

Human Resource Management Practices In Procurement Employees at PT. Unhas Hotel And Convention

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This study aims to determine the description or picture of Human Resource Management Practices in Employee Procurement at PT. Unhas *Hotel and Convention*. Data collection in this study uses the Observation and Interview methods. The type of research used in this study is descriptive with a qualitative approach in the form of non-statistics. Based on the results of the study on "Human Resource Management Practices in Employee Procurement at PT. Unhas *Hotel and Convention*" it can be concluded that the practice of human resource management in employee procurement at PT. Unhas *Hotel and Convention* implemented in accordance with the company's Standard Operating Procedures. Although it helps departments to get qualified employees, this process often takes a long time due to candidate incompatibility. Recruitment is carried out openly or closed through various media, and through strict selection stages according to the qualifications of the workforce needed. However, most employees are recruited from within the company, causing certain vacancies. Internal recruitment also has the potential for a lack of fresh ideas from newcomers and a lack of encouragement for further work performance.

1. Introduction

1.1 Background

Human resource management involves various aspects, including employee recruitment and selection, training and development, performance management, compensation management, employee relationship management, change management, and employment-related policies and procedures (Harahap, et al., 2023). Because human resources are an important factor in a company, human resources must get good employee procurement by the company. This procurement includes Human Resource Planning, Recruitment, Selection, and Placement of Employees in the Company.

In practice, human resource management involves interaction between management and employees. Human resource management practices Human resource management is a process of implementing planning, organizing, staffing, mobilizing, and supervising procurement, selectivity in recruitment (*selective in recruiting*), is a guarantee of work and trust in the human resources owned by the company to achieve competitive advantage. This

means that care is needed in selecting the right people, in the right way. In practice, companies carry out the recruitment process very carefully based on the company's desire to succeed in competition. On the other hand, many screening processes are also carried out to find people who can work well in a new environment, can learn and develop, and thus require less supervision.

A good employee recruitment process allows companies to obtain qualified and committed workers for the progress and success of the company. The employee recruitment process is carried out based on job analysis and requests from managers who need it, then job vacancies are identified, the process of accepting new employees in a company goes through several selection processes from knowledge tests, psychology to interviews which are then carried out by the human resources division or usually called *HRD (Human Resource Department)* to make the right decision in accepting new employees that match the abilities and expertise of the prospective employees.

PT. Unhas *Hotel and Convention* which is one of the four-star hotels in the city of Makassar, PT. Unhas *Hotel and Convention* This was established in 2022 and started operating in January 2023. PT Unhas *Hotel and Convention* itself currently has 77 employees. Based on the description above and considering that employee procurement is an important, difficult, and complex problem because to get and place competent, harmonious, and effective people is not as easy as buying and placing machines. then the author is interested in raising the title "Human Resource Management Practices in Employee Procurement at PT. Unhas *Hotel and Convention*".

Theoretical Review

Human Resources (HR) is a critical factor that cannot be separated from any organization, whether it is an institution or a company (Soemarsono, S.Sos., 2018). The functions of Human Resource Management (HRM), as outlined by Ni Kadek & John (2019:5) and Yusri (2020), can be categorized into two main groups: managerial and operational functions. The managerial functions include planning, organizing, directing, and controlling, while the operational functions cover procurement, development, compensation, integration, and maintenance. HRM practices involve implementing various processes, such as planning, organizing, staffing, motivating, and supervising the procurement, development, compensation, integration, maintenance, and separation of employees, to achieve organizational goals. One of the key aspects of HRM is the procurement of human resources. This process aims to acquire the right type and number of personnel necessary to meet organizational objectives. In large organizations, this function is often handled by a specialized department that oversees the recruitment, organization, and development of human resources. To ensure effective procurement, companies typically follow structured stages, including human resource planning, the recruitment process, selection methods, evaluating

qualifications, and appropriate placement of prospective employees. There is a close relationship between HRM practices and employee procurement. As one of HRM's operational functions, employee procurement encompasses determining workforce needs, recruitment, selection, and placement. Together, these processes ensure that the organization secures and manages its workforce effectively to support its overall objectives.

Methodology

Types and Research Approaches

This research adopts a qualitative approach with a descriptive analysis method. The method aims to systematically present discussion materials derived from various sources, which are then analyzed to obtain conclusions.

Research Sites and Times

The study was conducted at PT. Unhas Hotel and Convention, located on Jalan Perintis Kemerdekaan Kilometer 10, Unhas Tamalanrea Campus, Tamalanrea District, Makassar City, South Sulawesi. The research period spanned two months, from June to July 2024.

Research Informants

The key informants for this study comprised the Human Resource Manager of PT. Unhas Hotel and Convention and four Department Heads. Additionally, 11 employees of PT. Unhas Hotel and Convention served as supporting informants, bringing the total number of informants to 15.

Data Collection Techniques

Data collection in the field was carried out using three main techniques: observation, interviews, and documentation.

Data Analysis Methods

The data analysis process follows the techniques proposed by Miles and Huberman (1984), as cited in Sugiyono (2011), which involve three main activities:

1. Data Reduction

Data collected from the field can be extensive and requires careful summarization and selection of key points. Data reduction involves focusing on the essential elements, eliminating irrelevant details, and organizing the information to provide a clearer perspective and facilitate subsequent data collection.

2. Data Presentation

Once reduced, the data is presented in various forms, including concise descriptions, charts, category relationships, and flow charts. According to Miles and Huberman (1984), narrative text is the most commonly used method for presenting qualitative research data.

3. Conclusion Drawing and Verification

The final step involves drawing conclusions based on the processed data. Conclusions must be supported by valid evidence to ensure credibility. If the conclusions are corroborated by data from other cases with similar circumstances, they can be verified and potentially contribute to the development of new theories.

Research Results And Discussion

Informant Identity

Researchers determine several informants who are used as sources of information to obtain research data, so that various informants are obtained according to the problems being researched, informants in the research comes from Department Head and Employees of PT. Unhas *Hotel and Convention* . The research informants can be seen in the following table:

Table 4.2 Identity *Key Informant*

No.	Name	Type Sex	Age	Educator	Length of work
1	Indrawati Haris	Woman an	60	S1	2 years
2	Abdul Aziz	Man	55	D3	1 year 10 months
3	Ilyas	Man	48	S1	2 years
4	Luciana	Woman an	32	S1	1 year

Table 4.3 Supporting Informant Identity

No.	Name	Type Sex	Age	Education	Long Work
1	Azwar Aziz	Man	60	S1	2 years
2	Nina Karina Sukarno	Woman	55	D3	1 year 10 months
3	Jenny Layuk	Woman	48	S1	2 years
4	Made Suarnata	Man	32	S1	1 year
5	Angela Marici B.	Woman	25	D3	1 year
6	Evaffras Lips Borek	Man	31	S1	1 year 5 months
7	Andi Rina Fatimah	Woman	25	S1	2 years
8	Irfan	Man	29	D3	9 months
9	Lusiana Asfa	Woman	26	D4	1 year 2

					months
10	Isra'a Mahesa	Man	28	D4	1 year
11	Nisma	Woman	25	S1	2 years

Key informant data and supporting informants contained in the table above include Department Head and also Employees of PT. Unhas Hotel And Convention, the data explains that in terms of age the informants come from different age levels ranging from 25 years to 60 years, then in terms of gender they have been represented by male and female genders. Meanwhile, the type of education is divided into D3, D4, and S1. The positions of the informants interviewed ranged from *Human Resource Manager, Executive Chef, Chief Engineer, Front Office Coordinator*, and other employees working at PT. Unhas Hotel And Convention

Thus, the identity of the informants who are the source of research information are people who have an understanding of the problems being researched, so that the results of this research provide a picture. Actual on Human Resource Management Practices in Employee Procurement at PT. Unhas *Hotel And Convention*.

A. According to Key Informants (*Key Informant*)

Based on observations and in-depth interviews conducted by researchers, *Key Informant*, regarding how human resource management practices in employee procurement at PT. Unhas *Hotel and Convention*, almost similar results were obtained between one answer and another from each informant, in practice, *Department Human Resource Management PT. Unhas Hotel and Convention* has implemented structured employee recruitment in accordance with the company's Operational Standards.

The existence of Human Resource Management Practices in employee procurement at PT. Unhas *Hotel and Convention* very helpful for department heads to get workers who match the qualifications they want.

However, the obstacles faced are usually candidates who do not match the required qualifications so that the employee procurement process takes a little longer. This has the potential to hamper operational performance because the required positions have not been filled, and the lack of workforce planning has resulted in the workforce planning process having difficulty in getting prospective employees at a pressing time.

B. According to Supporting Informants

In practice, *Department Human Resource Management PT. Unhas Hotel and Convention* has implemented structured and appropriate employee procurement *Standard Operating Procedures* company. This is proven by the recruitment stages they went through when they first applied at PT. Unhas *Hotel And Convention*.

The employee recruitment process is carried out openly and secretly, both via social media., *job fair*, external and internal company, Next employee selection process at PT. Unhas*Hotel and Convention* have followed the rules or procedures that have been determined, such as different stages of recruitment, administrative selection, oral tests, written tests, and ability tests according to the qualifications of the workforce needed, then after passing the selection stage, the accepted employees are given induction/work orientation, namely an introduction to the work environment, then they undergo a 3-month training period before signing the work contract.

However, based on the results of observations conducted by researchers, the majority of employees who work in PT. Unhas *Hotel and Convention* recruited through internal companies. This triggers the vacancy of certain positions to trigger social jealousy among employees. Internal recruitment also has weaknesses, including, the possibility of limited potential workforce candidates in the organization, the lack of fresh new ideas that usually come from newcomers, and the possibility of encouraging complacency in the existing workforce that does not encourage further work performance.

DISCUSSION

Based on the results of the data analysis, the next section will present a discussion that focuses on the interview results which will provide answers to the formulation of the problems in this research.

Research results on human resource management practices in employee procurement at PT. Unhas*Hotel and Convention* get the result that with the existence of human resource management practices in employee procurement at PT. Unhas*Hotel and Convention* This is useful for *department head* and also beneficial for company operations, considering that employee procurement is the most important part of human resource management. However, the application of human resource planning is still less effective considering that the need for workers is still limited in terms of quality and capabilities needed. This is in line with the results of the study (Padmayoni & Rahmawati, 2019) JMPP, Vol 1 No 2, November 2018 that the procedure related to the employee recruitment process is the beginning of a hotel's operation. The obstacles that occur during the employee recruitment process by the Human Resources Department are caused by the limited number of candidates in a position.

Conclusion

Based on the results of the research and discussion on "Human Resource Management Practices in Employee Procurement at PT. Unhas Hotel and Convention, it can be concluded that

human resource management practices in employee procurement at PT. Unhas*Hotel and Convention* found to be structured and in accordance with the company's Standard Operating Procedures. Although it helps departments to get qualified employees, this process often takes a long time due to candidate incompatibility. Recruitment is carried out openly or closed through various media, and through strict selection stages according to the qualifications of the workforce needed. However, most employees are recruited from within the company, causing certain vacant positions and potential social jealousy. Internal recruitment also has the potential for a lack of fresh ideas from newcomers and a lack of encouragement for further work performance.

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