

IMPLEMENTATION OF HUMAN RESOURCE AUDIT ON RECRUITMENT SYSTEM

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ABSTRACT

Accuracy in carrying out recruitment in a company is very necessary because it is a driving factor for the company's success. Based on this, the implementation of a Human Resources audit is certainly needed to support it. For this reason, this research will analyze the implementation of Human Resources audits on company recruitment systems. The type of research used is descriptive research. The data used in this research is primary data. Primary data in this research was obtained through direct interviews with employees. The data collection method used in this research is the interview technique. The data analysis technique used in this research is a qualitative analysis technique. Based on the results of the research conducted, it is known that the company has carried out a human resources audit. In its implementation, the company uses internal auditors. Using internal auditors has its own advantages because these auditors understand and understand the parts and duties of each division in the company. On the other hand, the use of internal auditors is vulnerable to data manipulation. In implementing human resources audits carried out by companies, there are audit stages that have not been implemented, such as in the preliminary audit. These preliminary audit steps consist of cursory observations, searching for written data, interviews with management, analysis, and survey memoranda.

Keywords: human resources, recruitment system.

INTRODUCTION

The progression of human civilization hinges on its capacity to innovate and harness technology, culminating in a cultural ethos that champions mastery and manipulation of the natural environment for personal and collective benefit (Darmawan et al., 2023). In this context, companies emerge as pivotal institutions contributing to societal advancement by spearheading developmental initiatives. Central to this process is the pursuit of enhanced productivity through research and development endeavors. Companies, in their quest to remain competitive, prioritize staying abreast of scientific and technological advancements, ensuring their adaptability to evolving market trends (Ashshidiqy & Ali, 2019). Furthermore, the efficacy of organizational operations is contingent upon the competence and dedication of its workforce. Thus, economic progress necessitates a generation of individuals equipped with the requisite skills and mindset to actively contribute to the workforce. This underscores the significance of instilling a proactive work ethic supported by intellectual acumen among the populace.

The recruitment and selection process assumes paramount importance in shaping organizational culture and driving sustainable growth. It serves as a conduit for identifying and nurturing talent aligned with organizational objectives and values. Moreover, the recruitment paradigm adopted by companies plays a pivotal role in shaping societal perceptions and expectations regarding work and career advancement. Consequently, the recruitment process represents a critical juncture wherein organizational aspirations intersect with individual aspirations, thus exerting profound implications on both organizational efficacy and societal progress.

Furthermore, the recruitment paradigm adopted by companies reflects prevailing societal norms, values, and ideologies, thereby influencing broader socio-economic dynamics. For instance, a meritocratic recruitment approach underscores the importance of individual competence and performance, fostering a culture of accountability and excellence within organizations. Conversely, nepotistic recruitment practices perpetuate inequities and undermine meritocracy, impeding social mobility and exacerbating socio-economic disparities. Therefore, the recruitment process serves as a microcosm of broader societal dynamics, reflecting and perpetuating existing power structures, privilege, and inequalities.

In conclusion, the recruitment and selection process occupies a central position in shaping organizational culture, driving innovation, and fostering societal progress. By adopting transparent, meritocratic recruitment practices, companies can harness the full potential of their workforce, fueling economic growth and societal development. Moreover, by aligning recruitment strategies with broader societal values and aspirations, organizations can contribute to the cultivation of a more equitable and inclusive society. Thus, the recruitment process transcends its organizational confines, exerting far-reaching implications on societal dynamics and collective progress.

Recruitment is the process of generating a pool of qualified applicants for organizational jobs (Mathis et al., 2017). The aim of recruitment is to get as many prospective employees as possible so as to enable management to select or select candidates according to the required qualifications. The more candidates you collect, the better it will be because the possibility of getting the best candidate will be greater (Breaugh et al., 2008). Implementing recruitment and selection is a very important, crucial task and requires great responsibility. This is because the quality of human resources that will be used really depends on how recruitment and selection procedures are implemented (Leisink & Steijn, 2008). At the same time, quality human resources who perform their duties well will also reflect that the employee's performance has increased (Darmawan et al., 2020). Even though this is stated, there is still a need for supervision and control of human resource management which is usually carried out by means of a human resource management audit or usually abbreviated as an HRM audit. HRM audit is a comprehensive assessment and analysis of HR programs in order to ensure whether the program has run economically, efficiently and effectively in achieving goals and improving the performance of the program (Batra, 1996). HR management audit is a tool for evaluating personnel activities in an organization with the aim of ensuring the efficiency and effectiveness of HR management activities in achieving organizational goals, that HR management activities have been able to play their proper role. Where with the help of sophisticated technology systems data analysis provides the basis for strategic decisions

to measure recruitment performance and identify trends. Effective use of technology supports the automation of recruitment tasks which ensures efficiency and accuracy in information management (Dzinnur et al., 2020; Munir et al., 2022). HR audits help identify weaknesses in the recruitment process which provides a basis for management to improve recruitment efficiency and effectiveness (Mardikaningsih et al., 2015). At certain times an assessment must be carried out regarding the extent to which HR management fulfills its functions, which is carried out through HR audits (Arifin et al., 2022).

Human resources audit is a systematic, objective and documented examination and assessment activity of functions affected by human resources management. The scope of a human resource audit is as broad as human resource management itself, meaning that all aspects of human resource management ranging from strategy, policy, principles, to specific functions of human resource management can be the target of an audit, one of which is the internal recruitment system. company. The purpose of this human resources audit is to control organizational activities through the function of examining and assessing organizational or company problems (obedience, effectiveness and efficiency) which are highlighted from the human resources dimension so that functional and overall company goals can be achieved (Yadav & Daphade, 2014). Human resources audits are very necessary so that the problems faced by companies, especially problems from the human resources perspective, can be identified in more detail which may have never previously been considered (Painoli & Losarwar, 2011). Furthermore, once the problem has been uncovered, the auditor will provide recommendations for solving it and this has been communicated to the company leadership so that it will have a psychological impact on the unit leadership to immediately resolve the problem. Thus, implementing a human resources audit in order to improve employee performance is very necessary considering the importance of optimal employee contribution in achieving the company's stated goals and objectives. Some supporting research findings are from Negi and Chaubey (2015); Aryanti & Sudarmadi (2020); Al Latif Srou (2022). Based on this phenomenon, researchers are interested in further research with the title "Implementation of Human Resource Audit on Recruitment System".

RESEARCH METHODS

The type of research used is descriptive research. The data used in this research is primary data. Primary data is the main source of information, obtained through direct interviews with employees. The use of interview techniques allows researchers to interact directly with competent leaders and employees who produce contextual information related to this research. The data analysis process was carried out qualitatively, with a focus on interpretation and the characteristics of the phenomena observed. The advantages of qualitative analysis techniques include categorization, grouping themes, and identifying patterns that emerge from interview data. The data analysis technique used in this research is a qualitative analysis technique. This research focuses on employees as the main subject, and the data obtained is expected to provide in-depth insight into certain aspects that are the focus of the research. Thus, through descriptive methods, use of primary data, interview techniques and qualitative analysis, this research seeks to contribute to understanding within the employee sphere.

RESULTS AND DISCUSSION

A Human Resources Audit serves not as an end goal but rather as a strategic tool to facilitate the attainment of organizational objectives. Its purpose is to address challenges encountered by an entity from a Human Resources perspective, thereby ensuring the functional realization of organizational goals both presently and prospectively. This discourse endeavors to explore the integration of Human Resources audits within the recruitment framework. Through this exploration, the aim is to scrutinize the practical application of Human Resources Audit principles within recruitment processes by comparing established theories with real-world implementations adopted by various enterprises.

The utility of management audits extends beyond mere evaluation, serving as a foundational pillar for informed decision-making, procedural enhancements, and the augmentation of organizational efficacy and efficiency. The benefits accrued from such audits reverberate across multiple stakeholders. Principally, management stands to gain invaluable insights from audit findings, enabling the identification and resolution of prevailing and potential impediments across diverse organizational functions. These insights not only address current exigencies but also equip management with the foresight to navigate future challenges adeptly.

Furthermore, the advantages of Human Resources audits extend to auditors themselves, serving as a catalyst for professional development and experiential learning. Engaging in the audit process offers practitioners a fertile ground for honing their skills, expanding their knowledge base, and refining their acumen in navigating complex organizational landscapes. The audit process metamorphoses into an invaluable crucible for personal and professional growth, fostering a culture of continuous improvement and excellence within the audit fraternity.

In the context of recruitment, the application of Human Resources audits assumes paramount significance. The recruitment function stands as a pivotal conduit for nurturing organizational talent and steering the entity towards its strategic objectives. By subjecting the recruitment process to rigorous audit scrutiny, organizations can unveil latent inefficiencies, rectify systemic deficiencies, and fortify recruitment practices to align seamlessly with organizational imperatives. Through this lens, Human Resources audits serve as a linchpin for optimizing talent acquisition strategies, enhancing workforce agility, and fostering organizational resilience amidst dynamic market dynamics.

Moreover, the incorporation of Human Resources audit principles into the recruitment continuum engenders a culture of transparency, accountability, and fairness. By instilling robust audit mechanisms within recruitment frameworks, organizations underscore their commitment to upholding ethical standards, mitigating bias, and ensuring equitable opportunities for all prospective candidates. Consequently, the audit-driven recruitment ethos not only fosters a conducive organizational climate but also burnishes the employer brand, positioning the entity as an employer of choice within the competitive talent landscape.

Additionally, Human Resources audits furnish organizations with a panoramic vista of their human capital landscape, transcending conventional metrics to delve deeper into qualitative dimensions such as employee engagement, satisfaction, and retention. By appraising the efficacy of recruitment practices through an audit lens, organizations can discern patterns,

identify bottlenecks, and institute remedial measures to bolster workforce engagement and fortify employee commitment. This holistic approach to recruitment auditing not only optimizes talent acquisition processes but also engenders a culture of employee empowerment, fostering a symbiotic relationship between organizational objectives and employee aspirations.

In summation, the integration of Human Resources audits within the recruitment domain represents a paradigm shift towards strategic talent management. By leveraging audit principles to scrutinize and enhance recruitment processes, organizations can catalyze organizational performance, fortify their competitive edge, and engender a culture of excellence and innovation. Embracing the ethos of audit-driven recruitment heralds a transformative journey towards organizational resilience, agility, and sustainability in an ever-evolving business landscape (Sinambela et al., 2022).

The stages involved in human resource management encompass a series of crucial steps aimed at optimizing organizational effectiveness. The preliminary audit constitutes the initial phase in this process, serving as a foundational step towards establishing a robust rapport between auditors and management. Through this phase, auditors acquaint themselves with the intricacies of the organization, fostering effective communication channels essential for the audit's success. This stage primarily focuses on gathering comprehensive information regarding the company's background, with a particular emphasis on scrutinizing the recruitment system for potential weaknesses.

Although researchers have outlined steps for the preliminary audit, certain critical elements, such as cursory observation, remain overlooked within organizational practices. Cursory observation serves as a vital mechanism for acquiring nuanced insights into the company's operational dynamics. Additionally, conducting interviews with key leaders responsible for distinct facets of organizational authority enhances the efficacy of the preliminary audit. Hence, it is imperative for companies to adhere to a structured approach encompassing preliminary observation and thorough interviews to ensure the comprehensive coverage of audit objectives.

Furthermore, the audit process extends beyond mere observation, necessitating the acquisition of documentation to facilitate comparative analyses across various organizational departments. The primary objective here lies in evaluating the consistency of management practices adopted by the company. Through meticulous documentation, auditors can discern patterns, identify discrepancies, and formulate informed recommendations to bolster organizational efficacy.

Moreover, the information-gathering process is significantly augmented through insightful interviews with managers, enabling auditors to identify latent issues and potential areas for improvement. Complete documentation is indispensable during the analysis stage, facilitating comprehensive assessments and informed decision-making. Auditors must exercise diligence in organizing and synthesizing data to derive meaningful insights that inform subsequent audit recommendations.

As the audit progresses, auditors must remain flexible and adaptive, prepared to delve deeper into specific departments or processes warranting further scrutiny. This iterative approach ensures the holistic coverage of organizational functions, thereby enhancing the audit's efficacy in identifying and remedying systemic inefficiencies.

In conclusion, the preliminary audit stage constitutes a pivotal juncture in the human resource management process, laying the groundwork for comprehensive organizational evaluations. By adhering to a structured approach encompassing preliminary observation, documentation acquisition, and insightful interviews, companies can bolster their resilience and fortify their competitive edge. The iterative nature of the audit process underscores the importance of adaptability and thoroughness in navigating the complexities of organizational dynamics. Embracing these principles fosters a culture of continuous improvement, propelling organizations towards sustained success in an ever-evolving business landscape.

In practice, the survey memorandum serves as a pivotal component derived from the preliminary audit stage, encapsulating key findings essential for planning and executing audit activities. According to Debreceeny et al. (2005), surveys yield multifaceted insights crucial for resource allocation and optimizing the efficacy of human resources audits. The recruitment system, a cornerstone of organizational operations, delineates guidelines governing the recruitment process, ensuring alignment with established protocols. However, analyses reveal discrepancies within existing recruitment practices, particularly concerning candidate specifications, impeding the attainment of desired outcomes. Auditors must meticulously scrutinize various facets of the recruitment system, encompassing program reviews and talent evaluation, to ascertain adherence to organizational objectives and delineate areas necessitating refinement (Putra, 2022).

Furthermore, the absence of explicit criteria in follow-up audits hampers the efficacy of recruitment processes, leading to the selection of candidates based on personal connections rather than merit. This practice undermines workforce competency and impedes organizational efficiency. The reporting phase assumes paramount significance, serving as a conduit for conveying audit findings and recommendations to management. A well-crafted report not only elucidates significant insights but also compels management attention, catalyzing proactive responses to identified deficiencies. Subsequent follow-up actions ensure the implementation of corrective measures delineated in audit reports, fostering organizational improvement and resilience. Cohen and Sayag (2010) assert that the effectiveness of human resource audits hinges upon the comprehensive and expeditious resolution of identified issues, underscoring the importance of proactive follow-up measures.

Establishing clear criteria for desired specialization among prospective recruits is crucial for ensuring alignment between workforce capabilities and organizational goals. By outlining specific competencies and attributes sought in potential hires, management can streamline the recruitment process, ensuring that selected candidates possess the requisite skills and qualifications to contribute effectively to organizational objectives. This strategic approach to recruitment minimizes mismatches between job requirements and candidate profiles, optimizing the likelihood of hiring individuals who are well-suited to the demands of their roles.

Moreover, feedback gleaned from HR audits serves as a valuable resource for informing strategic decision-making and fostering continuous improvement within the organization. As highlighted by Ariani and Darmawan (2021), audit feedback prompts managerial reflection and encourages revisions to recruitment policies and practices in response to evolving business

dynamics. By leveraging insights garnered from audits, organizations can refine their recruitment strategies, adapt to changing market conditions, and ensure that their workforce remains aligned with emerging industry trends and demands.

Furthermore, audit feedback serves as a catalyst for enhancing workforce performance and fostering a culture of accountability and excellence. By providing managers with valuable insights into recruitment processes and outcomes, audits empower them to identify areas for improvement and implement targeted interventions to address deficiencies. This proactive approach to talent management enables organizations to nurture a high-performing workforce capable of driving innovation, achieving strategic objectives, and maintaining competitive advantage in the marketplace.

In summary, the delineation of desired specialization criteria and the utilization of audit feedback are integral components of effective talent management strategies. By aligning recruitment practices with organizational objectives and leveraging audit insights to drive continuous improvement, organizations can enhance their ability to attract, select, and retain top talent. This strategic approach to workforce planning not only strengthens organizational capabilities but also positions the company for sustained success in a dynamic and competitive business environment.

In conclusion, human resource audits represent a cornerstone of organizational governance, facilitating strategic alignment between workforce capabilities and organizational imperatives. Through meticulous evaluation and strategic interventions, organizations can optimize recruitment processes, bolster workforce competencies, and fortify organizational resilience. Embracing a proactive approach to human resource management fosters a culture of continuous improvement, propelling organizations towards sustained success amidst dynamic business landscapes.

CONCLUSION

Based on the results of research conducted on the company, it is known that the company has carried out a human resources audit. In its implementation, the company uses internal auditors. Using internal auditors has its own advantages because these auditors understand and understand the parts and duties of each division in the company. On the other hand, the use of internal auditors is vulnerable to data manipulation. In implementing human resources audits carried out by companies, there are audit stages that have not been implemented, such as in the preliminary audit. These preliminary audit steps consist of cursory observations, searching for written data, interviews with management, analysis, and survey memoranda. Based on the conclusions that have been described, the advice that can be given to companies is that in carrying out human resource audits, companies should also use external auditors. It is hoped that the use of external auditors can complement the findings of internal auditors. When carrying out a human resources audit, the company should carry out each stage of the audit completely. Complete stages will produce maximum audit results. The findings obtained can be used as input and consideration for management to continue to improve weaknesses and develop the company.

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