STRATEGIES FOR IMPLEMENTING E-RECRUITMENT IN START-UP COMPANY

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Abstract

This research is important to help start-up companies optimize the recruitment process through e-recruitment, which can increase efficiency, save costs, and accelerate candidate selection. By leveraging digital technology, companies can face the challenges of limited resources and still attract the best talent. which can increase the competitiveness of the company in a competitive market.The purpose of this study is to analyze the strategy of implementing e-recruitment in startups that are currently the most successful in the business world. Along with the development of information technology, many startups that deviate from traditional recruitment methods use digital platforms to recruit and evaluate candidates efficiently. This study examines various strategies that can be applied by startups to optimize the e-recruitment process, in addition, this research highlights the challenges and obstacles faced by startups when implementing e-recruitment. The use of the method in this study is a qualitative method explained through approaches such as in-depth interviews, participatory observations, thematic analysis, and case studies to analyze the implementation strategy of e-recruitment in start-up companies. The results of this study identify various factors that affect the implementation of e-recruitment in start-up companies, including technology infrastructure, organizational culture, digital skills, challenges faced, and flexible strategies implemented in the recruitment process.

Keywords: Implementation strategies , startup companies, e-recruitment

A. INTRODUCTION

Startups have become an important part of the dynamics of the world economy, one of which is in Indonesia. Startups, which are usually defined as emerging and market-seeking start-ups, contribute greatly to economic growth through innovation, job creation, and technological advancement. Widespread digital transformation is driving startup growth in Indonesia. Ecosystem startups in Indonesia are driven by government support, domestic and foreign investment, and an increase in the number of internet users. Startups also rely on ideas and technology, but also good HR management. The role of HR is critical to the success of a startup, from the recruitment process to selecting the best to the management team that creates a culture of innovation. In the early context of Startups, which are usually defined as emerging and market-seeking start-ups, make a major contribution to economic growth through innovation, job creation, and technological advancement. Widespread digital transformation is driving startup growth in Indonesia. Ecosystem startups in Indonesia are driven by government support, domestic and foreign investment, and an increase in the number of internet users.

Startups not only depend on ideas and technology, but also on good HR management. For startups, the role of HR is very important, starting from the recruitment process to get the best talent to a management team that is able to create a culture of innovation. Some of the issues related to HR management in the context of startups include a lack of budget, difficulty finding suitable talent, and efforts to maintain employee morale in a competitive and dynamic work environment. Startups also face other problems, such as funding, testing business models, and competing in the market. When it comes to HR management, this issue is getting more complicated, especially in the ever-evolving digital era. With the continuous progress in Indonesia, e-recruitment, which involves the use of digital platforms to facilitate the process of finding and selecting workers, is one of the growing solutions.

Abin Devandra[1], Devia Pratiwi[2], Dea Ananda[3], Muthia Naila Nasution[4] , Novi Aulia Safina[5]*

However, e-recruitment still faces several problems, such as building a company's image and attracting qualified candidates. Therefore, this paper will discuss several important things about startup growth in Indonesia, including the role of human resources in startup growth, the challenges and obstacles that stand in the way, as well as the importance of the recruitment process, especially through the e-recruitment approach, for startup success in the digital era. The purpose of this discussion is to provide a comprehensive overview of the dynamics and challenges faced by startups in managing human resources. Especially in the importance of the e-recruitment aspect in supporting the role of human resources in the placement of the Company's goals. This research will analyze about:

1. Increasing the knowledge of start-up companies on the importance of the human resource management aspect, especially recruitment.
2. Strategy for implementation of the e-Recruitment strategy in start-up companies

B. LITERATURE REVIEW

Startup refers to a company that has not been operating for a long time. These companies are mostly newly established and are in the development and research phase to find the right market. The definition above may be more than geogmatic, or linguistic, but it would be easier if the term Startup was interpreted as a new company that is being developed. This means that the company is still in the establishment stage. Startups began to develop in the late 90s to the 2000s, but in reality the term Startup is widely combined with everything related to technology, the web, the internet and those related to these domains. technology, the web, the internet and those related to these domains. Meanwhile, human resource management is a strategic approach in managing human assets. The definition of human resource management is widely given by experts. Mondy and Martocchio (2016)2 said that human resource management is the process of achieving organizational goals through the use of people or individuals in it. Individuals or employees who are managed to have the competencies and expertise needed to support their work. Human resource management is also defined as a strategic approach to the management of the most valuable assets in an organization, namely the people who work there, who individually or collectively (work teams) contribute to the achievement of the goals that have been set. Here it is emphasized that human management is not only the task of managers in setting strategic goals but also expected the participation of employees to be motivated to improve themselves for the achievement of common goals.

Human Resource Management Objectives In an organization, human resource management is beneficial to obtain a high level of employee development, harmonious working relationships among employees and unification effectively and efficiently so that their productivity will increase. From this, it can be described that human resource management has the goal of ensuring that the organization is able to achieve success through people, as well as to increase the effectiveness, capabilities and capacity of the organization in achieving its goals by utilizing the best resources it has. For this reason, all components or elements in it, including managers (stakeholders), must be involved and focus on planning, implementation and supervision, which concerns the preparation of staff, the determination of development programs and so on. This needs to be done to anticipate the short-term and long-term development of the organization, especially regarding the readiness of its human resources. Thus, it can be mentioned that the importance of human resource management in an organization is to ensure that the organization is able to achieve success through its human resources, to increase the effectiveness and capability of the organization in achieving its goals and to pay attention to the rights and needs of people in the organization through the implementation of social responsibility.

Human resource management has an important function for organizations, not only at the managerial level but also at the operational level. Danang Sunyoto (2012)7 mentioned that these two functions have a strong foundation for footing in the implementation or practice applied in the organization. The functions in question are described as follows:

a. Managerial functions are divided into four, namely planning, organizing, directing and controlling.

Abin Devandra[1], Devia Pratiwi[2], Dea Ananda[3], Muthia Naila Nasution[4] ,*
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- Planning, including determining human resource management programs that will help achieve organizational goals. This function is the most essential function because it concerns plans from the beginning of management both in the short and long term which are closely related to organizational operations and smooth work in it. with organizational operations and smooth work in it.
- Organizing; is to form an organization by designing the arrangement of various relationships between positions, the course of work, personnel activities and other factors.
- Briefing; is to try to make employees want to work effectively through orders, motivations and binding rules.
- Control; is to observe the implementation of work operations and compare them with the plan, as well as correct them if there are deviations or if it is necessary to readjust the plan that has been made.

b. Operational functions; It is divided into six activities, namely procurement, development, compensation, integration, maintenance and termination of employment.
  1. Procurement function
  2. Development function
  3. Compensation function
  4. Integration function
  5. Maintenance function
  6. Termination of employment

From the functions that are known, it appears that there is a relationship between one function and another and the activities carried out in human resource management according to their functions. All of these functions are interrelated which have the same function to increase employee work productivity. Definition of Recruitment According to Dessler (2015) Employee recruitment means finding and/or attracting applicants for open positions of employers. According to Robbins & Coulter (2016) the meaning of recruitment is to allocate, identify, and attract competent job applicants. From this sense, recruitment is finding and or attracting competent job applicants for open employer positions. In the recruitment process, the goal is to gather as many of the best candidates as possible to be selected for the best. These candidates can come from within the organization or from outside the organization.

The recruitment method according to Hariandja (2005) is generally divided into two, namely the open method and the closed method. In the open method, the organization will inform the vacant positions/positions there are bulletin boards or other media so as to provide opportunities for the entire community to submit formal applications. While the closed method, the public does not know the information about the existence of vacant positions/positions clearly, so that people who have the requirements do not have the opportunity to apply formally. Marwansyah (2016) interprets recruitment sources as various places to find people who have qualifications as prospective employees. In general, recruitment sources can be classified into two types, namely internal sources that come from within the company (job posting and job bidding, employee references, succession plans) and external sources that come from outside the company (educational institutions and other companies).

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plans) and external sources that come from outside the company (educational institutions and other companies).

Meanwhile, e-Recruitment, In today's digital era, information technology has changed various aspects of business, including the process of recruiting employees. One of the important innovations in this field is the implementation of an electronic recruitment system or e-recruitment. E-recruitment refers to the use of web-based technology to attract, evaluate, and recruit prospective employees (Herawati, 2022). This system allows companies to conduct the hiring process more efficiently, reducing reliance on traditional methods such as job postings in print and manual collection of application files. With e-recruitment, companies can take advantage of various online platforms such as company websites, job boards, and social media to reaching a wider and diverse range of prospective applicants (Taqwiym & Wijaya, 2017).

The e-recruitment system not only speeds up the hiring process but also reduces the operational costs associated with job advertisements and file processing. This system allows applicants to submit applications online and take automatically scheduled tests and interviews, reducing the need for face-to-face interaction and physical file processing (Rizal et al., 2022).

Objectives of e-recruitment:

The process of getting prospective employees who have abilities in accordance with the qualifications and needs of an organization or company (Mardianto, 2014). According to Mardianto (2014) the purpose of the recruitment activity itself is:

a. Ensuring that the company has the right employees for a position or job.
b. Consider hiring and placing applicants based on their preferences.
c. Treat applicants fairly and minimize discrimination
d. Minimizing the occurrence of bad employee actions that should not be accepted.
e. Ensuring the return on human capital investment.

C. METHOD

The use of qualitative methods is explained through approaches such as in-depth interviews, participatory observations, thematic analysis, and case studies to analyze the implementation strategy of e-recruitment in start-up companies.

D. RESULTS AND DISCUSSION

1. Efforts to increase the knowledge of MSME actors on the importance of human resource management aspects in MSMEs.

Human resources are an important factor for every business. Quality human resources will determine the success or failure in competition (Tambunan, 2003). Likewise with small industries, if there are quality human resources in it, it will certainly make small industries successful. For the country's economy, the success of a small industry will make the country's economy better (Kuratko and Hodgetts, 1998). Therefore, improving the quality of human resources is very important to improve performance in business. There are various aspects that need to be considered to build the quality of human resources to make small industries more successful. The results of the Indonesian national discussion panel on strengthening small and medium industries were formulated various factors that are obstacles in improving the competitiveness and performance of Indonesia's small industries, one of which is the low quality of human resources. The low quality includes aspects of competence, skills, work ethic, character, awareness of the importance of consistency in quality and standardization of products, as well as entrepreneurial insights.

Improving the quality of human resources according to Ruhana (2012) can be done through:

1. A formal education path that aims to equip a person with a foundation of knowledge, theory, logic, general knowledge, and analytical skills, as well as the development of character and personality.
2. The path of job training is to improve professional skills and prioritize practice over theory.

Abin Devandra[1*], Devia Pratiwi[2], Dea Ananda[3], Muthia Naila Nasution[4] ,
Novi Aulia Safina[5]

3.   The work experience path is that a person can improve his technical knowledge and work skills by observing others, imitating and doing the work tasks he is engaged in so that a person will be proficient in doing his work and can find more practical, efficient and better ways to carry out his work.

2. Implementing E-recruitment Strategies in Start-Up Companies

a.   The implementation of an e-recruitment strategy in a startup company can refer to the concept of a development strategy that digital startups use as described in the document, in particular by utilizing innovative technologies and methods such as Lean Startup and Javelin Board to optimize development services, including the recruitment process To implement an e-recruitment strategy in a startup company, the following principles must be applied:

1.   Analyze workforce needs based on the startup development phase, such as technology, product development, or marketing. Identify the specific skills required; for example, software developers, UI/UX designers, or digital marketing specialists .

2.   Platforms and Technologies for Jobs To attract candidates, use technology platforms such as job portals, company websites, and social media. Implement an MVP Landing Page to showcase the work and receive early feedback from candidates on how engaging the job is. Optimize analytics tools to find out how effective the platform's recruitment is.

3.   Creating a Prototype of a Job Seeker System Develop a prototype of a digital-based recruitment system. The Javelin Board principles are used to validate the candidate's needs for system features, such as ease of implementation and transparency of the process.

4.   Improve User Experience (UX) in the Employee Recruitment Process Improve UI/UX design to make it easier for candidates to access and upload documents. Add innovative features like chatbots to answer candidate questions in real-time.

5.   Job marketing and company brand Education about company culture, employee testimonials, or social media campaigns can improve a startup's image. To expand your reach, work with professional influencers or popular job platforms.

6.   Validation and Feedback Technique Implementation Asking for feedback from candidates on their experience helps validate the recruitment process. Experiment with hypotheses to come up with new methods for recruitment, such as virtual interviews or skills tests.

7.   Continuous Development and Analysis To find out the strengths and weaknesses of the recruitment process, use a SWOT analysis. To iteratively assess the effectiveness of e-recruitment methods and improvements, use the Build-Measure-Learn cycle. In addition to improving the efficiency of the recruitment process, this approach helps startups grow by ensuring that they are getting the right talent for their specific needs.

3.   Recruitment Implementation Strategy for Start-Up Companies

The principles of the Lean Startup methodology can be used as a basis for building an e-Recruitment implementation strategy for startup companies. These are relevant strategic actions:

1.   Preliminary Analysis and Goal Setting: Finding recruitment needs that are unique to the business. Define specific goals for e-recruitment, such as improving the quality of applicants, or saving time.

2.   Create a Minimum Viable Product (MVP): Start with a simple e-recruitment platform like a form or an initial integration with a social media platform like LinkedIn.

3.   Use the tools you already have in place to avoid large investments at the beginning.

4.   Rapid Iteration by Learning by Measure: Build: Install an electronic recruitment system and make sure that it is integrated with the company's recruitment process. Consider the number of applications, the time of submission, and the level of relevance of the application to the position to determine the metric.

5. Process for Automation and Optimization: Use technologies like AI to select candidates based on specific criteria. With CRM (Customer Relationship Management), you can track relationships with candidates.
6. Improve Internal Capabilities: Inform the HR team on how to use e-Recruitment technology. Focus on improving speaking skills and using technology for interviews.
7. Adapt to consumer trends and feedback: Maintain the relevance of the company by keeping up with e-Recruitment technology trends. Gather the opinions of candidates to improve their experience during the recruitment process.
8. Work with strategic partners: Work with startup communities or online recruitment platforms to get more talent. To share data and resources, use a fellowship strategy. With the Lean Startup approach, e-recruitment can be successfully applied to startups while reducing costs and risks. This strategy ensures that the developed system can be adapted to changes in the labor market and business needs.

E. Conclusion

From what has been discussed so far, the conclusion of this study is the importance of human resource management (HR) in the success of startups. E-recruitment solutions are a strategy to overcome the challenges of finding and retaining qualified talent. Despite facing obstacles such as the company's image and candidate attractiveness, the implementation of e-recruitment, can improve the efficiency and effectiveness of the recruitment process. This research also highlights the need to increase the knowledge of startup actors about human resource management to drive economic growth and innovation in Indonesia. improving the quality of human resources (HR) is very important for the progress of micro, small, and medium enterprises (MSMEs). Quality human resources will determine the success or failure of a business, including in small industries. Efforts to improve the quality of human resources can be carried out through three main channels, namely formal education, job training, and work experience. The implementation of an e-recruitment strategy in a startup company focuses on using Lean Startup technology and methodologies to improve recruitment efficiency and effectiveness. First, companies need to analyze recruitment needs based on developmental phases, such as product development or marketing. Furthermore, technology platforms such as job portals and social media are used to attract candidates, by leveraging analytics tools to measure their effectiveness.

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Abin Devandra[1*], Devia Pratiwi[2], Dea Ananda[3], Muthia Naila Nasution[4] ,
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