

Strategy of the Human Resources Department in Recruiting Quality Employees at Quest Prime Pemuda Hotel in Semarang.

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***Abstract.** The Human Resources Department has the responsibility to oversee and manage human resources and everything related to the strategy of recruiting quality employees and the period of time when the Human Resources Department is looking for new candidate replacements. The importance of the ability to recruit quality employees for the Human Resources Department is one of the factors in improving professional human resources, and recruitment problems can be resolved well, thus reducing existing issues. This study aims to determine the strategy of recruiting quality employees at the Quest Prime Hotel and to overcome obstacles in the employee recruitment process at the Quest Prime Hotel. This research is a qualitative study that takes place at the Quest Prime Pemuda Hotel in Semarang. The subject of this study is the Human Resources Manager. The methods used in this study are Observation, Interview, and Documentation, thus obtaining accurate data. The form of recruitment process implemented by the Human Resources Department is by analyzing the required positions, screening the workforce, conducting interviews and selections, and making decisions, so as to obtain new employees with quality standards.*

***Keywords:** Human Resources Department, Quality employees, Recruitment, Strategy*

INTRODUCTION

Generally, in facing business competition in Indonesia, every company is expected to obtain essential factors needed for comprehensive progress in the current economic sector. This prompts entrepreneurs to improve their quality in attracting consumers and staying competitive. In dealing with challenges faced by companies, both internally and externally, companies tend to put pressure on their employees. As a result, many companies must persevere and adapt to the situation in order to grow quickly. One industry experiencing rapid development is the hospitality industry. Hospitality is a business consisting of various services such as providing service, accommodation, and food and drinks for tourists on a journey. According to Harnoto (2013), high-quality hotels with excellent facilities create fierce competition in major Indonesian cities, especially in Semarang. Four-star hotels in Semarang, such as the 4-star hotel, are often known for their top-class quality and extraordinary comfort. This hotel is a spacious and large building, located close to tourist spots, shopping centers, and souvenir centers.

A four-star hotel has characteristics where they provide at least 50 standard type rooms and also equipped with hot or cold water facilities in the hotel. One of them is the Quest Prime Pemuda Semarang Hotel, which is strategically located and reachable in Semarang city. The Human Resource Department plays a vital role in the hotel, as the Human Resource Department has the responsibility of Human Resources Managing, ranging from recruitment, Human Resources, Development, performance, and fostering work relationships. Human resources, one of the highest company assets, therefore, it's no doubt that every company certainly has human resources to work. This is because in the business sector, it certainly won't be far from the need for quality human resources. This is a crucial factor in running company operations to achieve the set targets. According to Thoha (2013), to achieve company goals in terms of acceptance and recruitment of employees, it is crucial to get workers who meet the minimum requirements needed for the position and field of work. Recruitment can be defined as a stage for prospective workers who have the motivation, abilities, skills, and knowledge needed to fill gaps in personnel planning. Therefore, this process stage is useful for obtaining professional Human Resources.

According to Ratnasari (2021), the quality of human resources working in it is very high. This also makes the Human Resource Department, which conducts selections to obtain suitable employees for its company. So, with quality, the performance of its employees increases. The Quest Prime Pemuda Semarang Hotel is also one of the hotels that participate in the competition with other hotels. The development of hotels around central Semarang has resulted in competition among these hotels. The Quest Prime Pemuda Semarang Hotel is a hotel that has a quite good strategic location with the standard of a 4-star hotel. The Quest Prime Pemuda Semarang Hotel is located in the city center, close to various destinations, shopping centers, souvenir centers, and food culinary centers. According to Septemuryantoro (2020), the Old City destination is one of the tourist destinations located in Semarang city that has an appeal capable of attracting many tourists, both domestic and foreign. According to Septemuryantoro (2020), one of the cultures has an influence on tourist attractions. The existence of the Quest Prime Hotel also makes it easy for tourists to stay and is close to the tourist city. The employee recruitment process is generally carried out meticulously and not in a rush to obtain employees that meet company standards.

The employee recruitment strategy carried out by the Human Resource Department is the things that must be considered in employee recruitment, one of which is implementing the concept in recruitment. This concept will guide Human ResourcesD in recruitment, the first concept is the interview. At interview time, Human ResourcesD will dig up information about the candidate and also will look at the candidate's attitude, the candidate's knowledge, and the candidate's communication skills who will enter the company. Human Resources must prepare a strategy on how to recruit employees well, such as with a recruitment process that has potential.

LITERATURE REVIEW

According to Dessler (2013), the Human Resource Department's process involves recruitment, training, evaluation, and compensation for employees, while maintaining their work connections and their welfare and safety. The Human Resources Department or HRD is also an important part of the company with duties and responsibilities related to human resource management (HRM). The company will also be established based on a vision, mission, and objectives that will guide the company to its success. According to Prasetyo (2021), HRM (Human Resources Management) refers to individuals or human resources that work and play a significant role in an organization within a company. Because human resources have the knowledge that can be the key to running an organization or company. The individual in this case is defined as a laborer, employee, worker, employee, and workforce. Broadly speaking, individual human resources have assets that are trained and developed according to their abilities.

Therefore, it is crucial to have an effective human resource management (HRM) and clear work guidelines from management. The management referred to is the science that can be applied by the Human Resources Department. According to Kadarisman (2013), Human Resource Management (HRM) is a management discipline that focuses on the relationship and role of humans in a company organization, aiming to achieve effectiveness and efficiency in achieving set objectives. According to Kurniawati (2021), Human Resource Management (HRM) is the ability to manage the relationship and role of human resources or the workforce owned by every employee with efficiency and effectiveness and maximize its use, it will help the company and the community achieve common objectives.

The first function of Human Resources is procurement. The procurement process is not an easy process to get competent and harmonious employees. The second function is the development and evaluation of employees (Development and Evaluation). Then the role of supply or training is very important to improve the quality of employee work to the maximum. Then the third function is compensation and protection. According to Nugraha (2018), the functions of the Human Resource department include: Preparation and selection, consists of:

- A. Job Analysis and Design: The purpose of this sentence is to identify the duties, obligations, and responsibilities required for each position. Detailed information about the job will be collected systematically, evaluated, and organized. Then in the Job Analysis and Design process, it will produce a job description (Job Description) that provides an explanation of the duties, working conditions, and other factors related to a particular position in a particular department. In addition, there are other results in the form of job specifications (Job Specification), this involves the requirements that must be met by a worker in terms of skills, skills, and competencies required to successfully carry out tasks in a particular position. The end result is a job performance standard (Job Performance Standard). This is used to assess performance by comparing the results achieved with the standards and targets that have been previously set.
- B. Human Resource Planning: The future human resource planning process is known as Human Resource Planning, which is needed for a department. The purpose of human resource planning is for organizations to be able to prepare staffing plans so that they can meet their manpower needs according to the strategy chosen to achieve the objectives of a department that has been determined.
- C. Recruitment: Recruitment is a process that attracts, invites, and finds people who meet the qualifications to hold a certain position within a department. This process is often referred to as the pool of talent process, which is when each department tries to collect all the best candidates who will then be chosen the best to hold a certain position or position.
- D. Selection: Selection is a process that involves various activities to select the best candidate to be employed. The purpose of this process is to filter and determine the most appropriate candidate. In order to achieve this, the activities carried out include acceptance tests and interviews.

Development and evaluation, consists of:

- A. Orientation, Placement, and separation: After candidates pass the selection process, they have officially joined a company. After that, before entering the work environment, the worker will undergo an adaptation process to adapt to the new work situation. This adjustment process can be called orientation. The purpose of this orientation is to introduce the values, norms, vision, and mission as well as some habits of a company. This introduction process is carried out through socialization with the aim that the candidates can adapt and work well. Placement or placement is a process to determine someone's position in a certain department with the aim of determining positions, responsibilities, and tasks that must be carried out by the individual. Then separation is a condition where employees leave the company due to retirement, termination of employment or moving jobs.
- B. Training and Development: Training is a process where training workers to help him in developing the skills he needs in order to work optimally and competently. While Development is a process to train workers so that they are capable of carrying out their duties in the future.
- C. Career planning: Career planning is a process where someone chooses their career goals and has the strategies they do to achieve those goals. This process is useful for focusing on workers' careers in their lives with what strategy should be used to achieve it.
- D. Performance Appraisal: Performance Appraisal or employee performance evaluation is a process where the department conducts an evaluation of the performance of each employee in it. The purpose of this process is to evaluate whether the recruitment, selection, orientation, training, development, and other processes have achieved the set objectives.

Compensation and Protection, consists of:

- A. Wages and Salaries: Wages or salaries are compensation given regularly to each worker as a reward for their contribution to the company. After that, determine wages or salaries with several conditions that must meet conditions such as internal equity and external equity.

- B. Benefit and Service: Gainsharing and wages are Compensation in the form of cash (cash), while Benefit and Service is compensation that is not given in the form of cash, so it is often referred to as indirect compensation (indirect compensation). One example is insurance.
- C. Incentives and Gainsharing: Incentives are given by companies to workers as a form of reward for the performance they have shown. Meanwhile, Gainsharing is aligning company performance improvements with the distribution of profit sharing to employees. Then this goal is to improve performance, productivity and work quality of employees.
- D. Employee Relation: Employee relations is a strategy owned by Human Resource by involving fellow employees or superiors in order to maintain relationships to realize the company's set goals. This strategy can be increased through several ways, namely by increasing information and communication through media such as newsletters, bulletins, announcement boards or by holding employee gatherings and so on.

RESEARCH METHOD

This study uses a qualitative research method. This method serves as the approach taken. Qualitative methods are research procedures that yield descriptive data in the form of written or spoken words from individuals and observable behavior. This approach is directed at the individual's background and entirety. According to Bahri (2017), a qualitative method is a study that presents social life by depicting the social world from the perspective of individuals (informants) in a scientific context. This study uses a descriptive qualitative approach that focuses on exploring informants through observation, where the researcher is directly on the research site and participates in activities in the Human Resources Department.

FINDINGS AND DUSCUSSION

The Quest Prime Hotel, located in the heart of Semarang, implements a comprehensive and professional employee recruitment process. This process is designed to ensure the hotel maintains a high standard of service by employing the most competent and passionate individuals.

Job Advertisement: Vacancies are posted on various platforms such as the hotel's website, online job portals, and social media. The advertisements provide comprehensive details about the job profile, including job responsibilities, qualifications required, and application procedures.

CV Screening: After the application deadline, the HR team screens all received CVs/resumes. They identify the most qualified candidates based on the requirements of the position.

Initial Interview: The selected candidates are then contacted for an initial interview. This might be conducted either over the phone, through video conferencing, or in-person, depending on the situation and the position applied for.

Assessment: Depending on the job position, candidates may be asked to complete tests or assessments. These could be skill tests, aptitude tests, or practical tasks to assess a candidate's ability to perform specific duties associated with the role.

Second Interview: Successful candidates from the assessment phase are invited for a second interview. This typically involves more in-depth questions about the candidate's experience, skills, and suitability for the role.

Reference Check: Once a candidate has passed the second interview, the hotel conducts a reference check. This process involves contacting the candidate's previous employers or referees to verify their employment history, work performance, and character.

Job Offer: If the reference checks are satisfactory, the hotel extends a job offer to the candidate. This offer includes details about the job role, compensation, benefits, and other relevant information.

Induction and Training: Once the candidate accepts the job offer, they are inducted into the hotel's team. They undergo a period of training and orientation, where they learn about the hotel's standards, values, and practices.

Through this recruitment process, the Quest Hotel ensures that it hires not only the most qualified candidates but also those who align with its ethos and commitment to delivering top-tier service. The Human Resources Manager at Quest Prime Hotel Semarang, utilizes various strategic methods to recruit high-quality employees:

Use of Comprehensive Job Descriptions: The manager provides detailed job descriptions that accurately reflect the skills, qualifications, and experience required for each job role. This ensures that only individuals who meet the requirements apply for the position. **Leveraging Technology:** Technology is widely used to streamline the recruitment process. This includes using online job portals and social media platforms to reach a wider pool of candidates, and applicant tracking systems (ATS) to manage applications more efficiently.

Employer Branding: The manager works towards creating a strong employer brand to attract top-tier candidates. This includes showcasing the hotel's work environment, culture, and employee benefits on various platforms. Competitive Compensation Packages: Offering competitive salary packages and benefits helps to attract and retain high-quality employees. Structured Interview Process: The interview process is structured and standardized to ensure fair and unbiased decision-making. It usually involves multiple rounds, including both technical and behavioral interviews. Skills Assessment: Candidates are assessed based on the specific skills required for the job. This may involve practical tasks, simulations, or aptitude tests. Background Checks: Comprehensive background checks are conducted to verify a candidate's qualifications, experience, and character. This includes contacting previous employers and checking references. Onboarding and Training: Once hired, employees undergo a thorough onboarding process and receive extensive training. This ensures they understand the hotel's standards and expectations, enabling them to perform at their best. Partnership with Educational Institutions: The HR manager often partners with universities and vocational schools to attract fresh talent. This can include hosting internship opportunities or job fairs.

By implementing these strategies, the HR Manager at Quest Hotel, Prime Youth Semarang, ensures the recruitment of quality staff who can contribute significantly to the hotel's success.

CONCLUSION AND RECOMMENDATION

Based on the research results and discussions presented by the author in the previous chapter, in this chapter, the author will describe the conclusions of the research conducted on the strategy of the Human Resource Department in recruiting quality employees at the Quest Hotel Prime Pemuda Semarang.

The duties and responsibilities of a Human Resource are to search for the best prospective employees who meet the company's requirements, by conducting a thorough and rigorous selection process. The Human Resources team must pay attention to analyzing the required positions and search for competent and quality workers, process job applications by interviewing selected candidates, and then further develop selection by gathering information and data from applicants to proceed with decision-making. They must then determine whether the candidate can successfully fill the required position or not. There are several challenges faced by the Quest Hotel Prime Pemuda Semarang, one of which is a lack of strategy in time management.

This should be addressed by the Human Resources team by implementing a quality strategy such as conducting regular training, and initiating both internal and external recruitment sources. In this process, the company will decide whether or not the applicant is accepted as an employee, and if so, the appointment letter is issued to the selected applicant, promoting them to an employee. The challenges of the human resources department strategy in recruiting quality employees include several obstacles in the recruitment process, among them are: (1) Company policies regarding salary and compensation, (2) Job requirements where the more requirements there are, the fewer the number of applicants, (3) Method of conducting recruitment, (4) Labor market conditions, (5) Company solidarity, (6) Environmental conditions.

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