

Internal Recruitment Model for Employees of PT Bank KB Bukopin KCU Kelapa Gading

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Abstract

Bank KB Bukopin Kelapa Gading Branch is one of the banking institutions that have complete arrangements and policies related to human resource issues or regarding recruitment issues, one of which is internal recruitment. The accuracy in arranging the recruitment model will automatically have an impact on the intensity of the recruitment itself with the assumption that the recruitment carried out has given birth to employees who have high commitment and good performance. Conversely, the misapplication of the recruitment model will give birth to employees with low commitment so that they will get lost in the middle of the road. This research aims to find out the factors that support and hinder the recruitment policy and find out the recruitment model carried out at the related institution. The theories used are policy theory, human resources and recruitment. The research used a descriptive method using informants and analyzed using the Miles and Huberman model. The results concluded that the inhibiting factors found were more directed to technical issues, namely time constraints, the difficulty of finding prospective employees who really fit the criteria set and the difficulty in ensuring maximum results. It is difficult to develop creative ideas, lack of innovation and creativity. The supporting factors are system availability and team cohesiveness.

Keywords: Recruitment Model, Human Resources, Internal, Banking

Abstrak

Bank KB Bukopin Cabang Kelapa Gading merupakan salah satu lembaga perbankan yang memiliki pengaturan dan kebijakan yang lengkap terkait dengan masalah sumber daya manusia atau mengenai masalah rekrutmen, salah satunya rekrutmen internal. Ketepatan dalam menyusun model rekrutmen secara otomatis akan berdampak pada intensitas rekrutmen itu sendiri dengan asumsi rekrutmen yang dilakukan telah melahirkan pegawai yang memiliki komitmen tinggi dan kinerja yang baik. Sebaliknya, penerapan model rekrutmen yang salah akan melahirkan karyawan dengan komitmen yang rendah sehingga akan tersesat di tengah jalan. Penelitian ini bertujuan untuk mengetahui faktor-faktor yang mendukung dan menghambat kebijakan rekrutmen serta mengetahui model rekrutmen yang dilakukan di instansi terkait. Teori yang digunakan adalah teori kebijakan, sumber daya manusia dan rekrutmen. Penelitian ini menggunakan metode deskriptif dengan menggunakan informan dan dianalisis dengan menggunakan model Miles dan Huberman. Hasil penelitian menyimpulkan bahwa faktor penghambat yang ditemukan lebih mengarah pada masalah teknis yaitu kendala waktu, sulitnya mencari calon karyawan yang benar-benar sesuai dengan kriteria yang ditetapkan dan sulitnya memastikan hasil yang maksimal. Sulit untuk mengembangkan ide-ide kreatif, kurangnya inovasi dan kreativitas. Faktor pendukungnya adalah ketersediaan sistem dan kekompakan tim.

Kata Kunci: petunjuk penulisan; jurnal good governance; template artikel

INTRODUCTION

in the development of a nation. Because of its very important existence, the state provides a Human resources are one of the important factors separate place for the existence of these human resources through the implementation of formal and informal education facilitated by the state and then many are carried out by the private sector (Sutrisno, 2017). Of course, all of this is done in order to improve the quality of the human resources concerned so that if the human resources are qualified, it will have an impact on improving the quality of community life in all aspects.

One type of company that often conducts employee recruitment is a bank company. The high transaction intensity and target-driven nature of bank operations means that many employees have a heavy workload. This often affects employee turnover and retention so banks generally have a more frequent recruitment agenda when compared to other companies.

However, there are also some banks that rarely conduct recruitment. This can be influenced by the accuracy of recruitment carried out previously so that employees are able to work well and without burden so that banking performance is in line with the performance of their employees. In connection with the human resource management strategy at Bank KB Bukopin, which is outlined in the human capital framework consisting of 8 (eight) main pillars, namely work design, recruitment and selection, competency development, career and talent management, performance management, compensation management, employee relations, and industrial relations (KBBukopin, 2021). Leadership is important to win the competition and the ability to implement an innovative strategy in acquiring something new, or new ways in an ongoing basis which will directly affect the efficiency and effectiveness of the company's business processes (Karunia, 2020).

In order to obtain employees who meet the needs of KB Bukopin Bank, it is realized from human resources through internal and external. The explanation above is outlined in the KBBKP Annual Report 2021 regarding HR. Which in turn fulfills Internal Sources through mutation channels and through Internal Talent Bidding (ITB). Meanwhile, external sources are fulfilled by job seeker selection and are carried out through various activities such as participating in the implementation of job fairs, and creating advertisements in print media or internet media. During 2021, Bank KB Bukopin recruited 281 new employees, both those with upgrading status, regular and fresh graduates, to fill various positions in the Bank.

The accuracy of the recruitment model will automatically have an impact on the intensity of the recruitment itself, assuming that the recruitment carried out has given birth to employees who have high commitment and good performance. Conversely, misapplication of the recruitment model will give birth to employees with low commitment so that they will drop out in the middle of the road. Furthermore, if the applicant is not in accordance with the organizational culture applied by the company, the applicant will feel unsuitable or pressured to work in the company and do his work not optimally, as a result the performance provided is not optimal (Ramdhan & Pasaribu, 2022). System quality had no significant effect on user satisfaction, information quality had a significant effect on user satisfaction (Suryanto et al., 2023).

This study aims to determine what factors support and hinder the implementation of the internal recruitment model of PT Bank KB Bukopin KCU Kelapa Gading employees and how the internal recruitment model of PT Bank KB Bukopin KCU Kelapa Gading employees.

THEORETICAL FOUNDATIONS

A. Policy

Policy is a model developed by government agencies or officials as well as companies and organizations. So this definition implies (Danhas, 2021): "1). that policies always have certain goals or goal-oriented actions, 2). that the policy contains actions or patterns of action of the implementer 3). that policy is what the policymaker

actually does, and 4). that policy is positive in the sense that it is some form of government action on a particular issue or is negative in the sense that it is an official decision not to do something and that policy in a positive sense is based on compelling legislation".

James E. Anderson and George C. define policy as what is stated and done or not done by governments, companies and organizations which can be in the form of goals or objectives of programs where the determination is clearly manifested in regulations and / or in the speeches of top officials and programs of action carried out (Danhas, 2021).

Jay A. Sigler explains that the definition of policy can be divided into two parts, namely in a narrow sense and policy in a broad sense that "in a sense, any action taken by any governmental agency is a public policy. In broader terms, according to David Aeston, any authoritative allocation of values for society" (Fadli, 2016).

Etymologically, the term policy or policy comes from the Greek "polis" meaning country, city which then entered Latin into "politia" which means country. Then translated into English "police" which means dealing with the control of public problems or government administration. The term "policy" or "policy" is used to designate the behavior of an actor (for example an official, a group or a government agency) or a number of actors in a particular field of activity. Stephen R. Covey said that wisdom is the son of integrity, namely integrity to principles, and his mother is humility and his father is courage (Cudai et al., 2019).

B. Public Administration

Administration is the entire process of implementing activities carried out by two or more people involved in a form of cooperative effort in order to achieve previously determined goals (Rahmadana et al., 2020).

The process of carrying out resource management must be accompanied by public responsibility and supervision carried out by the government and society so that transparency is needed in managing local government resources. One important aspect of managing resources is community empowerment so that the community can participate in the planning, implementation, mobilization, and supervision processes in resource management in order to meet the expectations of the government and society (Razak et al., 2021).

Based on several definitions that have been conveyed regarding public administration, where there is cooperation carried out by a group of people or institutions within the government in organizing and carrying out various tasks determined by the government in meeting the needs of the State effectively and efficiently.

Public administration procedures have three parts, namely work procedures, work procedures, and work systems which are explained as follows (Mustanir et al., 2023):

1. Work procedures are ways of carrying out work as efficiently as possible on a task keeping in mind the available objectives, manpower, time, space, and costs.
2. Work procedures are a series of work procedures that are related to each other so that they show a sequence of stages.
3. The work system is a series of work procedures and work procedures which then form a certain pattern in order to carry out a field of work.

In addition, public administration also has characteristics including:

1. A group cooperation within the government
2. Executive, Legislative and the relationship between them
3. Formulation of government policy
4. Closely related to various private groups and individuals in providing services to the public
5. In some ways it differs in the placement of understanding with individual administration (Felix A Nigro and L. Loyd Nigro, 2014).

Based on the five points above, it can be concluded that what is close to public administration is the policies issued by the government in providing services to the community which can also involve private groups. The role and function of public administration in a country is very vital, that the economic conditions of a country are highly dependent on the dynamics of public administration (Putri et al., 2019).

Based on the description above, it can be concluded that the role of public administration is needed for resource management aimed at welfare as a form of reflection of a democratic state in implementing strategies, policies and programs. The process of managing or developing resources, the community is the most important factor because without the participation of the community the government's goals will not run smoothly.

C. Human Resource Management

Human resources also be seen from the number and quality of sumber daya manusia owned, dengan sumber daya manusia yang ada dan jumlah sumber daya manusia yang memenuhi kualifikasi yang telah diperlukan. So we can see that there are several explanations of human resource management that can complement our understanding of human resource management and human resource management itself.

Management is also a tool or container for achieving organizational goals that have been determined, with good management, organizational goals can be achieved (Sulphomo and Nulrhayati, 2018). Management becomes a typical process action that consists of the actions of planning, organizing, acting and controlling where in each field both the knowledge of the pengetahuan and the expertise that is cultivated in a profesional manner in the context of an effort to achieve the goals that have been set forever (Telrry, 2016).

From the results of the explanation above, it can be concluded that management is a way for a person to be able to organize and manage a series of activities to achieve his goals through others. Which, with the existence of this management in the company, can help the desired process of the company terlaksana can run better and faster with the existence of planning and implementation.

Human resources cannot be replaced by other resources, on the contrary, many other resources can be substituted or complemented by human resources. This means that no matter how sophisticated the technology is and how many capital resources are owned, without human resources everything has no meaning.

Departing from this definition, human resource management can be interpreted as the whole process of handling various problems in the scope of staffing and other manpower in an effort to support activities or achieve predetermined organizational

goals. So there is a procedure that occurs and runs continuously to supply the organization with the right person in the right place (Sinambela, 2021).

The general objective of human resource management is to optimize the productivity of all workers in an organization. In this case, productivity is defined as the production or output of a company against the entry of people, capital and materials and energy. While the specific purpose of human resources is to help line managers or other functional managers to manage workers more effectively (Larasati, 2018).

Regarding the human resource strategy, the definition is stated by (Rizal Amirullah, 2021) as follows:

1. Innovation strategy, the required employee role behavior is
2. high creativity, focusing on the long term, having a high level of cooperation, independent behavior, having attention to quality and quantity, balanced in orientation.
3. high level of cooperation, independent behavior, attention to quality and quantity, balanced in process and result orientation, a high level of risk acceptance and a fairly high tolerance for uncertainty.
4. Cost reduction strategies require employee behaviors that are relatively
5. repetitive and predictable, short-term focused, prioritizing individual activities and automation.

Cost reduction strategy, requires employee behavior that is relatively repetitive and predictable, short-term focused, prioritizes individual activities and automation, pays enough attention to quality, pays more attention to the quantity of output, is less risk-taking and prefers stable activities.

Quality improvement strategies need to be supported by the behavioral profile of employee roles, namely relatively repetitive and predictable behavior, medium-term focus, sufficiently willing to cooperate, independent behavior, high attention to quality, high focus on processes, less risk-taking and sufficient commitment to organizational goals. The decisive factor in the successful implementation of educational strategies is human resource management.

D. Recruitment

Recruitment is a series of activities used by an organization to attract job applicants who have the abilities and attitudes needed to assist the organization in achieving its goals (Marwansyah, 2014). Recruitment is also a series of activities to find and attract job applicants with the necessary motivation, ability, expertise and knowledge to save the shortcomings identified in staffing planning (Simamora, 2002). Furthermore, it is said that recruitment is one of the most important, difficult and complex things because it is appointed to obtain and place competent, compatible, and effective people in order to achieve organizational goals (Noviyanti et al., 2022).

Recruitment is included in a series of activities that begin when a company or organization needs manpower and opens vacancies until it gets the desired prospective employees according to the existing position. Thus, the purpose of recruitment is to receive as many applicants as possible according to the qualifications of the company's needs from as a source, so that it is possible to attract the best quality prospective employees (Sagala, Jauvani, 2018).

Based on some of the explanations above, it can be seen that carrying out the right recruitment process is the most important management function in the company. The main reason for this is that humans, as one of the resources in the company, are

subjects who have power over other resources. Such as money, machines, methods, information and others whose use of resources depends on the humans who manage them. Recruitment is also a process or effort made by the company to obtain employee candidates, or a qualified workforce by going through stages that cover the needs and interests of the organization/company.

Recruitment can be divided into two types, namely internal recruitment and external recruitment. Internal recruitment is recruitment that is limited to internal company employees.

This type of recruitment has several advantages, including that the employees to be recruited are familiar with the conditions of the organization/company, internal recruitment activities require lower costs than external recruitment, internal recruitment activities are believed to be able to increase employee enthusiasm and motivation. However, internal recruitment also has several disadvantages, including the potential to create political conflicts over promotions for certain positions and positions, internal recruitment also has the potential to dampen the development of the organization/company because the personnel who fill the new positions are other people and so on (Darmawan et al., 2023).

Some of the objectives of recruitment described are (Irsan, 2021):

1. To fit the company's program and strategy. Before carrying out its activities, the company first sets programs and strategies to achieve its goals. To realize the program and strategy, the company attracts workers as needed.
2. To determine labor needs in the short and long term, related to changes in the company.
3. To support company policy in managing diverse human resources.
4. Assist in improving the success of the labor selection process by reducing potential employees who are clearly not qualified to become employees.
5. Reduce the likelihood of new employees leaving the workforce.
6. As an effort to coordinate attraction with workforce selection and development programs.
7. Evaluate the effectiveness of various techniques used in labor attraction.
8. Fulfilling company activities to support government programs in terms of reducing the unemployment rate.

In relation to recruitment models, there are generally two models, namely a single recruitment model where recruitment is carried out for all employees or employees, not for specific jobs. According to this model, administrative tasks are tasks that require intellectuality, education and personal abilities, not technical knowledge. The second model is the departmental or specialist recruitment model.

Specialist recruitment model is a recruitment model where the recruitment pattern tends to take people who already have specialized knowledge for certain departments or positions. Since the beginning of recruitment, a prospective bureaucrat has been determined to work in certain fields only and is unlikely, if not said to be impossible to have a career in a field that is not his expertise (Setiyono, 2023).

RESEARCH METHOD

In this study, a descriptive type of research with a qualitative approach was used. Descriptive method is a method in researching the status of a human group, an object or set of conditions, a system of thought or a class of events in the present (Karmanis, 2020). The argument for using this type and approach of research is

because the type of data uses written or spoken words and considers the opinions of others who are commonly referred to as research sources. This research strategy is used to develop theories built through data obtained in the field.

A. Data Collection Technique

Catherine Marshall and Gretchen B. Rossman (Sugiyono, 2019), state that: "The fundamental methods relied on by qualitative researchers for gathering information are participation in the setting, direct observation, in-depth interviewing, document review". "The fundamental methods relied on by qualitative researchers for gathering information are participation in the setting, direct observation, in-depth interviewing, document review".

To be able to produce the data needed in this study, appropriate techniques are needed, and in this study researchers used the following data collection techniques:

1. Literature Study. Researchers use literature studies, namely data collection techniques using books or references as research support, by completing or searching for the data needed from literature, references, magazines, papers and others, so as to obtain written data through reading reviews that are related to research problems (Moleong, 2018).
2. Field Study. The field studies conducted by researchers to obtain valid and factual data expected regarding the research conducted include several ways including In-depth Interviews The interview was conducted by submitting a number of questions from the interviewer to the interviewee.

Table 1 Research Informants

No	Job	Total
1	Branch Manager	1
2	HR Center	1
3	Human Resources Branch	1
5	Employee	1
6	Employee	1
7	Employee	1
Total		6

3. Documentation. Loading data on research as an effort to interpret everything that is found in the field, it is necessary to have documentation - documentation in various versions. Documentary study is a data collection technique by collecting and analyzing documents, both written, image and electronic documents (Rapingah et al., 2022).

B. Data Processing and Analysis Technique

The data processing and analysis technique used is the Miles et al (2018) model analysis technique, which includes three stages, namely:

1. Data collection. The data collection stage is carried out by collecting all field notes that have been made through interviews and observations that have been made at the research site.
2. Data reduction and categorization. After the data is collected, the winners carry out the process of simplifying and categorizing the data based on the research variables.

3. Data display, is the process of displaying the reduced and categorized data in a matrix based on certain criteria.
4. Drawing conclusions, if the results of the data display show that the data obtained is sufficient and in accordance with the information needed, start drawing conclusions using theoretical roots and the results of data in the field.

RESEARCH RESULTS

A. Recruitment Policy and Process

As described in the previous chapter, in order to answer the formulation of research problems, researchers will collect data through indepth interviews with several informants who have been previously determined. The first stage of the researcher will find out the supporting and inhibiting factors in the implementation of the recruitment model applied by PT Bank KB Bukopin Kelapa Gading comprehensively. The researcher conducted an interview with the Branch Manager to ask about the recruitment policy starting from the preparation of the policy, the actors involved to the model used.

PT Bank KB Bukopin generally applies two recruitment methods, namely external recruitment and internal recruitment, but in this case the researcher will focus on internal recruitment only. Internal sources are employees who will fill job vacancies taken from within the company, namely by transferring or transferring employees who meet the job specifications of the position.

Employee transfers are both vertical (promotion or demotion) and horizontal. If there are still employees who meet the job specifications, it is better to fill these positions from within the company, especially for managerial positions. This is very important to provide promotional opportunities for existing employees. Internal recruitment of course only involves internal employees without involving external parties. PT Bank KB Bukopin conducts internal recruitment in the recruitment process for backoffice positions and business units, usually employees who are recruited from front liner positions such as tellers and customer service.

The interviews conducted provided information that what is used in recruitment at Bank KB Bukopin has its own standards and is used in all branches throughout Indonesia. Branches only carry out the SOP set by the center. Second, that the recruitment carried out must also be approved by the center. Based on the existing structure, of course the branch manager is the party most responsible for all activities carried out by the Branch Bank then for the recruitment process there is also a Head Division Human Capital is a party from the center who is responsible for recruitment at the branch level with the assistance of other related divisions both HRD staff and section heads.

The internal recruitment process at PT Bank KB Bukopin is not much different from other banks and companies, which all start from planning. Planning as intended is based on an internal analysis of employee resources in each section or division. Then based on the results of the analysis, the section leader maps the employee's needs and then submits it to HR. In that process, HR will also review the completeness of the documents submitted and then submit them to the leadership to be submitted to the center.

Based on the results of the interview, it can be seen that the internal recruitment of PT Bank KB Bukopin is internally divided into three types, namely promotion, rotation and demotion. That all of them are also generally carried out by other companies, but based on the interview above, the Bank emphasizes employee assessment based on performance standards, capabilities and capacities respectively. In this internal recruitment model, it is prone to abusive practices such as nepotism or bribery based on feelings of likes and dislikes or based on the closeness between subordinates and leaders. But by using basic performance or performance appraisal, all these practices can be prevented.

Letters and files submitted by the leadership to the center are regarding requests for recruitment implementation with attached files that have been collected from each section. Then recruitment can be carried out after there is a central decision letter that allows the implementation of recruitment.

Furthermore, with regard to the time of recruitment, based on the results of the interviews conducted, it was found that the recruitment time is tentative according to the needs. However, after obtaining permission from the center, recruitment is usually carried out no longer than two weeks or 14 (fourteen) working days.

The interview results provide information that there are no restrictions on the submission or implementation of recruitment, but the key to the implementation of internal recruitment is the approval of the Central Bank. Once approved, everything must be completed within fourteen effective working days.

In addition to asking about the timing of recruitment, the researcher also reiterated about the parties involved in internal recruitment, which basically means that the head of the section, the HR department, and the Branch Manager all have their respective roles.

The next stage, after circulating information about job vacancies that have been equipped with various provisions, the HR department will get responses from applicants in the form of application letters via email which include biodata and fulfillment of the required conditions. For the determination of the provisions that are required, the HR department explained to the researcher that PT Bank KB Bukopin has its own standards that have become part of the central SOP which continues to be improved from time to time. However, the treatment is flexible in the sense that the branches concerned can change it according to their respective needs with a note that the essence is the same, not leaving the goals and targets that have been set.

Based on this process, it can be understood that the internal recruitment process is also the same flow as the external one, except that if the internal information enters through the email of each participant. The next process is the same, where the HR department will get a response from each participant. There are a series of processes that are systematically arranged in an effort to get qualified employees as expected. The stages referred to at least include:

1. Application screening. Responses to incoming applications are made by the HR department so that they have a view of whether prospective employees are in accordance with the required criteria or not. For those who already have the same criteria as the requirements set, they will be summoned to take part in the preliminary selection through a written test and an initial interview test.

2. After prospective employees are called, they fill out a formal record form with the aim of providing information to staffing in order to assist in making appropriate and accurate decisions.
3. Implementation of an optional initial test with a written test. This test is prepared based on the existing SOP with a model as generally consists of verbal analysis, numerical sequence, arithmetic, analysis and synthesis. So in this case a minimum score is set. For prospective employees who are considered to meet the minimum score set, a call will be made to undergo a series of further tests. In many conditions that meet the criteria, it will usually be taken based on rank.
4. For prospective employees who are considered to have passed the previous test will be called to conduct an interview test with the aim of further exploring prospective employees and getting an objective value based on the track record of the prospective employee concerned.
5. For prospective employees who have passed the interview test, they will be called back to carry out skills tests on certain positions which are positions to be filled by prospective employees or in accordance with the fields desired by prospective employees.
6. The next stage is a psychological test intended for prospective employees who have passed the interview test. This test is conducted to find out more about the ability and personality of prospective employees. This test involves a psychologist who has been appointed by the company, if the prospective employee passes this stage, he will be included in the final test, namely the medical test.
7. Health test. This test is conducted by a doctor appointed by the company to assist in the recruitment process. For participants who pass, this will be prioritized for the next process by the company.

Based on the results of observations and interviews conducted, it can be seen that the recruitment process carried out technically also has many similarities with other companies or bank companies in general. But here the researcher gets a note that for prospective employees who fail in the final process it is still a matter of consideration from the company if those who have been declared accepted turn out to have obstacles before the issuance of an employee appointment letter.

The reality that often occurs in the recruitment process tends to be only at the level of registration or registration so that the expected qualifications are not as expected. What is done by Bank KB Bukopin Kelapa Gading at least provides a complete picture that the company has made maximum efforts in finding employees who are in accordance with the qualifications.

The same thing was also stated by Rika Julianti as a Customer Service. In the interview she revealed that her experience in participating in internal recruitment was very memorable because she moved from her previous position as Customer Service to become a services assistant manager at the head office. She told the researcher that even though she was an internal employee, the recruitment process was considered as if she did not know anything. This shows that the recruitment process and model owned by KB Bukopin Bank is indeed oriented towards maximum results.

Based on the results of the interview, it is known that for the two recruitment models through the mutation route and also ITR there is no written test conducted as external recruitment. This is one of the shortcomings that must be improved. The next stage involving training or training conducted by the company to prospective employees involves more Branch Managers. Therefore, in order to complete the research data, the researcher also conducted an interview with Mr. Sendy Nicholas as

the head of the Marketing Department. Researchers explored what was the focus and training material given to prospective employees.

Based on the interview results, it is known that the training materials are tailored to the position of each prospective employee with the intention of creating maximum performance through employee mastery of the job. The materials provided through internal recruitment are different from external recruitment. The material is more focused on how the company is able to achieve the targets and objectives of the company which of course also includes a description of the duties and responsibilities of each position to be filled. That is, the application of the innovation initially made coercion as the first step in changing the old organisational culture to become more innovative (Nugroho & Rahayu, 2020).

In connection with the various types of research, the researcher also asked about the length of time for training or training provided by the company. The informant told the researcher that the length of time for training or training also varies according to the level of understanding and also the position of interest to prospective employees. In general, the standard for regular employees is usually a maximum of one week for internal recruitment before an appointment letter is issued as an employee in his new position.

Based on the information obtained by researchers from observations and interviews that have been described in the previous sub-chapter, it can be clearly understood that based on the type, theoretically KB Bukopin Kelapa Gading Bank in conducting employee recruitment adopts a departmental model but in it adjustments and changes are made based on the division and the bank's internal policies. Bank recruitment in terms of recruitment like this, a very basic problem faced by various companies and organizations is how to attract applicants or workers so that they can work optimally in the company, even more than that workers can later sustain the sustainability of the organization, institution or company where they work, precisely not after they work. Observed from the implementation system, competence development has undertaken a great improvement with a great emphasis on workplace learning and online learning ("The Reform of Apparatus Competence Development in Indonesia," 2023).

B. Supporting and Inhibiting Factors for the Implementation of Internal Employee Recruitment Model at PT. Bank Kb. Bukopin Kelapa Gading Branch

Based on the results of interviews starting from the branch manager who is responsible for the capacity and capability of prospective employees after the final recruitment process, it can be seen that the most important supporting factor is company support in facilitating all stages of recruitment. This facility of course also includes policies, time, place costs and various other accommodations.

In addition to these two factors, the implementation of the recruitment model is also supported by the cohesiveness and common perception of the recruitment team, which can be understood that company management support, information technology, cohesiveness and common perception are the main support for the implementation of the recruitment model. Then according to the interview excerpt, the Branch Manager emphasized the issue of training. Training is the most important stage after recruitment. It can be interpreted that recruitment may be limited to formality activities, but its success rate can be supported through other activities such as training.

But it seems that measuring success is something that is difficult to do. The interview also revealed that the Branch Manager only ensures that the training is in accordance with the standard operational procedures but the results are often different from what is expected. The limited time and budget to conduct further training is also an obstacle given that the budget for training is only issued once during the employee recruitment period.

Furthermore, when viewed from the concept side, the Head of Section is more inclined to provide exposure related to support. The first is that the system that has been built is a very good system and can be understood and easy to run.

Based on the interviews conducted above, it can be identified that there are supporting and inhibiting factors from the implementation of the recruitment model carried out by Bank KB Bukopin, especially in Kelapa Gading Branch. The inhibiting factors found are more directed to technical issues, namely time constraints, the difficulty of finding prospective employees who really match the criteria set and the difficulty in ensuring maximum results. The supporting factors are more directed towards a system that is easy to implement and understand and top management support in providing facilities for the recruitment process carried out.

C. Employee Recruitment Model of PT Bank KB Bukopin Tbk.

As discussed in the previous interview results, what has been described above is the pattern or implementation of the standard recruitment model owned by Bank KB Bukopin based on the existing Standard Operating Procedures. However, it has also been previously stated that the center provides freedom for branches to make adjustments and changes according to the needs of the company with a note that it does not deviate from the essence of the target and also the purpose of recruitment. In relation to the internal recruitment model, it can be understood that in general the bank has the same policy model, the difference is membership. For internal recruitment, the participants are employees who have worked at Bank KB Bukopin.

Based on the interview excerpt delivered by the Branch Manager above, it is known that in general the model applied by PT Bank KB Bukopin Kelapa Gading Branch is more directed towards the departmental model. This model is intended for employee recruitment in certain predetermined fields so that the quality of human resources has also been determined in accordance with the planning carried out. Furthermore, internally it also cannot be separated from the general recruitment model as described.

The dividing point is in the participation and announcement. For internal recruitment, everything is done online, the information goes to each participant's email. However, if there are employees who want to move divisions or want to take part in the selection process, they must first be coordinated with the head of the section up to the branch head. Although it is more of a departmental model, there are many modifications or changes that have been adjusted to bank policies.

D. Data Analysis

Recruitment of new employees is a serious matter, so recruitment must be based on an analysis of the right position or position and of course with the aim of fulfilling personnel (Noviyanti et al., 2022). Based on this theory, KB Bukopin Bank has also carried out the analysis well from the start. That is because based on the research findings, the demand for labor is in accordance with the needs based on

requests from each section in the Bank. So it can be said that each section has analyzed positions and positions on an ongoing basis.

The recruitment process that has been carried out by Bank KB Bukopin Kelapa Gading Branch is in accordance with the theory as stated by Handoko (2014) which states that the recruitment process goes through several stages including HR Planning, Special requests by Managers, Internal vacancies that are available, Job information analysis, Manager's opinion, Job requirements, Recruitment methods and Satisfactory applicants.

Furthermore, the purpose of recruitment is to obtain prospective employees who allow management (recruiters) to select or select candidates according to the qualifications needed by the organization or company (Samsudin in Harumia et al., 2018). As in the research findings, it is known that the process has also been carried out from the beginning by HRD staff. In addition, it appears that at KB Bukopin Bank there is also a good division of labor related to this recruitment process where each part has its own role according to the duties and responsibilities of each part.

Raharjo, (2022) states that in the recruitment process, a labor entrance is needed. By going through the entrance, the opportunity for workers to register themselves. The entrance is a recruitment process by paying attention to the needs of organizations that are sometimes centralized. This means that employee needs at the local, lower or branch level are often met through simultaneous recruitment at the national level. Likewise, a brief explanation through a recruitment process chart by Handoko (2014) is more in line with the determination at Bank KB Bukopin.

There are several disadvantages of internal source recruitment. First, there is a possibility that there are not enough qualified people in the company. Second, generally, seniority is one of the considerations in promotion so that truly capable employees do not have the opportunity to fill vacant positions. Thirdly, people who are more capable externally are not given the opportunity to join the company. Lastly, for positions that require creativity and innovation, this internal recruitment source is difficult to find suitable employees. Judging from this, it can be found in the previous chapter regarding the barriers to internal recruitment according to Mathias & Jackson, (2016).

Based on this discussion, the research findings in addition to being in accordance with the theory can also be said that KB Bukopin Bank has succeeded in building a recruitment system. The center that provides flexibility to branches is an attraction to be discussed. This means that KB Bukopin Bank managerially runs dynamically and is open to possible changes both from within and from outside the organization or company. So this kind of work pattern tends not to be rigid.

But there is an important note that the flexibility provided must not get out of the essence, namely to meet employee needs and fill them with employees who are in accordance with qualifications and expectations so that they will be able to sustain the existence and achievement of company goals.

The research findings identified supporting and inhibiting factors from the implementation of the recruitment model carried out by Bank KB Bukopin. The inhibiting factors found were more directed towards technical issues, namely time constraints, the difficulty of finding prospective employees who really fit the criteria set and the difficulty in ensuring maximum results. It is difficult to develop creative

ideas, lack of innovation and creativity, causing problems if the job placement is not suitable, bad character is still carried over.

This is actually not a strong enough argument as the outcome of a recruitment process is not the only measure of its effectiveness. What is more important is how the implementation process of the recruitment model that has been agreed upon and determined by the company. Based on the research findings, a serious inhibiting factor is the time constraints of the recruitment process where the center usually provides a period of time in the recruitment process. The problem is that it is difficult for recruiters or companies to find the criteria they want. Based on the interview results, it was revealed that most applicants did not have the required requirements or were incomplete.

The supporting factors are more directed towards a system that is easy to implement and understand and top management support in providing facilities for the recruitment process carried out. Management support is an important factor that can determine the achievement of the objectives of each process in the company, including the employee recruitment process. Vacancy information can be filled quickly, increased work motivation, minimizing funds used for recruitment, better assessment of work performance.

Based on the findings of the research that has been conducted in terms of the recruitment model, it is known that Bank KB Bukopin adopts a departmental recruitment model or also known as a specialist recruitment model. The preparation of recruitment policies or procedures is carried out in an integrated manner or becomes the duties and responsibilities or policies of the Central KB Bukopin Bank so that branches only carry out in accordance with what has been determined by the Center.

Specialist recruitment model is a recruitment model where the recruitment pattern tends to take people who already have specialized knowledge for certain departments or positions. Since the beginning of recruitment, a prospective bureaucrat has been determined to work in a particular field and is unlikely, if not said to be impossible to have a career in a field that is not his expertise (Setiyono, 2023).

The recruitment model that has been determined and carried out by KB Bukopin Bank as in the research findings above is in accordance with the model or type of company. This is because each type of company has different treatments for existing human resources based on their respective job descriptions.

Companies engaged in banking do require special skills because each employee position has its own main duties and functions that are not the same as one another. In other words, working in the banking sector requires capacity and capability as well as special skills. This is different from manufacturing companies, for example, where sometimes one department can be seconded to another department because of the intersection of work.

Not only is it appropriate, even the recruitment models and stages that exist and are carried out by Bank KB Bukopin Kelapa Gading Branch have more detailed explanations and are carried out based on the type of recruitment carried out. The type of recruitment itself is divided into regular recruitment, development programs and recruitment on the basis of internship work and one more recruitment held by KB Bukopin Headquarters. The separation of the selection flow based on the type and position of the employee further adds to the quality of recruitment where there is no

overlap in it and the recruiter is more focused on achieving the targets and objectives of the recruitment itself.

Banking employees are required to understand how banking business processes are carried out. This understanding is mandatory for all bank employees. Secondly, they must understand correctly about the job description in their respective jobs. This understanding is very necessary considering that banking employees deal directly with customers where customers are positioned not only as creditors but also as debtors for banks. The implementation of the departmental recruitment model is the right choice for banks because at least it will filter employees to get closer to the qualifications desired by the company with a single recruitment procurement.

Internally, the recruitment model is achieved through two channels, namely the mutation route and the ITR route. The best employees to fill vacant positions can be obtained from within the company. The vacant position can be given to an employee who is considered suitable so that it can motivate the employee concerned and other employees to work better. This internal position filling can be done by Promotion, Rotation or even Demotion. Promotion is a promotion. Rotation or Transfer is the movement of positions at the same level while Demotion is a decrease in position.

There are two methods that can be used in Internal Recruitment, namely the closed method which asks managers to submit employees who will be promoted or rotated and the open method which announces vacant positions through internal company advertisements. Demotion or demotion is rarely done by the company, unless the employee is really unable to carry out the current task load or has violated company regulations which result in a demotion penalty.

Employee recruitment Human resource planning is designed to identify the human resource needs of the organization or company. As soon as those needs are known, the company will try to fulfill them. Assuming that skills are needed, the company needs to recruit human resources. Company policies in conducting recruitment to attract superior human resources can be carried out in the form of organizing recruitment that is fully supported by all company management. Both the work environment and training also have a direct effect on career development. Furthermore, career development acts as a partial mediator that affects the relationship between the work environment, training, and employee performance (Karunia et al., 2023).

CONCLUSIONS AND SUGGESTIONS

Based on the findings and results of the discussion carried out in the previous chapter in an effort to answer the formulation of research problems, this study resulted in the following conclusions:

- A. Supporting and inhibiting factors from the implementation of the recruitment model carried out by Bank KB Bukopin. The inhibiting factors found are more directed to technical issues, namely time constraints, the difficulty of finding prospective employees who really match the criteria set and the difficulty in ensuring maximum results. It is difficult to develop creative ideas, lack of innovation and creativity, causing problems if the job placement is not suitable, bad character is still carried over.

- B. A serious inhibiting factor is the time constraints of the recruitment process where the center usually provides a timeframe for the recruitment process. The problem is that it is difficult for recruiters or companies to find the criteria they want. Based on the interview results, it was revealed that most applicants did not have the required requirements or were incomplete.
- C. Bank KB Bukopin Kelapa Gading Branch adopts a departmental recruitment model or also known as a specialist recruitment model. The preparation of recruitment policies or procedures is carried out in an integrated manner or becomes the duties and responsibilities or policies of Bank KB Bukopin Center so that branches only carry out what has been determined by the Center. The recruitment model that has been determined and carried out by Bank KB Bukopin as in the research findings is in accordance with the model or type of company. This is because each type of company has different treatments for existing human resources based on their respective job descriptions. Bank KB Bukopin has also carried out a good analysis from the start. That is because based on the research findings, the demand for labor is in accordance with the needs based on requests from each section in the Bank. So it can be said that each section has analyzed positions and positions on an ongoing basis.
- D. Internal recruitment is carried out through two channels, namely the mutation channel and the ITR channel. Mutation itself is divided into three types, namely mutation in the promotion category is an increase in position. Rotation or transfer is a transfer of position at the same level and demotion is a decrease in position. Based on the system already owned, Bank KB Bukopin developed a model based on the addition and reduction of qualifications tailored to the needs of the new work position. Although internal recruitment is carried out through two channels, namely mutation and ITR, the bank still elaborates on its external recruitment system.

Based on the above conclusions, this research produces several suggestions including the following:

- A. To the management of Bank KB Bukopin Kelapa Gading, it is expected to be able to involve third parties such as enkorio and the like so that there are no more reasons for limited human resources or time constraints. The recruitment model can be developed according to needs including by involving third parties with a note that recruitment must be in accordance with its essence.
- B. In one of the internal recruitment processes, namely ITR (Internal Recruitment), an additional assessment should be given in addition to looking at the KPI (Key Performance Indicator) for employees at the time of submission, as one of the additional determinants so that the employee can be said to be in accordance with the desired characteristics in the vacant position.
- C. To future researchers, it is hoped that they will conduct research with comparative models at similar banks so that it is known that the recruitment model is truly effective for companies, especially banking companies.

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Tabel 1.1**Data karyawan Bank KB Bukopin pada tahun 2020-2021****Jumlah Karyawan Berdasarkan Level Organisasi 2020-2021**

Level Organisasi	2020			2021		
	Pria	Wanita	Jumlah	Pria	Wanita	Jumlah
<i>Division Head</i>	9	5	14	8	5	13
<i>Regional Head</i>	4	1	5	4	1	5
<i>Dept Head</i>	37	7	44	42	7	49
<i>Branch Manager</i>	47	7	54	52	5	57
<i>Manager</i>	330	130	460	339	124	463
<i>Coordinator</i>	144	143	287	117	148	265
<i>Officer</i>	862	483	1345	1100	539	1639
<i>Clerical</i>	1023	1274	2297	636	1070	1706
<i>Non Staff</i>	493	10	503	459	2	461
Total	2949	2060	5009	2757	1901	4658

Jumlah Karyawan Berdasarkan Tingkat Pendidikan 2020-2021

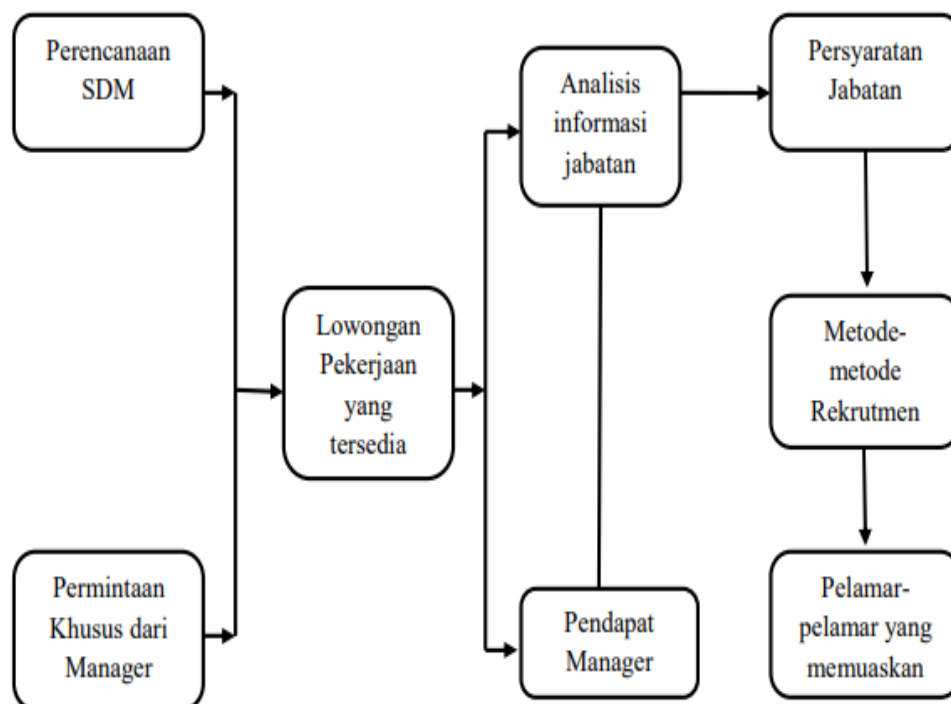
Tingkat Pendidikan	2020			2021		
	Pria	Wanita	Jumlah	Pria	Wanita	Jumlah
SMA	493	31	524	461	27	488
Diploma-Sarjana	2326	1983	4309	2167	1826	3993
Pascasarjana-Doktoral	128	48	176	132	45	177
Total	2947	2062	5009	2760	1898	4658

Jabatan/Posisi	2021	2022
<i>Branch Manager</i>	1	1
<i>Manager Credit</i>	1	1
<i>Branch Operational Manager</i>	1	1
<i>Branch Sales Manager</i>	5	3
<i>Koordinator Operational</i>	2	4
<i>PBO</i>	3	2
<i>RBO</i>	9	7
<i>AO Personal</i>	2	1
<i>AO Consumer</i>	1	1
<i>AO SME</i>	4	1
<i>Teller / Customer Service</i>	4	2
<i>Legal</i>	3	1
<i>Administrasi Kredit/Analisa</i>	5	2
Total	41	27

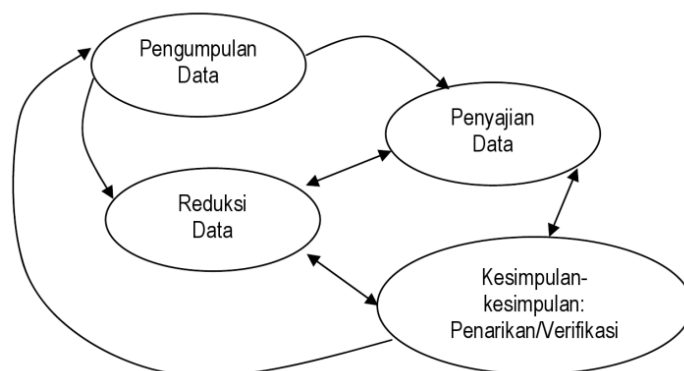
Sumber: Bank, KKBukopin Kelapa Gading, 2021

Tabel 2.2
Penunjang dan Penghambat Secara Internal

Perekrutan Secara Internal			
No	Penunjang	Penghambat	Sumber
1	Memberi motivasi kerja kepada seluruh karyawan untuk meraih prestasi	Tidak mendapatkan ide baru dari sumber baru	Fahmi, 2016
2	Menumbuhkan loyalitas tinggi dari para karyawan pada pimpinan	Timbulnya persaingan internal dalam memperebutkan posisi tertentu	
3	Timbulnya kepedulian internal lebih dalam karena pimpinan selalu mengutamakan karyawan perusahaan	pimpinan harus menghabiskan energi dan finansial khusus untuk mendidik kader internal agar betul-betul mampu untuk berkompetisi dengan karyawan handal lainnya dari luar perusahaan	
4	Informasi lowongan bisa cepat terisi	Sulit Berkembangnya ide kreatif	Mathis & Jackson, 2016
5	Motivasi kerja yang meningkat	Kurangnya inovasi serta daya kreativitas	
6	meminimalisir dana yang digunakan untuk perekrutan	Menyebabkan permasalahan bila penempatan kerja tidak sesuai	
7	Penilaian terhadap performa kerja yang lebih baik lagi	Karakter yang tidak baik tetap terbawa	



Gambar 2.1 Proses Rekrutmen (Handoko,2014)



Gambar 3.1 Komponen dan Proses Analisa Data

Sumber: (Miles et al., 2018)

Tabel 4.1

Jenis Pelatihan/Training KB Bukopin

SISI	JENIS PELATIHAN	TERGET
Customer Service	Pelatihan standar layana	Pelatihan Standar layanan untuk memberikan pelayanan yang baik terhadap nasabah
	Pelatihan <i>Communication Skill</i>	Pelatihan <i>Communication Skill</i> untuk membantu berkomunikasi dengan nasabah dengan komunikasi yang baik dan benar agar menambah kualitas layanan pada bank
	Pelatihan <i>General Banking</i>	Pelatihan <i>General Banking</i> untuk membantu agar dapat menggunakan aplikasi bank dengan baik
	Pelatihan <i>Service Excellent & Handling Customer Complaint</i>	Pelatihan <i>Service Excellent & Handling Customer Complaint</i> untuk memberikan cara bagaimana mengatasi nasabah komplain dengan tetap menjaga kualitas layanan
	Pelatihan <i>Face to face Contacts & Relationship Building</i>	Pelatihan <i>Face to face Contacts & Relationship Building</i> untuk memberikan pelayanan yang baik saat bertatap muka dengan nasabah
Teller	Pelatihan standar layana	Pelatihan Standar layanan untuk memberikan pelayanan yang baik terhadap nasabah
	Pelatihan <i>General Banking</i>	Pelatihan <i>General Banking</i> untuk membantu agar dapat menggunakan aplikasi bank dengan baik
	Pelatihan <i>Service excellent</i>	Pelatihan <i>Service Excellent</i> untuk memberikan layanan yang terbaik kepada nasabah dan cara menghitung uang dengan cepat dan tepat.
	Pelatihan <i>Communication Skill</i>	Pelatihan <i>Communication Skill</i> untuk membantu berkomunikasi dengan nasabah dengan komunikasi yang baik dan benar agar menambah kualitas layanan pada bank.