

Evaluation and Modeling of Business Processes in Employee Admissions Selection Using the Quality Evaluation Framework (QEF) (Case Study PT. Indofresh)

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Abstract: This study aims to simplify business processes to increase the effectiveness and efficiency of a recruitment process and improve the performance of the recruitment business process. In this study, the authors used descriptive research with a qualitative approach. The conceptual framework model in this research consists of problems, methods, comparative experiments, and results, so the research procedure also needs to be carried out because it is wrong one crucial process, from the results of the analysis using the Quality Evaluation Factor (QEF) researchers found that there were findings of four quality factors that did not match the target of the employee recruitment process in PT. Indofresh is the business process of receiving application files and screening application files, invitation business processes, business processes of candidates present in the test and psychological test process, and business processes of participants to continue the interview process. Of the four quality factors, researchers identified the causes of discrepancies in the recruitment process in observations and interviews conducted and used them as a basis for improvements to the corresponding kids. Modeling carried out using BPMN is then simulated to get several recommendation results on each quality factor.

Keywords: Business Process; Quality Evaluation Framework; Employee Admissions Selection

INTRODUCTION

In today's growing times, many companies need technology to process existing data to support business running¹. A business process is a collection of interrelated activities carried out with coordination in an

¹ Haluk Demirkan and Dursun Delen, "Leveraging the Capabilities of Service-Oriented Decision Support Systems: Putting Analytics and Big Data in Cloud," *Decision Support Systems* 55, no. 1 (2013): 412-421.



organizational and technical environment². These activities support operational processes in achieving business goals. Business processes in an enterprise must be effective and efficient to achieve the company's goals.³

PT. Indofresh is a company engaged in importers and distributors of fresh products founded in 1950, located on Jalan Parangtritis Raya, Pademangan, Ancol - North Jakarta. One of the new products is fruit. It has become a primary need for some people, especially for the Jakarta area and its surroundings. Competition between various similar distributors in the current era of globalization is very tight and rapid; in its implementation, there is a problem that appears and has the potential to interfere with the course of business activities, one of which is the recruitment process that is less effective and efficient, in the recruitment process activities of PT. Indofresh still uses the manual method by receiving curriculum vitae (CV) from applicants via POS or delivering them directly to the company. This is one of the reasons for the ineffectiveness of the recruitment process, so PT. Indofresh needs to find a way to speed up the recruitment process by the targets set.⁴

To find out the flow of activities that occur, it is necessary to have business process modeling in agencies, because business process modeling can help evaluate business processes. Business process modeling can be done using the Business Process Management Notation (BPMN) model⁵. According to Weske, the primary purpose of BPMN is to provide a notation that is easily understood by all business users, from a business analysis that conceptualizes the beginning of the process to the technical developer responsible for implementing the technology that will do just that. In

² Thomas H Davenport and James E Short, "The New Industrial Engineering: Information Technology and Business Process Redesign" (1990).

³ Sam Solaimani and Harry Bouwman, "A Framework for the Alignment of Business Model and Business Processes: A Generic Model for Trans-sector Innovation," *Business Process Management Journal* 18, no. 4 (2012): 655-679.

⁴ Mathias Weske and Mathias Weske, "Business Process Management Methodology," *Business Process Management: Concepts, Languages, Architectures* (2012): 373-388.

⁵ Petia Wohed et al., "On the Suitability of BPMN for Business Process Modelling," in *Business Process Management: 4th International Conference, BPM 2006, Vienna, Austria, September 5-7, 2006. Proceedings 4* (Springer, 2006), 161-176.



evaluating business processes in a government agency, a method is needed to help these evaluation activities. The technique used is the Quality Evaluation factor (QEF) to evaluate existing business processes.⁶

Based on the analysis of the problems above, the author needs to evaluate and improve the process of the quality of services at PT. Indofresh author akan conducts research to simplify business processes to increase the effectiveness and efficiency of business processes in the recruitment process and improve the performance of recruitment business processes.⁷

RESEARCH METHODS

In this study, the authors used descriptive research with a qualitative approach. The data collection process is carried out with natural and natural conditions, data obtained from the interaction process, and Observations on recruitment staff focused on the procedures contained in the ongoing business processes, as well as the problems contained in each activity in the business process. The conceptual framework model in this research consists of problems, approaches, comparative experiments, and results, so the research procedure must also be carried out because it is one of the critical processes. Here is the thesis research framework described in figure 3.1 :

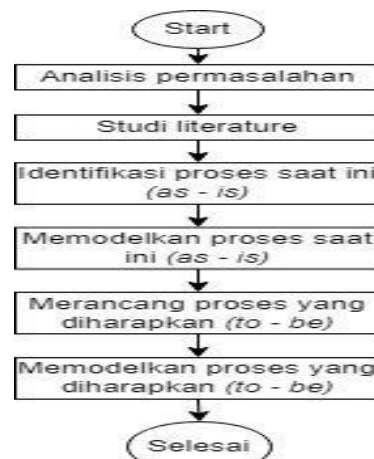


Figure 3.3. Stages in the study

⁶ Anna Lemańska-Majdzik and Małgorzata Okręglika, "Identification of Business Processes in an Enterprise Management," *Procedia Economics and Finance* 27 (2015): 394-403.

⁷ Tatic Kasim, Mahir Haracic, and Merima Haracic, "The Improvement of Business Efficiency through Business Process Management," *Economic Review: Journal of Economics and Business* 16, no. 1 (2018): 31-43.



RESEARCH RESULT

After a quality factor analysis, it was found that there were still some improvements to the business process of employee recruitment selection at PT. Indofresh to be able to maximize the targets that have been set. The design of this recommendation business process is based on the results of the quality factor calculation analysis, which shows the shortcomings that exist in the business process of employee recruitment selection at PT. Indofresh refers to the effects of quality factor calculations in previous studies.⁸ The recommendation business process is designed to correct the deficiencies of PT's employee admissions selection business process. Indofresh. After the following analysis is carried out, the business process recommendations are submitted as an evaluation and improvement of the current business process in the employee admissions selection process on PT.⁹

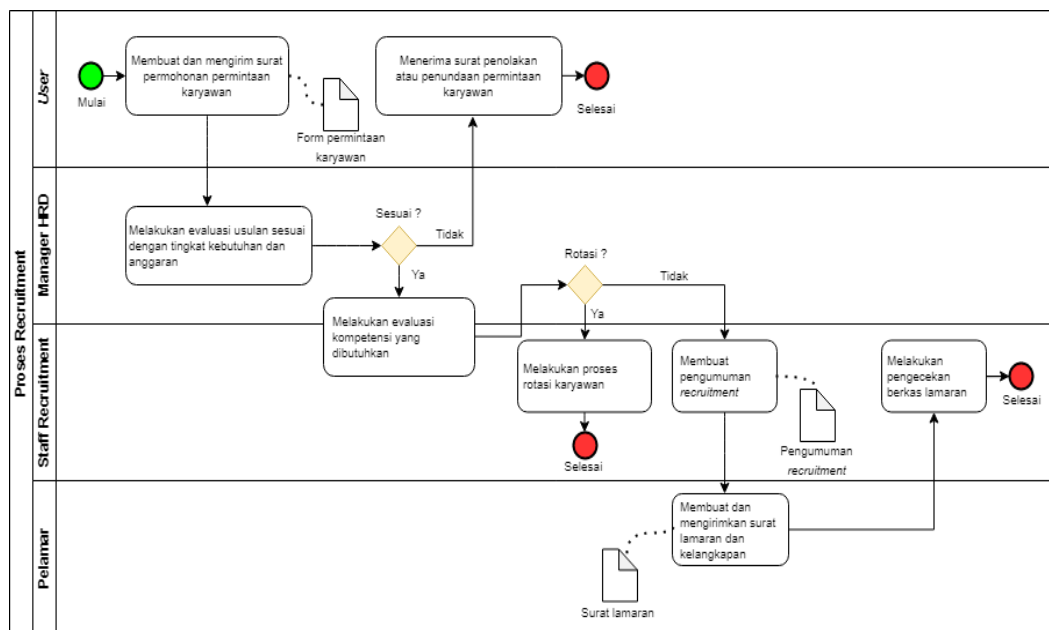


Figure 1. The business process of accepting and screening applicants' application files.

⁸ Anne Rozinat and Wil M P Van der Aalst, "Conformance Checking of Processes Based on Monitoring Real Behavior," *Information Systems* 33, no. 1 (2008): 64–95.

⁹ VOICE ESTHER TICOALU, "Perancangan Enterprise Architecture Menggunakan TOGAF ADM Untuk Mencapai Universitas Berbasis Teknologi Informasi (Studi Kasus: Unika De La Salle Manado)" (UAJY, 2015).



In Figure 1. The task begins with the user setting up and submitting a job cover letter. The HRD manager and recruitment staff will review, and if there is a dispute, the user will receive a rejection letter from the HRD manager; if necessary, the recruitment staff will replace the employee. If the rotation process is appropriate, the verification process is complete. If it is inappropriate, the recruiter will publish job information and screen the recruiter's job application by sending a job application letter and its attachments.

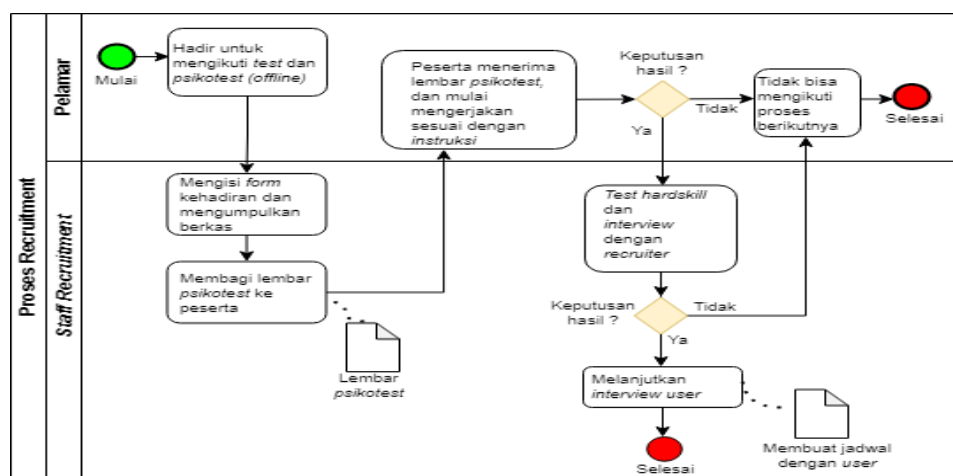


Figure 2. The The business process of candidates present in the offline test and psychological test process

In Figure 2. Applicants are present to take tests and psychological tests (offline), recruitment officers fill out a list of candidates and collect complete files, recruitment officers distributed psychological test papers to test participants, the test taker receives the psychological test paper and starts according to the instruction schedule, the test taker on the psychotic After beginning work, waiting for the result of the decision, if yes, continue to the next step, if not, then it doesn't work to proceed to the next step., the next step is a severe skill test and an advanced interview with the employer, if the result of the interview decision does not pass, the test taker cannot continue the discussion with the user, if the consequence passes, you will continue the interview with users.



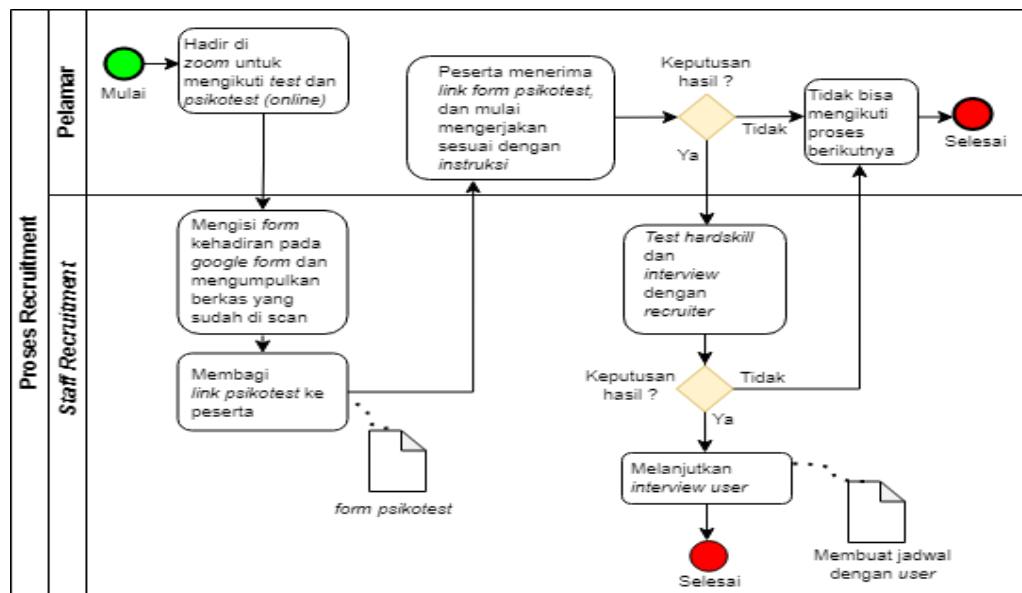


Figure 3. The business process of candidates present in the online test and psychological test process

In Figure 3. fill out the contact form in the Google form provided by the recruitment, and the Level used is scanned. The recruitment staff develops a psychological connection for the participant, the tested party activates a link to your Psychotest form, and participants listen to employee recruitment instructions to conduct a psychological test. After completing the work, they wait for the results.

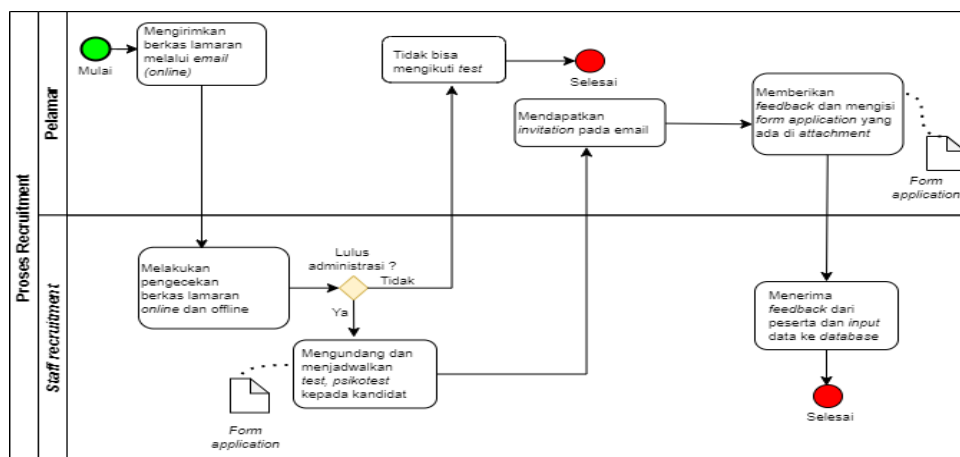


Figure 4. Test taker business process carried out an online and offline screening process



In Figure 4. The above applicants send application files via email (online), and the recruitment staff sends application files online (email) and offline. If it passes management, recruitment staff schedule tests and psychologists and invite test-takers yang to meet the criteria, t pass management, test-takers and -Psychological tests do not accept invitations, applicants receive invitations by email, applicants make comments and fill out the application form in the appendix, and the recruiting staff receives feedback from the PEas well as and enters the information into the database.

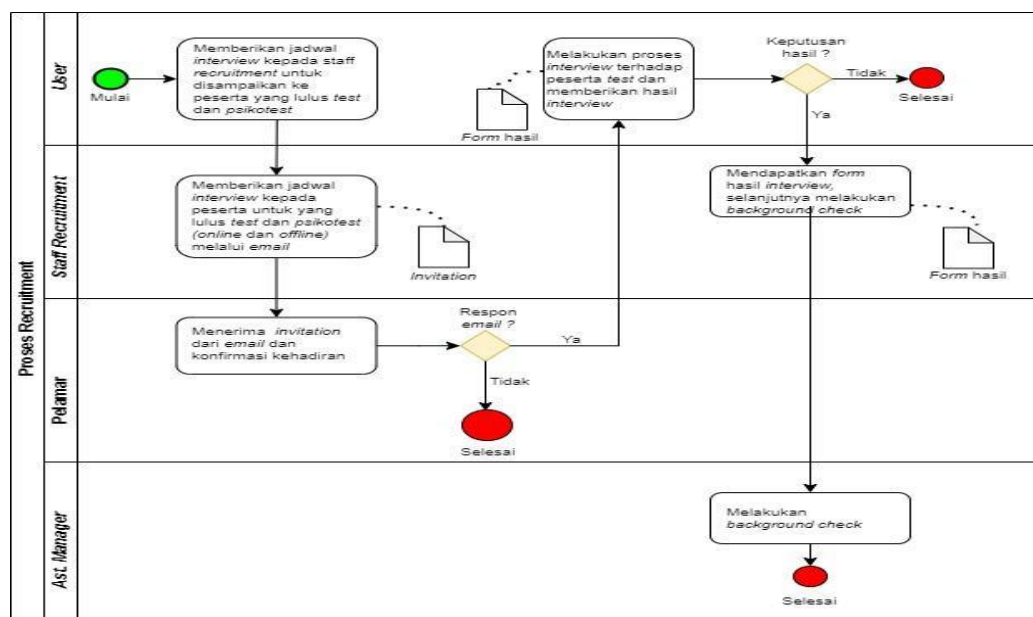


Figure 5. Participants' business process to continue the interview process or interview low Level and up Level

The process in Figure 5. is the user gives the interview schedule to the recruiter, the recruiter provides the interview schedule to the participants, the participant accepts the invitation and confirms attendance, the user conducts the interview process and presents the results to the recruiter, the recruiter giving the results of the interview you will find, the assistant manager will conduct a background check of the graduating participants.

1. Recommendations for the business process of accepting and screening applicants' application files online and offline.

Looking at the results of the calculation analysis of the Quality Evaluation Framework (QEF) equation, after making observations, the



author found that in receiving files or documents from applicants, there were two sources, namely via email (online). And offline, the current process can certainly affect activities because having to archive documents manually and being less efficient in time will also add a problematic file that needs a storage place. Recommendations or proposals for improving business processes for submitting and screening applicants' application files are after the job vacancy information is posted on the job portal. The following procedure is to receive a curriculum Vitae (CV) or applicant documents sent via email will be directly received on the recruitment email. Still, if the application file is sent offline, it will be redirected to outsourcing. To be screened, this is done to minimize the presence of zero in the process of receiving application files and the screening process.

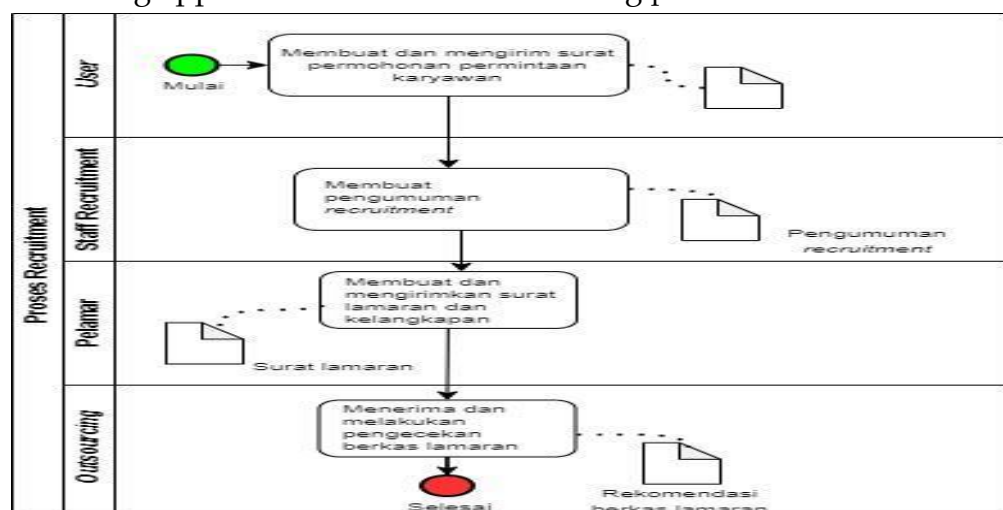


Figure 6. Recommendations for the business process of receiving application files and screening applicants' application files.

2. Recommendations for business process invitation candidate test conducted screening process.

The Quality Evaluation Framework (QEF) equation's calculation results show different results between targets and calculations. After making observations, the author found that after receiving the documents to subsequently invite qualified applicants to take the test online and offline, where the invitation is given via email, then after the invitation is given for the next candidate must fill out the application form that has been attached to the



email. The document The application is sent back by replying to an email and providing a response about whether it is willing to attend. In this process, the calculation results are lower than the predetermined target. Based on 2022 recruitment data, the average calculation results per month are 47 candidates, While the average target per month is 50 candidates. The recommendation in this process is to work with the outsourcing party to provide candidates according to needs.

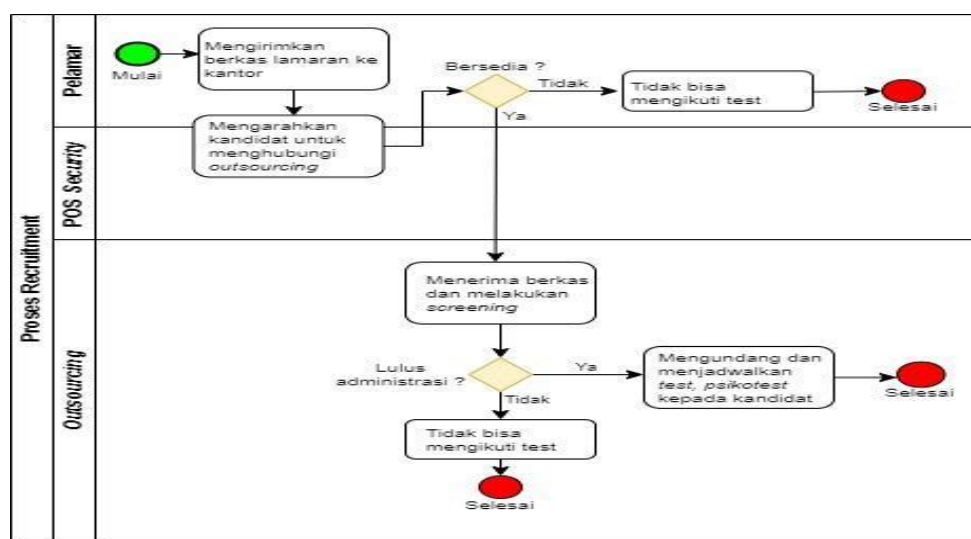


Figure 7. Recommendations for business process invitation candidate tests carried out in the screening process.

3. Business process recommendations of candidates present in the test and psychological testing process.

After the invitation, we give it to candidates who meet the qualifications for the following process to carry out the test. Psychological test process for those outside Jakarta, the test process and psychological tests are usually done online, and for Jakarta to be done offline, Kemudian made preparations first. After the preparation stage was completed, the next stage was the recruiter sharing questions with the test participants. The test takers do the questions given at a predetermined time. After finishing working on the questions, then the candidates can leave the test room to wait for the scoring results. The recommendation in this process is that in carrying out time efficiency, it is when the recruitment staff provides attendance forms to



participants and submits test sheets and psychological tests. To fill in his identity.

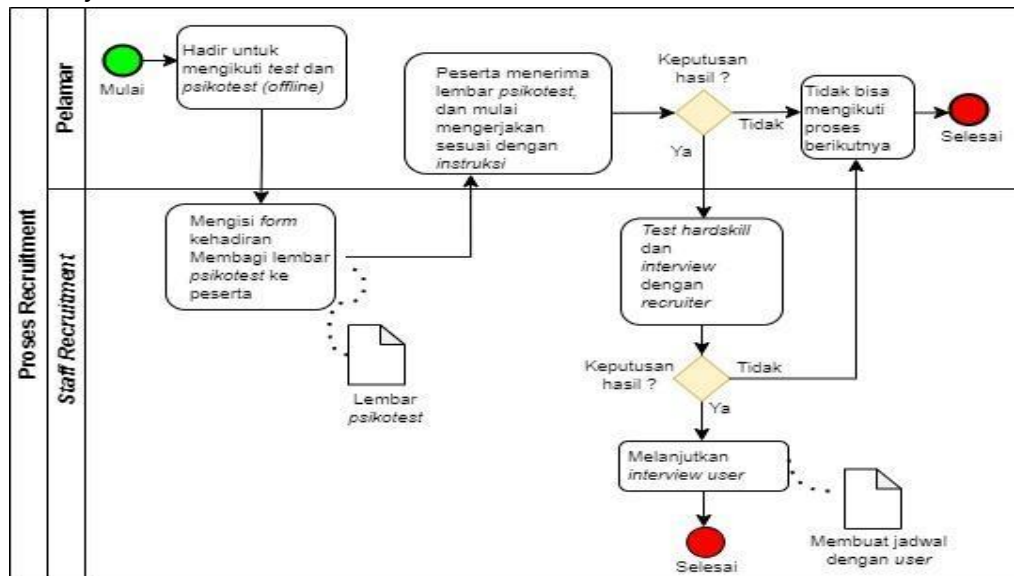


Figure 8. Business process recommendations of candidates present in the test and psychological testing process.

4. Recommendations for participants' business processes to continue the interview process.

The interview process or interview is carried out as many as two. There are also three times depending on the position applied for, for the interview process, which is carried out two times, namely for the role of admin, operator, helper, and driver in this position for The first stage will be interviewed by the recruiter after the recruiter is stated that the results are suggested, then proceed to the user interview. The recommendation in this process is to rotate according to the needs. If this cannot be done, it is necessary to re-screen and invite candidates back to conduct the test and psychological testing process.



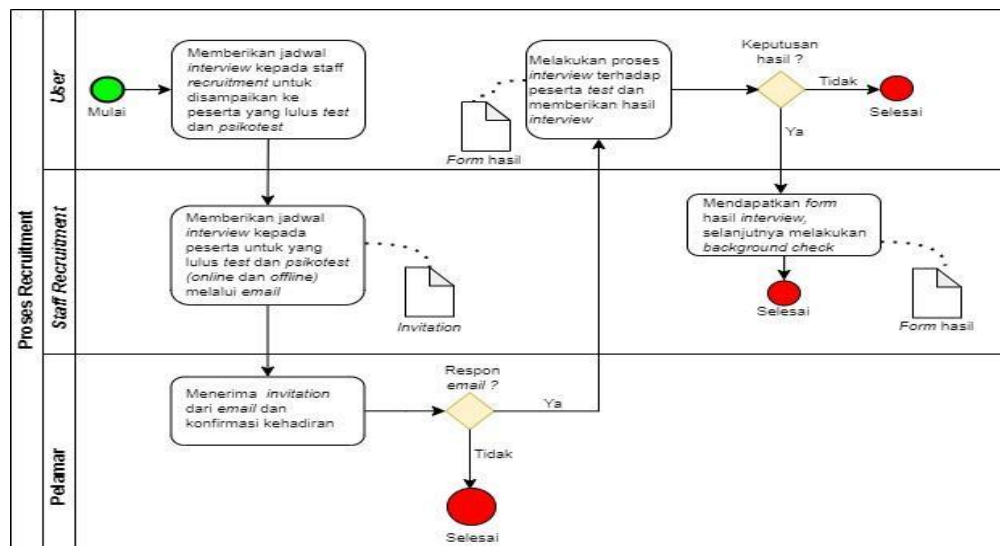


Figure 9. Recommendations for participants' business processes to continue the interview process.

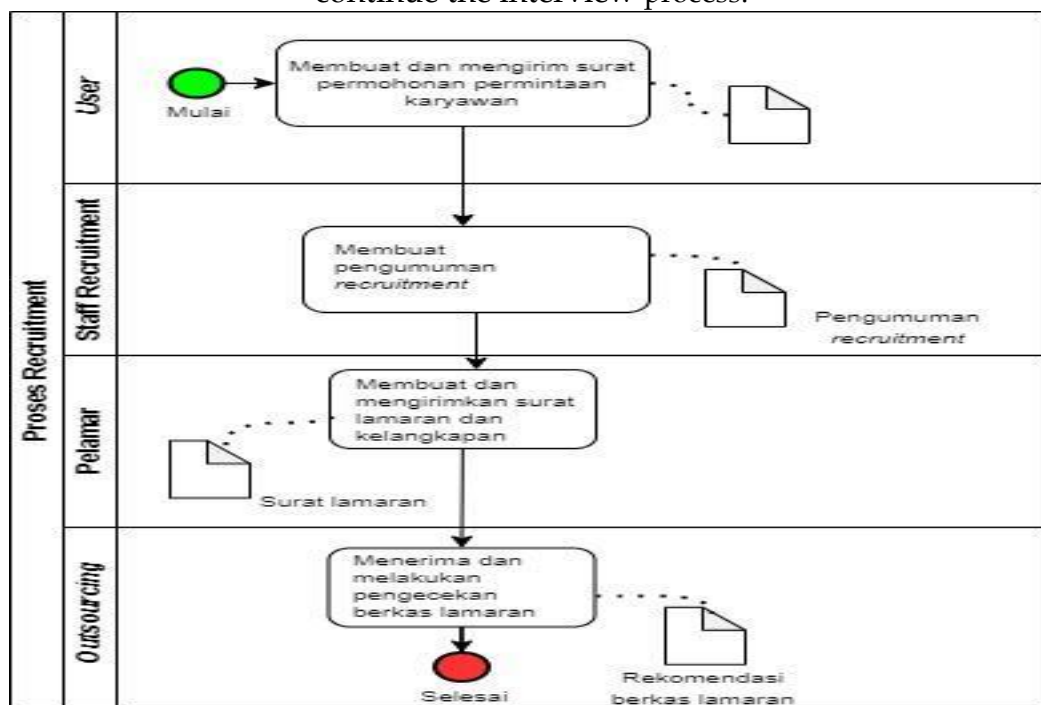


Figure 10. Recommendations for changes to the business process of accepting and screening applicants' application files.

In figure 10. The impact can be seen from the business process diagram of Acceptance and screening of applicant application files with



recommendations for changes in the business process of admissions and screening of applicant application files. Recruiters do not need to accept the screening process for applicants who send applications offline because they are directly directed to outsourcing. Recruiters will find it easier to get candidates because the screening process has been carried out in outsourcing, as well as being more efficient in the time used and will get the applicant's bank data. With the provision of online file processing, it certainly makes it easier for applicants to send job application without having to come to the company.

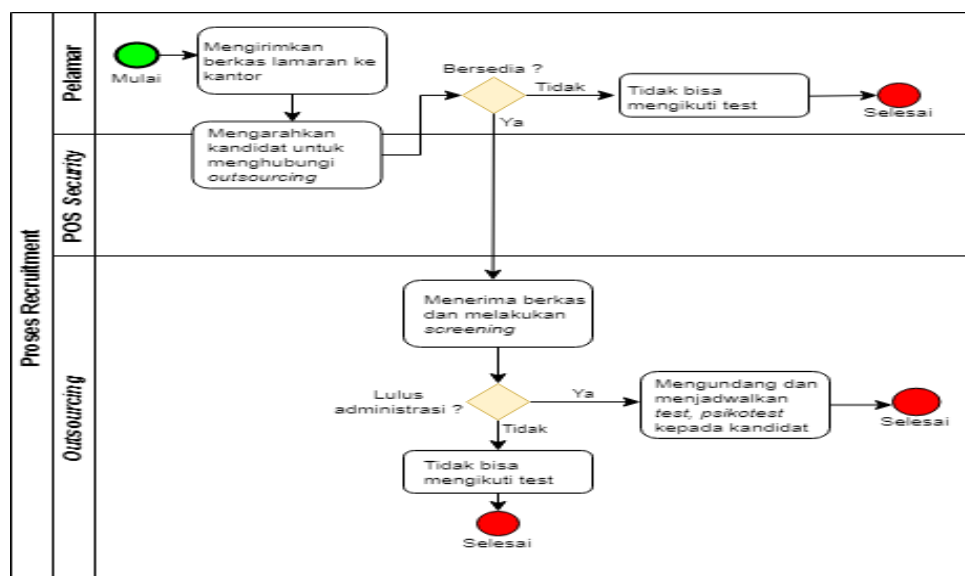


Figure 11. Recommendations Business process invitation test takers to be carried out an offline screening process

In figure 11. where the impact can be seen from the diagram of the test taker's business process that will be carried out online and offline screening process with recommendations for changes in the test taker's business process to be carried out the online and offline screening process is a habit of utilizing technological media, especially among generation Z, the formation of SOPs to manage offline file receipts for all parts and the establishment of a cooperative relationship between the company and outsourcing.



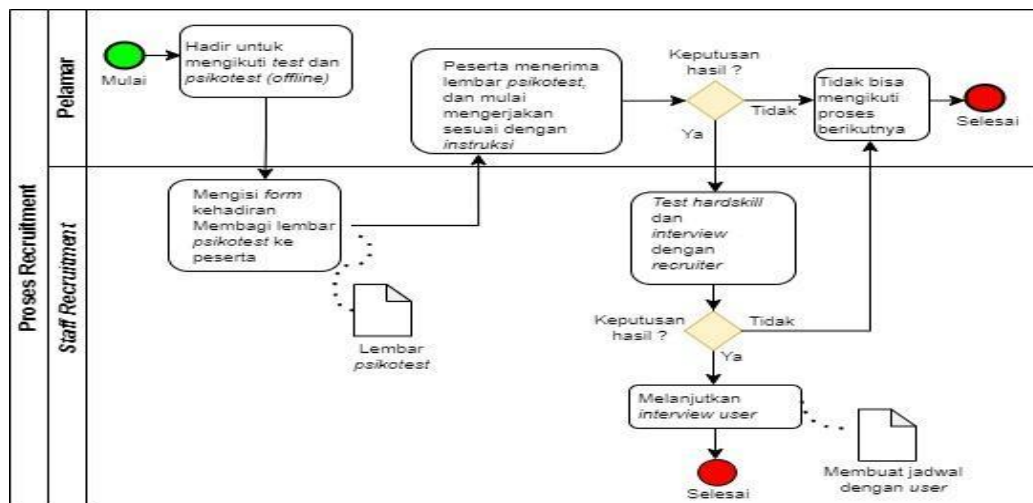


Figure 12. Business process recommendations of candidates present in the test and psychological testing process

In figure 12. Recommendations for the business process of candidates who are present in the test and psychological test process, where the impact can be seen from the business process diagram of the candidate who nadir in the test process and psychological testing is the formation of a mindset to compete in improving work quality and cost efficiency because they do not post job advertisements on job portals.

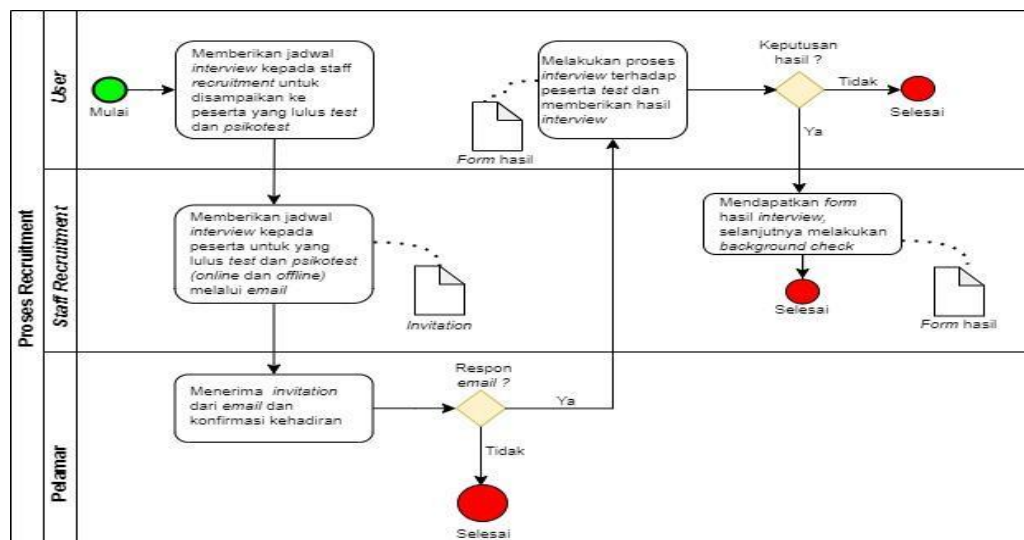


Figure 13. Participant business process recommendations to continue the interview process or low-level interview



In Figure 13. Recommendations for participants' business processes to continue the interview process or low-level interviews, where Level up involves the assistant HR manager in the interview process to produce better candidates.

Table 1. The results of the analysis of the running process (As Is) and recommendations (To Be).

Quality Factor	Running Process	Recommendations
Q2	In the business process of receiving application files and screening applicants' application files, they are still online and offline.	Conducting the screening process and receiving files only via email (online), but those who send offline must go through outsourcing, with these recommendations, it is hoped that applicants are accustomed to sending a cover letter via email by utilizing the technology media owned.
Q3	In this business invitation process, HRD provides invitations for qualified applicants without involving external parties (outsourcing).	Involving external parties (outsourcing) in the invitation process to carry out tests and psychological tests, but the final decision remains on the side of HRD, with this tie recommendation expected to provide support as a form of cooperation in delivering the best candidates according to needs.
Q4	In the analysis of the business process of candidates present in the test and psychological test process, it is still carried out by the recruitment staff, not involving third parties.	Conducting the rotation process utilizing assessment and involving third parties in carrying out the psychological test process, with this recommendation, is expected to increase employee enthusiasm



		and can improve DaLAM Career Works.
Q5	In analyzing the business process of participants to continue the interview process, it is still carried out by the recruitment staff, not involving third parties.	Rotating with the assessment process and conducting interviews by users and HRD assistant managers to employees who have skills and competencies following user needs, this recommendation is hoped to increase employees' enthusiasm and their career work.

Table 2. Cost efficiency As Is and To Be Comparison

Quality Factor	Total Cost Efficiency	
	As Is	To Be
Cost Efficiency	Paper costs	It does not incur paper costs
	She is managing the cost of payment of BPJS Health and Employment.	Does not incur payment costs for BPJS Health, Employment.
	Provide THR fees.	It does not incur THR costs.
	Provide severance pay for laid-off employees.	No severance pay for laid-off employees.

Table 3. Comparison of The Number of Business Process Activities As Is and To Be

Quality Factor	Number of Activities	
	As Is	To Be
Q2 Acceptance and screening of applicant application files (Timeliness)	8	4
Q3 Target test takers who have carried out online and offline screening processes (Timeliness)	7	6
Q4 Maximum candidates present in the test and psychological test process (Resource efficiency)	7	6



Q5 Maximum participants to continue the interview process or interview (Resource efficiency)	6	5
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Table 4. Results of findings of incompatibility Quality factor Recruitment business process

Code	Target	Calculation Results
Q2	One source	Two sources
Q3	50 candidates/month	47 candidates/month
Q4	100%	98,94 %
Q5	100%	98,64%

(Source: researcher data)

From the calculation results, there are four target discrepancies and calculation results in business processes that are currently running in the recruitment process at PT. Indofresh. From any differences, there are causes of current business processes that will be explained as follows:

- (1) Q2 discrepancy (Target of Acceptance and screening of applicant application files online and offline)
- (2) Q3 discrepancy (Target invitation candidate test conducted screening process)
- (3) Q4 discrepancy (Maximum average target of candidates present in the test and psychological test process)
- (4) Q5 discrepancy (Target participants to continue the interview process)

CONCLUSION

From the results of the analysis using the Quality Evaluation Factor (QEF), researchers found that there were findings of four quality factors that were not following the target of the employee recruitment process at PT. Indofresh is receiving applications files and screening application files, invitation business processes, candidates present in the test and psychological test process, and Participants' business process to continue the interview process. Of the four quality factors, researchers identified the causes of discrepancies in the recruitment process in observations and interviews and used them to improve such discrepancies. Modeling carried



out using BPMN is then simulated to get the results of recommendations on each quality factor.

From the conclusions previously explained, the advice that the author can give to the recruitment staff of PT. Indofresh is to improve business processes and standard operating procedures (SOPs) by considering the author's recommendations. In addition, for advice for subsequent researchers, it is necessary to do further to reduce the problems faced in accepting employees at PT. Indofresh.

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