

Analysis of Employee Procurement Process: Case Study at CIMB Niaga Bank of Banjarmasin

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Abstract. This study aims to analyze the employee recruitment and selection process at CIMB Niaga Bank of Banjarmasin and the effect to the employee performance. The research used a descriptive qualitative method with data collection techniques in the form of interviews, observations, and documentation. The results showed that CIMB Niaga Banjarmasin uses an open and closed recruitment process through internal and external sources, and uses both scientific and non-scientific methods in selecting employees. Job announcements have taken advantage of technology and social media. However, the selection method used is still conservative. It was found that recruitment and selection have an impact on the performance of employees at CIMB Niaga Bank Banjarmasin. This proves that scientific recruitment methods such as psychological tests can predict the performance of prospective employees in the future.

Keywords: HRM, Recruitment, Selection, Employee Procurement, Employee Performance

1 Introduction

Every company needs good quality and competent Human Resources, so companies must consider procurement of labor through recruitment and selection of workers. The most common problem encountered in the recruitment and selection process is high applicant volume [1]. Dealing with a large number of applicants can be overwhelming and time-consuming. Sorting through numerous resumes and conducting multiple interviews can strain resources and make it difficult to identify the most suitable candidates.

In addition, skill gaps and false positives also often occur. Assessing candidates' skills accurately can be challenging [2]. Sometimes, candidates may lack the required skills despite their claims or perform well in interviews but struggle to deliver once hired. This can result in skill gaps within the workforce or "false positive" hires who are not able to meet job expectations.

Ineffective use of technology is also one of the obstacles in the recruitment and selection process. While technology can streamline recruitment and selection processes, its improper use can create issues [3]. Relying too heavily on automated systems without human oversight may result in overlooking qualified candidates or introducing biases in the screening process.

Recruitment according to Supomo & Nurhayati [1] is one of the Human Resource Management activities after carrying out the Human Resources planning function to search for prospective employees who will occupy certain positions in an organization (agency), both government and private agencies. Mardianto [2] stated that recruitment practices in most organizations in Indonesia use a similar process, namely first, *the Sourcing Process* is a process to get applicants according to existing needs, through available sources. The method uses *internal resourcing* and *external resourcing*. How to attract applicants is quite diverse, namely *direct mail*, *job fairs*, advertisements, *head hunters*, professional associations and so on.

Second, *the Selection Process* is a process to screen applicants to make candidates in accordance with existing criteria (selection). It is including; (1) *Psychological Test*, (2) *Psychological Interview*, (3) *Technical Test*, and (4) *Managerial Skill Test*.

Third, *User Process* is a process to search for the right person according to the available position, obtained among candidates who have passed the selection process. The stages that are usually carried out are; (1) *Interviews with direct users* (managers) and *indirect users* (directors), (2) *Medical examinations*, (3) *Signing contracts and administration*, and (4) *Orientation of new employees*

According to Hasibuan [3] there are 3 indicators of the recruitment system in accordance with company objectives, namely; First, the basis for recruitment must be guided by the job specifications that have been

determined to occupy the position. Febriani's research [4] confirms that in the recruitment and selection process there are procedures, mechanisms, and work standards. Furthermore, research conducted by Widowati & Agustin [5] shows that the recruitment and selection process of employees must be in accordance with the standards of roles and authorities given in general as stated in the *job description*, so that it is effective in finding new employees needed by the company.

Second, the source of recruitment, there are two sources in employee recruitment such as internal sources, namely mutating or transferring employees who meet the standards for the vacant position. External sources are employees who fill vacant positions recruited from labor sources from outside the company. This is in line with Kosasih & Kohar's research [6] which shows that recruitment can be done in two ways, namely Internal Recruitment (from within the company), External Recruitment (from outside the company).

Third, the recruitment method consists of two methods, namely the closed method and the open method. The closed method is that recruitment is only informed to certain employees or people. The open method of recruitment is widely informed by placing advertisements and disseminating it to the public. Effendy & Harjanti [10] states that the employee recruitment process uses two sources of recruitment, namely recruitment sourced from schools, and those from applicants who apply directly to the company.

Selection according to Subekhi & Jauhar [8] is an activity in human resource management that is carried out after the recruitment process stage, where a number of qualified applicants have been collected and then selected which ones can be designated as employees in a company. According to Margahana [9] the procurement method of employee selection consists of scientific methods and non-scientific methods.

The scientific method, namely the development of scientific selection by conducting a careful analysis of the elements to be selected in order to obtain competent employees with appropriate placement, includes (a) A structured and clear work system; (b) Oriented to work performance; (c) In accordance with the actual needs of employees; (d) Based on professional analysis and other sciences; and (d) guidelines to the Manpower Law.

Non-scientific method, namely selection based only on estimates and experience not based on criteria, standards or specifications of actual job needs. This selection is not based on the job description and job specification of the position filled [9]. The stages includes; (a) cover letter, (b) recent diploma and transcript, (c) certificate of employment and experience, (d) references from trusted persons, (e) direct interviews, (f) assessment of appearance and physical condition, (g) investigation of the applicant's family background, and (h) analysis of the applicant's writing.

Herawati's research [10] confirms that recruitment and selection are carried out through stages according to the formation needs required by the company. The company determines certain conditions as the basis for selection and recruitment, which is then continued with the selection stages, starting from file selection to screen candidates then up to the employment legal contract.

In its implementation, the selection process in many companies applies a combination of scientific and non-scientific methods. Research by Kosasih & Kohar [6] shows that selection is carried out in several stages that must be followed by prospective employee participants. The stages are Psychological Test, Initial Interview, FGD (Focus Group Discussion), Board of Directors Interview. In line with that, Effendy & Harjanti's research [7] shows the selection process carried out on the object of research using psychological tests, interviews, knowledge tests, and performance tests given to employees in certain sections. In the results of the research, it was also found that the recruitment and selection process, each resource person had different obstacles.

However, Ivancevich & Konopaske [11] stated that the selection process is to adjust to indicators such as knowledge, skills, abilities of prospective employees with jobs, suitability of prospective employee needs with the company environment and compatibility between the personal values of prospective employees and the company.

Recruitment success indicators can be assessed from the performance results of recruited employees. Performance according to Bangun [12] is the result of work achieved by a person based on *job requirements*. Work results are the results obtained by an employee in doing work in accordance with job requirements or performance standards. Then employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [13]. There are factors that affect employee performance, according to Kasmir [14] namely: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Employee performance indicators according to Wibowo [15] include; (a) Quantity of work, (b) Quality of work, (c) Efficiency in carrying out duties, (d) Work discipline, (e) Initiative, (f) Accuracy, (g) Leadership, and (h) Honesty.

2 Methodology

This study used a descriptive qualitative research design. The data used is in the form of primary data, which is the result of excavation in the field, and secondary data, which comes from printed documents. The type of data used is qualitative data that is not in the form of numbers.

The primary data in this study was obtained from direct interviews with *Senior Branch Manager*, HR Manager, HR Assistant and Operational Manager of Bank CIMB Niaga Banjarmasin branch in the form of employee procurement process and performance results. While the secondary data in this study is in the form of data on bank profiles, bank history and organizational structure.

The determination of informants is carried out by *purposive sampling*, which is a sampling technique for data sources with certain considerations. Informants to be interviewed with criteria; worked at Bank CIMB Niaga, handled employee procurement, and handled employee performance appraisal. The existence of the above criteria can be determined 4 informants, namely Senior Branch Manager, HR Manager, HR Assistant and Operational Manager.

The data collection method used observation, interview, and documentation. While data analysis techniques begin with data collection, data reduction, data triangulation, and conclusions.

3 Result

The recruitment process carried out by Bank CIMB Niaga for external employees such as Office Boy, Driver, Security and IT Experts in collaboration with Outsourced / Third Party companies. The recruitment carried out by Bank CIMB Niaga contains several requirements like other companies, namely: job application letter, curriculum vitae, photocopy of ID card, latest photo size 4x6, photocopy of diploma/certificate of graduation, photocopy of transcript, certificate/certification of WAPERD and AAJI (specifically for marketing department). In the CIMB Niaga Bank company, those who have the right to recruit are Senior Branch Manager, HRD, and Operational Manager. The recruitment methods used by Bank CIMB Niaga are the open method and the closed method. The recruitment sources used by Bank CIMB Niaga Banjarmasin are internal and external.

Bank CIMB Niaga Banjarmasin puts some criteria in selecting prospective employees, such as smart in any case, have high integrity, discipline, good attitude, able to work under pressure, have good communication skills, can work with a team, able to retain existing customers, have good problem solving skills, reliable, willing to be placed anywhere, creative in order to develop marketing strategies and promotion of bank products so that they can attract potential customers.

Problems faced by Bank CIMB Niaga Banjarmasin when selecting applicants such as not focusing when interviewed, for example while playing gadgets, prospective applicants who look unattractive and untidy. Then the obstacles faced by Bank CIMB Niaga Banjarmasin in the form of prospective applicants do not match the company's criteria, especially in the field of marketing / business and limited manpower in the field of marketing.

At Bank CIMB Niaga, the parties who have the authority to carry out the recruitment and selection process are Senior Branch Manager, HRD, HR Assistant and Operational Manager. Meanwhile, if applicants are interested in working in frontliner positions, the selection process will be carried out by the Operations Manager. The selection stages carried out by CIMB Niaga Banjarmasin bank are the stages of Administrative Selection, Prescreening and Track Checking, Preliminary Interview, Psychological Test and English Language Test, Final Interview, then Medical Checkup.

According to Senior Branch Manager, HRD and Operational Manager, the recruitment and selection process affects the performance of employees after they join the company. The results have a significant effect, employee performance after the recruitment and selection process helps Bank CIMB Niaga achieve sustainable success. Bank CIMB Niaga focuses strongly on service so that the main indicators used to assess employee performance are; indicators of discipline, thoroughness, honesty, quantity, quality and initiative.

4 Discussion

4.1 Employee Recruitment Process

The recruitment method used by Bank CIMB Niaga is carried out by publishing recruitment information widely to prospective applicants in order to submit resumes to the email specified or directly come to the branch office and submit a cover letter. Bank CIMB Niaga posts recruitment information on the official website, Job Vacancy Website such as JobStreet, Kalibr, Career etc., and Social Media platforms such as Facebook, Instagram, LinkedIn and Whatsapp through the publication of job advertisements that include qualifications,

requirements, and job responsibilities. In this case, Bank CIMB Niaga Banjarmasin has made right use of existing technology in the recruitment process [16].

Bank CIMB Niaga's recruitment method is in accordance with the theory proposed by Hasibuan [6], that the recruitment method carried out consists of two methods, the closed method and the open method. The closed method is that recruitment is only informed to certain employees or people. The open method of recruitment is widely informed by placing advertisements and disseminating it to the community.

Sourcing in recruitment is the process of finding, identifying, and attracting potential candidates to fill existing or future positions within the organization. Based on the results of interviews with resource persons, the recruitment sources used by Bank CIMB Niaga are; internal sources and external sources. In accordance with the theory put forward by Said [17], the recruitment method consists of internal recruitment and external recruitment. Internal resources are used when employees meet the required criteria and qualifications, are considered to have more capacity and sufficient experience already in the company, these resources are usually done for promotion and rotation. With internal sources, Bank CIMB Niaga did not get new ideas that could be obtained from new employees from outside the company. This can limit the innovation and development of the company. External sources are used when positions in the company are vacant and need new employees, if from within the company there are no employees who can fill them so that they need employees from outside, either through the official website of Bank CIMB Niaga, *Job Vacancy Website* [16], applicants who come to the office and preferably if there is a recommendation from other banking employees.

The selection stage is a series of steps taken by the company to select the most suitable prospective employees and meet the qualifications for the position that is being needed. According to Mardianto [5] the process to screen applicants makes candidates fit the existing (selection) criteria. The selection method carried out is in the form of; psychological tests, psychological interviews, technical tests, and managerial skill tests. Based on the results of the interview, Bank CIMB Niaga applied selection indicators including experience. Experience applies only to the marketing department, while for the frontliner division, it doesn't matter if it's inexperienced. In addition, the selection methods used are Interview, Psychological Test and English Language Test. The indicators and selection methods carried out by Bank CIMB Niaga are in line with Dessler's theory [20], namely experience, written tests and interviews. It can be seen that the selection method of Bank CIMB Niaga is in line with the concept conveyed by Mardianto [2], but does not use the Technical Test and Managerial Skill Test. Actually for time and space efficiency, Bank CIMB Niaga Banjarmasin can take advantage of online tests and interviews [21], currently there are many psychology bureau services that offer online psychological tests.

Based on the results of interviews with resource persons, the selection stages applied by Bank CIMB Niaga in the form of:

- a. Interview with Senior Branch Manager, HRD, and Operational Manager, Stages are conducted at the preliminary interview and the final interview. In line with the opinion of Ivancevich & Konopaske [11] which states the stages of the selection process in the form of Selection Interviews and Interviews by top Leaders.
- b. Medical checkup, candidates who pass the previous stage, are required to undergo a medical examination to ensure that prospective applicants have a good health condition, this is in line with the selection concept conveyed by Fahmi [20].
- c. Signing the contract and administration, after passing the previous stage, prospective applicants will sign an employment contract and complete the necessary administrative process.
- d. New employee orientation and training, after becoming an official employee, employees will attend orientation and training programs to help employees adapt to the work environment, and understand their job desc.

The results of research and theory put forward by Mardianto [2] have been applied by CIMB Niaga so far are appropriate, but there is additional training, this is in accordance with the study conducted by Ardana et.al. [21]. The training phase helps new employees to develop skills and knowledge about banking aspects, bank procedures and CIMB Niaga products.

When Bank CIMB Niaga Banjarmasin opens job vacancies in October 2023 to find employees for Customer Service department, assistants for Preferred Relationship Manager and Mortgage Relationship Manager, the number of applications submitted was 120 applications and only 2-3 people passed the selection. From the incoming application data, it can be seen that the enthusiasm is quite high from potential applicants. The average percentage of the employee recruitment is 2.7%. Interestingly, when Bank CIMB Niaga does not open job vacancies, applications that were received per month were 15-20 documents, this shows the high interest of people to work at this company because of the company's image that affects people's interest in working at Bank CIMB Niaga. This is in line with the opinions of Said [19] and Hasibuan [3] who say that the image and behavior of employers also affect recruitment.

4.2. Employee Selection Process

The selection process is a series of stages carried out by the company to select the best candidates who match the criteria and needs of the available jobs. This process aims to identify and evaluate a candidate's abilities, qualifications, experience, and potential so that it can be decided whether they are a good fit for the position that is being in-demand. Based on the results of interviews with resource persons, the recruitment and selection process carried out by Bank CIMB Niaga Banjarmasin are; HRD defines positions and work requirements, preparation and dissemination of job advertisements, administrative selection, prescreening and track checking, preliminary interviews, psychological tests and English language tests, final interviews, offering letters, health declarations / medical checkups, and finally orientation and training.

Overall, the recruitment and selection process conducted by Bank CIMB Niaga Banjarmasin has been designed with the actual needs of employees in mind, with the aim of ensuring that prospective employees have the necessary skills, experience, and personality to succeed in their jobs and to achieve good job satisfaction. It can be noted that Bank CIMB Niaga applies a combination of scientific methods and non-scientific methods in the selection process to achieve optimal results in the employee selection process. The following is a chart of the CIMB Niaga Bank Recruitment and Selection Process.

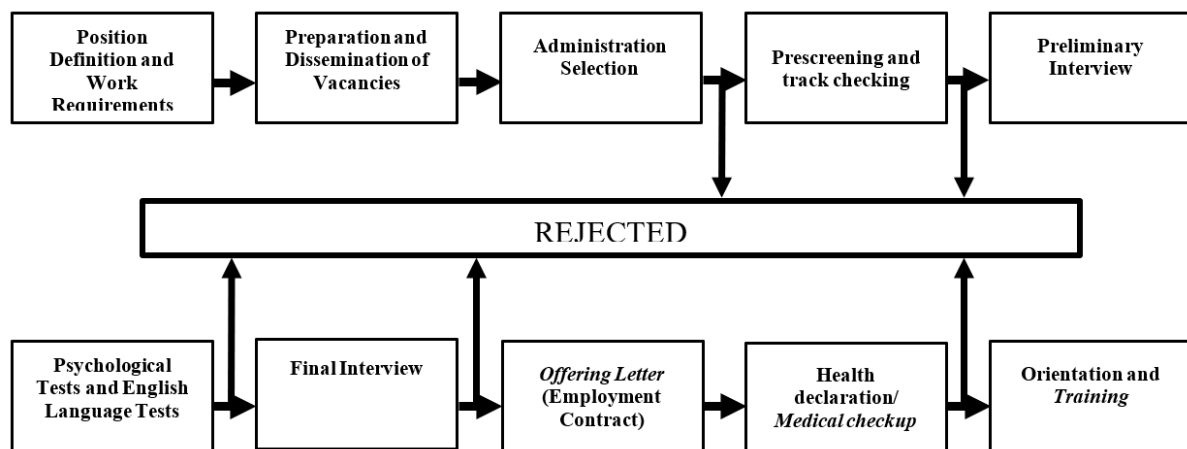


Figure 1. CIMB Niaga Bank Recruitment and Selection Process

The selection process applied by Bank CIMB Niaga uses the Successive Hurdles Selection Approach [22]. This method requires prospective applicants to follow the selection stages, if prospective applicants fail in one stage, then they cannot proceed to the next stage of the process.

Recruitment and selection are important stages for companies because this process ensures companies to get qualified employees and in accordance with the needs of the organization. Based on interviews with resource persons, the recruitment process carried out by Bank CIMB Niaga Banjarmasin is in the form of Defining Positions and Work Requirements, after that conducting the Preparation and Distribution of Vacancies. While the selection process applied is in the form of Interview Test, Psychological Test, English Test and Medical Checkup. The test applies to all employees, both frontliners and marketing. Based on the theory put forward by Kasmir [17], Bank CIMB Niaga Banjarmasin has followed a systematic recruitment and selection process to find candidates that suit the company's needs, such as Defining Positions and Work Requirements, Preparation and Dissemination of Vacancy Advertisements, Administrative Selection, Prescreening and Track Checking, Preliminary Interviews, Psychological Tests & English Language Tests, Final Interviews, Offering Letters (Contracts) Work), Medical checkup, Orientation and Training.

It can be seen that the recruitment and selection process according to Kasmir [14] is more detailed and involves many stages. Meanwhile, Bank CIMB Niaga's processes appear to be more efficient. However, both processes have essentially the same goal, which is to find candidates that best suit the company's needs. The following is a chart of how Bank CIMB Niaga Banjarmasin recruits and selects.

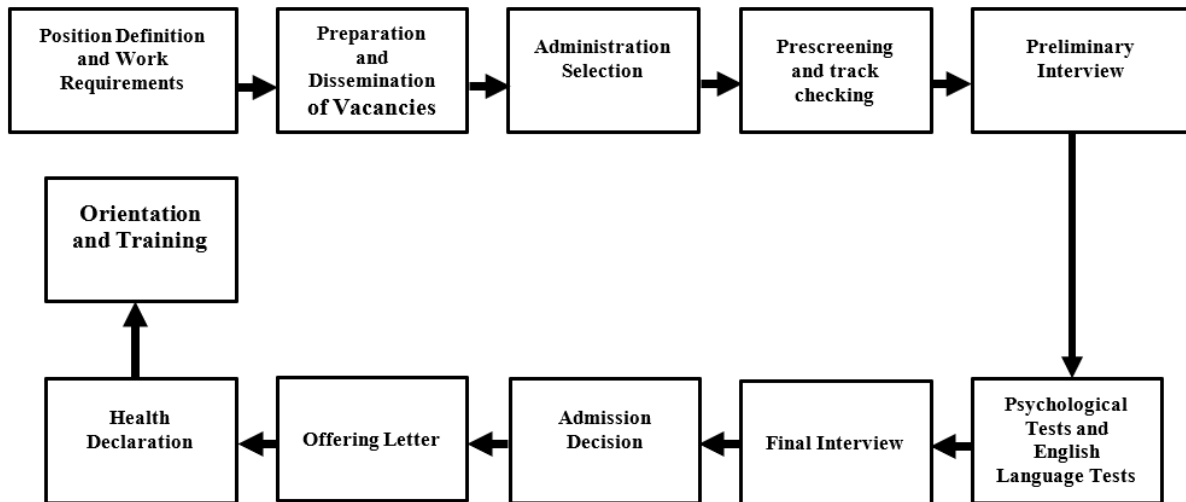


Figure 1. CIMB Niaga Bank Recruitment & Selection Stages
 Source: Bank CIMB Niaga Banjarmasin

4.3 The Effect of Requisition and Selection Process on Employee Performance

Problems in the recruitment and selection process are of various kinds. Based on the results of interviews with sources, the problem that has been faced when recruiting and selecting employees is that prospective applicants do not focus when interviewed, for example while playing gadgets, gen Y and gen Z are known as "Digital Natives" or the generation that grew up with the development of digital technology [23].

Then potential applicants look unattractive and untidy. In the banking industry, appearance is often an important aspect of the selection process, this is in accordance with the opinion of Ardana et al [21] who state the appearance and neatness of a person from the outside and especially needed in certain positions.

The obstacle faced by Bank CIMB Niaga Banjarmasin is the lack of manpower in the marketing sector, causing a vacancy within a period of 1-2 months, this problem is overcome by means of a Senior Branch Manager who handles the problem himself. Another obstacle is that prospective applicants do not match the company's criteria, especially in the field of marketing / business such as not having a marketing database and not experienced in the field, this is in line with Capelli [24] that experience is one of the main qualifications in selection.

Today, some agencies are looking for employees with two to five years of experience, as experienced workers are seen as more capable of performing their duties. To overcome this obstacle, Bank CIMB Niaga chose not to continue the recruitment and selection process for prospective employees who did not meet these qualifications, so Bank CIMB Niaga looked for marketing employees by requesting reference information from other banking companies. Bogatova's research [25] shows that recruitment for small organizations such as the Banjarmasin branch of Bank CIMB Niaga is more effective if it uses reference channels.

Another way to get the right candidate is to utilize applicant tracking system (ATS) technology, which utilizes search engines on social media such as LinkedIn to work automatically to get candidate resumes that match the desired requirements [19]. This will greatly facilitate the recruiter team in their work, especially when dealing with a large number of applicants.

In an increasingly competitive and dynamic business environment, the quality of human resources is the main determinant of the success of a company. Based on the results of interviews with resource persons at Bank CIMB Niaga Banjarmasin that there is an influence on employee performance after the recruitment and selection process. Between recruitment and selection, both have an important effect on employee performance, this proves that Bank CIMB Niaga Banjarmasin has paid attention to the quality of employees from the initial stage of recruitment to selection. The performance results are in accordance with Bank CIMB Niaga's expectations, each employee performs their duties and obligations with good work quality, shows reliable ability in communication and negotiation, then is able to contribute to the achievement of targets set by Bank CIMB Niaga. Thus, it is proven that the selection process by scientific means such as psychological tests can predict the performance of prospective employees in the future [26].

Bank CIMB Niaga always evaluates employee performance regularly, so that it can monitor what things need to be improved and provide feedback to maximize the potential of their employees. Based on the results of interviews with resource persons at Bank CIMB Niaga Banjarmasin, the indicators used to assess employee performance are indicators of quantity, quality, efficiency, discipline, initiative, thoroughness, and honesty.

Performance appraisal indicators are mostly in accordance with the concept presented by Wibowo [15]. Employee performance achieved very satisfactory targets. Employees are also able to do their jobs well and on time and maintain discipline during work. Although there is a slight deficiency in terms of accuracy, but with proper monitoring from the supervisor, it can be improved. In addition, employees also show honesty in carrying out work and are able to take the initiative to be able to maintain customers to increase customer satisfaction, either by fixing problems, offering products or developing *cross selling* strategies. Thus, employees are proven to be able to work continuously. However, Bank CIMB Niaga did not apply leadership indicators in the existing assessment.

5 Conclusion

The recruitment process of Bank CIMB Niaga Banjarmasin employees uses internal and external sources, this is in line with Said's opinion [17] which states that the recruitment method consists of internal recruitment and external recruitment. The enthusiasm of novice workers consisting of gen Y and gen Z groups is high when job vacancy information is opened. This proves that the company's image has a major influence on the interest of job applicants [17].

The selection process for employees of Bank CIMB Niaga Banjarmasin uses scientific and non-scientific methods. This is in accordance with the concept presented by Margahana [9] which establishes the procurement method of employee selection consisting of scientific and non-scientific methods. The selection process uses Interview Test, Psychological Test, English Language Test and *Medical checkup*. This is in accordance with the concept presented by Mardianto [2] which states that the recruitment process based on its flow consists of *of the Sourcing Process (Process of Getting Applicants)*, *Selection Process (Process of Screening Applicants)* and *User Process (Process of Finding the Right People)*. The selection process carried out by Bank CIMB Niaga Banjarmasin is still conservative, has not utilized technology such as the application of psychological tests and online interviews which will be very helpful in time and space efficiency [19].

The recruitment and selection process affects the performance of employees at Bank CIMB Niaga Banjarmasin. Appraisal indicators to assess the performance of their employees are quantity, quality, efficiency, discipline, initiative, thoroughness, and honesty. However, it does not apply leadership indicators. The application of this assessment is in line with Wibowo [15] which states the concept of employee performance indicators including quantity, quality, efficiency, work discipline, initiative, thoroughness, leadership, honesty. It also proves that scientific selection methods such as psychological tests can predict the performance of hired employees [26].

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