achieving the company's goals.

In the implementation of the selection process carried out by the company, it can be seen that until now, there have been no significant obstacles faced during the interview process with successful applicants. This may be due to the relaxed approach in conducting interviews, which helps prevent possible difficulties or obstacles during the process.

However, one obstacle identified was the problem of lateness of some applicants in attending the interview. Although the date and time of the interview had been informed in advance, there were still some applicants who came late. This can be an obstacle in running the selection process efficiently and on time. As stated by (Hasibuan, 2017) that the implementation of the selection always has obstacles even though it has been planned carefully and carefully. Therefore, the company must be aware of the obstacles so that there are no mistakes during the selection process. The following are the obstacles according to (Hasibuan, 2017).

- 1) Benchmark
- 2) Selector

3) Applicants

Based on the discussion above, it can be concluded that a comprehensive employee selection approach is crucial for companies to ensure compatibility with the needs and values of the company. CV evaluation and interview tests are the main stages in the selection process. Companies consider work experience, practical skills, and communication skills as determining factors for success. References from fellow employees and interaction with the team are also considered important factors in the selection process. So by considering all these factors, companies can make more informed and objective selection decisions. However, it should be remembered that in implementing the selection process, the company must also ensure that the company can overcome existing obstacles so that the selection process can be carried out efficiently and on time.

RESEARCH LIMITATIONS

Literature Limitations: The limitations of previous research literature are still lacking, resulting in this study having many weaknesses, both in terms of research results and analysis. Time, Cost, and Manpower Limitations: The limitations of time, cost, and manpower make this study less than optimal. Respondent Ability Limitations: The limitations of respondents' abilities who are less able to understand the statements in the existing interview guidelines. Limitations in the Use of Research Instruments: The limitations in the use of different and incomplete research instruments.

Discussion

These findings align with previous research emphasizing the importance of transformational leadership in driving employee motivation and performance. The results suggest that SMEs can benefit from adopting leadership practices that inspire and engage employees. However, the role of transactional leadership cannot be overlooked, particularly in contexts requiring clear structure and accountability.

CONCLUSION

Based on the description of the research results that have been conducted on the Analysis of the Recruitment and Selection System for Employees (Study on the Marketing Division of PT. Samsung Electronics Indonesia, Kendari City), the following conclusions can be drawn:

1. The recruitment process carried out by PT. Samsung Electronics Indonesia Kota Kendari has been running effectively and in an organized manner. By using position criteria that suit the company's needs, as well as internal and external recruitment strategies, PT. Samsung Electronics Indonesia Kota Kendari has created a diverse and innovative team.
 2. A comprehensive employee selection approach can ensure the suitability of prospective employees with the company's needs and values. CV evaluation and interview tests are conducted by PT. Samsung Electronics Indonesia Kota Kendari to assess several aspects such as work experience, skills, and communication skills of prospective employees. References from existing employees are also considered important to make informed and objective decisions.
-

REFERENCES

- Aprilia, R. (2022). Analysis of the Implementation of Recruitment, Selection, and Placement of Human Resources Work at Bank Syariah Indonesia, Panorama Branch, Bengkulu City.
- Aryadi, H., & Gantari, AD (2020). Analysis of the Recruitment and Selection Process of Candidates Outsourcing Workforce at the Head Office of PT Trikarya Cemerlang. *Akrab Juara Journal*, 5(4), 148–158.
- Bayhaqy, FR, Aisyah, S., & Slamet, AR (2022). Recruitment System Analysis, Selection and Placement of Job Positions on Employee Performance Quality (Case Study at PT. Indra Karya Persero Engineering Division 1 Malang). *Journal of Management Research*, 96–107.
- Danang, Sunyoto. 2012. *Human Resource Management*. Jakarta: PT Buku Seru.
- Hasibuan, MSP (2002). *Human Resource Management (Revision)*. PT Bumi Script.
- Hasibuan, MSP (2010). *Human Resource Management*. Hasibuan, MSP (2017). *Human Resource Management*. Bumi Aksara.
- Moleong, LJ (2014). *Qualitative Research Methodology: Revised Edition (2nd ed.)*. PT. Rosdakarya Youth.
- Moleong, LJ (2016). *Qualitative Research Methodology*. PT Remaja Rosdakarya. Mondy, RW (2008). *Human Resource Management (10th ed.)*. Erlangga.
- Muntu, RR, Lengkong, VPK, & Kawet, RC (2017). Effect of Selection, Training And Job Placement on Employee Performance of PT. Bank Negara Indonesia (Persero), Tbk Manado Branch Office. *EMBA Journal*, 5(3), 4235–4244.
- Purwanto, E., & Novebriana, N. (2019). Analysis of Agent Recruitment and Selection System At PT. Jiwasraya Insurance (Persero) Pekalongan Branch. *Journal of Islamic Studies*, 5(1), 78–97.
- Rivai Veithzal. (2009). *Human resource management for companies*.
- Rohman, A. (2017). *Human Resource Management Textbook*. Duta Media Publishing.
- Rumawas, W. (2018). *HUMAN RESOURCE MANAGEMENT*. Unsrat Press Siagian, SP (2013). *Human Resource Management (2nd ed.)*. PT. Simamora, H. (2004). *Human Resource Management (3rd ed.)*. STIE YKPN.
- Sugiyono. (2016). *Educational Research Methods Quantitative, Qualitative, and R&D*. Alfabeta.
- Swasto, B. (2011). *Human Resource Management*. Brawijaya University Press.
- Teguh, AS (2009). *Human resource management: concepts, theories and development in the context of public organizations*. Graha Ilmu.
- Titisari, M., & Ikhwan, K. (2021). Recruitment and Selection Process: Potential Ineffectiveness and Its Factors. *JMK (Journal of Management and Entrepreneurship)*, 6(3), 11. <https://doi.org/10.32503/jmk.v6i3.1848>
- Widowati, R., & Aulia, A. (2021). Analysis of Employee Recruitment and Selection Process At PT Lunto Prima Megah. *JMM Online*, 5(1), 22–30.
-