

# THE ROLE OF HUMAN RESOURCE DEPARTEMENT IN PLANNING, RECRUITMENT AND SELECTION OF EMPLOYEES TO OBTAIN SUPERIOR AND QUALIFIED

**Adelia Ayu Armaya<sup>1</sup>, Della Agustina<sup>2</sup>, Fahmi Ardiansyah Srg<sup>3</sup>, Hafizh Wahyu Wijaya  
Marpaung<sup>4</sup>, Nurfadillah Najwa<sup>5</sup>**  
Universitas Islam Negeri Sumatera Utara

Korespondensi Penulis:

[Adeliaarmaya21@gmail.com](mailto:Adeliaarmaya21@gmail.com)<sup>1</sup>, [adellaagstna25@gmail.com](mailto:adellaagstna25@gmail.com)<sup>2</sup>, [fahmiardiansyah1200@gmail.com](mailto:fahmiardiansyah1200@gmail.com)<sup>3</sup>,  
[wongkrechannel@gmail.com](mailto:wongkrechannel@gmail.com)<sup>4</sup>, [nurfadillahnajwa21@gmail.com](mailto:nurfadillahnajwa21@gmail.com)<sup>5</sup>

## Abstact

The role of Human Resources (HR) in Human Resource Management (HRM) is key to achieving competitive advantage in the era of globalization. This article presents an analysis of HR strategies in planning, recruitment, selection, development, and retention of employees. Using a descriptive qualitative research methodology, this article refers to concepts and theories from various related journals. HR plays a crucial role in managing the employee lifecycle from recruitment to retention. Effective recruitment processes involve job posting, selecting suitable candidates, and utilizing technology. Quality employee selection requires competency interviews, skills assessments, and reference checks. Additionally, HR is responsible for training, performance management, and recognition programs to motivate and retain quality employees. HR's sustainable strategies include performance evaluation, adaptation to change, and innovation in HR practices after the Covid-19 pandemic. Reducing poverty rates, improving the good name of Perupuk village.

**Keywords:** Human Resources, recruitment, employees

## INTRODUCTION

In the era of globalization, development is occurring very rapidly, this development has created increasingly fierce competition. Companies that initially competed on a small scale are now required to compete with other companies throughout the world. This means that companies are required to have superior and quality human resources. Basically, to achieve maximum goals in a company, the most important role is Human Resources. So it is necessary to carry out management aimed at obtaining superior and quality human resources. Human Resources (HR) are an important asset for a company. The success of a company really depends on the quality and performance of its human resources. Therefore, it is important for a company to have an effective and efficient HR management planning system, including planning, recruiting and selecting employees. In a company, the role of the Human Resource Department is very important in the search for superior and quality human resources, especially since the human resource department exists to improve the quality of human resources in a company. The Human Resources Department has a role in managing matters related to human resources, starting from the recruitment process, evaluation development, consultation, administration, to the employee dismissal process. Therefore, an organization needs an effective leader, who has the ability to influence members or subordinates.

## RESULTS

### 1. Role of the Human Resources Department

The Human Resources Department is a group or team within the company that is responsible for managing the employee cycle. Whether it is in the process of recruiting new employees, placing the right employee positions, training employees, dismissing employees, and

also managing employee benefits/bonuses. This department was created to assist managers in handling all matters related to human resources.

The Human Resources Department has a very important role in the company, one of which is in the process of recruiting new employees. In the recruitment process, the role of the Resources Department starts with job analysis, manpower planning, and the selection process for prospective new employees. In the recruitment process, job analysis starts with the company and identifies what type of work the company needs and what type of work the company needs. Job analysis is an important basis for decision making to determine what characteristics of prospective employees the company wants and how many prospective employees the company will take to achieve the job targets set by the company.

The role of the Human Resources Department is in determining the recruitment process both internally and externally which must be adjusted to the company's conditions and situation. Internal recruitment is carried out when the human resources within the company cannot fulfill the positions needed by the company. Meanwhile, external recruitment is carried out if there are no internal employee candidates who do not have the appropriate competencies and qualifications as required by the company.

The role of the Human Resources Department is expected to help the recruitment process be effective and able to produce prospective employees who match the skills and competencies required by the company. The Human Resources Department also has a role in checking the background of all prospective employees and also looking at track records that match the position desired by the prospective employee. This will produce accurate and factual information.

## 2. Human Resources Planning

Human Resource Planning is a process carried out by a company to identify how many employees the company needs both in terms of quality and quantity. This is also seen as a continuous process of regular and structured company planning. Human Resource Planning has the aim of ensuring whether employees have a good level of interaction at work or employees have a poor level of interaction at work. The following are the functions of Human Resources Planning :

- 1) To estimate labor
- 2) To manage employee demand and supply
- 3) To maintain a balance between demand and supply of labor

Edwards and Pearce (1988) argue that Human Resource Planning has a very important role in ensuring the company's development becomes rapid and high-tech. Apart from that, Human Resources Planning also plays an important role in determining the characteristics of prospective employees, as well as selecting prospective employees who are most suitable and in accordance with the company's needs. Human Resource Planning creates the lead time needed when facing problems and threats that will occur in the future. Human Resource Planning is influenced by several factors.

There are internal factors and also external factors. Internal factors that influence Human Resource Planning are organizational strategy and goals, employee skills and expertise, employee performance, company culture, and company structure. The external factors that influence Human Resource Planning are economic conditions, employment regulations, technological progress, competition, social conditions and geographical conditions.

## 3. Recruitment

Recruitment is the process of obtaining, searching for, and determining several prospective employees who match the qualifications desired by the company. Recruitment not only attracts and attracts the attention of prospective employees to work for a company but also creates optimal prospective employees to survive until the end carrying out the work given by the company until the end.

In the recruitment process there are 2 methods, namely the open recruitment method and the closed recruitment method. These methods are used according to the company's specific conditions. The open recruitment method is a method of searching for prospective employees in an open manner, namely by announcing job applications widely. Meanwhile, the closed recruitment method is a method of searching for prospective employees by providing information about opening recruitment for prospective employees to certain people. The number of potential

applicants is limited because information about opening recruitment is not widely distributed. Recruitment is an efficient way to get new prospective workers.

Recruitment can be said to be efficient if in the process accurate data is available and in accordance with the qualifications required, as well as the number of prospective workers required by the company. The focus of recruitment activities is to weed out unsuitable applicants or job candidates. One way to make the recruitment process efficient is to carry out analysis carried out by recruitment assessments.

#### 4. Selection

Selection is a very important part in the overall recruitment of prospective new workers. In this selection process there are several specific steps, which aim to decide which applicants will be accepted and match the qualifications required by the company and which applicants will be rejected and will not match the qualifications required by the company. Selection is the stage of identifying and selecting people from a group of prospective workers who are most suitable or most qualified to be accepted and who match the company's qualifications and needs. This process includes helping prospective workers organize what is needed in applying, following the stages set by the company, until the prospective worker is accepted as a permanent employee at the company. This process aims to produce human resources who have the knowledge, skills and mentality that will support the implementation of work. The steps in this process are as follows

- 1) The initial process is collecting application letters.
- 2) Carry out initial selection.
- 3) Explore the potential of applicants.
- 4) Ensure the correctness of the information.
- 5) Ensure physical and mental health.
- 6) Final assessment.
- 7) Provide an overview of the company.
- 8) Announce the selection results

### **METHODS**

In this research, descriptive qualitative research methodology was used. This is an approach that focuses on in-depth understanding of phenomena by describing the characteristics, context and meaning of the data collected.

### **RESULTS AND DISCUSSION**

#### A. The Role of HR in Superior HR Planning

Human resources (HR) planning is a strategic process for ensuring that an organization has the right number, type, and quality of employees at the right time. HR's role in superior HR planning is very important and includes several key aspects:

##### 1. Identify HR Needs

In identifying HR needs, HR has a key role in understanding what the organization needs now and in the future to achieve company goals. This involves:

- a) Current Needs Analysis: HR carries out an assessment of the number and type of employees currently needed to run operations efficiently.
- b) Future Needs Projections: HR also projects HR needs based on company growth, industry changes and technological developments. This ensures that the organization has employees with the skills required in the future.

##### 2. Preparation of Employee Plans

In developing employee plans, HR designs long-term strategies for employee development that enable organizations to achieve their goals. These include:

- a) Training and Development: HR determines the training programs required to improve employee skills and knowledge. For example, training in new technology or soft skills training such as leadership or communication.

b) Career Development: HR develops clear career development plans to help employees achieve their career goals. This may include plans for promotion or cross-departmental experience to enhance their understanding of the organization.

### 3. Succession Planning:

Succession planning is the process of preparing an organization for changes in leadership and key position needs. In this case, HR takes the following steps:

- a) Identification of Potential Leaders: HR identifies employees who have the potential to become leaders in the future based on their performance, skills and leadership.
- b) Development of Potential Leaders: HR provides the training, mentorship, and experience needed to prepare potential leaders. This may include special projects, leadership training, or cross-departmental experience.

By carrying out these roles, HR ensures that the organization has the human resources needed to face current and future challenges, as well as to achieve the company's vision and goals.

## B. Effective Recruitment Process

In carrying out an effective recruitment process, HR has several key responsibilities, namely:

### 1. Distribution of Vacancies

HR is responsible for ensuring that job vacancies are disseminated widely and effectively. This starts with drafting clear and detailed job descriptions. This job description includes responsibilities, qualifications, and expectations for the role. After that, HR decides which platform is most suitable for attracting the right candidates. This could be a company website, online recruitment platforms, social media, or even career fairs and industry events.

### 2. Candidate Socialization Selection

In candidate selection, HR must ensure that the selected candidates are in line with the company's culture and values. It begins with a thorough interview. HR uses interview questions designed to evaluate a candidate's fit with the company's culture and values. They also evaluate candidates' skills and experience to ensure suitability for the position being offered.

### 3. Application of Recruitment Technology

The use of technology in the recruitment process can increase recruitment efficiency and quality. HR uses online recruitment applications to manage applications, screen candidates and track the recruitment process efficiently. They also use a Recruitment Management System (ATS) to store and organize candidate data, simplify collaboration between recruiting teams, and track applicant status in detail. HR can analyze data from the recruiting process to evaluate recruiting performance, identify areas for improvement, and make more effective recruiting decisions.

By carrying out these steps, HR can ensure that the recruitment process is carried out effectively. They can attract candidates who fit the company's culture and values, as well as use technology to support the overall recruitment process. This is important to ensure that organizations have qualified and competent employees to achieve their goals

## C. Selection of Quality Employees

In filling vacant positions, it is important for Human Resources (HR) to select quality employees. A careful selection process will ensure that organizations get individuals who not only have the right skills, but also fit into the company culture and can make maximum contributions.

### 1. Competency Interview

In competency interviews, HR uses interview techniques that focus on skills and personality traits that are relevant to the position being offered. The purpose of this interview is to do more than just find out the candidate's work experience, but to evaluate the extent to which the candidate has the specific skills needed to succeed in the position. This technique emphasizes concrete examples from the candidate's past experiences, especially in dealing with specific situations. For example, HR might ask how the candidate resolves conflicts at work or how they collaborate on a team.

## 2. Skills Assessment

HR can also use skills assessments to objectively measure a candidate's abilities and knowledge. These can be written tests, practical tests, or simulation exercises designed to assess the candidate's abilities in terms of technical, analytical, or creative skills. For example, for technical positions, HR may give programming tests or data analysis tests. This assessment helps HR ensure that the candidate has the skills necessary to succeed in the role being offered.

## 3. Reference Checks

Reference checks are conducted to validate the information provided by the candidate in the interview. HR contacts references provided by the candidate, such as former employers or coworkers, to gain a deeper understanding of the candidate's performance and personality. Reference checks help HR ensure that candidates have a good track record and that the information provided in the interview is accurate. It also provides an idea of how the candidate might perform in the workplace.

In this way, HR can ensure that the employees selected have qualities that suit the organization's needs. Not only do they have the skills needed to succeed in their role, but they also fit into the company culture and can contribute positively to the work environment. As a result, organizations can build strong and qualified teams to achieve their strategic goals.

## D. Development and Retention of Superior Human Resources

The development and retention of superior human resources (HR) is key to ensuring that organizations have skilled, knowledgeable and committed employees. Here are some steps to take to achieve this goal:

### 1. Training and Development

HR is responsible for facilitating training and development programs. It means:

- a) HR evaluates employee skills and knowledge needs.
- b) Based on needs analysis, HR works with managers to design training programs that cover a variety of topics, from technical skills to soft skills such as leadership and communication.
- c) HR organizes and facilitates training, both within and outside the organization, and ensures that employees have access to the resources necessary to improve their skills.

### 2. Performance Management

HR helps in implementing a clear and fair performance management system. This involves:

- a) HR helps in setting measurable and realistic goals for each employee.
- b) HR helps in providing feedback regarding employee performance regularly, both from direct superiors and co-workers, so that employees can identify areas for improvement and development.
- c) HR ensures that performance evaluations are carried out regularly and fairly, using clear and objective criteria.

### 3. Awards and Recognition Program

Rewards and recognition programs help in motivating employees to perform better and stay engaged. These include:

a) HR designs reward programs to recognize employee achievements, whether in the form of financial rewards such as bonuses or incentives, or non-financial rewards such as certificates of appreciation or public praise.

b) HR ensures that employees are recognized for their contributions, whether it's through team meetings, company newsletters, or employee recognition platforms.

Implementing these steps HR can create a work environment that supports employee development and motivates them to continue to contribute positively to the success of the organization. This helps in ensuring that the organization has superior human resources and can compete effectively in the market.

#### E. Implementation of Sustainable Strategy

In implementing a sustainable HR strategy, HR must take three main approaches:

1. **Evaluation of HR Strategy Performance:** HR must routinely evaluate the effectiveness of the HR strategies that have been implemented. This involves an in-depth analysis of the extent to which existing strategies have succeeded in achieving the stated objectives. This evaluation allows HR to identify areas that need improvement or enhancement, as well as accommodate changing organizational needs. By paying attention to feedback from management and employees, HR can make appropriate adjustments, whether in terms of policies, procedures or training programs.
2. **Change and Adaptation** HR must be ready to adapt to changes in the business and technological environment. These changes can significantly impact HR needs. HR must be proactive in anticipating these changes and preparing strategies to respond to them. This includes changes in organizational structure, the need for new skills, or the use of technology in HR processes. With the right flexibility, HR can help organizations to adapt quickly and efficiently to market changes.
3. **Innovation in HR Practices** HR needs to innovate in HR practices to continuously improve efficiency and effectiveness. This includes the use of more advanced technology in recruitment, training and performance management. HR also needs to continually look for new ways to increase employee engagement, strengthen company culture, and increase productivity. By adopting innovation, HR can ensure that the organization remains relevant and competitive in an everchanging market. This approach allows HR to ensure that the HR strategy implemented is responsive, adaptive and sustainable. This helps organizations stay ahead of existing and future challenges, while ensuring that their human resources remain a valuable asset.

### **CONCLUSION**

From this explanation, it can be concluded that Human Resources (HR) has a very important role in ensuring the success and continuity of the organization through human resource management (HR). HR is responsible for managing various aspects of employee development, recruitment, selection and retention. HR plays an important role in planning superior HR by identifying the current and future needs of the organization, and developing employee development strategies accordingly. Through an effective recruitment process, HR distributes vacancies, selects candidates who fit the company culture, and uses technology to increase efficiency. Selection of quality employees is also the main focus of HR, which includes competency interviews, skills assessments, and reference checks. Additionally, HR is responsible for the development and retention of superior employees through motivating training, performance management and reward programs. They must also adapt to the ever-changing business and technological environment, and continue to innovate in HR practices to increase efficiency and effectiveness. By integrating all these aspects, HR ensures that the organization has qualified, skilled and engaged human resources. It helps organizations in achieving their strategic goals and remaining competitive in the market. In other words, HR's role in the development and retention of superior human resources is not only vital, but also decisive for the

long-term success of the organization.

### **SUGGESTION**

#### Suggestions for Further Discussion

1. **Integration of Technology in HR Practices:** Explore the impact of emerging technologies, such as artificial intelligence and machine learning, on recruitment and employee management. How can these technologies enhance the efficiency and effectiveness of HR processes?
2. **Employee Engagement Strategies:** Discuss innovative strategies to improve employee engagement and satisfaction. Consider the role of remote work, flexible schedules, and wellness programs in retaining top talent.
3. **Diversity and Inclusion:** Examine how HR practices can be adapted to promote diversity and inclusion within the workplace. What are the best practices for recruiting a diverse workforce and ensuring equitable treatment of all employees?

### **References**

- Ludfi A, A. (2022). Peran Departemen Sumber Daya Manusia dalam Perencanaan, Rekrutmen Dan Seleksi Untuk Mendapatkan SDM Unggul . *Jurnal EFEKTOR*, 9(2), 272–285.
- Mulyati, A. (2018). REKRUTMEN DAN SELEKSI PEGAWAI . *Jurnal Manajemen Pendidikan Islam*, 2(2), 133.
- Roberto, T. (2022). Perencanaan Sumber Daya Manusia . *Jurnal Pendidikan Tambusai*, 6(2), 11232–11240.
- Sihite, M. (2018). STAREGI MEMBANGUN SUMBER DAYA MANUSIA YANG BERDAYA SAING TINGGI . *Jurnal Seminar Nasional Royal*, 1(1), 407–412.
- Wati, R. (2023). PROSES REKRUTMEN DAN SELEKSI: POTENSI KETIDAKEFEKTIFAN DAN FAKTORNYA . *Jurnal NIAGAWAN*, 12(2), 57–64.