

## RECRUITMENT AND EMPLOYEE SELECTION STRATEGIES IN IMPROVING THE QUALITY OF HUMAN RESOURCES IN BANDUNG CITY

**Ade Mubarok**

Universitas Adhirajasa Reswara Sanjaya, Bandung, Indonesia

E-mail: [adem@ars.ac.id](mailto:adem@ars.ac.id)

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### Abstract

Human resources are important assets that determine organizational success and competitiveness. This study aims to analyze recruitment and employee selection strategies in improving the quality of human resources in Bandung City. The research used a qualitative descriptive method involving human resource managers, recruitment staff, and employees from several public and private organizations in Bandung City. Data were collected through interviews, observations, and documentation analysis, then analyzed using descriptive qualitative techniques. The results showed that competency-based recruitment and structured employee selection systems significantly contribute to improving human resource quality. Organizations that implemented transparent recruitment procedures, digital recruitment platforms, competency assessments, and structured interviews were more successful in attracting qualified employees and improving organizational performance. In contrast, organizations using conventional recruitment methods faced challenges such as recruitment inefficiency, mismatches between employee competencies and job requirements, and higher employee turnover rates. The study also identified several obstacles in recruitment implementation, including limited technological infrastructure, inadequate human resource management capabilities, and the persistence of non-merit-based recruitment practices. Therefore, organizations are encouraged to strengthen competency-based recruitment systems, improve transparency in selection procedures, and optimize the use of digital technology in recruitment activities. In conclusion, effective recruitment and employee selection strategies play a significant role in enhancing the quality of human resources in Bandung City. The implementation of fair, transparent, and technology-supported recruitment systems is expected to improve organizational productivity, employee performance, and long-term competitiveness.

**Keywords:** recruitment strategy, employee selection, human resource quality, competency-based recruitment, Bandung City.

### INTRODUCTION

Human resources (HR) are one of the most important assets in achieving organizational goals and improving institutional performance. In the era of globalization and digital transformation, organizations are required to have competent, professional, and adaptive employees to face increasingly complex challenges. Therefore, recruitment and employee selection strategies play a significant role in improving the quality of human resources, especially in urban areas such as Bandung City. Effective recruitment and selection processes enable organizations to obtain qualified employees who possess the knowledge, skills, and attitudes needed to support organizational productivity and competitiveness.

Bandung City, as one of Indonesia's major metropolitan areas, has experienced rapid economic and industrial development in recent years. The growth of business sectors, educational institutions, and public services has increased the demand for high-quality human resources. However, many organizations still face problems related to ineffective recruitment systems, limited selection methods, and mismatches between employee competencies and job requirements. These issues often result in low employee performance, high turnover rates, and decreased organizational effectiveness. Therefore, improving recruitment and selection strategies has become an urgent issue for both public and private institutions in Bandung City. Recruitment is defined as the process of attracting potential candidates who meet the qualifications required by an organization (Dessler, 2020). Meanwhile, employee selection refers to the process of identifying and choosing the most suitable candidates through various assessment methods

such as interviews, tests, and evaluations. According to Armstrong and Taylor (2020), effective recruitment and selection systems contribute significantly to organizational success because they ensure that the right people are placed in the right positions. Furthermore, organizations that implement transparent and competency-based recruitment systems tend to produce better employee performance and higher job satisfaction. The urgency of this activity lies in the need to improve the quality of human resources through better recruitment and selection practices. In many organizations, recruitment processes are still carried out conventionally without considering competency mapping, digital recruitment systems, or objective assessment standards. As a result, organizations often recruit employees who do not fully meet the required competencies. This condition highlights the importance of developing strategic recruitment and selection approaches that are fair, transparent, and competency-oriented. The objective of this service activity is to analyze recruitment and employee selection strategies that can improve the quality of human resources in Bandung City. In addition, this activity aims to provide recommendations for organizations regarding effective recruitment planning, candidate screening, and competency-based selection methods. The problem-solving plan includes conducting observations, identifying recruitment challenges, providing training and guidance for HR management, and implementing more effective selection systems.

Several previous studies support the importance of recruitment and selection in improving HR quality. A study by Noe et al. (2019) explained that organizations with structured recruitment systems are more capable of attracting talented employees and reducing recruitment errors. Similarly, research conducted by Mathis et al. (2021) emphasized that employee competency and organizational performance are strongly influenced by the effectiveness of selection methods used by companies. These findings indicate that strategic recruitment and selection practices are essential for organizational sustainability and competitiveness. Based on the specific conditions in Bandung City, organizations need to adopt innovative recruitment strategies such as online recruitment platforms, competency-based interviews, psychological testing, and digital assessment systems. These approaches can help organizations identify candidates more accurately and efficiently. Consequently, improving recruitment and selection systems is expected to contribute positively to the development of high-quality human resources that are capable of supporting economic and organizational growth in Bandung City.

## **LITERATURE REVIEW**

Recruitment and employee selection are essential functions in human resource management because they directly influence organizational performance and the quality of human resources. Recruitment refers to the process of attracting qualified candidates to apply for available positions, while selection involves choosing the most appropriate individuals based on organizational requirements and competencies (Dessler, 2020). Effective recruitment and selection systems help organizations acquire employees who possess the necessary knowledge, skills, and attitudes to achieve organizational goals. Previous studies have shown that recruitment strategies significantly affect employee performance and organizational productivity. According to Noe et al. (2019), organizations that apply structured and competency-based recruitment systems are more successful in attracting talented employees and reducing turnover rates. Similarly, Armstrong and Taylor (2020) emphasized that recruitment effectiveness depends on transparency, fairness, and alignment between job requirements and candidate qualifications. These studies highlight that recruitment is not only an administrative process but also a strategic activity that determines organizational competitiveness.

Several researchers have also discussed the importance of employee selection in improving human resource quality. Mathis et al. (2021) explained that employee selection methods such as psychological tests, structured interviews, and competency assessments contribute to better decision-making in employee placement. Organizations that implement objective selection methods are more likely to recruit employees with higher performance potential. However, many institutions still rely on traditional selection processes that lack standardized evaluation systems, leading to mismatches between employee competencies and job demands. The theoretical framework underlying this study is based on Human Capital Theory and Competency-Based Human Resource Management. Human Capital Theory, proposed by Becker (1993), states that investment in human resources through recruitment, training, and development contributes to organizational productivity and economic growth. This theory suggests that organizations should prioritize the recruitment of competent individuals to maximize organizational performance. Meanwhile, Competency-Based Human Resource Management emphasizes that recruitment and selection should focus on identifying candidate competencies that match organizational needs (Spencer & Spencer, 1993). These frameworks are relevant because they support the importance of strategic recruitment and selection in enhancing HR quality.

In addition, technological developments have influenced recruitment practices in modern organizations. E-recruitment systems, online job portals, and digital assessments are increasingly used to improve efficiency and accuracy in employee selection. Research conducted by Stone et al. (2015) found that digital recruitment systems enable organizations to reach a wider pool of applicants and reduce recruitment costs. Nevertheless, the implementation of technology-based recruitment still faces challenges, such as limited digital literacy and unequal access to technology among applicants. Despite the numerous studies related to recruitment and selection, several gaps remain in the literature. Most previous studies focused on large corporations or multinational companies, while limited research examines recruitment and selection strategies in local government institutions and organizations in developing urban areas such as Bandung City. Furthermore, previous research often emphasizes recruitment outcomes without exploring how recruitment strategies specifically contribute to improving the quality of human resources in local contexts. Therefore, this study aims to address these gaps by analyzing recruitment and selection strategies that are applicable to organizations in Bandung City and identifying approaches that can enhance HR quality effectively.

Another issue discussed in the literature concerns fairness and transparency in recruitment systems. Some scholars argue that recruitment processes are still influenced by nepotism, favoritism, or non-merit-based practices, especially in certain public institutions (Robbins & Judge, 2019). Such practices reduce employee motivation and organizational trust. Consequently, there is an ongoing debate regarding the importance of merit-based recruitment systems and competency-oriented selection methods to ensure fairness and professionalism. Based on the literature discussed above, it can be concluded that recruitment and selection strategies are crucial factors in improving human resource quality. Effective recruitment systems, competency-based selection methods, and the integration of digital technology contribute positively to organizational performance. However, there is still a need for further research regarding the implementation of these strategies in Bandung City, particularly in relation to local organizational challenges and human resource development. This study is expected to contribute new insights into recruitment and selection strategies that can support sustainable HR quality improvement.

## METHOD

This study used a qualitative descriptive approach to analyze recruitment and employee selection strategies in improving the quality of human resources in Bandung City. The qualitative method was chosen because it allows researchers to obtain an in-depth understanding of recruitment practices, organizational challenges, and selection systems implemented by institutions and companies in Bandung City. The study focused on identifying recruitment strategies, evaluating selection methods, and analyzing their impact on human resource quality. The target audience of this study consisted of human resource managers, recruitment staff, and employees from several public and private organizations in Bandung City. Participants were selected using purposive sampling techniques based on their involvement and experience in recruitment and employee selection activities. The selected participants were considered capable of providing relevant information related to recruitment strategies and HR quality improvement.

The materials and tools used in this research included interview guidelines, observation sheets, questionnaires, and documentation instruments. Semi-structured interviews were conducted to gather detailed information regarding recruitment systems, candidate selection procedures, and organizational challenges. Observation techniques were also applied to understand recruitment practices directly within organizations. In addition, supporting documents such as recruitment policies, job vacancy announcements, and employee evaluation reports were analyzed to strengthen the findings. Data collection techniques in this study included interviews, observations, and documentation analysis. Interviews were conducted with HR managers and employees to obtain insights into recruitment and selection processes. Observations were carried out during recruitment activities to identify organizational practices and employee interactions. Documentation analysis was used to examine organizational policies and recruitment procedures related to HR management.

The data analysis technique used in this research was descriptive qualitative analysis. The collected data were categorized, interpreted, and analyzed systematically to identify patterns, similarities, and differences in recruitment and selection strategies. The analysis process involved data reduction, data presentation, and conclusion drawing. The findings were then interpreted based on relevant theories and previous studies regarding human resource management and recruitment systems. The research design also emphasized the implementation of competency-based recruitment and selection systems. Competency indicators such as communication skills, problem-solving abilities, work experience, and educational background were used to evaluate employee qualifications. The use of competency-based assessments was expected to improve recruitment accuracy and organizational performance.

Below is an example of a table format used in this study:

**Table 1. Recruitment and Selection Indicators**

Variable	Indicator	Measurement Aspect
Recruitment Strategy	Job Advertisement	Media effectiveness
Selection Process	Interview Method	Candidate suitability
HR Quality	Employee Performance	Productivity and competence

In addition, this study used the following equation to describe the relationship between recruitment effectiveness and HR quality improvement:

$$HRQ = \alpha + \beta RS + \varepsilon$$

(1)

Where:

*HRQ* = Human Resource Quality

*RS* = Recruitment Strategy

$\alpha$  = Constant

$\beta$  = Regression coefficient

$\varepsilon$  = Error term

The notation of mathematical equations used in this study follows the International System of Units (SI). The variables were written in italic format according to academic writing standards.

**RESULTS AND DISCUSSION**

The results of this study indicate that recruitment and employee selection strategies significantly influence the quality of human resources in organizations located in Bandung City. Based on interviews, observations, and documentation analysis, several organizations have implemented competency-based recruitment systems to attract qualified employees. However, the implementation level varies depending on organizational capacity, technological readiness, and human resource management policies. The findings show that organizations using digital recruitment platforms and structured selection methods tend to recruit employees with better competencies and higher adaptability. In contrast, organizations relying on conventional recruitment methods often face challenges such as mismatches between employee qualifications and job requirements, longer recruitment processes, and higher employee turnover rates. These results support the theory proposed by Dessler (2020), which states that effective recruitment systems improve organizational performance through better employee placement.

Furthermore, the study revealed that transparency and fairness in recruitment procedures positively affect employee motivation and organizational trust. Employees recruited through competency-based and merit-based systems demonstrated higher levels of job satisfaction and work productivity. This finding is consistent with the research conducted by Armstrong and Taylor (2020), which emphasized that fair recruitment systems contribute to employee commitment and organizational sustainability. The use of digital recruitment technology was also identified as an important factor in improving recruitment effectiveness. Organizations that applied online job advertisements, digital application systems, and online interviews experienced faster recruitment processes and wider applicant reach. Nevertheless, some organizations still encountered limitations related to digital infrastructure and recruitment expertise. This condition indicates that technological adaptation remains a challenge for several institutions in Bandung City.

**Table 2. Findings on Recruitment and Selection Practices**

Aspect	Findings	Impact on HR Quality
Digital Recruitment	Online platforms widely used	Faster recruitment process
Competency-Based Selection	Structured interviews and tests	Improved employee competence
Conventional Recruitment	Manual recruitment procedures	Lower recruitment efficiency
Merit-Based System	Transparent candidate assessment	Higher employee motivation

The results also demonstrate that employee selection methods play a crucial role in determining the quality of recruited employees. Organizations implementing psychological tests, competency assessments, and structured interviews were more successful in identifying candidates who matched organizational needs. Meanwhile, organizations using unstructured interviews and subjective evaluations experienced higher levels of recruitment errors.

The implementation of competency-based recruitment systems in Bandung City has improved organizational efficiency and employee performance. Most organizations participating in this study emphasized the importance of matching employee competencies with job requirements. Recruitment processes involving skill tests, educational qualification assessments, and behavioral interviews produced employees who adapted more quickly to organizational culture and work demands. In addition, organizations that provided clear job descriptions and transparent recruitment procedures attracted more qualified applicants. This condition reduced recruitment errors and improved employee retention. The findings indicate that strategic recruitment planning is essential for achieving long-term organizational success. The discussion also highlights several challenges faced by organizations in implementing effective recruitment and selection systems. Limited technological infrastructure, insufficient HR management training, and budget constraints were identified as the main barriers to recruitment effectiveness. Some organizations still depended on manual recruitment systems, which reduced efficiency and increased administrative workload.

Moreover, nepotism and non-merit-based recruitment practices were still found in several institutions, affecting organizational fairness and employee trust. These practices often resulted in lower employee motivation and reduced organizational productivity. Therefore, organizations are encouraged to strengthen merit-based recruitment systems and improve transparency in employee selection processes. Overall, the findings suggest that recruitment and employee selection strategies have a significant impact on improving the quality of human resources in Bandung City. Organizations that adopt competency-based, transparent, and technology-supported recruitment systems are more capable of developing high-quality employees who contribute positively to organizational performance and competitiveness.

## CONCLUSION

Based on the results and discussion, it can be concluded that recruitment and employee selection strategies play a significant role in improving the quality of human resources in Bandung City. Organizations that implement competency-based, transparent, and technology-supported recruitment systems are more successful in attracting and selecting qualified employees. Effective recruitment processes contribute positively to employee performance, organizational productivity, and overall institutional competitiveness. The findings of this study indicate that the use of structured selection methods, such as competency assessments, psychological tests, and structured interviews, improves the accuracy of employee placement and reduces recruitment errors. In addition, the implementation of digital recruitment systems has increased recruitment efficiency by expanding applicant reach and accelerating the selection process. These results support the objective presented in the introduction, namely to analyze recruitment and selection strategies that can improve HR quality in Bandung City.

However, several challenges were identified during the implementation of recruitment and selection processes, including limited technological infrastructure, inadequate HR management capabilities, and the persistence of non-merit-based recruitment practices in some organizations. These issues may reduce organizational fairness, employee motivation, and recruitment effectiveness. Therefore, organizations are encouraged to strengthen merit-based recruitment systems and improve transparency in employee selection procedures. Furthermore, this study highlights the importance of continuous development in human resource management practices. Future service implementation plans may include providing HR training programs, improving digital recruitment systems, strengthening competency-based assessment methods, and enhancing organizational policies related to recruitment transparency and professionalism. Through these efforts, organizations in Bandung City are expected to develop higher-quality human resources capable of supporting sustainable organizational growth and competitiveness. In conclusion, effective recruitment and employee selection strategies are essential for achieving organizational success and improving the quality of human resources. Organizations that prioritize competency, fairness, and technological innovation in recruitment processes will be better prepared to face future challenges and maintain long-term organizational performance.

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