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HUMAN RESOURCE MANAGEMENT PRACTICES PRIVATE
UNIVERSITY: A CASE STUDY OF FALETEHAN UNIVERSITY IN
BANTEN

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ABSTRACT

This study aims to find out how the recruitment and selection process was carried out by Faletehan University both for lecturers and education staff. Interview and observation methods are used to collect personal data from employees who work at Faletehan University.

The results of the data analysis using descriptive methods show that Faletehan University has rules in recruitment and selection system of employees both lecturers and education staff that have been standardized in Faletehan University staffing standards book. This finding confirms that the practice of human resource management especially the recruitment and selection process must be contained in a regulation that has been ratified by the leadership of the institution. Furthermore, this study provides discussions, limitations, and suggestions for next studies.

1. Introduction

Human resource management practice is defined as a strategic and coherent approach to the management of the most valuable assets within the organization and the people working in the organization who individually and collectively contribute to the achievement of its goals (Thain et al., 2002). High human resource practices help organizations achieve higher flexibility, higher quality, and higher performance while remaining cost competitive (Saxena & Rai, 2015). With human resource management practices, organizations can remain cost competitive by motivating workers to work harder and practice their skills more effectively (Bauer, 2004). The success and failure of every job depends on the recruitment and selection methods followed and how successful it is. (Brockner et al., 2006) shortly definisik late that an organization must design and implement HR practices that focus on the competence of the employee's performance. According to (Ettington, 1997) which asserts that human resource practice can help managers be successful. Effective recruitment will bring job opportunities to people whose abilities and skills meet job specifications (Schermerhorn JR, Hunt JG, Osborn RN, 2010)

The organization's resources are limited so that the organization, in this case the University of Falatehan, is required to be able to empower and optimize its use to maintain the continuity of its organization. From the various resources that are owned by Falatehan University, human resources occupies a strategic position among other resources. Without human resources, other resources cannot be utilized, let alone managed to produce a service to students. But in fact, there are still many personnel at Falatehan University who do not realize the importance of human resources for the continuity of Falatehan University itself. There are still many personnel or employees who do not realize that human resource is the most important organizational asset, because it is human resource that drives and makes other resources work. This can happen by several things, including the recruitment and selection process for academics and education staff to fill vacant positions.

2. LITERATURE REVIEW

Human Resource Management Practices

Human resource management practice is defined as a strategic and coherent approach to the management of the most valuable assets within the organization and the people working in the organization who individually

and collectively contribute to the achievement of its goals (Thain et al., 2002) . Whereas human resource management is defined as a strategic approach to the management of the most valuable organizational assets, the people working there who individually and collectively contribute to the achievement of organizational goals (Thain et al., 2002) . According to (David & David, 2017) Human resource management is the process of obtaining training, appraisal, employee compensation, work relations, occupational health and safety as well as work justice issues. (Salehi, 2013) believes that human resources can be considered as a series of policies related to basic ideologies and philosophies. Human resource management operates through a human resource system that is integrated in a coherent manner, where human resource practices consist of informal approaches used in managing people (Thain et al., 2002) . Organizations with effective human resource management practices in the communal stage continue to employ good employees and continue to provide training to employees (Stewart & Brown, 2010) . The human resource system components are classified into three levels: the system architecture (guiding principles) , policy alternatives and processes and practices (Becker & Gerhart, 1996) . The purpose of management practice according to (Gold, 2017) is to create commitment in a work relationship. (Thain et al., 2002) stated that the overall goal of human resource management is to ensure that the organization is able to achieve success through other people. (Cacace et al., 2007) state that management practice aims at developing competence and understanding among managers. Human resource management practices help organizations successfully meet the needs of employees, customers, owners, and communities (Stewart & Brown, 2010). Human resource management systems can be a source of organizational capabilities that allow organizations or companies to learn and take advantage of new opportunities. In particular, human resource management is concerned with achieving goals in the following areas:

a) Organizational effectiveness. Typical human resource practices form the core competencies that determine how organizations or companies compete (Cappelli & Crocker-Hefter, 1996). Extensive research has shown that these practices can make a significant impact on company performance. The human resource management strategy aims to support programs to increase organizational effectiveness by developing policies in areas such as: knowledge management, talent management, and generally creating a good environment for work. These are 'big ideas' as defined by (Boxall & Purcell, 2016) human resource strategy can be

related to the development of a sustainable customer relationship and improvement policy (Thain et al., 2002).

b) Human capital management (HCM), an organization consisting of the people who work there and on whom the success of the business depends (Bontis et al., 2007). Human resource management aims to ensure that organizations acquire and retain a skilled, committed and well motivated workforce.

c) Knowledge management is any process or practice for creating, obtaining, obtaining, sharing and using knowledge, wherever it is to improve learning and performance in the organization.

d) Reward management in human resource management aims to increase motivation.

e) Employee relations (employee relations) the aim is to create a climate in which productive and harmonious relations can be maintained through partnerships between management and employees and their trade unions.

f) Meeting diverse needs, human resource management aims to develop and implement policies that are balanced and adapt to the needs of stakeholders and provide for the management of a diverse workforce, taking into account individual and group differences in work, personal needs, work styles and aspirations and providing equal opportunities for all.

g) Bridging the gap between rhetoric and reality.

Recruitment

Recruitment is defined as the initial implementation or activity of the organization with the aim of identifying and finding potential workers (Pajouh & Blenkinsopp, 2012). Recruitment is the process of getting employees and encouraging people to apply for jobs with certain organizations (Stewart & Brown, 2010). Recruitment and selection as a process for getting the staff most likely to do a good job. Recruitment is one of the most familiar ways of revolutionizing human resource management (Castrogiovanni et al., 2011). Recruitment and selection process to provide capital resources humans flexible high quality for organizations that could potentially increase the competitive advantage and core competencies (Machado, 2017). (Salehi, 2013) shortly definitions right that Recruitment is the process of generating a set of candidates, this was followed by a selection process among the candidates. Recruitment and selection is an integrated activity, and that is where recruitment stops and then selection starts (Opatha, 2018). Thus recruitment is an important problem for companies in terms of labor procurement. If a

recruitment is successful, in other words, there are many applicants who submit their applications, then the opportunity for the company to get the best employees will be even wider, because the company will have many of the best choices from the existing applicants.

Effective recruitment begins with assessing the organization's information culture (Cacace et al., 2007). In addition, effective recruitment will bring job opportunities to the attention of people whose abilities and skills meet job specifications (Schermerhorn JR, Hunt JG, Osborn RN, 2010) and (Stewart & Brown, 2010) state that the best recruitment sources have been linked with increased profitability. Recruitment process of prospective applicants will be more likely to be attracted to an organization that has a reputation for offering a working environment that is healthy and safe for employees.

According to (Pajouh & Blenkinsopp, 2012) there are two sources of recruitment, namely internal sources and external sources.

a) Internal sources

Internal sources are employees who will fill job vacancies taken from within the company, namely by ensuring or transferring employees who meet the job specifications for that position. The transfer of employees is either vertical (promotion or demotion) or horizontal. If there are still employees who meet job specifications, it is better if the filling of these positions is taken from within the company, especially for managerial positions. This is very important to provide promotion opportunities for existing employees.

b) External Sources

External sources are employees who will fill positions where the vacancies are recruited from outside employee sources, namely employee placement offices, educational institutions, employee references or partners, labor unions, placing advertisements outside the company. In detail, the external smber can be done in the following ways:

- 1) Advertising (newspapers, radio, and internet). Advertise in newspapers to announce new recruits.
- 2) Conducting recruitment on campuses. Some companies often make direct visits to campuses to make recommendations directly on campus.
- 3) Through a recruitment agency. This method is usually done to recruit employees in managerial positions and above. The agents are often referred to as headhunters.

The purpose of recruitment is to seek higher quality management staff (Pajouh & Blenkinsopp, 2012). And the overall goal of the recruitment

and selection process is to get quality employees at minimum costs to meet the human resource needs of the organization or company (Thain et al., 2002) argues that the recruitment process includes several important steps, namely:

1) Identifying positions and how many workers are required.

The recruitment process begins when there is a new job field at the Foundation, an employee is transferred or promoted to another position, submits a resignation request, a layoff occurs, or because of a planned retirement. By looking at the dynamics of some of these things and matching them with the human resource planning that has been arranged (if any), it will be known which positions are currently vacant and how many employees are needed to fill these positions.

2) Looking for job information through job analysis.

To obtain a job description and job specifications as a basis for making job requirements. Job requirements must be made carefully and as clear as possible so that in their application there will be no obscurations that interfere with the next process.

3) Determine where the right candidate should be sought

Two alternatives to find candidates, namely from within the Foundation or from outside the Foundation. If taken from within, if the needs of employees for the future have been planned, it is also necessary to know who are the current employees who can be transferred or promoted. If candidates must be sought from outside, it is necessary to carefully consider the appropriate recruitment method to find the candidate.

4) Choose the most appropriate recruitment methods for the position.

There are many recruitment methods that can be chosen by the Foundation in conducting recruitment such as advertising, the Ministry of Manpower and Transmigration, recruitment companies, educational institutions, and labor organizations and so on. The foundation can also choose more than one method, depending on the situation and conditions that occur at that time. (Thain et al., 2002) suggested 3 (three) stages in the recruitment and selection process for employees. Among them:

a) Defining requirements (determining requirements), preparing job descriptions and specifications; decide the terms and conditions of employment;

b) Attracting candidates (attracting candidates), reviewing and evaluating alternative sources of applicants both inside and outside the organization or company, creating advertisements, using other agencies and consultants;

c) Selecting candidates (selecting candidates), applying screening, interviewing, testing, evaluating candidates, assessing candidates, offering jobs, getting references and preparing work contracts.

Selection

Selection is a process to get the most possible staff do a good job (Pajouh & Blenkinsopp, 2012). Employee selection is an effort to find compatible people in the organization (Pilbeam & Corbridge, 2006). The selection process is one of the most critical human resource functions because it supplies people with the skills, specific knowledge and abilities needed to perform public services (Selden et al., 2001). Selection as a process to find the staff most likely to do a good job. Meanwhile, recruitment is one of the most familiar ways of revolutionizing human resource management (Castrogiovanni et al., 2011). Selection is a selection technique in order to identify and recognize the right people in the organization (Gold, 2017).

According to (Anderson et al., 2004) the conditions for objective selection are:

1) Selection must always be linked to job analysis

If the ultimate goal of selection is to find the most qualified employees, then these requirements should be clearly spelled out in a job description. Thus, the yardstick for conducting an assessment is not on the personal values of the selectors, but on an even more objective matter, namely the position itself.

2) Reliability

Generally, the selection process is carried out through a series of test activities (exams). A good test tool is a reliable test tool, meaning that it has a relatively high degree or level of consistency. This means that if an applicant is tested more than once with the same test kit, the results must remain the same.

3) Validity

Besides reliability, the test tool must also be valid. This means that each test kit should be designed according to a specific purpose. Validity means that the test results are significantly associated with job performance or with other relevant criteria. The stronger the relationship between the test results as a means of selection. If the test results are not related to performance, the test is invalid and should not be used for selection.

The selection procedure is a way by which they reach a decision about whether or not a candidate is appropriate. The selection process is carried out to identify the right resources quickly and efficiently (Opatha, 2018).

The employee selection system is a very important system that can have a significant effect on the level of competitiveness and organizational performance in the future (Golec & Kahya, 2007). Organizational success depends on the application of "*The right people in the right job at the right time*" (Golec & Kahya, 2007). One of the most effective ways of evaluation to facilitate selection is through a competency-based employee selection process (Golec & Kahya, 2007). Recruitment followed by selection will be an important stage in shaping these expectations, with an emphasis on two-way communication flows (Gold, 2017). The methodology for selecting employees according to (Golec & Kahya, 2007) consists of several stages, namely: Stage 1. Forms of evaluation and selection hierarchy to have the right people in the right jobs. Stage 2. Establish a heuristic algorithm based on the use of fuzzy linguistic variables to characterize available employee competencies to meet a common set of organizational goals. Stage 3. Develop a system based on competency factors to determine and select the best employees according to the score. Stage 4. Discussion of results and make the final decision for selecting employees.

Selection of employees with distinctive abilities, provides the clearest example of how management practices create different competencies (Cappelli & Crocker-Hefter, 1996). In the process of selecting, the value of an experience in business is always appreciated by the company (Bontis et al., 2007).

3. RESEARCH METHODOLOGY

A. Time and Place of Research

The research was carried out for 6 months, starting in January sd Jun i 2020 assessed value of the preparation of research proposals through the collection of research reports. This research was conducted at the Faletahan University campus which is located at Jl. Raya Cilegon KM. 06 Pelamunan Kramatwatu Serang - Banten 42161, Website: www.uf.ac.id / email: info@uf.ac.id, Tel / Fax: (0254) 232729/230054 and to find informants who match the research criteria, researchers are looking for prospective informants with the help of key persons and justification of researchers conducting research on employee

recruitment looking for informants in the field of employment is because in the field of staffing is quite high and it is also known that employee recruitment is the field that takes care of recruiting employees and lecturers at several universities from various regions in Indonesia.

Table 3.1 Research Activities Schedule for Qualitative Studies about Human Resource Management Practices at Private Universities: A Case Study at Faletahan University in Banten (2019) (2019)

No	RESEARCH PLAN	January				February				March				April				May				June			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.	Research proposal	█																							
2.	Proposal exam					█																			
3.	Proposal improvements and ethical tests					█																			
4.	Collection and data analysis									█															
5.	Preparation of reports the result													█											
6.	Thesis Defense																	█							
7.	Thesis defense improvements																	█							

B. Research Background

The author focuses on Faletahan University which has a vision to be a leading university in the development of health science and technology at the global level in 2044 with the mission:

- a) Organizing quality higher education;
- b) Developing health science and technology through research and innovative community service according to community needs;
- c) Developing governance based on the values of local wisdom to foster a conducive academic atmosphere;
- d) Developing cooperation networks with various institutions, both domestic and foreign.

Faletahan Foundation Serang Banten as the organizing body for the University of Faletahan, was founded in 1994 and in 2010 received a decree from the Ministry of Law and Human Rights of the Republic of Indonesia number AHU.4926.AH.01.04. Akedemi Nursing (AKPER) Faletahan Serang began to accept new students in 1994. In 2001, the Faletahan Serang College of Health Sciences (STIKes) received permission through the Decree of the Minister of National Education of the Republic of Indonesia

Number: 65 / D / O / 2001. Permit to establish STIKes Faletahan Serang. In 2005, the permit to establish the Midwifery Academy and in 2006 had joined the STIKes Faletahan Serang under the name Diploma III Midwifery Study Program. Faletahan Serang with the name Diploma III Nursing Study Program in 2008. STIKes Faletahan Serang has received an operational permit to organize the Nurse professional program through the Decree of the Director General of Higher Education, Depdiknas number: 267 / D / O / 2008. After the joining of AKPER and AKBID, STIKes Faletahan Serang has 2 (two) vocational programs, 2 (two) academic programs, and 1 (one) professional program. In 2019, STIKes Faletahan Serang and ST-INTEN Bandung have obtained permission to merge universities into Faletahan University in accordance with the Decree of Meteri, Research, Technology and Higher Education of the Republic of Indonesia Number 687 / KPT / I2019 dated August 9, 2019 concerning Permit to merge Higher Science Colleges and Indonesian Technology in Bandung City and the Faletahan Serang College of Health Sciences in Serang District became the Faletahan University in Serang Regency, Banten Province, which were organized by the Faletahan Serang Banten Foundation. The facilities owned by the campus consist of 9 (nine) buildings covering lecture buildings, education administration buildings, laboratories, libraries, besides that there are mosques, sports facilities, parking areas, canteens, health clinics, and Faletahan housekeeping.

A. Research Design

This research uses descriptive qualitative research methods. Qualitative research is generally characterized by an inductive approach to building knowledge that aims to produce meaning (Leavy, nd). The qualitative approach is suitable in researching, uncovering and raising complex organizational problems and has been widely used in similar research. The researchers used a qualitative approach to exploring; to investigate and study about social phenomena; to dismantle the meaning people perceive as activities, situations, events, or artifacts; or to build a depth of understanding of some dimensions of social life (Leavy, nd) .

In view of the research questions and objectives, the authors focus on the practice of recruitment, selection and management of educational talent and personnel as a basis for analysis, this is based on the premise that such an approach allows researchers to effectively examine and identify such problems.

B. Data and Data Sources

This study is based on semi-structured interviews conducted with a total of 18 informants from the entire academic community of the University of Faletehan. This approach is suitable because it allows the researcher to conduct group interviews (where possible) so as to identify problems. These informants were identified through a variety of approaches including snowball approaches, hands-on approaches, and networks. This approach has been suggested to be effective in such a weak and underdeveloped institutional environment (Birkinshaw et al., 2011).

The author also contacted the Director of Higher Education Institutional Development (Directorate General of Science and Technology and Higher Education Institutions) and the Head of the Institutional, Cooperation and Information Section (Institute for Higher Education Service Region IV Answer - Banten) to get the latest policy information regarding the merger of higher education institutions, especially those related to Resources. Human. In addition, relevant documents and archives provide important evidence for the main institutional and socio-cultural factors affecting the problems in this study. Take into account the information that has been gathered from various sources to cause triangulation and further add to the authenticity of the data and the conclusions drawn from the data analysis.

Table 3.2: Informants and background information on Human Resource Management Practices operating at the Falatehan University.

HRM Practice Case	Number of informants interviewed	Other secondary sources	Position of informant at first interview	Informant ID	Bond Status	Year into Faletehan	Enter mode
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HRM Practice Case	Number of informants interviewed	Other secondary sources	Position of informant at first interview	Informant ID	Bond Status	Year into Faletehan	Enter mode
Teacher	10	11	MN Lecturer	1019211	Lecturer	2019	Non
			MN Lecturer	1019212	Lecturer	2019	selection
			MN Lecturer	1019213	Lecturer	2019	Non
			MN Lecturer	1019214	Lecturer	2019	selection
			MN Lecturer	1019215	Lecturer	2019	Non
			PBI Lecturer	1019216	Lecturer	2019	selection
			PBI Lecturer	1019217	Lecturer	2019	Non
			PBI Lecturer	1019218	Lecturer	2019	selection
			PBI Lecturer	1019219	Lecturer	2019	Non
			PBI Lecturer	1019220	Lecturer	2019	selection
Education Personnel	5	6	Staff	0504090	Employees	2004	Selection
			Staff	1019231	Employees	2019	Selection
			Staff	1019232	Employees	2019	Selection
			Staff	1019233	Employees	2019	Selection
			Staff	1019234	Employees	2019	Selection
Employee Selection Committee	4	5	Psychologist	0901060	Permanent lecturer	2001	Selection
			Vice Dean II	0605102	Permanent lecturer	2005	Selection
			Head of Division	1106109	Employees	2006	Selection
			Head of Subdivision	0504089	Employees	2004	Selection
			Staff	1111168	Employees	2011	Selection
Leadership element	2	3	Vice Rector II	0298025	Permanent lecturer	1998	Selection
			Dean	0298029	Permanent lecturer	1998	Selection

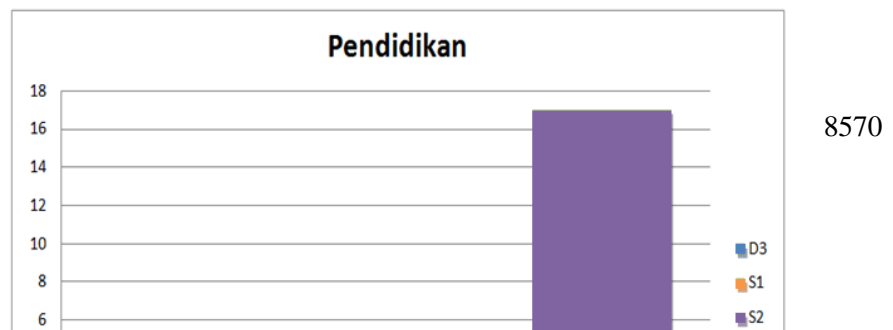


Figure 3.1: Respondent Education Demographics
(Research document, 2020)

C. Data Collection Procedures

Interviews lasted between 30 and 60 minutes per - informants. The questions were discussed during the interview centered on themes related to d ith nature of the systems and practices of human resource management (recruitment and selection pendid fish as well as staff), was adopted as a guideline to write field notes in a comprehensive manner to ensure that every detail is captured while the information is still fresh in the interviewer's mind (Gioia & Thomas, 1996). Written field notes form the basis of our analysis in this study.

Observation technique is a qualitative data collection technique that is recommended to obtain descriptive data. The observation technique comes from the word observation which means observation. Observation techniques are used to understand patterns, norms, and the meaning of behavior of the informants under study. There are 2 (two) types of observation, namely participant observation and non-participant observation.

a) **Participatory observations** are observations made by researchers by observing and participating directly with the lives of the informants being researched. An example of participant observation is a researcher who decided to stay in the Dayak tribe for one month to see first hand the wedding customs there which was then used for research data.

b) **Non-participant observation**, the researcher is not actively involved in the informant's life, but only becomes an independent observer. An example of non-participant observation is a researcher who only comes 2 or 3 times to the Dayak Tribe to see the wedding customs there. The advantage

of the observation technique is that it is directly involved with the daily activities of the informant and can find out the subject of his research directly. While the weakness is that the daily life of the research subject can be disturbed.

Document review to find qualitative research data. Examples of document studies that can be used include examining old manuscripts, photographs, films, or previous research results or books related to research. Focus Group Discussion is a form of group interview technique conducted by researchers to map the initial research problem and understand the focus of the small group being researched

D. Data Analysis Procedures

In analyzing the data, the writer tries to draw meaning and themes and does not count words or sentences (Regnér & Edman, 2014). Therefore, the authors conducted an analysis with detailed coding of the transcripts into the themes of diffusion, standardization and localization of HR systems and practices at the Faletahan University level. Then the researchers separately coded the transcripts and compared the two groups of themes consistently. Several differences were identified and the researcher examined critically and found some resulting differences in coding and categorization.

(Dijkstra, 1985), argues that activities in qualitative data analysis are carried out interactively and take place continuously until completion, so that the data is saturated. The measure of data saturation is indicated by no longer obtaining new data or information. Activities in the analysis include the reduction of the data (data reduction), the presentation of the data (data display) as well as the withdrawal of the conclusions and verification (conclusion drawing / verification).

E. Data Validity

The validity of the data concerns the level of reliability of the data and research results. In testing the truth and validity of the data is to extend the research time, continuous data collection, conduct triangulations, discussions with peers, sufficient references, checking by research subjects, detailed descriptions and auditing. Examination of the validity of the data in this study consisted of: Credibility (Credibility), Transferability (transferability), dependability (Dependability) and Konfirmabilitas (Konfirmability).

4. RESULTS AND DISCUSSION

A. Research Findings

In this study (Cacace et al., 2007) defines that management practice aims at developing competence and understanding among managers. Human resource management practices help organizations succeed in meeting the needs of employees, customers, owners, and communities (Stewart & Brown, 2010). Table 4.1 it presents a summary of the practice of Human Resource Management at the University of Falatehan..

Table 4.1 Summary of Human Resource Management practice at Falatehan University.

Informant	Position	Interview result
Teaching Staff	Lecturers /	The recruitment process at Falatehan University is very open to the general public so that anyone has the opportunity to take part in the recruitment process.
Staff		Information on employee recruitment at Falatehan University is very easy to find on the internet, such as the website of the Falatehan University & Social Media. "
Head of Subdivision		Falatehan University recruiters always prioritize the principles of openness and are competency-based by following the existing recruitment flow procedures at Falatehan University.
Head of Service	Civil	Based on the administrative selection process, it was found that the criteria for prospective employees were not in accordance with existing needs or formations.
Staffing	staff	Based on the attendance list during the written test, there were several people who did not attend without giving confirmation to the recruitment committee.
Human Resources		Prospective applicants are found who do not match the files in the CV (English certificate, GPA Cum Laude) but when the test is carried out, their

Informant	Position	Interview result
	Staff	abilities are below average
	Employee Selection Committee	Most of the applicants said many good things about themselves, but after checking and testing, it turned out that it did not match what was told.
	Education staff	Recruitment at Falatehan University is conducted in an objective and transparent manner.
	Staff	The series of recruitment processes is quite long however, I am grateful to be able to go through and graduate.
0	Lecturers / Teaching Staff	I have followed all the recruitment process from the start until finally I was declared accepted at Falatehan University.

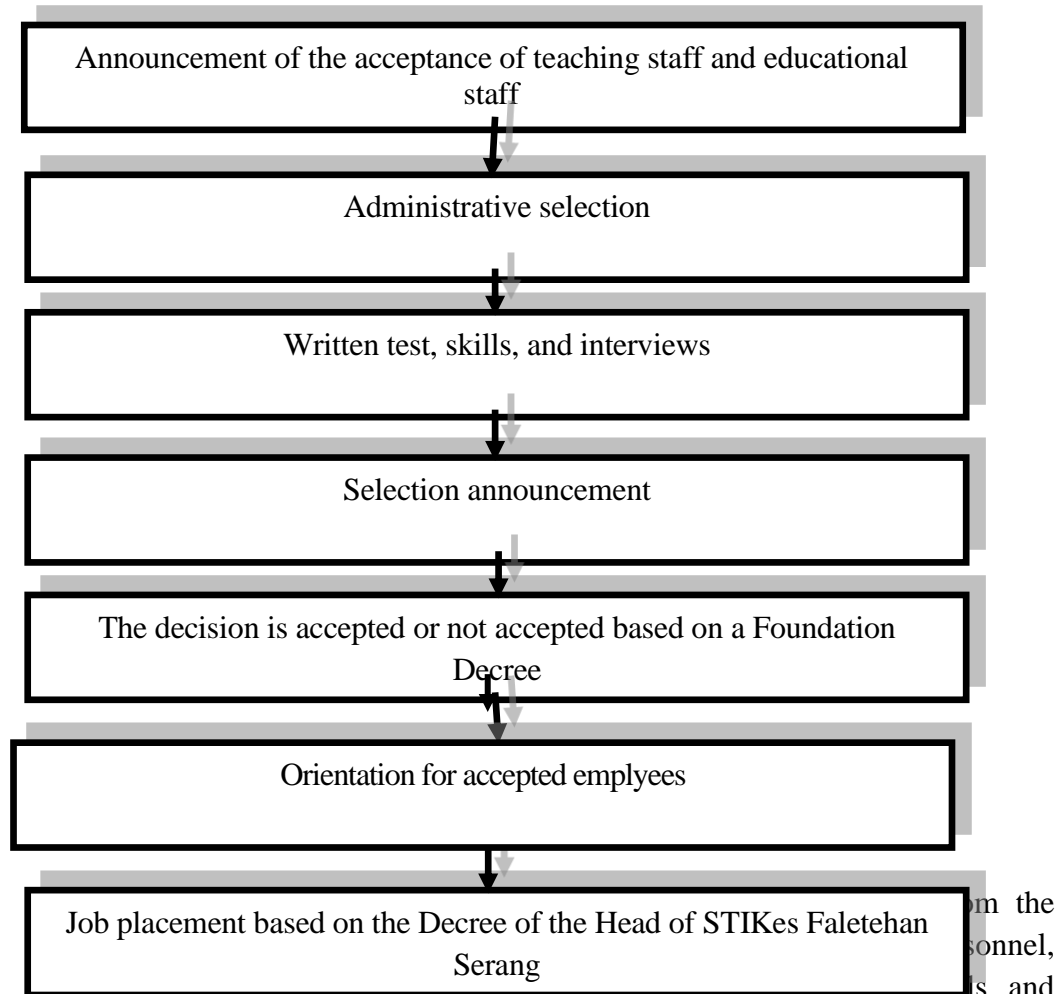
1. *Recruitment*

Typical human resource practices form the core competencies that determine how an organization or company competes (Cappelli & Crocker-Hefter, 1996) The overall goal of human resource management is to ensure that organizations are able to achieve success through people (Thain et al., 2002) . In order to find the staff or employees most likely to do a good job, recruitment is one of the most familiar ways of revolutionizing human resource management (Castrogiovanni et al., 2011). Effective recruitment will bring opportunities for people whose abilities and skills meet job specifications (Schermerhorn JR, Hunt JG, Osborn RN, 2010). So that it can meet the human resource needs of the organization or company (Thain et al., 2002).

Our field research found that human resource management practices, especially the recruitment process at the University of Falatehan, have been well applied or implemented based on the principle of transparency based on competence. (Selden et al., 2001) argue that the recruitment process must be fast and merit-based, in order to meet the

demands of the changing labor market. Diagram 4.1 showing the flow of recruitment at Falatehan University (UF Personnel Standards Book, 2019).

Figure 3.1: Respondent Education Demographics
(Research document, 2020)



interviews. After that the recruiter announces the results of the selection process regarding who will pass this stage based on the Foundation Decree. After employees are accepted, the orientation process for employees who have been accepted is continued so that the campus can decide on a job placement based on the Decree of the Head of the Falatehan University Foundation. (UF Staffing Standards Book, 2019).

A teacher further revealed that:

"The recruitment process at Falatehan University is carried out internally and externally so that anyone has the opportunity to take part in the recruitment process".

(Stewart & Brown, 2010) stated that *internal sourcing* is a recruitment strategy filled by employees within an organization. Meanwhile, *external sourcing* is a recruitment strategy that is filled by people from outside the organization.

Additionally, a staff pointed out that:

"Information on employee recruitment at Falatehan University is very easy to find on the internet, such as the website of Falatehan University & Social Media."

(Stewart & Brown, 2010) defines the existence of job vacancy information that can be found through several media, including advertisements, online media, employee recommendations, employment agencies, professional associations, job fairs, and campuses. However, at this time companies more often use web recruitment methods. Through this website, an applicant knows more about the values and traditions in an organization or company.

The Head of Subdivision also revealed that:

"Falatehan University recruiters always prioritize transparency and competency-based principles by following the current recruitment flow procedures at Falatehan University."

(Thain et al., 2002) which defines that if there are no people available in the organization as the main source of candidates, alternative sources can be used from advertising, internet, and outsourcing or institutions.

Even though the recruitment process at Falatehan University is carried out well by the personnel department, sometimes it is difficult for the staffing department to find candidates who match the criteria required by the department head who is in need of new employees. This burden will increase if the human resources are too few. In addition, prospective employees were not present and without prior confirmation to the recruitment committee at a predetermined time.

The head of personnel affirmed that:

"Based on the administrative selection process, it was found that the criteria for prospective employees were not in accordance with existing needs or formations".

(Schermerhorn JR, Hunt JG, Osborn RN, 2010) said that effective recruitment will bring job opportunities to the attention of people whose abilities and skills meet the required job specifications.

Likewise, the staffing staff revealed that:

"Based on the attendance list during the written test and interview, there were several people who did not attend without giving confirmation to the recruitment committee."

The respondent's statement above contradicts (Thain et al., 2002) which states that interviews or *face-to-face* discussions provide the best opportunity for forming a good relationship between the interviewer and the candidate.

2. Selection

The selection process is one of the most critical human resource functions because it supplies people with the skills, specific knowledge and abilities necessary to perform public services (Selden et al., 2001). The employee selection system is a very important system that can have a significant effect on the level of competitiveness and organizational performance in the future (Golec & Kahya, 2007). The most effective evaluation to facilitate selection is through a competency-based employee selection process (Golec & Kahya, 2007).

Even though the employee selection process goes according to the flow of recruitment, however, our field research found that the practice of human resource management, especially the selection process at the University of Falatehan, still has several obstacles. This must be immediately evaluated by the personnel department, considering that the most effective evaluation to facilitate selection is through a competency-based employee selection process (Golec & Kahya, 2007) saying that the success of an organization depends on the application of *"The right people in the right job at the right time"*. One of the difficulties in the selection process is getting honest answers from applicants, because they always try to provide answers about what is fine about them, while the negative is hidden.

The staffing staff revealed that:

"The finding of prospective applicants who do not match the files in the CV (English certificate, GPA Cum Laude), but when the test is carried out, their abilities are below average".

(Golec & Kahya, 2007) declare that k esuksesan organization depends on the application of *"the right people in the right job at the right time"*. One of the difficulties in the selection process is getting honest answers from applicants, because they always try to provide answers about what is fine about them, while the negative is hidden.

Another informant, a selection committee, revealed that:

"Most of the applicants said a lot of good things about themselves, but after checking and testing, it turned out not in accordance with what was told".

(Selden et al., 2001) stated that the selection of employees starting from the applicant's job interest, pre-employment screening, application letter forms,

selection tests which are divided into four, namely ability tests, personality tests, honesty / integrity tests, graphology (handwriting analysis), screening interviews, direct supervisor approval, background investigations, medical examinations, making job offers, relocation assistance, induction or orientation.

A. Discussion

This study uses qualitative research methods, where this research is designed to explore the human element of a particular topic, where certain methods are used to examine how individuals see and experience the world. (Lisa M. Given, 2008).

1. Recruitment

Recruitment is one of the most familiar ways of revolutionizing human resource management (Castrogiovanni et al., 2011). Effective recruitment will bring opportunities to people who are able to meet job specifications (Schermerhorn JR, Hunt JG, Osborn RN, 2010). The overall objective of the recruitment process is to get quality employees (Thain et al., 2002). The recruitment practice on the Falatehan University campus as a whole has gone well by following the recruitment procedures listed in the guidelines from (UF Personnel Standards Book, 2019). The recruitment procedures currently implemented are as follows:

1. Identifying or looking for vacant position information and how much manpower is required.
2. Determine the right applicants must be selected (selecting the application file for admission).
3. Choosing the most appropriate recruitment methods for the position, because there are differences in recruitment methods between educators and education personnel
4. Prepare an interview format
5. Create and submit a recruitment budget plan
6. Make a letter of willingness, to:
 - a) Lecturers to make written questions and micro teaching along with the assessment form
 - b) Puket / Head of Study Program / Head of Division. Adm. General & Finance to conduct interviews.
 - c) Psychologists to conduct psychological test examinations
7. Create summons for applicants
8. Selection process:
 - a) Written test

- b) A micro teaching test (especially for educators) and a practical test for educational personnel
 - c) Interview
 - d) Psychological test.
 - e) Decision is accepted or rejected
9. Make a work agreement (acceptance).
10. Start working (orientation).

The results of the interviews conducted by the researchers above show that the staff and teaching staff at the University of Falatehan joined through the recruitment process following the process given by the committee based on the recruitment flow of Falatehan University. The committee is well aware that effective recruitment will bring people who have the ability and skills to meet job specifications (Schermerhorn JR, Hunt JG, Osborn RN, 2010).

Staff, Education Personnel revealed that:

"Recruitment at Falatehan University is carried out in an objective manner and is followed by many participants".

(Schermerhorn JR, Hunt JG, Osborn RN, 2010) defines that the procedures in the selection process are at least making applications or requests, conducting initial screening interviews, testing or written tests, background investigations, interviews for in-depth selection, physical examinations, and filling vacancies. or position.

Another staff member revealed that:

"There are many participants, making the recruitment process was quite long, however, I am grateful to be able to pass and pass".

(Anderson et al., 2004) stated that the selection procedure is a way by which they reach a decision about whether or not a candidate applicant is accepted or rejected, in a particular institution after undergoing a series of tests carried out.

Likewise, one of the lecturers revealed that:

"I have followed all the recruitment processes from the start until finally I was declared accepted at Falatehan University".

(Stewart & Brown, 2010) states that getting a sufficient number of applicants and using the best recruitment sources has been associated with increased profitability.

2. Selection

Selection practice is a process to find the staff most likely to do a good job (Pajouh & Blenkinsopp, 2012). Employee selection is a very important system that can have a significant effect on the level of competition and organizational performance (Golec & Kahya, 2007). The selection of employees at Falatehan University as a whole has gone well, this can be seen from the results of interviews with employees who have worked at Falatehan University who know and undergo the selection process.

One of the lecturers revealed that:

"I followed the selection process held by the employee selection committee when I applied to become a teaching staff, if I'm not mistaken, the selection process includes written tests and micro teaching tests, interviews, etc. I went through all the stages and Alhamdulillah until I was accepted".

In (UF Personnel Standard Book, 2019) the stage of the selection process must be carried out between other, written tests, micro teaching tests (especially for educators) and practical tests for educational personnel, interviews, psychological tests and the decision to accept or reject.

Other lecturers also revealed that:

"The employee selection committee applies strict rules and according to the schedule that has been submitted".

Dalam (UF Staffing Standards Book, 2019) which said it had become a special consideration for the committee to apply the rules in the selection process, especially for the nature of certain jobs and working time.

One of the staff, told:

"If I think the hardest part when I participated in the selection and testing at the University of Falatehan is at the moment is a psychological test"

Dalam (UF Employment Standard Book, 2019) phase of the selection process to be carried out, among others, a written test, a test micro teaching (special educators) and test practices for educators, interview, test psychological test and the decision is accepted or rejected.

Likewise, staff of the education workforce revealed that:

"All documents that we submit are checked for accuracy by the Committee".

(Stewart & Brown, 2010) defines where a strategic approach in recruiting prospective employees can get good results.

The results of the interviews conducted by the researchers above show that the staff and teaching staff at Falatehan University joined through an employee selection process conducted by the employee selection committee. The committee applies strict and very selective rules during the

process, this is indicated by checking the correctness of the documents one by one, this is done to see or confirm whether there is a fictitious document attached by the applicant.

C. Research Limitations

The research was conducted using qualitative methods and using primary data obtained through interviews. The limitation in this study is the subjectivity of the researcher. This research is highly dependent on the researcher's interpretation of the implied meaning of the interview so that the tendency to bias remains. To reduce bias, a triangulation process is carried out, namely triangulation of sources and methods. Source triangulation was done by cross checking the data with the facts from different informants and from other research results. While the method triangulation is done by using several methods in data collection, namely in-depth interviews and observation methods.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The process of recruiting and selecting employees is the very first process for all companies to get the quality employees that the company needs. The need for quality human resources is an absolute necessity for companies to be able to develop and advance in the future. The recruitment and selection process connects the needs of the company with the existing labor market. The company must first ensure the desired employee criteria and make it a guideline in recruiting and selecting employees. Based on the results of research and overall discussion of "Human Resource Management Practices at the University of Falatehan", it can be concluded that the recruitment and selection system for employees at Falatehan University is running well and is in accordance with the recruitment flow that has been standardized and written in (UF Personnel Standard Book, 2019) this can be seen from the data of several interviewees.

Recommendation

Based on the conclusions and discussion of the research results, there are several things that are recommended, although we consider that our research makes an important contribution, there are some inherent limitations that need attention. First, the recruitment committee and staff of Falatehan

University in carrying out the administrative selection process must check intensively and ensure that what is written in the curriculum vitae (CV) matches the reality by means of crosschecking. If the prospective applicant is a freshgraduate, the committee can confirm to the campus concerned about what the prospective applicant writes in the curriculum vitae (CV), likewise if the prospective applicant is experienced, the committee can confirm and check with the previous work place about the correctness of the data written in the curriculum vitae (CV).

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