



Policy Analysis of Recruitment Selection and Employee Motivation Sharia Cooperative Kosgoro 1957 Banjarmasin

Fanlia Adiprimadana Sanjaya,
Universitas Islam Kalimantan Muhammad Arsyad Al-Banjari Banjarmasin

ARTICLE INFO

Keywords:
Recruitment,
Selection,
Motivation

ABSTRACT

This study aims to determine and analyze the effect of recruitment, selection and motivation of employees. The research method used is qualitative analysis with field research and library research and data analysis from observation, interview, and documentation data collection techniques. This study indicates that employee recruitment and selection is still not as good as in human resource management techniques, and employee motivation is still inadequate. Because the employees of this company are still concurrently with the management of the cooperative, which operationally still does not provide adequate services, namely 2 people with details of 1 manager and 1 staff employee, so that the benefit to customer members as many as 155 people is still inadequate, therefore this cooperative need to plan the recruitment and selection of employees needed as many as 3 people, so the total number of employees of the cooperative is 5 people. Currently, the provision of motivation is only in the form of a low honorarium. Therefore, it is necessary to provide incentives so that employees are more enthusiastic and give non-material explanations such as a pleasant work environment in the form of good office facilities, such as workspaces with good air circulation, multi-media computers complete with the internet. In addition, it is necessary to provide other non-material motivations in the future.

1. Introduction

Cooperatives are one of the economic forces that encourage the growth of the national economy. According to Law Number 25 of 1992 concerning Cooperatives, Cooperatives are business entities consisting of individuals or cooperative legal entities based on their activities based on cooperative principles and a people's economic movement based on the principle of kinship.

In the Indonesian national economic system, cooperatives are expected to occupy an important place and position. Indonesian Cooperatives have a solid constitutional basis, namely the 1945 Constitution article 33 paragraph 1, which reads, The economy is structured as a joint effort based on the principle of kinship.

To achieve the goals of the cooperative, a reliable workforce (employees/human resources) is required and able to work well and perform well to achieve the required force (employees/human resources). And it must be admitted that the number of workers (employees/human resources) in the community is quite large, but it does not necessarily match the needs of the cooperative. Human resources are a central factor in an organization. Whatever the form and purpose, the organization is made based on various visions for the benefit of humans. In carrying out its mission, it is managed and managed by humans. Therefore, humans are a strategic factor in all institutional/organizational activities.

This requires finding people who can meet the requirements of the vacant position. So the company is obliged to carry out a program of recruitment, selection, placement, and even training for employees. Recruitment, selection, job placement, and employee training are due to the company's initial creation and formation of competent employees, namely from the correct and appropriate recruitment system. Suppose the company's recruitment system is accurate. In that case, the selection process will be carried out according to the method determined by the company to recruit competent candidates who can carry out the tasks assigned by the company.

After the employee passes the selection, the company will know the specifications and abilities of the employee placed in the appropriate section with the specifications of the employee who gave the selection process. Errors in the placement of employees will impact not optimal employee performance because the work done is not by their expertise and has an effect on the company in producing output that is the company's goal.

In efforts to improve the performance of workers who are considered unable to carry out their work due to community needs and organizational development, the company conducts training programs for employees. This is an effort to prepare workers to face job duties that are considered not fully mastered.

It turns out that so far, the human resource management of the 1957 Kosgoro Syari'ah Cooperative Banjarmasin has not been carried out properly, where the existing workforce (employees) is still not as expected. The condition of employees at the Kosgoro Syari'ah Cooperative 1957 Banjarmasin shows the following:

- 1) The quality of employees is inadequate, judging by the skills and creativity they possess.
- 2) Work services that are not on time.
- 3) Unsatisfactory service for customers.

In addition, employee morale is still low with the following indicators:

- 1) Late arrival to work
- 2) Delays in carrying out work
- 3) Delay in serving customers.

Problem formulation is a crucial step because this step determines where research is directed. Problem formulation is essentially a question formulation whose answers will be sought through research. From the problems, the problems to be studied can be formulated as follows:

- 1) What are the employee recruitment processes and techniques carried out by the Management of the 1957 Kosgoro Syari'ah Cooperative Banjarmasin?
- 2) How is the implementation of employee motivation carried out by the Management of the 1957 Kosgoro Syari'ah Cooperative Banjarmasin?

Recruitment

Recruitment is a human resource management planning decision regarding the number of employees needed, when needed, and what criteria are needed in an organization.

Employee recruitment is a process or action taken by the organization to obtain additional employees through several stages, including identifying and evaluating sources of recruitment, determining labour needs, selection process, placement, and workforce orientation.

Recruitment activities will weed out inappropriate applicants and focus their efforts on candidates who will be recalled. Recruitment activities can build favourable public opinion by influencing applicants' attitudes in such a way whether they are hired or not. Hasibuan (2012) states that recruitment is an effort to find and exploit workers, so they want to apply for job vacancies in an organization.

While the definition of recruitment, according to Simamora (2004), is a series of activities to find and attract job applicants with the motivation, ability, expertise, and knowledge needed to cover the deficiencies identified in staffing planning. Recruitment activities begin when candidates are being searched for and end when their applications are submitted. Handoko (2008) explains that recruitment is a process of finding and attracting prospective employees (applicants) who can apply as employees.

Selection

Selection is a material part of human resource management operations, namely procurement, while procurement consists of planning, recruitment, selection, placement, and production.

The selection process is a particular stage used to decide which applicants will be accepted. The process begins with the job applicant and ends with an admission decision.

According to Justine T. Sirait, 2006: 69, the selection is a series of activities carried out by companies or organizations to make decisions about which of the prospective employees are the most appropriate (qualified) to be accepted as employees who should be rejected.

According to Sondang P. Siagian (2006: 131), the selection consists of various specifications, which are taken to decide which applicants will be accepted or which applicants will be rejected.

Motivation

According to M. Manullang (2001: 194), motivation is the work done by a manager to inspire, encourage and encourage others. In this case, the employee to take action, giving this encouragement aims to activate employees so that they are enthusiastic and can achieve the desired results from these people.

According to Heidjrachman and Hunan (2000: 93), motivation is a force or factor contained within a person that causes, directs, and organizes his behaviour. Another definition of motivation, according to Winardi, motivation is the desire contained in an individual who stimulates him to take action.

According to (M. Manullang, 2001: 193), motivation influences behaviour and if we accept the understanding that the scattered part of the influence on human behaviour is on basic needs.

2. Methods

The research method used by the author is descriptive. According to Husaini Usman (2008:129), the illustrative process is a way or step to interpret and describe the phenomenon of a situation in achieving a goal by what is in the field. The purpose of descriptive research is to make a systematic description, picture, or painting. The research methods used by the author in collecting the data needed in this paper are:

- 1) Library research. This research was conducted by collecting reference materials from various literature relevant to the problems discussed, namely to be used as a theoretical basis for alternative solutions to problems faced by cooperatives.
- 2) Field research. his research was conducted by conducting a direct review of the company that became the object of this research to obtain complete information about the problems discussed in this study. The techniques used in this field research method are as follows:
 - (1) Interviews, namely field research techniques carried out directly with leaders and employees on matters relating to the problems discussed in this study.
 - (2) Observation is a field research technique by conducting direct observations of the research object at the 1957 Kosgoro Syari'ah Cooperative Banjarmasin to get a clearer picture of the problems in this research.

The analysis of the data used is guided by the data obtained from the research, which is first selected, studied and then processed in the form of sentences and descriptively; namely all activities that occur then are arranged automatically by describing the actions that take place during the implementation of the Syari' Cooperative. Kosgoro 1957 Banjarmasin. Data obtained from field research is used as a comparison tool with theoretical sources and then used as a basis for drawing conclusions and suggestions in writing this research.

3. Findings and Discussion

Importance of Recruitment, Selection and Motivation of Employees

Recruitment is an attempt to fill vacant positions or jobs within an organization or company; for that, there are two sources of the workforce, namely sources from outside (external) the organization or from within (internal) the organization.

Employee recruitment is a process or action taken by the organization to obtain additional employees through several stages, including identifying and evaluating sources of recruitment, determining labour needs, selection process, placement, and workforce orientation.

Effective recruitment requires accurate and continuous information on the number and qualifications of individuals needed to carry out various jobs within the organization.

Recruitment activities will weed out inappropriate applicants and focus their efforts on candidates who will be recalled. Recruitment activities can build favourable public opinion by influencing applicants' attitudes in such a way whether they are hired or not.

The selection of prospective employees who will work for an organization or company is essential because it is closely related to the success or failure of the company in achieving its goals. Likewise, with employee motivation in a company.

If the selection process goes well, the company will get potential Human Resources, making it easier for leaders to coordinate and communicate the smoothness of tasks. After the future workforce is determined to be accepted through selection activities, the next step that must be done is to provide motivation or encouragement to prospective employees.

The intended motivation is an impulse that arises in a person or several people, consciously or unconsciously carrying out an action, activity or work to achieve specific goals. At the same time, the provision of motivation can be in the form of material or non-material.

Furthermore, after giving motivation, it is expected that prospective employees who are accepted and placed in a particular position are employees who have a professional mental attitude at work so that they become valuable assets for the company.

Recruitment, Selection and Motivation at the Kosgoro Syari'ah Cooperative 1957 Banjarmasin

Recruitment that has been carried out. The recruitment that the Shari'ah Kosgoro Cooperative has carried out in 1957 Banjarmasin is still not optimal due to the lack of interest from the cooperative leadership to add more employees because the suitable leader is satisfied with the existing employees.

Selection that has been carried out. The purpose of the selection process is to correctly match people to jobs, which involves determining that a person is most likely to perform a job and will be successful with the job. Although there is no failure-free way to determine the best person to fill each position, several subjective factors are involved. The selection process is also influenced by other Human Resources functions (Henry Simamora, 2007).

Based on the above theory and research in the field, the selection process carried out by the 1957 Banjarmasin Syari'ah Kosgoro Cooperative was still not by the proper procedural provisions. This is due to the urgent need for employees in connection with the development of the business unit, the request for additional personnel from the 1957 Kosgoro Syari'ah Cooperative Banjarmasin, both administrative staff, operators and cleaning services, so that the selection planning process based on job analysis cannot be applied optimally.

Motivation that has been implemented

Work motivation from the leadership is rarely carried out and is still inadequate than expected by cooperative employees. This is due to the busyness of the administrators and managers, which results in the inhibition of motivational activities. This means that implementing motivational activities is not going well because the leadership does not have time to do it. As a result, employee work discipline is lacking and work productivity decreases.

Based on the research results above, the selection process and employee motivation that were not optimally carried out by the Syari'ah Kosgoro 1957 Banjarmasin Employee Cooperative had an impact on the company's overall performance or cooperative.

Required Recruitment, Selection and Motivation

Recruitment that should be carried out. The initial step before the start of the recruitment (recruitment) of workers is usually preceded by the desire of the cooperative to add workers and do good planning regarding the qualifications of employees or job specifications (job specifications) in the section that requires prospective employees.

Selection that should be carried out. Syari'ah Kosgoro Employee Cooperative 1957 Banjarmasin, in carrying out employee selection activities, should consider the basics in the selection process, even though there is an urgent need for employees. It is indeed tough to find an ideal employee who has ten predetermined criteria. Still, it can be done as much as possible because the more criteria that have been set, the more professional the employees will be accepted. For example, employees in the service department must have at least the following criteria: a minimum of 2 years of work experience, age between 19 and 45 years, and male gender and an honest character. For other measures can be adjusted.

Employee motivation should be

Giving employee motivation should not be interrupted because it can break uniformity in carrying out tasks. The function and role of reason in an activity plan may not be seen but can be implemented in physical and non-physical forms.

Physically it can also be in the form of gifts as a reward for success in carrying out work, or non-physically it can be in the form of awards given by the leadership to subordinates in the form of praise and year-end bonuses so that employees who are motivated can carry out their duties well because there are those who they expect after carrying out their routine work.

4. Conclusion

From the results of the previous discussion, the author draws several conclusions which may be helpful in the 1957 Kosgoro Syari'ah Cooperative Banjarmasin in its efforts to increase its business productivity.

- 1) Kosovo Syari'ah Cooperative 1957 Banjarmasin is a business entity engaged in savings and loan services and the provision of facilities and infrastructure needed by the community who become members.
- 2) The selection process and motivation at the 1957 Kosgoro Syari'ah Employee Cooperative Banjarmasin is still not by the procedure.
- 3) Employee motivation is still low due to:
 - Inadequate skills
 - Inadequate incentives or bonuses.
- 4) The management information system is not running well due to the blockage of the flow of information from superiors to subordinates or vice versa, which results in low company performance.
- 5) The Kosovo Syari'ah Cooperative 1957 Banjarmasin has tried to anticipate the problem of selection and motivation through various methods by procedures.

Suggestion

- 1) Before carrying out the selection process, the company should conduct a job analysis as a first step.
- 2) To increase productivity and effectiveness, intensive efforts are needed from the Cooperative, among others, by:
 - a. Coaching is where the leader guides subordinates and provides direction so that the tasks are more directed.
 - b. Job rotation so that employees do not get bored at work and to avoid social jealousy
 - c. Formal assessment system, this assessment is intended to make employees more enthusiastic in working.

REFERENCES

- Fanlia Prima, J. (2020). *Efektifitas Kemitraan dan Partisipasi Anggota Terhadap Kinerja Koperasi Melalui Kinerja Manajerial Pada Koperasi di Banjarmasin*. PT. Hanken Sukses Jaya.
- Handoko T. Hani, 2008, *Manajemen Personalia dan Sumber Daya Manusia*, edisi kedua, Penerbit : BPFE, Yogyakarta
- Hasibuan, Malayu, SP. 2008, *Manajemen Sumber Daya Manusia*, edisi revisi, Cetakan ketujuh, Penerbit : Bumi Aksara, Jakarta
- Husaini Usman. 2008. *Metodologi Penelitian Sosial*. Jakarta: Bumi Aksara
- Husnan, Suad dan Heidjrahman. 2000. *Manajemen Personalia*, Jogjakarta: BPFE.
- Manullang, M. 2001. *Manajemen Sumber Daya Manusia*, Jakarta: Ghalia Indonesia.
- Siagian, Sondang, P., 2002, *Kiat Meningkatkan Produktivitas Kerja*, Rineka Cipta, Jakarta.
- Simamora, Henry, 2007, *Manajemen Sumber Daya Manusia*, Edisi III, STIE YKPN, Yogyakarta.
- Justine. T. Sirait, 2006. *Memahami Aspek-aspek Pengelolaan Sumber Daya Manusia dalam Organisasi*. Gramedia Widiasarana Indonesia, Jakarta.