

ANALYSIS OF THE INDUCTION PROGRAM DURING EMPLOYEE RECRUITMENT AND SELECTION AT PT. GLOBALINDO INTIMATES

Amalia Lutfi Septinawati^{1,a*}, Jaya Addin Linando^{2,b}

¹Universitas Islam Indonesia, Yogyakarta, Indonesia

²Universitas Islam Indonesia, Yogyakarta, Indonesia

^aamaliautfis@gmail.com

^baddin.linando@uii.ac.id

*Corresponding Author: amaliautfis@gmail.com

Abstract: *The aim of this research is to evaluate the general benefits of the induction program for respondents and to understand their perceptions of the program during the recruitment and selection period at PT. Globalindo Intimates. This study employs a qualitative research method, using data gathered through observation and interviews. The analysis is conducted using thematic analysis. The results of this research indicate several benefits of the induction program during recruitment and selection. Respondents reported that the program helps them understand the work system, company goals, and regulations before starting their jobs. Additionally, it disciplines employees, reduces company losses, and allows applicants to assess whether their values align with those of the company, aiding in their decision-making process about whether to join the company. The perceptions of applicants and the company regarding the induction program during the recruitment and selection period reveal both pros and cons. Applicants favor the induction program because it helps them comprehend the work system and regulations, providing them with a clear outlook on their prospective roles before starting. On the other hand, the company believes that conducting the induction program during this period is neither effective nor efficient.*

The following suggestions are made for PT. Globalindo Intimates regarding the induction program carried out during employee recruitment and selection. Although there are some inaccuracies in its implementation, the induction program is very beneficial for applicants, employees, and the company. Therefore, it is recommended that PT. Globalindo Intimates continues to conduct the induction program during the recruitment and selection period. However, the program should be implemented in broad terms, covering the work system, work regulations, and company objectives, to minimize the time required for recruitment and selection activities while ensuring effective communication to applicants. Additionally, the induction program should be periodically evaluated to identify areas for improvement, ensuring its effectiveness in the future.

Keywords: Recruitment; Selection; Induction; Orientation

1. Introduction

PT. Globalindo Intimates is a manufacturer of export-quality women's underwear, founded in 2007 in Klaten City, Central Java. The company employs 4,000 people and operates

a factory covering approximately 32,000 square meters. In 2017, PT. Globalindo Intimates began its digital transformation as a strategic initiative to enhance operational and production capacity by upgrading its machinery with Industry 4.0 technology. This transformation progressed successfully, and in 2019, the company was designated by the Indonesian Government through the Ministry of Industry as part of the Lighthouse Industry 4.0 project. Among its achievements, PT. Globalindo Intimates received the INDI 4.0 award. The company's management is committed to implementing a controlled and measurable management system to increase productivity, develop employee competencies, automate and optimize machinery, and achieve customer loyalty.

According to Marwansyah (2018), recruitment is a series of activities used by an organization to attract job applicants who possess the abilities and attitudes needed to help the organization achieve its goals. Similarly, selection is a crucial aspect once the recruitment process has been successfully conducted. At this stage, companies must be thorough and careful in selecting employees who will eventually be employed. Rivai (2018) states that the selection process involves choosing from a pool of applicants those who best meet the selection criteria for the available positions within the company. This process begins with an applicant's job application and ends with the decision to hire. Recruitment and selection are the starting points for companies in forming a competent and competitive workforce. The strategies used in recruitment and selection not only influence the success of the individuals recruited but also impact the long-term success of the company.

Following the recruitment and selection process is the induction activity, which is highly influential for applicants. Induction introduces new hires to the company, providing them with the necessary information to become quality employees. Hariandja (2002) defines orientation as a program to introduce new employees to their roles, the organization, its policies, values, beliefs, and their co-workers. At PT. Globalindo Intimates, this induction program is conducted by HRD staff to socialize the company's values. Employee orientation instills company values and culture in new employees. The more employees embrace the organization's values, the greater their commitment and the stronger the company culture will be. According to Langitan (2010), this strong culture fosters cohesiveness, loyalty, and commitment among employees, reducing their desire to leave the company.

However, according to HRD Staff Huda (2023), PT. Globalindo Intimates experienced inaccuracies in implementing the induction program, which ideally should be conducted after recruitment and selection activities and upon the applicant's acceptance, during the first employment contract. Instead, the induction program at this company is conducted during the recruitment and selection process because it cannot be effectively carried out by other staff during the first employment contract. Therefore, the induction program is implemented during recruitment and selection.

2. Literature Review

2.1 Recruitment

According to Fatahullah Jurdi (2018), recruitment is the activity of identifying and attracting prospective workers to fill current and future job openings. Rivai (2018) describes recruitment as a series of activities that begin when a company or organization needs workers and opens vacancies, culminating in finding the desired candidates for the positions or vacancies. The purpose of recruitment is to generate as many applications as possible, giving

the organization a greater opportunity to select candidates who meet its standards (Purnaya, 2016).

2.2 Selection

According to Simamora (2016), selection is the process of choosing from a group of applicants those who best meet the selection criteria for available positions within the company. Rivai (2018) defines labor selection as an activity to determine and choose workers who meet the company's criteria and predict their potential for success or failure in the given job. Ambar & Rosidah (2003) state that the selection process must meet several prerequisites, including job analysis information that outlines the job description, position specialization, and achievement standards for the position; a human resources plan that informs decision-makers about the availability of employee vacancies; and a successful recruitment function to ensure decision-makers have a pool of candidates from which to select.

2.3 Induction

According to Sunyoto (2012), orientation is a program designed to introduce new employees to their roles, the organization, its policies, values, beliefs, and their co-workers. Trang et al. (2016) describe orientation as a process of understanding and recognizing one's place within the entirety of work relationships, the scope of the company, and the various company policies that new employees must follow.

3. Method

The research method used by the author is qualitative research. The reason for choosing this method is the researcher's experience and interactions with applicants, employees, and companies, which provide insights into their viewpoints. The author then describes these experiences and develops them into a final internship assignment. The analysis method used is thematic analysis, chosen to examine interview data in detail to identify interconnected patterns in the phenomenon. This approach allows the author to develop the research issue into a topic for analyzing the induction program during employee recruitment and selection at PT. Globalindo Intimates.

Data collection in this research involves participatory observation. The researcher was engaged in daily recruitment and selection activities with applicants, employees, and the company for four months to gather data. In this context, the researcher observed and studied field-related problems closely tied to the analysis of the induction program during employee recruitment and selection at PT. Globalindo Intimates. Structured interviews were also conducted, with pre-prepared questions for 38 samples, including applicants, employees, and company representatives.

Table 1. Data from Interviewed Respondents

| Number | Name | Gender | Position | Status |
|--------|---------|--------|-------------------------|--------------|
| 1. | Mrs. RR | Female | Apply for QC department | Not accepted |
| 2. | Mrs. KK | Female | Apply for QC department | Not accepted |

| | | | | |
|-----|---------|--------|--------------------------|-------------------------|
| 3. | Mrs. R | Female | Apply for QC department | Not accepted |
| 4. | Mrs. N | Female | Apply for QC department | Not accepted |
| 5. | Mrs. S | Female | Apply for QC department | Not accepted |
| 6. | Mrs. AD | Female | Apply for STB department | Not accepted |
| 7. | Mrs. AS | Female | Apply for CM department | Not accepted |
| 8. | Mrs. S | Female | Apply for QC department | Accepted |
| 9. | Mrs. T | Female | Apply for QC department | Accepted |
| 10. | Mrs. AD | Female | Apply for QC department | Accepted |
| 11. | Mrs. NR | Female | Apply for QC department | Accepted |
| 12. | Mrs. MK | Female | Apply for CM department | Accepted |
| 13. | Mrs. DS | Female | Apply for CM department | Accepted |
| 14. | Mrs. AM | Female | Apply for CM department | Accepted |
| 15. | Mrs. SW | Female | Apply for CM department | Accepted |
| 16. | Mrs. PD | Female | Apply for CM department | Accepted |
| 17. | Mrs. DC | Female | Apply for CM department | Accepted |
| 18. | Mrs. SM | Female | Apply for CM department | Accepted |
| 19. | Mr. AI | Male | Apply for CM department | Accepted |
| 20. | Mrs. N | Female | Apply for STB department | Accepted |
| 21. | Mr. ID | Male | Apply for CM department | Accepted |
| 22. | Mrs. DP | Female | Apply for CM department | Accepted |
| 23. | Mrs. GF | Female | Apply for CM department | Accepted |
| 24. | Mrs. RR | Female | Sewing department | Have worked for 2 years |
| 25. | Mrs. DR | Female | Sewing department | Have worked for 2 years |
| 26. | Mrs. SR | Female | Sewing department | Have worked for 2 years |
| 27. | Mrs. HE | Female | Sewing department | Have worked for 2 years |
| 28. | Mrs. DE | Female | Sewing department | Have worked for 2 years |
| 29. | Mrs. WO | Female | Sewing department | Have worked for 2 years |
| 30. | Mr. RH | Male | Sewing department | Have worked for 2 years |
| 31. | Mrs. OB | Female | QC department | Have worked for 2 years |

| | | | | |
|-----|---------|--------|-------------------|--------------------------|
| 32. | Mr. MS | Male | Sewing department | Have worked for 2 years |
| 33. | Mrs. ZZ | Female | QC department | Have worked for 2 years |
| 34. | Mrs. SM | Female | QC department | Have worked for 2 years |
| 35. | Mrs. SD | Female | QC department | Have worked for 2 years |
| 36. | Mr. MN | Male | HRD department | Have worked for 2 years |
| 37. | Mrs. AA | Female | HRD department | Have worked for 5 years |
| 38. | Mr. MZ | Male | HRD department | Have worked for 2 months |

*QC = Quality Control; STB = Sewing Tolerance Board; CM = Cutting Molding; HRD = Human Resources Development

The researchers conducted interviews with 38 respondents, including accepted applicants, rejected applicants, company representatives, and employees who had participated in the induction program. The aim was to gather insights into the inaccuracies of the induction program from various perspectives. The interviews were conducted in the employee recruitment and selection room, chosen because it is where the induction program activities take place.

4. Research Results and Discussion

Based on the field research conducted, the findings reveal insights into the benefits of the induction program for respondents and how they perceive its implementation during recruitment and selection activities by the company. Ideally, the induction program should be conducted after employees are accepted; however, it is currently carried out during the recruitment and selection period.

Respondents who participated in the induction program found it to be beneficial. For instance, Mrs. R, a rejected applicant, stated, *“It’s very useful because you can learn about the work system, goals, and regulations here.”* Similarly, accepted applicant Mrs. SW commented, *“The induction program is very useful, employees can understand what the program entails before starting work.”*

The benefits of the induction program were also highlighted by working employee Mrs. SM, who noted, *“It covers everything from working hours to overtime, allowances, and shifts.”* During the induction program, the work system, objectives, and regulations are explained to ensure that applicants understand these elements before they begin their work practice. This program helps applicants grasp the work system, company goals, and regulations, ultimately preparing them to foster a structured work environment.

From the company’s perspective, the benefits of the induction program were articulated by Mr. MN, who stated, *“I feel very fortunate. At the beginning, I briefly explained various topics that newcomers should know, particularly regarding regulations. For example, I*

covered working hours, rest periods, Standard Operating Procedures (SOPs), food and drink policies, parking, and ID cards. All of these elements significantly impact the company, as they help ensure that employees can adhere to the rules. By providing these guidelines, the company aims to prevent losses during the production of garments or products.” For the company, the benefit of the induction program lies in ensuring that applicants understand the regulations, enabling them to comply effectively. This understanding can reduce issues that may arise during production activities.

Table 2. Conclusion on the General Benefits of the Induction Program for Respondents

| Benefit | Citation |
|--|---|
| 1. Gain an understanding of the company's work system, goals, and regulations. | <p>Mrs. R: <i>“It's very useful because you can learn about the work system, goals, and regulations here.”</i></p> <p>Mrs. SW: <i>“The induction program is very useful as it allows employees to understand the program before starting their work.”</i></p> <p>Mrs. SM: <i>“For example, it covers details from working hours to overtime, allowances, and shifts.”</i></p> |
| 2. Reduces potential production losses. | <p>Mr. MN: <i>“These regulations are intended to prevent any losses during garment production.”</i></p> |

According to applicants' perceptions of the induction program conducted during the recruitment and selection period, Mrs. SW stated: *“It's better during the recruitment period because it is explained from the start what the work is like, the SOP (Standard Operating Procedure), so that when you are accepted, you already know what to expect.”* Applicants who were not accepted also shared their views. Mrs. AS conveyed: *“During recruitment, we can first find out about the regulations and the salary.”* Overall, applicants believe that the induction program during the recruitment and selection period is beneficial because it allows them to understand the regulations and get a sense of what the job will be like.

Mr. MN stated, *“It's not very effective because delivering the induction during recruitment assumes that all employees will be 100% accepted.”* Regarding efficiency, Mr. MN added, *“It's not very efficient either. Conducting induction during recruitment will take a very long time. Our recruitment process involves filling out a form, registering for attendance, completing a link, interviewing, and undergoing a psychological test, rather than directly entering the field. Therefore, if induction is given to everyone during recruitment, it will significantly prolong the process.”* The company believes that the induction program conducted during recruitment and selection is less effective and efficient. They argue that the induction program should be delivered after an employee is accepted, as its implementation requires a significant amount of time.

Table 3. Conclusion on Respondents' Perceptions of the Induction Program Implemented During the Recruitment and Selection Period by the Company

| | Respondents' Perceptions | Citation |
|------|--|--|
| Pros | Agree because it allows to understand the work system and regulations from the start, giving you a clear idea of what the job entails. | Mrs. SW: <i>"It's better during the recruitment period because it explains from the start what the work is like, including the SOP (Standard Operating Procedure). This way, when you are accepted, you already know what to expect."</i> Mrs. AS: <i>"During recruitment, you can first learn about the regulations and the salary."</i> |
| Cons | <ol style="list-style-type: none"> 1. Ineffective because the induction program is delivered only after the employee is accepted. 2. It is inefficient because it takes a considerable amount of time, and the recruitment and selection process is lengthy. | Mr. MN: <i>"It is less effective to deliver the induction during recruitment; it should be provided after the employee is 100% accepted."</i> Mr. MN: <i>"It is not very efficient. Induction during the automatic recruitment process will take a considerable amount of time. This is partly because the recruitment process involves filling out a form, registering for attendance, completing a link, interviewing, and undergoing a psychological test, rather than going straight into the field. Therefore, if induction is given to everyone during recruitment, it will inevitably take a long time."</i> |

Based on the results of interviews with respondents, the induction program provided significant benefits for applicants who were not accepted, as it allowed them to learn about the company's work system, goals, and regulations. Orientation is an essential component of the new employee socialization process, involving the instillation of attitudes, standards, values, and behavioral patterns that are relevant within the company. Through orientation, applicants gain a comprehensive overview of their potential workplace, enabling them to understand the workflow better when they eventually start working.

Ragsdale and Mueller (2005) identified several benefits of work orientation programs. They found that formal orientation programs play a critical role in retaining and motivating employees, reducing turnover, increasing employee morale, facilitating learning, and alleviating new employee anxiety. Muchinsky and Monahan (1987) described two types of fits: supplementary and complementary. Supplementary fit refers to the alignment between a person's characteristics or attributes (such as individual values, goals, attitudes, and abilities) and an organization's characteristics or attributes (including organizational culture, structure, values, and goals). In contrast, complementary fit indicates that the person and the organization are mutually supportive in terms of their characteristics and resources. By implementing an induction program during recruitment and selection, applicants can better understand the company's values. This allows them to assess whether the company's values align with their own, enabling them to make informed decisions about whether to accept a position with the company.

During company interviews, the benefits of the induction program include helping applicants learn about essential regulations such as working hours, rest periods, SOPs (Standard Operating Procedures), food and beverages, parking spaces, ID cards, and uniforms. This knowledge significantly impacts the company, as employees are better equipped to follow the rules, ensuring that production activities run smoothly. This aligns with Linando's (2021) assertion that orientation and introduction sessions for new employees before they start work can enhance their understanding of work procedures. According to Usmara (2006), orientation creates a setting for first impressions, which can increase new employees' productivity while reducing frustration and turnover rates. It focuses individuals on key information that is important to know and do, making it easier for employees to achieve success. Overall, this induction process helps applicants understand company regulations and various technical aspects of their roles, fostering a sense of responsibility and discipline toward their work. Adhering to the rules set by the company is crucial in mitigating risks and preventing losses.

Based on the results of interviews with applicants accepted into the induction program conducted during the recruitment and selection period, they agree that it is beneficial to have information explained from the start. This includes details about what the work entails and the SOPs (Standard Operating Procedures), so that if they are accepted, they already have an understanding of what to expect in their roles. This preparation allows applicants to have more realistic expectations regarding their future work, enabling them to perform effectively according to the established rules. Suryani (2011) states that by providing a realistic picture and accurate information to employees when they first enter the workplace, they are more likely to dedicate themselves to the company they choose. Additionally, Parrish (2006) emphasizes that employees should be given orientation to the organization and that training must be provided so they have the necessary tools to succeed in their jobs.

By conducting orientation during the recruitment and selection process, the more applicants embrace the organization's values, the greater their commitment will be, which in turn strengthens the company culture. Employee trust and satisfaction are often correlated with the length of time they remain with an organization. Therefore, it is crucial for organizations to create an environment that fosters these feelings in applicants. An induction program implemented during recruitment and selection helps applicants understand the work system and the company's expectations. This enables them to assess whether their personal values align with those of the company, allowing them to make informed decisions about whether to accept a position with the organization.

In the interview, the company expressed the perception that the induction program implemented during the recruitment and selection period was not effective because it should be delivered only after an employee is accepted. From an efficiency standpoint, the company noted that conducting induction during recruitment and selection is not efficient, as it significantly prolongs the process. This is partly due to the recruitment and selection steps, which include filling out forms, registering for attendance, completing online links, interviewing, and undergoing psychological testing. Sanders and Kleiner (2002) state that effective new employee orientation and well-structured programs can significantly reduce employee turnover, lower training costs, increase productivity, and alleviate stress. Similarly, Davis and Kleiner (2001) emphasize that an effective orientation system instills a sense of purpose in new employees, making them feel like they are part of a professional and caring organization. Dessler (2017) adds that efficiency in Human Resource Management can lead to significant cost savings and enhance overall organizational productivity.

The implementation of the induction program during recruitment and selection is neither effective nor efficient due to the lengthy duration and the uncertainty of applicants being accepted for employment. As a result, applicants who are not hired after attending orientation may feel that their time and effort were wasted. Additionally, they may feel overwhelmed by the amount of information provided. To address these issues, it would be beneficial to conduct the orientation program during the recruitment and selection period, but in a more streamlined manner. This approach would ensure that the program does not take too long and that the information is effectively communicated to applicants.

5. Conclusion

Based on this research, the aim is to explore the benefits of the induction program for respondents and to understand their perceptions of the induction program implemented during the recruitment and selection period at PT. Globalindo Intimates. The induction program carried out during the recruitment and selection process at PT. Globalindo Intimates offers numerous benefits to applicants, employees, and the company as a whole. Overall, the benefits for respondents include gaining insight into the work system, company goals, and regulations before starting their jobs. This program helps instill discipline among employees and reduces potential losses for the company. Additionally, applicants can evaluate whether the company's values align with their own, enabling them to make informed decisions about whether to accept a position with the organization.

The perceptions of applicants and the company regarding the induction program conducted during recruitment and selection present contrasting views. From the applicants' perspective, they support the implementation of the induction program during this phase because it allows them to understand the work system and regulations, giving them a clearer outlook on their future roles before entering the field. Conversely, the company's perception is less favorable. They believe that the induction program should not be conducted during the recruitment and selection period, as it is neither effective nor efficient. They argue that it is ineffective because the induction should take place after employees are accepted, and inefficient due to the lengthy duration of the process, which adds to the overall time required for recruitment and selection.

References

- Ambar and Rosidah. (2003). *Manajemen Sumber Daya Manusia*. Cetakan Pertama. Graha Ilmu. Yogyakarta.
- Davis, V. D., & Kleiner, B. H. (2001). How to orient employees into new positions successfully. *Management research news*, 24(1), 43-49.
- Dessler, G (2017). *Human resources management* (15th ed.) Pearson.
- Hariandja, M. T. E. (2002). *Manajemen Sumber Daya Manusia*. Grasindo.
- Huda, M. N., Diwawancarai oleh Septinawati, A. M, 2023, PT. Globalindo Intimates.
- Jurdi, Fatahullah. (2018). *Manajemen Sumber Daya Manusia*. Malang.

Langitan, E.R. (2010). Faktor-faktor yang mempengaruhi kejadian Turnover Perawat Pelaksana tahun 2009 di Rumah Sakit Bhakti Yudha Depok. Tesis Magister Ilmu Keperawatan Kekhususan Kepemimpinan dan Manajemen Keperawatan Universitas Indonesia. Marquis, B. L. & Huston, C. J. (2010).

Linando, J.A. (2021). Manajemen Kinerja: Konsep Praktis & Perspektif Islam. UPP STIM YKPN.

Mahmoud, M.A., Blankson, C., Owusu-Frimpong, N., Nwankwo, S., & Trang, T. P. (2016). Market Orientation, Learning Orientation and Business Performance: The Mediating Role of Innovation. *International Journal of Bank Marketing*, 34(5), 623-648.

Marwansyah. (2018). Manajemen Sumber Daya Manusia Edisi Kedua. In *Alfabeta*.

Muchinsky, P. M., & Monahan, C. J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of vocational behavior*, 31(3), 268-277.

Parrish, F. (2006). How to recruit, interview, and retain employees. *Dermatology nursing*. 18(2). 179-181.

Purnaya, I. G. (2016). Manajemen Sumber Daya Manusia. Yogyakarta: CV Andi Offset.

Ragsdale, M. A., & Mueller, J. (2005). Plan, do, study, act model to improve an orientation program. *Journal of Nursing Care Quality*, 20(3), 268-272.

Rivai, Veithzal. (2018). Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktek. Cetakan Pertama. Jakarta: Murai Kencana.

Sanders, A. N., & Kleiner, B. H. (2002). Orienting employees into new positions successfully. *Management Research News*, 25(3), 82-89.

Simamora, Henry. (2016). Manajemen Sumber Daya Manusia. Jakarta. STIE.

Sunyoto, Danang. (2012). Sumber Daya Manusia. Teori; Kuisiener; dan Analisis data Cetakan 1. CAPS Publishing, Yogyakarta.

Suryani, R. (2011). Analisis Pengaruh Persepsi Dukungan Organisasi terhadap Turnover *Intentions* dengan Peran Komitmen Keorganisasian Sebagai Mediasi. Tesis. Jakarta. Fakultas Ilmu Sosial dan Ilmu Politik Departemen Ilmu Administrasi Program Pascasarjana Universitas Indonesia.

Usmara, A. (2006). Praktik Manajemen SDM: Unggul Melalui Orientasi & Pelatihan Karyawan. Yogyakarta: Santusta.