Analysis of Employee Recruitment at ID Food (BUMN) 2020-2022

Fransisca Tuti Rahayu[1]
[1] Sarjanawiyata Tamansiswa University, Yogyakarta, Indonesia
Email: fransiscatutirahayu@gmail.com

ABSTRACT

This study analyzes the recruitment of ID FOOD (BUMN) in the period 2020-2022. The data used comes from the company's annual report. This analysis includes employee recruitment programs, and the impact of recruitment on the company. The method used is qualitative research with descriptive analysis technique of literature study. The object of this research is the recruitment process carried out by the ID Food (PERSERO) company. The data collection technique used in this research is to use secondary data by collecting relevant research articles. The results showed that ID Food (PERSERO) experienced a decrease in employees in 2020 and 2021 due to employees retiring and resigning. There is no data disclosure so that there are differences in the number of employees in the 2020 financial statements and 2021 financial statements. The increase in 2022 was due to five companies being built. The quality of new employees at ID Food (PERSERO) is said to be lacking because many employees resigned in 2021 even though in 2022 the company opened a new subsidiary. If the employee is qualified, the employee will be transferred instead of resigning. However, researchers can find out that there are irregularities in the financial statements where there is no match in the number of employees in the 2020 financial statements and 2021 financial statements. In addition, the 2023 financial statements have not been published. Even though the ID Food company is categorized as a go public company which should have sent the latest financial statements.

Keywords: competencies, development, human resources, recruitment, qualifications

INTRODUCTION

One of the important factors that cannot be separated in the company is human resources. Human resources have an important role in the sustainability of the company to achieve a competitive advantage over other companies(Admin, 2021). Basically, human resources are humans who are employed by the company as planners and executors as drivers to achieve company goals (Soemarsono, 2018). The quality of human resources is considered capable of carrying out the duties and functions of employees within a company, which means that employee performance has increased (Apriliana & Nawangsari, 2021). To get quality human resources, companies need a recruitment and selection process(Siyah et al., 2020).

The recruitment process is the process of attracting members of institutes, organizations and companies that meet the criteria in the required number and type (Rivai, 2010). In companies, recruitment is one of the determining processes in determining whether or not applicants will apply to work for an organization or company. Whatever the reason, if there is a job vacancy in an organization, the vacancy must be filled. One way to fill these vacancies is to hold a recruitment process (Rosmanidar et al., 2022). A recruitment and job placement system that is carried out appropriately and according to needs aims to achieve company goals and difficulties in finding and training employees can be avoided (Kayanti, 2016). The recruitment process has a long process and must be followed by prospective employees who then the results of this process will be selected (Hendriari, 2019).

After completing the recruitment process, the next step is selection. Selection is a process of selecting from a group of applicants or people who meet the criteria that can occupy vacant positions based on the existing situation in the company. Selection is basically an activity to select and determine the acceptance of applicants or rejected to become company employees, considering that the selected candidates must be in accordance with the vacant or required positions (Nurcaya et al., 2020). The process of selecting prospective employees carried out in a company is a development and refinement of the initial selection principles. Prospective employees are selected for their knowledge and technical abilities in accordance with the burden and responsibilities of their work (Sari, 2016). The selection process is the specific stages used to decide which applicants will be accepted. The process begins when the applicant works and ends with an acceptance decision. The selection process is a decision-making process for prospective applicants to be accepted or not (Ariyati & Amelia, 2018). One of the state-owned companies that participates in finding prospective new employees through the recruitment process is ID FOOD.

ID FOOD is the corporate brand name of the parent of the Food SOE Holding, PT Rajawali Nusantara Indonesia (Persero). The Food SOE Holding was formed under the Government Regulation (PP) No. 118 of 2021 regarding the Indonesian State Capital Addition into the share capital of PT Rajawali Nusantara Indonesia (ID Food, 2024). In this holding, there are five ex-SOE companies incorporated under ID FOOD. ID FOOD is engaged in various sectors, including agriculture and agro-industry, farming and aquaculture, as for trade and logistics. In order to realize quality human resources that can play a major role in the success of the company, ID FOOD implements a method in the recruitment process (ID Food, 2022) , among others: 1) Carry out the recruitment process effectively and efficiently 2) Optimization of employees, especially those with capabilities in accordance with the needs of the Company so that they can replace the functions of employees who have retired 3) Career path patterns with reference to capabilities, performance and behavior (Core Value AKHLAK).

The quality of human resources is not in line with the expected situation where in 2021 it is known that 38% of employees resigned for reasons of retirement and contract expiration (ID Food, 2021). Researchers want to conduct more in-depth research on the significant decline in 2021 and the increase in employees hired in 2022. Why did the company accept employees with a percentage of 41%? Are there any obstacles in the recruitment process until many employees are accepted?

Researchers also conducted research on previous studies regarding the recruitment process. Research conducted by Prasetya (2017) with the title descriptive study of the process of recruitment, selection and placement of employees at PT Puri Wira Mahkota found that the recruitment process used is using external sources from mass media and employee referrals within the company. The obstacle faced by the company is during the interview where it is difficult to find quality employees. The selection process is carried out using interviews for each prospective employee. For placement, the company uses the suitability of people with jobs.

Another study conducted by Syarifah (2022) explains that the application of recruitment uses internal recruitment from rehiring and external recruitment from nepotism. The obstacles faced are the fulfillment of employees where the company is more focused on finding female employees. Another shortcoming is the low quality of human resources.

Research conducted by Evan & Kempa (2016) explains that the process carried out by PT Romi Violeta comes from external sources, namely media sources, internet media and also cooperation with campuses and high schools. The obstacles faced are fluctuating

market demand and competitors who try to hijack the company's workforce. The selection process for each worker is carried out through interviews.

Research conducted by Wati et al. (2023) explained that the human resources who registered with the company did not meet the expected number of applicants who did not meet the criteria determined by the company. Factors that underlie ineffectiveness in recruitment are internal factors such as kinship, decreasing professional levels in carrying out HR management, and external factors such as the motivation of applicants.

Based on the above problems and previous research, researchers are interested in analyzing the recruitment process carried out by IDFOOD from 2020 to 2022.

THEORY REVIEW

Recruitment is a series of processes that begin when a company or organization identifies the need for new workers and opens job vacancies (Rivai, 2010). Recruitment (withdrawal) is the process of obtaining a number of qualified candidates to fill the main positions or jobs (both product lines and supporters) in an organization or company (Hadari Nawawi, 2011).

Recruitment is the process of selecting prospective employees to fill the position offered (Schermerhorn, 1998). An effective recruitment process will be successful if the recruitment process is successful, meaning that many applicants submit applications. This opens up great opportunities to get qualified employees, because companies can choose the best from among many good candidates (Hasibuan, 2019).

Based on the three definitions from these experts, it can be concluded that recruitment is a process or effort made to find and collect a number of workers who have the ability to suit the needs or vacant positions to be employed in the company.

METHODS

This method is qualitative research with descriptive analysis techniques of library research. Literature study is research that describes a topic based on data sources that have been collected (Wati et al., 2023). The object of this research is the recruitment process carried out by the ID Food (PERSERO) company. This research seeks to describe the recruitment and selection process at ID Food (PERSERO). The data collection technique used in this study is to use secondary data by collecting relevant research articles (Ayudha & Setyarsih, 2021).

RESULTS AND DISCUSSION

The recruitment process of prospective employees is an important part of meeting the needs of human resources (HR) to support company performance. By having competent and superior human resources, it is expected that the company's performance will be more advanced and developed. ID FOOD (BUMN) has made various efforts to support the company's commitment, including carrying out the recruitment process effectively and efficiently. In carrying out the recruitment process of new employees, the company focuses on the competence of prospective employees by paying attention to the qualifications and expertise that are in accordance with the needs of the company.

In carrying out the recruitment process of new employees, IDFood (Persero) focuses on the competencies of prospective new employees through qualifications and expertise in accordance with the needs and plans that have been prepared previously. This is done so that the Company can obtain qualified human resources who are in accordance with the required positions and are able to carry out their functions, duties and responsibilities properly so as to produce optimal performance. In addition, the

Company always avoids elements of nepotism in the employee recruitment process so that all applicants have the same opportunity to join the Company.

Number of employee's hired 2019 – 2020

In the period 2019 to 2020, there was a decrease in the number of employees. Some of the factors that influence this are employee retirement and resignation. More detailed information can be in the table below:

Table 1. Human Resource Composition and Growth 2019 – 2020

Company	Employees	2020	2019	Growth
PT. Pabrik Gula Rajawali 1	Staff	152	172	-12%
	Non – Staff	515	565	-9%
	Non – Permanent	1.989	2.128	-7%
	Total	**2.656**	**2.865**	**-7%**
PT. Pabrik Gula Rajawali 2	Staff	153	163	-6%
	Non – Staff	468	547	-14%
	Non – Permanent	520	1.806	-71%
	Total	**1.141**	**2.516**	**-55%**
PT. Pabrik Gula Candi Baru	Staff	36	34	6%
	Non – Staff	149	159	-6%
	Non – Permanent	456	477	-4%
	Total	**641**	**670**	**-4%**
PT. Perkebunan Mitra Ogan	Staff	84	91	-8%
	Non – Staff	601	607	-1%
	Non – Permanent	2	1	100%
	Total	**687**	**699**	**-2%**
PT. Mitra Kerinci	Staff	31	32	-3%
	Non – Staff	120	130	-8%
	Non – Permanent	27	17	59%
	Total	**178**	**179**	**-1%**
PT. Rajawali Nusindo	Staff	123	121	2%
	Non – Staff	1.176	1.125	5%
	Non – Permanent	401	444	10%
	Total	**1.700**	**1690**	**1%**
PT. GIEB Indonesia	Staff	8	7	14%
	Non – Staff	113	121	-7%
	Non – Permanent	25	21	19%
	Total	**146**	**149**	**-2%**
PT. Rajawali Tanjungsari Enjiniring	Staff	3	3	0%
	Non – Staff	11	8	38%
	Non – Permanent	24	22	9%
	Total	**38**	**33**	**15%**
PT. Rajawali Citramass	Staff	3	2	50%
	Non – Staff	87	90	-3%
	Non – Permanent	9	8	13%
	Total	**99**	**100**	**-1%**

PT. Mitra Rajawali Banjaran	Staff	4	6	-33%
	Non – Staff	56	53	6%
	Non – Permanent	14	7	100%
Total		**74**	**66**	**12%**
PT. Laras Astra Kartika	Staff	6	7	-14%
	Non – Staff	42	42	0%
	Non – Permanent	50	50	0%
Total		**98**	**99**	**-1%**
RNI Holding	Staff	106	97	9%
	Non – Staff	70	69	1
	Non – Permanent	11	34	-68%
Total		**187**	**200**	**-7%**
Total Employees		**8.928**	**9.266**	**-4%**

Source: PT ID Food Financial Report (ID Food, 2020)

Based on this table, in 2020 the number of employees is 8,928 people, a 4% decrease from 2019 of 9,266 people. PT Rajawali 2 Sugar Factory has a high employee turnover where employees who resign are non-permanent employees at 71%. PT Rajawali Tanjungsari Enjiniring has an employee increase from 2019 to 2020 of 100% for non-permanent employees. To ensure the increase or decrease of employees, researchers analyzed the addition or decrease of employees based on the latest education of ID FOOD employees and obtained the following results:

Table 2. Headcount Based on Education 2019 – 2020

Employees	**2020**	**2019**	**Growth**
Elementary School	783	326	140%
Junior High School	1.282	617	108%
Senior High School	4.879	6.346	-23%
Diploma	455	439	4%
Bachelor's Degree	1472	1.457	1%
Master's Degree	57	61	-7%
Doctoral Degree	-	2	-100%
Total	**8.928**	**9.266**	**-4%**

Source: PT ID Food Financial Report (ID Food, 2020)

Based on table 2, it is found that a significant decrease was made by employees with the last education of senior high school by -23%. This means that it can be concluded that the decrease in employees in 2020 was caused by employees with non-permanent status or it can be said that they are not permanent employees with the last education of Senior High School. Researchers also see from the employee's service period as follows:

Tabel 3. Headcount Based on service period 2019 – 2020

Employees	**2020**	**2019**	**Growth**
< 5 years	2.342	2.349	0%
5 – 10 years	1.839	1.830	0%
> 10 – 15 years	1.472	1.896	-22%
> 15 – 25 years	1.894	2.079	-9%
> 25 years	1.381	1.112	24%

| | | Total | 8.928 | 9.266 | -4% |

Based on table 3, it is found that employees have decreased in the working period> 10 - 15 years by -22%. This is due to the increasing working period so that the distribution of data changes. In addition, unfit energy allows employees to resign. The company's concern lies in the number of employees with a service period of > 25 years where the period is approaching retirement.

Number of employee's hired 2020 -2021

In the period 2020 to 2021, there was a decrease in the number of employees. More complete information can be seen in the table below:

Table 4. Human Resource Composition and Growth 2020 – 2021

Company	Employees	2021	2020	Growth
PT. Pabrik Gula Rajawali 1	Staff	137	152	-10%
	Non – Staff	466	515	-10%
	Non – Permanent	854	1.989	-57%
	Total	**1.457**	**2.656**	**-51%**
PT. Pabrik Gula Rajawali 2	Staff	143	153	-7%
	Non – Staff	412	468	-12%
	Non – Permanent	134	520	-74%
	Total	**689**	**1.141**	**-40%**
PT. Pabrik Gula Candi Baru	Staff	33	36	-8%
	Non – Staff	131	149	-12%
	Non – Permanent	62	456	-86%
	Total	**226**	**641**	**-65%**
PT. Perkebunan Mitra Ogan	Staff	78	84	-7%
	Non – Staff	593	601	-1%
	Non – Permanent	2	2	0%
	Total	**673**	**687**	**-2%**
PT. Mitra Kerinci	Staff	13	31	-58%
	Non – Staff	135	120	13%
	Non – Permanent	15	27	-44%
	Total	**163**	**178**	**-8%**
PT. Rajawali Nusindo	Staff	124	123	1%
	Non – Staff	1.229	1.176	5%
	Non – Permanent	337	401	-16%
	Total	**1.690**	**1.700**	**-1%**
PT. GIEB Indonesia	Staff	8	8	0%
	Non – Staff	103	113	-9%
	Non – Permanent	38	25	52%
	Total	**149**	**146**	**2**
PT. Rajawali Tanjungsari Enjiniring	Staff	3	3	0%
	Non – Staff	9	11	-18%
	Non – Permanent	26	24	8%
	Total	**38**	**38**	**0%**

PT. Rajawali Citramass	Staff	3	3	0%
	Non – Staff	85	87	-2%
	Non – Permanent	7	9	-22%
Total		**95**	**99**	**-4%**
PT. Mitra Rajawali Banjaran	Staff	8	4	100%
	Non – Staff	51	56	-9%
	Non – Permanent	13	14	-7%
Total		**72**	**74**	**-3%**
PT. Laras Astra Kartika	Staff	6	6	0%
	Non – Staff	41	42	-2%
	Non – Permanent	5	50	-90
Total		**52**	**98**	**-47%**
Total Employees		**5.563**	**7.645**	**-28%**

Source: PT ID Food Financial Report (ID Food, 2021).

Based on table 4, there is a mismatch in employee data received between ID Food's 2020 financial statements and ID Food's 2021 financial statements. There is no crosscheck from the company on the difference in this change. So that researchers took ID Food's 2021 data of 7,645. From the table, it is known that the results show that employees who left were non-permanent employees, especially at PT Rajawali Sugar Factory 1 by -57% and PT Rajawali Sugar Factory 2 by -74%. To ensure the increase or decrease of employees, researchers analyzed the addition or decrease of employees based on the latest education of ID FOOD employees and obtained the following results:

Table 5. Headcount Based on Education 2020 – 2021

Employees	2021	2020	Growth
Elementary School	236	348	-33%
Junior High School	433	632	-32%
Senior High School	2.858	4.683	-39%
Diploma	444	453	-2%
Bachelor's Degree	1.529	1.472	4%
Master's Degree	63	57	11%
Doctoral Degree	-	-	-
Total	**5.563**	**7.645**	**-28%**

Source: PT ID Food Financial Report (ID Food, 2021)

Berdasarkan tabel 5 didapatkan hasil bahwa elementary school, junior high school dan senior high school rata – rata sebesar 30%. Yang berarti banyak karyawan resign. Researchers also see from the employee's service period as follows:

Tabel 6. Headcount Based on service period 2020 – 2021

Employees	2021	2020	Growth
< 5 years	1.523	2.317	-35%
5 – 10 years	1.199	1.696	-30%
> 10 – 15 years	895	1.159	-23%
> 15 – 25 years	1.311	1.482	-12%
> 25 years	635	991	-36%
Total	**5.563**	**7.645**	**-28%**

Source: PT ID Food Financial Report (ID Food, 2021)

Based on table 6, almost all employees who resign are categorized as high in all lines. This means that there are many incompetent employees who enter the company so that when their performance is assessed they are not maximized so they resign. There is no related information about mass layoffs on social media.

Number of employee's hired 2021 -2022

In the period 2021 to 2022, there was a decrease in the number of employees. More complete information can be seen in the table below:

Table 7. Human Resource Composition and Growth 2021 – 2022

Company	Employees	2021	2020	Growth
PT. Pabrik Gula Rajawali 1	Staff	144	137	5%
	Non – Staff	456	466	-2%
	Non – Permanent	857	854	0%
Total		**1.457**	**1.457**	**0%**
PT. Pabrik Gula Rajawali 2	Staff	138	143	-4%
	Non – Staff	405	412	-2%
	Non – Permanent	223	134	40%
Total		**766**	**689**	**10%**
PT. Pabrik Gula Candi Baru	Staff	34	33	3%
	Non – Staff	130	131	-1%
	Non – Permanent	21	62	-195%
Total		**185**	**226**	**-22%**
PT. Perkebunan Mitra Ogan	Staff	80	78	3%
	Non – Staff	569	593	-4%
	Non – Permanent	5	2	60%
Total		**654**	**673**	**-3%**
PT. Mitra Kerinci	Staff	14	13	7%
	Non – Staff	128	135	-5%
	Non – Permanent	12	15	-25%
Total		**154**	**163**	**-6%**
PT. Rajawali Nusindo	Staff	129	124	4%
	Non – Staff	1.272	1.229	3%
	Non – Permanent	326	337	-3%
Total		**1.727**	**1.690**	**2%**
PT. GIEB Indonesia	Staff	8	8	0%
	Non – Staff	99	103	-4%
	Non – Permanent	35	38	-9%
Total		**142**	**149**	**-5%**
PT. Rajawali Tanjungsari Enjiniring	Staff	3	3	0%
	Non – Staff	9	9	0%
	Non – Permanent	26	26	0%
Total		**38**	**38**	**0%**
PT. Rajawali Citramass	Staff	3	3	0%
	Non – Staff	85	85	0%
	Non – Permanent	6	7	-1%
Total		**94**	**95**	**-1%**

PT. Mitra Rajawali Banjaran	Staff	5	8	-60%
	Non – Staff	54	51	6%
	Non – Permanent	24	13	46%
Total		**83**	**72**	**13%**
PT. Laras Astra Kartika	Staff	5	6	-20%
	Non – Staff	41	41	0%
	Non – Permanent	8	5	38%
Total		**54**	**52**	**4%**
PT. Rajawali Nusantara Indonesia (Persero)	Staff	124	110	11%
	Non – Staff	73	71	3%
	Non – Permanent	41	78	-90%
Total		**238**	**259**	**-9%**
PT. Perusahaan Perdagangan Indonesia	Staff	200	-	100%
	Non – Staff	1.159	-	100%
	Non – Permanent	108	-	100%
Total		**1.467**	**-**	**100%**
PT. Sang Hyag Seri	Staff	307	-	100%
	Non – Staff	538	-	100%
	Non – Permanent	9	-	100%
Total		**854**	**-**	**100%**
PT. Perikanan Indonesia	Staff	180	-	100%
	Non – Staff	324	-	100%
	Non – Permanent	143	-	100%
Total		**647**	**-**	**100%**
PT. Berdikari	Staff	227	-	100%
	Non – Staff	-	-	100%
	Non – Permanent	208	-	100%
Total		**435**	**-**	**100%**
PT. Garam	Staff	153	-	100%
	Non – Staff	227	-	100%
	Non – Permanent	58	-	100%
Total		**438**	**-**	**100%**
Total Employees		**9.433**	**5.563**	**41%**

Source: PT ID Food Financial Report (ID Food, 2022)

Based on table 7, there is an increase in the number of employees of almost 41% from last year due to the existence of five new companies under ID Food (PERSERO). Researchers did not find data related to the last education and length of employee employment. There is no information disclosure to the public regarding this matter. Researchers also did not find a financial report in 2023 even though the ID Food company is a PERSERO company that went public.

Analysis Result

The results of the analysis of the number of employees of PT ID Food from 2019 to 2022 are detailed as follows:

Table 8. Results of ID Food Employee Number Analysis 2019 – 2022

No	Year	Employee	Increase	Decrease
1	2019	9.266		

2	2020	7.645		21,20%
3	2021	5.563		37,43%
4	2022	9.433	41,03%	

Source data processed (2024)

Based on table 8, it is found that in 2020 and 2021 there was a decrease in employees, namely 21.20% for 2020 and a decrease of 37.43% in 2021. This decrease is due to employees retiring. In addition, the lack of quality of new employees is a factor in the reduction of employees. This was also verified in 2022 where there was an increase in the number of employees by 41.03% due to the construction of a new subsidiary. If the quality of employees is good, of course many of these employees will be transferred to new subsidiaries, but in reality, these employees resign. Most of the employees who resigned in 2020 and 2021 were non-permanent level employees, with the last education ranging from elementary to high school. The quality of work is one of the elements to measure employee performance (Hayati, 2024). If the quality of new employees is not good, then their performance is not good. If the quality of new employees is not good but is forced to be accepted, it makes employee turnover in the ID Food (PERSERO) company high.

This research is in accordance with research conducted by Wati et al. (2023) where prospective employees should not meet the criteria but are included by the company to achieve the fulfillment of employee quotas in the company. What is good about the ID Food (PERSERO) company is that the company does not implement a family system. ID Food (PERSERO) Company looks for new employees based on competencies such as qualifications and expertise that match the needs. ID Food (PERSERO) Company gets employees through mass media such as LinkedIn. Loker.id or on the website directly at ID Food. This statement is in accordance with research conducted by Evan & Kempa (2016) and Prasetya (2017) which states that other companies also use mass media to find prospective new employees.

In addition, ID Food (PERSERO) also avoids elements of nepotism in the employee recruitment process so that all applicants have the same opportunity to join ID Food (PERSERO). This rejects research conducted by Syarifah (2022) where other companies use nepotism in recruitment. However, in-depth analysis through employee interviews is needed so that it can strengthen the statement from ID Food (PERSERO).

CONCLUSIONS

ID Food (PERSERO) had a decrease in employees in 2020 and 2021 due to retirement and resignation. There is no data disclosure so there is a difference in employee numbers in the 2020 financial statements and 2021 financial statements. The increase in 2022 was due to five companies being built.

The quality at ID Food (PERSERO) is said to be lacking because many employees resigned in 2021 even though in 2022 the company opened a new subsidiary. If the employee is qualified, the employee will be transferred instead of resigning. The inadequate quality of new employees who are forced to be accepted makes employee turnover at the ID Food (PERSERO) company high.

ID Food (PERSERO) Company looks for new employees based on competencies such as qualifications and expertise that match the needs. ID Food (PERSERO) Company gets employees through mass media such as LinkedIn. In addition, ID Food (PERSERO) also avoids elements of nepotism in the employee recruitment process so that all applicants have the same opportunity to join ID Food (PERSERO).

There are limitations to this research where there are no direct interviews with employees who work at ID Food (PERSERO) so that researchers cannot confirm the truth that the ID Food (PERSERO) company does not use the element of nepotism in the employee recruitment process. However, researchers can find out that there are irregularities in the financial statements where there is no match in the number of employees in the 2020 financial statements and 2021 financial statements. In addition, the financial statements for 2023 have not been published. Even though the ID Food company is categorized as a go public company which should have sent the latest financial statements

REFERENCE

Admin. (2021). *Pengertian Sumber Daya Manusia Dan Peranannya Pada Organisasi*. manajemen.uma.ac.id. https://manajemen.uma.ac.id/2021/11/pengertian-sumber-daya-manusia-dan-peranannya-pada-organisasi/

Apriliana, S. D., & Nawangsari, E. R. (2021). Pelatihan dan pengembangan sumber daya manusia (sdm) berbasis kompetensi. *Forum Ekonomi*, *23*(4). https://doi.org/10.30872/jfor.v23i4.10155

Ariyati, Y., & Amelia, P. (2018). Pengaruh proses rekrutmen, seleksi dan motivasi kerja terhadap komitmen organisasi di PT. Advantafe SCM Batam. *JURNAL BENING*, *5*(2). https://doi.org/10.33373/bening.v5i2.1347

Ayudha, C. F. H., & Setyarsih, W. (2021). Analisis Praktik Pembelajaran Fisika di SMA untuk melatih keterampilan pemecahan masalah. *Jurnal Pendidikan Fisika Undiksha*, *11*(1). https://doi.org/10.23887/jjpf.v11i1.33427

Evan, M., & Kempa, S. (2016). Studi Deskriptif Proses Rekrutmen dan Seleksi Tenaga Kerja pada PT. Romi Violeta. *Agora*, *4*(1), 396–403.

Hadari Nawawi. (2011). Manajemen Sumber Daya Manusia: Untuk Bisnis Yang Kompetitif. *Kajian Teori manajemen sdm*, *1*.

Hasibuan. (2019). Manajemen Sumber Daya Manusia Drs H Malayu S.P Hasibuan. *Jurnal Manajemen Pendidikan*, *9*(2).

Hayati, C. (2024). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Keterikatan Karyawan Sebagai Variabel Mediasi Pada Pt. Duren Mandiri Fortuna Jambi. *Nomico*, *1*(1). https://doi.org/10.62872/nn8vz591

Hendriari, R. (2019). Dampak Rekrutmen, Seleksi, Dan Motivasi Terhadap Kinerja Karyawan Pt Bank Xyz Tbk Cabang Padang. *Jurnal Ekonomi Dan Bisnis*, *21*(1).

ID Food. (2020). *Annual Report 2020*. ID Food. https://idfood.co.id/p/laporan-tahunan

ID Food. (2021). *Annual Report 2021*. ID Food. https://idfood.co.id/p/laporan-tahunan

ID Food. (2022). *Annual Report 2022*. ID Food. https://idfood.co.id/p/laporan-tahunan

ID Food. (2024). *Sekilas Perusahaan*. ID Food. https://idfood.co.id/p/sekilas-perusahaan

Kayanti, R. (2016). Pengaruh Rekrutmen terhadap Kinerja Karyawan pada PT Bank Riau

Kepri Cabang Teluk Kuantan. *Jurnal Online Administrasi Bisnis*, *3*(2).

Nurcaya, Sapar, & Haedar. (2020). *Pengaruh Rekrutmen Dan Seleksi Terhadap Kinerja Pegawai Di Kantor Desa Se-Kecamatan Latimojong*. Universitas Muhammadiyah Palopo.

Prasetya, S. R. (2017). Studi Deskriptif Proses Rekutmen, Seleksi dan Penempatan karyawan Pada PT. Wira Mahkota. *Agora*, *5*(1).

Rivai, V. (2010). Manajemen Sumber Daya Manusia untuk Organisasi dari Teori ke Praktik. In *Jakarta: PT Rajarafindo Persada*.

Rosmanidar, E., Ahsan, M., Al-Hadi, A. A., & Thi Minh Phuong, N. (2022). Is It Fair to Assess the Performance of Islamic Banks Based on the Conventional Bank Platform? *ULUL ALBAB Jurnal Studi Islam*, *23*(1). https://doi.org/10.18860/ua.v23i1.15473

Sari, R. J. (2016). *Analisis Rekutmen Sumber Daya Insani pada Koperasi Jasa Keuangan Syariah Satmakura Halal Kota Bengkulu ditinjau dari perspektif Islam*. Institut Agama Islam Negeri (IAIN) Bengkulu.

Schermerhorn, J. R. (1998). *Manajemen* (M. P. Putranto (ed.); 3 ed.). Andi.

Siyah, S., Mansur, M., & Muhtadi, R. (2020). Analisis sistem Rekrutmen dan pelatihan dalam meningkatkan kinerja karyawan. *Ar-Ribhu : Jurnal Manajemen dan Keuangan Syariah*, *1*(2). https://doi.org/10.55210/arribhu.v1i2.488

Soemarsono. (2018). *SDM (Sumber Daya Manusia). Pilar Penting Atas Keberhasilan dan Kegagalan Organisasi*. djpb.kemenkeu.go.id. https://djpb.kemenkeu.go.id/kppn/palangkaraya/id/data-publikasi/berita-terbaru/2825-sdm-sumber-daya-manusia-pilar-penting-atas-keberhasilan-dan-kegagalan-organisasi.html#:~:text="Sumber Daya Manusia (SDM),pelaksana sebagai penggerak untuk mencapai

Syarifah, A. M. (2022). *Analisis Sistem Rekrutmen Karyawan Berbasis Lingkungan di UD Karya Murni Bondowoso*. a Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember.

Wati, R., Apriandi, Wahyudi, & Komalasasri, S. (2023). Proses Rekrutmen Dan Seleksi Karyawan. *Jurnal Niagawan*, *12*(2), 57–64.