

OPEN EMPLOYEE RECRUITMENT STRATEGY TO IMPROVE THE QUALITY OF HUMAN RESOURCES AT PT SANGA GROUP INDONESIA

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Keywords	Abstract
Open Recruitment Strategy; Human Resource Quality; Employer Branding	This study explores the implementation of an open employee recruitment strategy at PT. Sanga Group Indonesia to enhance the quality of human resources in the convection and screen-printing industry. The research adopts a qualitative descriptive approach involving interviews, observations, and document analysis during a six-month internship. Findings reveal that structured recruitment through SOPs, the adoption of digital platforms, and a strong focus on competency-based selection significantly improve workforce quality, reduce turnover, and enhance production efficiency. Despite the benefits, challenges such as limited digital literacy among applicants and incomplete automation in selection processes still hinder full optimization. The study also highlights the critical role of employer branding in attracting and retaining qualified candidates. These insights offer practical implications for SMEs in labor-intensive sectors aiming to modernize their HR strategies through technology and structured procedures.



INTRODUCTION

Employee recruitment at PT. Sanga Group Indonesia is more than its peers, without a systematic selection stage. As a result, many employees are accepted without a skills test first, so there is often a mismatch between the employee's abilities and the needs of the job. In addition, the absence of SOPs in recruitment and selection has an impact on the lack of transparency in labor acceptance, high employee turnover rates, and inefficiencies in training new employees. As shown in the employee acceptance data from April to December 2024 and January to February 2025,

According to Stuart & Wening, (2023) Phenomena that occur in a company include various events, trends, or events that affect the company's operations, management, and development, both from internal and external factors. Firda & Gunawan, (2023) It also said that this phenomenon can include various aspects, such as management and leadership, human resources, finance, market competition, technology, and government regulations. For example, one of the phenomena that is highly influential in today's business world is the increasing use of digital technology, which encourages companies to adapt to digital transformation.

Along with these changes, companies also need to ensure that they have a workforce that suits the needs of the industry. In this case, the recruitment process plays an important role as the first step in getting the right workforce.

According to Full moon et al., (2022) The Recruitment Process is a very important first step in getting a workforce that suits the needs of the company. This process includes various stages, from workforce needs planning, candidate search, initial selection, to employee onboarding (Zaky et al., 2021). PT. Sanga Group Indonesia as a company engaged in convection and screen printing certainly needs a workforce that has specific skills, such as sewing, cutting fabric, printing, and understanding production standards in the textile industry. Therefore, good recruitment must pay attention to the right source of labor, whether from within the company (Internal) or from outside (External), as well as methods used, such as through job advertisements, referrals from employees, cooperation with skills training institutions, or recruitment through online platforms.

In addition, the speed and effectiveness of the recruitment process also affect the sustainability of the company's operations. If recruitment is carried out carelessly and unstructured, there is a possibility that the company will get a less competent workforce, thus having an impact on productivity and the quality of the products produced.

Along with the development of technology, the recruitment process is now not only done manually, but has also utilized various technologies to improve its efficiency and effectiveness or Recruitment Technology (Nikmah et al., 2023). The use of technology in recruitment can be in the form of the use of online job search platforms, such as social media, job vacancy sites, or the company's own website. With technology, companies can reach more potential candidates in less time.

In addition, digitalization in the selection process can also help companies screen candidates who really suit their needs. For example, companies can implement an online registration system, digital-based skills tests, or online interviews for time efficiency.

By utilizing technology, companies can reduce recruitment costs, speed up the selection process, and get a workforce that is more in line with the specific needs of the convection and screen printing industry. Once the candidate registers in the recruitment process, the next stage is the competency selection. This selection aims to ensure that prospective workers have the skills and expertise that suit the company's needs. The competencies required include technical skills such as sewing with various techniques, cutting fabrics according to patterns, doing screen printing processes with various methods, and understanding the quality standards of textile products (Rozali et al., 2023).

In addition to technical skills, soft skills Discipline, teamwork, and precision are also indispensable for the workforce to work effectively in a production environment (D. P. Pratama et al., 2022). Therefore, PT. Sanga Group Indonesia needs to implement a strict selection system, for example through direct skills tests or initial training before being officially accepted as a permanent employee.

In addition to competency selection, employer branding It also plays an important role in attracting a qualified workforce. Employer branding is the company's image in the eyes of potential workers (Ayu Radhinda, 2020). If PT. Sanga Group Indonesia has a reputation as a good workplace, so it will be easier for the company to attract workers who have high competence and strong loyalty. Employer branding can be built through various strategies, such as providing comfortable work facilities, offering competitive salaries and incentives, providing career development opportunities, and creating a conducive work environment (Purborini & Basid, 2022). With employer branding A good thing, companies are not only able to attract qualified candidates, but can also improve employee retention and reduce labor turnover rates. The quality of human resources in the convection and screen printing industry greatly determines the company's production success and competitiveness.

The quality of human resources can be measured from several main indicators, such as work productivity, quality of production results, employee discipline, and creativity and innovation at work. Work productivity refers to the amount of output produced by a worker in a given period. The higher the productivity of a worker, the more efficient the company's production process will be. In addition, the quality of production is an important factor in maintaining customer satisfaction. If the workforce

has good skills and works thoroughly, then the number of defective products can be minimized, so that the company can produce products of high standards. In addition to technical aspects, discipline and work ethic are also the main indicators in assessing the quality of human resources.

Employees who are disciplined in carrying out their duties will be better able to meet production targets and maintain the quality of work results. Another factor that also has an influence is creativity and innovation, especially in the face of new trends in the convection and screen printing industry. Employees who have initiative and creative thinking skills can help companies develop new designs, create more efficient screen printing techniques, and adapt to market changes. Thus, the high quality of human resources will contribute to increasing the company's competitiveness and its ability to better meet customer needs.

A good recruitment process will ensure that companies get skilled workers according to the needs of the convection and screen printing industry. If recruitment is carried out systematically and based on clear standards, the quality of the workforce obtained will also be better. Technology in recruitment plays a role in improving the efficiency of the selection process, so companies can quickly find the right workforce without having to spend excessive money and time. With the use of technology, companies can also assess potential workers more objectively, for example through a digital skills test system or online interviews that can reduce bias in selection.

Strict competency selection ensures that only the best candidates are accepted into the company, so that the existing workforce is truly capable of performing its duties well. The higher the quality of labor, the less likely it is to make mistakes in production, so that companies can increase productivity and work efficiency.

Meanwhile, positive employer branding will help companies attract and retain a quality workforce. If the company has a good image in the eyes of the workers, then they will be more loyal and motivated to work optimally. Thus, the relationship is very close, where a good recruitment process, supported by technology and an effective employer branding strategy, will result in a qualified, productive workforce, and contribute to the company's growth. Internship at PT. Sanga Group Indonesia aims to understand how companies manage recruitment, improve the quality of human resources, and overcome various challenges in the production and marketing process.

With this qualitative approach, it focuses on an in-depth exploration of the company's work system, employee training methods, and the influence of the work environment on productivity. Through interviews with management, employees, and previous interns, as well as delving deeper into how the company implements HR management strategies to achieve efficiency and effectiveness in its operations.

The qualitative approach allows to gain direct insight into the experience of employees and interns in adapting to the work environment at PT. Sanga Group Indonesia. This method also helps in understanding the factors that affect the success of the internship program as well as the obstacles faced by both companies and interns.

Therefore, these findings are expected to be able to provide useful input for companies in optimizing internship programs and strengthening human resource management systems in a sustainable manner.

In conclusion, PT. Sanga Group Indonesia as a company in the field of convection and screen printing needs to manage the recruitment process well, utilize technology, implement strict competency selection, and build a strong Employer Branding in order to acquire and retain high-quality human resources. With superior human resources, the company can improve production efficiency, maintain product quality, and strengthen its position in the convection and screen printing industry.

According to Zaenal Asikin & Fadilah, (2024) The phenomenon shows that companies must have a deep understanding of the changes that occur in the market and its business environment. Overall,

understanding the phenomenon that occurs in the company is essential so that management can respond to it with the right strategy, as well as ensure business continuity and sustainability (Andi et al., 2024). By responding appropriately to existing phenomena, companies can survive and thrive despite the ever-changing challenges in a dynamic industrial environment.

In addition, the effective implementation of Open Recruitment also contributes to sustainable human resource development. By continuously improving its recruitment strategy, companies can build a solid team that is able to compete in the industry. Therefore, a well-designed Open Recruitment not only produces a qualified workforce, but also ensures the sustainability and development of the company in the long term. From several phenomena found during the internship and the results of interviews with elements at PT. Sanga Group Indonesia, so the author is interested in taking the title of the internship report "OPEN EMPLOYEE RECRUITMENT STRATEGY TO IMPROVE THE QUALITY OF HUMAN RESOURCES AT PT. SANGA GROUP INDONESIA"

Problem Limitations

Based on the above background, a problem formulation was found, namely, How to Establish an Open Employee Recruitment Strategy to Improve the Quality of Human Resources at PT. Sanga Group Indonesia. First, discussing the recruitment process, which includes labor search methods, recruitment sources, and initial selection stages implemented by PT. Sanga Group Indonesia in getting a workforce that is in accordance with the needs of the convection and screen printing industry. Furthermore, it examines recruitment technology, namely the extent of the use of technology in the process of finding and selecting workers in the company.

Focus will be on the use of digital platforms, online registration systems, as well as technology-based selection methods that can improve the efficiency and effectiveness of recruitment and third, competency selection, which includes the skill standards that must be possessed by prospective workers, the competency assessment process, as well as how strict selection can improve the quality of the workforce received. The last one discusses employer branding, which is related to the company's image in the eyes of potential workers and how employer branding strategies can attract and maintain quality human resources.

By setting these limits, the analysis can be more directed at the relationship between the recruitment process, the use of technology in recruitment, selection based on competence, and employer branding on the quality of human resources at PT. Sanga Group Indonesia. This aims to provide a clearer and deeper understanding of the effectiveness of the HR management system run by the company.

Purpose

General Purpose

In general, the purpose of the Internship activity is to identify, analyze, and evaluate the effectiveness of the open recruitment strategy in improving the quality of Human Resources (HR) recruited by companies at PT Sanga Group Indonesia.

Special Purpose

- a. Improving the quality of human resources in recruitment strategies at PT. Sanga Group Indonesia
- b. The determination of recruitment strategies at PT. Sanga Group Indonesia.

METHOD

With research that produces descriptive data in the form of written or spoken words from people and observable behaviors. Qualitative research emphasizes more on the process of deductive and inductive inference as well as the analysis of the dynamics of the relationship between observed phenomena using scientific logic (Nubairi, 2019).

Phenomenological studies are research that explains human experience through the description of the person who is the research informant, so that the researcher can understand the life experience of

the informant. This study describes a psychological approach to phenomenological research (Lisdiantini *et al.*, 2022). Qualitative research is a type of research that results in the discovery of discoveries that cannot be achieved (obtained) using statistical procedure procedures or by other means of quantification (confirmation) (Intan Defi Anggini *et al.*, 2023).

According to Rafki *et al.*, (2024) Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviors. Qualitative research emphasizes more on the process of inferenceQualitative research emphasizes its analysis on the process of deductive and inductive inference as well as the analysis of the dynamics of the relationship between observed phenomena using scientific logic. (Bhakti *et al.*, 2022).

This Internship Report uses a qualitative descriptive approach, where data is collected, analyzed, and presented in the form of a description (Mulyadi, 2019). to describe the situation that occurred during the internship. This approach allows for a deeper understanding of how students apply the knowledge they learn in the industrial world, how they adapt to the work environment, and the extent to which their contribution can improve the efficiency and effectiveness of the company's work.

This approach is also used to identify the various challenges faced by students and companies, as well as how the solutions implemented can have a positive impact both in the short and long term. This method was chosen because it was able to provide a more comprehensive understanding of the students' experience during the internship, their contribution to the company, and the resulting impact on the work system and productivity (Sedarmayanti & Rahadian, 2018). With this method, research focuses not only on numbers or quantitative data, but also on experiences, interactions, challenges, and solutions (Prasanti & Indriani, 2017). Which is discovered during the internship, where data is collected, analyzed, and presented in the form of descriptions to describe the situation that occurred during the internship.

This approach allows for a deeper understanding of how students apply the knowledge they learn in the industrial world, how they adapt to the work environment, and the extent to which their contribution can improve the efficiency and effectiveness of the company's work (P Tambunan, 2018).

The data obtained is generally qualitative data, although it does not reject quantitative data so that the data analysis technique to be used does not have a clear pattern (Rizky Fadilla & Ayu Wulandari, 2023).

1. Work Practice

A program that allows you to gain direct work experience in a company or agency for a certain period of time to hone practical skills, apply the knowledge that has been learned in lectures, and understand the dynamics of the world of work (Susanna) *et al.*, 2019).

Interns directly participate in various work activities in the company, including the production process of clothing, screen printing techniques, digital marketing management, and online store management in *e-commerce*. During this work practice, participants can observe the workflow as well as the role of each employee in carrying out their duties.

2. Interviews and Observations

Interviews are seeking access to in-depth information about views or experiences through direct interaction, but are highly dependent on the researcher's communication skills and often have the potential to cause bias (Indriani, 2025).

Observation of methods in which to observe work activities directly at the internship without much interaction, so as to understand the workflow, company culture, and practices applied in the field (Preliminary) *et al.*, 2024). Here is an example of a question used,

- a. What factors affect the improvement or decrease in quality Human Resources (HR) Competencies? According to Fajriyani *et al.*, (2023)?
- b. What are the challenges faced in the recruitment process? According to (Akbar *et al.*, 2024)
- c. Are there any obstacles in the application of technology in the recruitment process? According to (Zega *et al.*, 2024)
- d. What are the competency criteria used in employee selection? According to (Pradipta *et al.*, 2025)
- e. Does employer branding have an impact on employee retention? If so, how? According to (Siswandaru *et al.*, 2025)

In accordance with the form of the qualitative approach, the data collection techniques used are in-depth interviews and document analysis. Data collection in this study consists of several stages, namely preparation, implementation, and closing.

1. Preparation stage

In preparation for this research, the researcher has several topics that will be a research plan. The researcher submits the research topic/title to the supervisor for approval, the researcher looks for reference materials and prepares a research proposal. After the research proposal is revised according to the input and suggestions from the supervisor and examiner during the proposal exam, then the researcher prepares instruments and tools used for data collection such as interview guidelines, tools. writing and recording tools.

2. Implementation stage

This stage is the data collection stage. The researcher asked about the willingness of prospective informants by explaining the purpose of data collection, the time needed in data collection as proof of willingness as an informant. After the prospective informant is willing to be an informant, the researcher asks the informant where he wants to collect data, the goal is to make the informant more focused without any influence from the surrounding environment. The researcher collected data from informants. The technique used is to conduct in-depth interviews and record interviews to obtain data according to interview guidelines.

3. Closing stage

At this closing stage, the researcher then makes a contract with the informant that the researcher will come back for data validation and if there is data that has not been obtained or repeat the data if there is missing data. After obtaining the willingness of the informant, the researcher terminated by giving appreciation to the informant for his participation and willingness in the research.

4. Data Logging

Every information obtained from work practices, interviews, and observations is systematically recorded (Arifin, 2014). The data recorded included the number of employees recruited, the selection criteria used, obstacles in the recruitment process, and the effectiveness of training new employees. In addition, participants also recorded data on product sales through e-commerce and live streaming, so that they could analyze how the quality of Human Resources affects the company's performance.

5. Documentation

Documentation is done in the form of photos, videos, and written notes to record various activities (Zulfallah & Hidayatuloh, 2022). This documentation is useful as evidence of the implementation of activities, a reference in the preparation of the final report, and as an evaluation material for companies in developing recruitment strategies and improving the quality of human resources.

RESULTS AND DISCUSSION

To gain deeper insights, interviews were conducted with several employees who have strategic roles within the company, including CEOs, directors, recruitment admins, *live stream* hosts, and production departments. This interview aims to identify factors that affect the quality of human resources, challenges in open recruitment, obstacles to the application of technology in employee selection, competency criteria used in selection, and the influence of *employer branding* on employee retention. Through this interview, it is hoped that strategic recommendations can be obtained to increase the effectiveness of the recruitment process, reduce turnover rates, and create a more stable and productive work environment for companies.

A. Factors that affect the improvement or decrease in the quality of human resources

Resource Person : Mr. Sigit Gunawan (CEO of PT. Sanga Group Indonesia)

Student: "Good afternoon, Mr. Sigit. We want to understand more deeply about the factors that you think affect the improvement or decrease in the quality of human resources at PT. Sanga Group Indonesia. What is the main concern in this case?"

Mr. Sigit: "Good afternoon. If we talk about the quality of human resources, there are several key factors that must be considered. The first is of course the proper recruitment process. If the selection of employees is not carried out with clear standards, then we may get a workforce that is not in accordance with the needs of the convection and screen printing industry. This can have a direct impact on the efficiency and quality of production."

Student: "Are there other factors that also affect the quality of human resources apart from the recruitment process itself?"

Mr. Sigit: "Sure. Employee training and development is also very influential. If the company does not provide periodic training, then the skills of employees will be stagnant. In addition, the work environment is also an important aspect. If the work atmosphere is not supportive, then employee enthusiasm and productivity can decrease. Finally, no less important is employee welfare. If wages and benefits are not competitive, employees will be more likely to look for work elsewhere that offers better conditions."

The quality of human resources at PT. Sanga Group Indonesia is highly dependent on several main interrelated factors. One of the most crucial aspects is the recruitment process (Madya *et al.*, 2025). The selection of workers must be carried out with clear standards so that companies get employees who are in accordance with the needs of the convection and screen printing industry. If the recruitment process is carried out without strict selection, there is a risk of getting less competent employees, which can ultimately reduce work efficiency and the quality of production results (Silvana *et al.*, n.d.). Therefore, recruitment based on expertise, experience, and conformity to the company's culture is the first step in ensuring optimal quality of Human Resources (Milala & Novita, 2025).

In addition to recruitment, employee training and development also play an important role in improving the quality of Human Resources (Andayani & F., 2021). The industrial world continues to develop, including in the convection and screen printing sectors, so the skills that employees have must always be updated. Without periodic training, their abilities can be stagnant and unable to keep up with the latest technological developments and production methods. By providing targeted training programs, companies can increase productivity as well as innovation in the work process, which ultimately contributes to the company's overall growth.

Another factor that also affects is the work environment. A comfortable, harmonious, and supportive environment will create high morale among employees (Fifo, 2023). Conversely, a stressful work environment, conflicts between employees, or a lack of adequate facilities can lower their motivation and productivity. Therefore, building a positive work culture, open communication, and providing moral support to employees is an important step in creating a healthy and conducive work environment (Lestari, 2025).

Lastly, employee welfare is a factor that cannot be ignored. A decent wage and competitive benefits are an attraction for employees to stay and work optimally in the company. If the company is unable to provide compensation that meets industry standards, employees will be more likely to look for better opportunities elsewhere (Shah *et al.*, 2025).

This can lead to high turnover rates, which ultimately impacts the company's operational stability (Farhani & Amalia, 2025). By ensuring employee well-being is met, companies can not only retain the best workforce, but also create high loyalty to the company. By paying attention to these four factors, strict recruitment, continuous training, a conducive work environment, and the welfare of PT. Sanga Group Indonesia can ensure the quality of superior Human Resources. If all these elements are implemented well, then

productivity will increase, work efficiency will be maintained, and companies can compete more strongly in the convection and screen printing industry.

B. Challenges in the open recruitment process

Resource person : Mr. Untung (Director of PT. Sanga Group Indonesia)

Student: "Mr. Untung, as a director, of course you have deep insight into the challenges faced in the open recruitment process. Can you explain further?" Mr. Untung: "Yes, there are some challenges that are quite significant. One of them is the lack of qualified candidates. Many applicants came, but their technical skills were still far from the standard needed in the convection industry. We often come across cases where applicants don't have basic experience in sewing or printing, even though those are the main skills we need."

Student: "In addition, are there any recruitment methods that are still ineffective?"

Mr. Untung: "That's right, one of the other obstacles is the recruitment method that still relies on peer recommendations or a word-of-mouth system. In this way, we often do not know for sure the technical and soft skills that the applicant has. So, there is a possibility that the employees who are hired do not have the competencies that suit the company's needs."

Challenges in the open recruitment process at PT. Sanga Group Indonesia is mainly concerned with the gap between the needs of the company and the quality of available applicants. One of the main obstacles is the lack of candidates who have technical skills that are suitable for the convection and screen printing industry. Although the number of applicants is quite large, many of them do not yet have the experience or basic skills in sewing and printing, which are the core skills required.

This makes the selection process more difficult as companies have to find ways to match the expected standards to the quality of the available workforce. In addition, the recruitment method used so far is also a factor that complicates the situation. Relying on recommendations from peers or a personal relationship-based hiring system often doesn't yield optimal results. With this approach, companies cannot fully assess the applicant's technical abilities or soft skills before they actually start working.

As a result, there is a possibility that companies will accept less competent employees, which can ultimately negatively impact productivity and work quality (Akhmad *et al.*, 2025). To overcome these challenges, companies need to improve their recruitment strategies by relying more on an objective and competency-based selection process. For example, conducting a skills test in person before hiring, working with a vocational training institution, or utilizing digital platforms to recruit candidates who are more suited to the company's needs. Thus, it can ensure that the recruited workforce really has the necessary competencies, so that the efficiency and quality of production can continue to improve.

C. Obstacles in the application of technology in recruitment

Resource person : Mba Premita Styani (Admin)

Student: "Mba Premita, PT. Sanga Group Indonesia has started to apply technology in recruitment. Are there any obstacles in the implementation of this technology?"

Mba Premita: "Yes, it's true that companies have used technology, such as Google Forms for the candidate registration process, as well as the dissemination of job vacancy information through social media such as Instagram, Facebook, and Google. However, the implementation is still not optimal."

Student: "What are the main obstacles in the use of this technology?"

Mba Premita: "One of the obstacles is that the selection process is still carried out manually. Even though we already use digital forms, the HR team still has to review each applicant individually, which is time-consuming. In addition, not all prospective applicants are

familiar with this technology, so there are still some applicants who choose to submit applications directly."

The application of technology in recruitment at PT. Sanga Group Indonesia has indeed started to be implemented, but it still faces several obstacles that hinder its effectiveness. One of the main challenges is that even though the candidate registration process has switched to digital platforms such as Google Forms and job vacancy information is disseminated through social media, the selection process is still done manually. The HR team has to review each applicant individually, which takes a lot of time and effort. This shows that even though the technology has been implemented, its efficiency is still limited because it has not been fully integrated in all stages of recruitment.

In addition, not all prospective applicants are familiar with the use of technology in applying for jobs. There are still some of them who prefer to submit applications in person rather than using digital forms. This shows that there is a gap in digital literacy among job seekers, which needs to be addressed so that technology can be used optimally. If companies want to improve the effectiveness of technology-based recruitment systems, educational efforts are needed for applicants so that they are more familiar with digital methods (Budihardjo *et al.*, 2025).

To overcome this obstacle, PT. Sanga Group Indonesia may consider adopting an automated selection system, such as the use of ATS software (*Applicant Tracking System*) which can screen candidates based on specific criteria. In addition, companies can also provide guidance or socialization to potential applicants on how to use digital platforms in the recruitment process. With these measures, recruitment efficiency can increase the really potential candidates, and companies can acquire Human Resources that are more in line with the needs of the industry (Anas, 2025).

D. Competency criteria in employee selection

Source: Mba Siti Ngaisah (Live Streaming Host)

Student: "Mba Siti, in the process of selecting employees at PT. Sanga Group Indonesia, what are the competency criteria used?"

Mba Siti: "Each position has different criteria. For example, for the production division, technical skills such as sewing, cutting fabrics, and printing are top priorities. Meanwhile, for positions like live streaming hosts, the ability to speak in front of the camera and interact with the audience is a determining factor."

In the employee selection process, the competency criteria are highly dependent on the position being applied for, with an emphasis on specific skills as needed (Sekar Aulia Inaya *et al.*, 2024). For the production division, technical skills such as sewing, cutting fabrics, and printing are the main factors in assessing candidates. According to Rufliansah & Daryanto Seno, (2020) This is very important because it is directly related to the quality of the products produced by the company. Without adequate skills, work efficiency can be compromised, and production results do not meet the expected standards (Y. A. Pratama *et al.*, 2025). Therefore, the selection focuses more on practical skills and relevant work experience (Andini *et al.*, 2025).

On the other hand, for positions that are more oriented towards communication and marketing, such as *Host Live streaming*, the competency criteria are different. The ability to speak clearly in front of the camera, grab the audience's attention, and maintain active and engaging interaction are key aspects that are assessed (Yemima) *et al.*, 2025). A *Host Live Streaming* must not only be confident and expressive, but also must be able to understand product characteristics and digital marketing techniques in order to convey information (Mea, 2025). This skill is crucial because in the world of digital marketing, the attractiveness of a host can have a direct impact on the company's sales and branding.

With different criteria for each position, PT. Sanga Group Indonesia ensures that every employee has competencies that are in accordance with their duties and responsibilities. This selection process based on specific skills helps companies find the right workforce, increase productivity, and support business growth in the convection and digital marketing industries (Satya *et al.*, 2025). Therefore, it is important for prospective applicants to understand the needs of each position and prepare themselves with the appropriate skills in order to compete in the selection process.

E. The effect of employer branding on employee retention

Speaker: Mrs. Yanti (Production Department)

Student: "Mrs. Yanti, does employer branding affect employee retention?"

Mrs. Yanti: "Of course. If the company has a good reputation, then employees will feel more at home working here. Factors such as a comfortable work environment, clear career path, and appreciation for employee performance are very influential in increasing their loyalty to the company."

Employer branding has a significant influence on employee retention at PT. Sanga Group Indonesia. A good company reputation not only attracts new potential workers, but also makes existing employees feel comfortable and reluctant to move to another company. A conducive work environment is one of the main factors in creating job satisfaction (Herdawati & Ridwan, 2022). If the work atmosphere is supportive, the relationship between employees is harmonious, and management pays attention to the welfare of the workforce, then employees will feel more valued and motivated to stay longer in the company (D. Lestari & Utami, 2024).

In addition to the work environment, a clear career path also plays an important role in employee retention. If employees see opportunities to grow, get promoted, or improve their skills through training, they will be more motivated to stay with the company in the long run. Ambiguity in career prospects can leave employees feeling stagnant, which ultimately encourages them to look for opportunities elsewhere that are more promising (Margono, 2020). Therefore, companies need to actively develop career development programs so that employees have a clear direction in their professional growth.

No less important is that rewards for employee performance can increase their loyalty to the company (Daeli *et al.*, 2024). When employees feel valued, they will be more passionate about their work and have a greater sense of ownership of the company. If these factors are properly considered, it will maintain a quality workforce, increase productivity, and build a positive and sustainable work culture.

From the results of the interview above, the quality of human resources at PT. Sanga Group Indonesia is influenced by four main factors, namely strict recruitment, continuous training, a conducive work environment, and employee welfare. A competency-based recruitment process ensures companies get the right workforce, while periodic training helps upskill to stay relevant to industry developments. A positive work environment increases morale and productivity, while a good well-being reduces turnover and increases employee loyalty. Challenges in open recruitment mainly stem from the lack of qualified candidates and selection methods that still rely on personalized recommendations. To increase effectiveness, companies need to implement skill-based selection and utilize recruitment technology.

However, the application of technology still faces obstacles, such as manual selection and lack of digital literacy of applicants. In the selection process, the competency criteria are adjusted to the needs of the position, both technical skills in production and communication in the marketing division. Meanwhile, *employer branding* plays an important role in retaining employees by creating a comfortable work environment, a clear

career path, and performance rewards. By improving these aspects, PT. Sanga Group Indonesia can improve the quality of human resources, productivity, and competitiveness in the convection and screen printing industry.

Preparation of Employee Recruitment SOPs

The internship provides an opportunity to develop a Standard Operating Procedure (SOP) for Employee Recruitment, which serves as a guideline for companies in running a more structured, transparent, and efficient recruitment process. This SOP includes the stages of analyzing labor needs, vacancy announcement methods, administrative screening, technical skills tests, selection interviews, and the onboarding process for accepted employees. Give are the Recruitment SOPs:

Standard Operating Procedures (SOPs) for Employee Recruitment of Pt. Sanga Group Indonesia

A. Purpose

This SOP was prepared to regulate all stages of employee recruitment at PT. Sanga Group Indonesia systematically and professionally, so that the selection process can run effectively, efficiently, and produce a competent workforce that is in accordance with the company's needs. Some of the main objectives of this SOP are:

1. Attracting a qualified workforce in accordance with convection and screen printing industry standards.
2. Ensuring transparency and objectivity in the selection process, so that the decisions taken are fairer and based on competence.
3. Reduce the risk of high employee turnover, by ensuring that the accepted candidate actually has the skills, experience, and interests that are appropriate for the job being offered.
4. Ensure the recruitment process runs more efficiently, so it doesn't take up a lot of time, effort, and money.
5. Assist HR in evaluating recruitment effectiveness, so that improvements and adjustments can be made in the future.

B. Scope

This SOP applies to the entire recruitment process at PT. Sanga Group Indonesia, both for permanent employees, contracts, and internships/pre-internships from vocational schools. This SOP includes:

1. Workforce needs planning
2. Dissemination of information about the job vacancies
3. Administrative selection and document verification
4. Skills tests and interviews
5. New employee onboarding and onboarding decisions
6. Evaluation of the effectiveness of the recruitment process

C. Stages of Recruitment

1. Workforce Needs Planning

Before opening job vacancies, companies must first conduct an analysis of labor needs. This stage aims to ensure that recruitment is carried out based on the company's real needs, not simply increasing the number of employees for no apparent reason.

- a. Identification of labor needs is carried out by HR with management, based on the following factors:
 - 1) There are vacant positions due to resignation, retirement, or termination of employment (PHK).
 - 2) Increased production capacity, which requires additional new workers.

- 3) Business expansion that requires additional skills from the new workforce.
- 4) Adjustment of organizational structure, if there is a change in the work system in the company.
- b. Determine the specifications and criteria of the workforce needed, including:
 - 1) Minimum education required for the position.
 - 2) Work experience preferred.
 - 3) Technical skills and soft skills relevant to the position offered.
 - 4) Additional competencies, such as leadership and communication (if required).

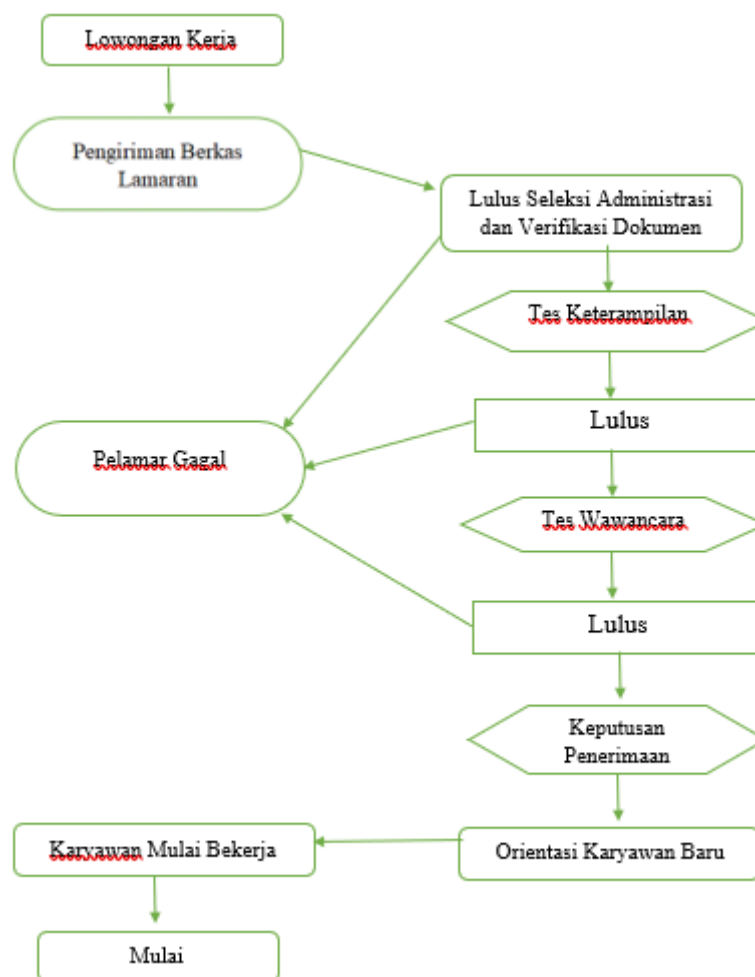


Table 2. Selection Process Flow

The development of the Employee Recruitment Standard Operating Procedure (SOP) at PT. Sanga Group Indonesia highlights a practical response to the need for structured and efficient recruitment in labor-intensive industries such as convection and screen printing. The SOP outlines a systematic flow—from labor needs planning, vacancy announcements, and document verification, to skills testing, interviews, and onboarding reflecting alignment with strategic HRM theory, which emphasizes the integration of recruitment practices with long-term organizational goals (Armstrong & Taylor, 2020). The findings show that clear job descriptions, multi-channel vacancy dissemination, and competency-based selection improve hiring quality and reduce turnover risk, supporting the view that recruitment effectiveness significantly depends on role clarity and objective selection criteria (Dessler, 2020).

Moreover, the inclusion of community networks and social media for outreach demonstrates adaptive recruitment practices, aligning with Ulrich's model of strategic HR partnership where HR serves as a driver of organizational agility (Ulrich et al., 2012). However, challenges persist, particularly in the administrative screening stage, where reliance on manual document handling and basic communication tools hampers processing efficiency and creates potential for human error. While the use of social media and job portals signals progress in digital outreach, the limited adoption of applicant tracking systems (ATS) or digital testing tools illustrates the technological gap that needs to be addressed. These challenges reflect broader findings in recruitment technology adoption studies, which reveal that small- and medium-sized enterprises (SMEs) often face barriers related to cost, training, and integration (Kavanagh, Thite, & Johnson, 2018).

Addressing these limitations is essential to fully realizing the SOP's strategic intent. Aligning recruitment technology adoption with the company's broader HR strategy—namely, attracting qualified talent while optimizing time and resources can foster operational consistency and scalability. In conclusion, this SOP not only formalizes recruitment operations but also serves as a strategic HR tool that bridges theory and practice in a rapidly evolving employment landscape.

CONCLUSION

Based on the results of a six-month internship at PT. Sanga Group Indonesia, it can be concluded that the open recruitment strategy has a very important role in improving the quality of human resources in the company. Transparency in employee selection, the use of recruitment technology, competency-based selection methods, and strong employer branding have proven to be able to attract a qualified workforce that meets the company's needs. Students gain invaluable practical experience in understanding the implementation of open recruitment strategies firsthand. Not only in the technical aspect, but also in building communication skills, teamwork, and analytical thinking in evaluating the effectiveness of HR policies. In addition, this internship also provides broader insight into the importance of good HR management for the sustainability of the company. Through this experience, students become better prepared to face challenges in the world of work and develop careers in the HR field.

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