

Human resource management in marketing recruitment PT. BPRS Aman Syariah in increasing financing productivity

Wahyu Eko Prasetyo

Fakultas Ekonomi Dan Bisnis Islam, Institut Agama Islam Negeri (IAIN) Metro, Lampung, Indonesia

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ABSTRACT

This research is motivated by the existence of recruitment practices that have not yet applied objective views. That is, in conducting recruitment, there are still those who apply subjective principles, which look at the background of the family, relatives and so on, and without regard to the educational background and specific abilities possessed by these Human Resources. Recruitment itself is part of Human Resource Management, which has the goal of meeting the needs of Human Resources in order to be able to fill vacancies in a company, so that there will be no imbalance in the company's future. So that the journey towards the goals desired by the company is more easily achieved. In the recruitment process there are several things that need to be considered, in order to choose the right Human Resources. In The Right Man and The Right Place theory, it is explained that in recruiting and placing Human Resources, one must pay attention to the capabilities of these Human Resources, by looking at their educational background. This research is a field research, using a deductive approach, namely discussing issues from the general to the specific discussion. The data collection model used in this study is observation and interviews. The observation that researchers make is by observing marketing activities in carrying out their work. The interview is to collect other information that cannot be seen empirically. The researcher also compared the recruitment goals with the reality at PT. BPRS Aman Syariah after the recruitment is carried out.

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Corresponding Author:

Wahyu Eko Prasetyo

Fakultas Ekonomi Dan Bisnis Islam, Institut Agama Islam Negeri (IAIN) Metro

Jl. Ki Hajar Dewantara No.15A, Iringmulyo, Kec. Metro Tim., Kota Metro, Lampung 34112

Email: ekoprasetyo@gmail.com

1. INTRODUCTION

Human Resources (HR) is no less important in carrying out a banking activity. Because basically, in addition to marketing, Human Resources in the short or long term can affect the level of bank profitability, this is because Human Resources are the backbone in running the wheels of a bank's operational activities. For this reason, the provision of Human Resources (bankers) as the driving force for bank operations must be prepared as early as possible.

To have professional Human Resources as desired by the bank is not an easy matter. There are many things that must be done, so that the Human Resources obtained will actually have the abilities as desired. Then there are things that can actually affect the professionalism of Human

Resources at a bank. One of them is in the employee recruitment section. The employee recruitment process can affect the professionalism of available Human Resources.

The various steps taken in the recruitment process are basically the main tasks of job seekers. These job seekers are a group of people who work in an organization or company in the aspect of managing human resources. It should be emphasized that recruitment activities cannot be separated from the human resource planning that has been determined, because in this plan there are various requirements that must be met by people who will work in the organization or company concerned.

Based on the foregoing, recruitment activities require intensive attention, because they will have a long-term impact on the organization or company concerned. In-depth analysis is required when carrying out recruitment, so that applicants to be selected are applicants who have passed a good recruitment process.

Organizations or companies in this case are banks, where banks must be observant in analyzing job needs within the bank. Then collect information and evaluate the jobs that are still vacant as a reference in determining human resource plans or workforce planning.

The description above is also a trigger why researchers want to examine the recruitment carried out in one of the banking institutions at PT. East Lampung Sharia Safe BPRS. Based on the information the researchers got, that at PT. BPRS Aman Syariah East Lampung is not very precise in recruiting employees/marketing. This can be seen from the post-implementation of the new marketing recruitment carried out. Where the recruitment was carried out apparently could not fill the vacancies in the positions needed by the bank, so it was not very effective in solving problems that existed in the bank.

As a result of recruitment errors made by PT. BPRS Aman Syariah Lampung Timur has an impact on excess liquidity that has not been resolved from the recruitment carried out. Due to the discrepancy between recruitment and bank needs, in the end the productivity of financing is less than optimal. So that the target achievement of the lending section is increasingly unprofessional. The transfer of employee positions from one division to another also seems arbitrary, so it pays little attention to employee professionalism. This is in accordance with the results of an interview that the researcher conducted with sister Eka (Financing Marketing) who admitted that she did not know the reason why she was transferred to the marketing lending (financing) division, even though she had no experience in this field.

2. METHOD

2.1 Types and nature of research

This type of research is field research. Field research is research that aims to intensively study the background and current situation, and the environmental interactions of a social unit: individuals, groups, institutions, and society.

This research is descriptive qualitative. Descriptive is an attempt to make systematic, actual and accurate planning regarding the facts and characteristics of a particular population or area. While what is meant by qualitative is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior.

So the qualitative descriptive research referred to in this study is that the researcher will describe or describe data or information regarding how the recruitment method and benchmarks are used in determining whether prospective employees (marketing) are eligible to be accepted or not at PT. BPRS. East Lampung Sharia Safe. The data or information that the researcher presents is qualitative data in the form of interviews and documentation.

2.2 Data source

The main data sources in qualitative research are words and actions, the rest is additional data such as documents and others. 27 Data sources in research conducted by researchers can actually be classified into primary data sources and secondary data sources.

Primary data sources are the main data sources that can provide information, facts and descriptions of events desired in research. Or the first source where a data is generated, in qualitative research the main data source is the words and actions of people who are observed or interviewed. To answer research questions, in this study researchers obtained primary data sources through interviews with the Director of PT. East Lampung Sharia Safe BPRS, Sugiyanto SE

Sources of secondary data in this study were data obtained from reports submitted by PT. BPRS Aman Syariah East Lampung, and obtained from library literature such as books, the internet, and other literature that is related and has relevance to this thesis.

2.3 Data collection technique

In accordance with the research that the author did which was descriptive and qualitative in nature, then as befits a qualitative study that conducted research on the field. Then the data collection was carried out directly by the researcher using the interview method and the documentation method.

2.4 Data Analysis Techniques

Data analysis in this study is a type of field qualitative research and is descriptive in nature, namely the research carried out has an initial understanding of the problem situation at hand. After the data is collected, in analyzing the data the researcher uses inductive analysis. Inductive analysis is the process of inductive procedures starting from specific propositions (as a result of observations) and ending with a conclusion (new knowledge) in the form of a general principle.

With this method researchers will be able to see the recruitment methods and benchmarks of PT. BPRS Aman Syariah East Lampung in accepting new (marketing) employee candidates. This can be known after researchers obtain the necessary information and data from the Director of PT. Sharia Safe BPRS. Then the researchers drew conclusions regarding how human resource management in marketing recruitment at PT. BPRS Aman Syariah East Lampung in an effort to meet bank needs, namely increasing the volume of financing productivity.

3. RESULTS AND DISCUSSION

3.1 Recruitment Process PT. Sharia Safe BPRS

PT. BPRS Aman Syariah East Lampung in conducting recruitment begins with making announcements according to the vacancies needed. Furthermore, job vacancies are opened to attract prospective applicants who will be selected to become employees at PT. Sharia Safe BPRS. After the applicants have been successfully collected and declared to have met the filing requirements, a written test will then be held. This written test is to determine the level of academic intelligence of prospective employees.

Next, the test will proceed to the interview level. This interview test is to determine the level of emotional intelligence, attitude and given questions to determine the ability and logical accuracy of prospective employees. Interview test at PT. BPRS Aman Syariah sometimes is not enough just one time, but can take up to two interview tests, all depending on how the results of the first interview are. If the first interview is deemed sufficient, then there is no need for two tests, but if there are still things that need to be reconsidered, then it is usual to conduct two interviews.

After the written test and interview have been passed, then a decision is taken by the directors, then it is announced regarding the names that have been accepted or names that have not been accepted as employees at PT. Sharia Safe BPRS.

Employees who have just passed recruitment, will be placed in accordance with the position required by PT. Sharia Safe BPRS. With a performance trial period of three months. If within three months the performance of the new employee shows progress, then the contract can be extended. However, if the new employee's performance is not in line with expectations, termination steps will be taken.

Apart from processes such as written tests and interviews, other considerations that become a reference in determining whether or not prospective employees are to be retained at PT. BPRS Aman Syariah is related to the emotional/biological relationship between prospective employees and shareholders/directors. At PT. BPRS Aman Syariah, applicants who have emotional closeness to shareholders or directors are more calculated to be accepted than applicants who incidentally do not have emotional/biological closeness.

Integrity and reputation are also part of what is assessed by PT. Sharia BPRS Safe for employees. Where integrity includes the personality of obedience to God and is seen historically whether it has ever been involved in criminal cases or not. Reputation is related to how employees think in dealing with all problems while working. How is the mindset of employees when juxtaposed with personal problems and company problems.

3.2 The process of mapping employees at PT. Post Recruitment Sharia Safe BPRS

The most basic problem that often becomes a problem in the field of human resource analysis is that it starts with an error in hiring and placing workers who are not as expected. The thing that must be remembered in prioritizing the concept of business development and development is applying the concept of "the right man and the right place".

The Bank's task in meeting the needs of Human Resources is through recruitment. Recruitment is carried out to get superior human resources to serve as partners in working at the Bank. After recruitment, there will be a mapping of employees according to the needs of the bank and the abilities of the employees themselves.

Likewise with PT. Sharia Safe BPRS. Bank Aman Syariah had recruited several times to meet HR needs internally. The rest, after recruitment, there is also employee mapping. This employee mapping is adjusted to the needs of PT. Sharia Safe BPRS.

From the results of interviews that researchers have conducted with one of the marketing companies at PT. BPRS Aman Syariah, namely Sister Eka, that according to her experience, it is true that in the recruitment process, the stages explained by the board of directors are appropriate. After the recruitment is complete and declared passed, only then are they placed in positions that have not been filled.

To be accepted at PT. BPRS Aman Syariah, Sister Eka had to prepare all the required documents, then take a written test which at that time was held at the Muhammadiyah Sekampung Vocational School, then take an interview test.

3.3 Information on Financing Achievements

From the results of an interview with Mr. Sugiyanto as the Director of PT. BPRS Aman Syariah, produces information related to financing achievements. Before discussing in detail how to achieve the financing target, researchers will first discuss how the evaluation process was carried out by PT. BPRS Aman Syariah, to find out the progressivity of employees, especially financing marketing at work

PT. BPRS Aman Syariah usually conducts semester evaluations. This means that overall performance evaluation and reporting is carried out every six months. This includes discussing how to achieve the financing target in the current semester. Here the researchers took data on financing achievements in 2018 semesters 1 and 2 and also in 2019 semester 1.

From the documents of PT. BPRS Aman Syariah, researchers obtained information that the target for the amount of financing is divided into two types. Namely the target intended for each financing marketing, and the target intended for the company's general financing achievements. for each marketing, PT. BPRS Aman Syariah East Lampung stipulates 300 million rupiah every month which must be achieved by financing marketing. As for the target company in general, PT. BPRS Aman Syariah targets 1.8 billion rupiah every month which must be achieved.

From the set targets that have been set, in these years, namely 2018 and 2019, PT. SRB experienced a decrease, while the number of employees showed an increase as a result of the recruitment process. In the first semester of 2018, of the predetermined target of 1.8 billion rupiah per month, an average of 75% was achieved, while for the second semester, the average achievement was only less than 60%, while the disbursement of financing in the first semester of 2019 was only achieve the target of less than 70% of the total target that has been set. These results were conveyed during the semester evaluation at PT. Sharia Safe BPRS.

PT. BPRS Aman Syariah East Lampung in the last 3 to 4 years, until 2019 continues to increase the number of employees. Even though the recruitment is balanced with the release of employees, in terms of quantity, employees at PT. BPRS Aman Syariah East Lampung continues to increase in number. As stated in the following table.

Table 1. Increasing Number of Employees of PT. Sharia Safe BPRS

No	Year	Employee	Employee		Number of employees
			Enter	Go out	
1	2016	13	1	2	12
2	2017	12	8	4	16
3	2018	16	10	6	20
4	2019	22	2		22

From the table above, it shows that the number of employee recruitment has increased. However, the increase in the number of employees was not matched by an increase in the amount

of financing. Where the amount of financing is actually stagnant and even almost always shows a downward trend.

In accordance with regulations set by Perbarindo and Aspesindo, PT. BPRS Aman Syariah always sends employees, especially marketing when aspesindo or perbarindo hold a training. The usual number of delegates sent by PT. BPRS Aman Syariah to participate in training ranges from 1 to 3 people, as requested by Aspesindo and Perbarindo. PT. BPRS Aman Syariah who participate in training at Perbarindo or Aspesindo usually receive different training themes. Among them are training on marketing, training on analysis, training on handling non-performing financing, and training on the basics of Islamic banking.

Based on information from the results of interviews conducted by researchers with Sister Rosita, it was found that the training that employees usually participate in is required to be shared again with other employees who have not had the opportunity to take part in the training. The form of sharing is usually carried out by presenting back the material that has been obtained from training which is usually carried out using Power-Point (PPT) media. It is from the presentations that are usually made that the leadership can judge how much the effectiveness of the training that has been attended so far.

PT. BPRS Aman Syariah has actually taken actions that could increase the spirit of marketing performance. Namely by providing rewards in the form of additional salaries for those who can exceed the target. And to create a sense of deterrence, the leadership also provides punishment for marketing that does not meet targets. The form of punishment is in the form of a verbal warning from the head of marketing or from the director.

Additional salary is a reward given by PT. BPRS Aman Syariah for employees or marketing who at work are able to exceed the target every month. While the usual form of punishment is PT. BPRS Aman Syariah gives is in the form of a verbal warning. This verbal warning is in the form of emphasis and motivation given by the head of marketing or the director to spur employee/marketing enthusiasm at work so that they are better able to meet and even exceed the targets that have been set.

Another form of punishment provided by PT. BPRS Aman Syariah to employees is in the form of a Warning Letter (SP). This SP is given to employees/marketing when it has been 3 consecutive months that it has not reached the financing target.

4. CONCLUSION

In recruitment, the thing that needs to be considered is the competence of the human resources to be recruited. Recruitment should ideally pay attention to the concept of the right man and the right place. One of the things considered in this case is the educational background that is in accordance with the job position that will be carried out. At PT. BPRS Aman Syariah pays little attention to this concept. Moreover, it does not pay attention to the educational background with the job position that will be carried out by the employee. Thus, after the recruitment is completed, the employees who are accepted are less able to fully control the work they are doing. This can be seen from how the progress of work is seen in achieving targets. Where, employees or marketing that do not match the educational background with the type of work, finally forcing him to study again from the beginning, so that he is left behind in meeting the target achievements. This is due to the lack of marketing expertise in disseminating products to prospective financing customers.

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