

Workers Recruitment of PT. Perkebunan Nusantara XII Sirah Kencong Factory, Section of Kebun Bantaran

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INDEXING

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ABSTRACT

Black tea is one of the main products of PTPN XII Sirah Kencong. The black tea produced by this company is processed through CTC (cutting, tearing, and curling). In the process of making CTC black tea, workers is needed because the production process still requires a lot of human assistance. The purpose of this research is to find out how workers recruitment in PTPN XII Sirah Kencong is done. The research is using a qualitative method with data collection by observation, interview, and literature review. Workers' recruitment in PTPN XII Sirah Kencong is carried out by the central division of this company if there is a position that will be vacant or in a certain period. The recruitment through internal sources is carried out by observing the careers of workers in the company, and the recruitment through external sources is carried out by holding open recruitment.

Article History

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INTRODUCTION

PT. Perkebunan Nusantara XII Sirah Kencong Factory is one of the companies that manages plantations and companies, which the main product is black tea (Eskasasnanda and Agung, 2020). Black tea is a brownish-black tea with a rich taste that is produced through a fermentation process (Budaraga and Putra, 2020). The black tea from PTPN XII Sirah Kencong processed by CTC method. In the process of CTC black tea, workers needed because the production process still requires a lot of human assistance. The company requires workers who are competence and have skill in this field to produce high quality product. To recruit workers, company uses internal and external recruitment methods. The recruitment through internal sources carried out by observing career of workers in the company, and the external sources carried out by holding open recruitment. This main purpose of the research is to study about how the recruitment process in PTPN XII Sirah Kencong is held by using qualitative methods such as observation, interview and literature review.

LITERATURE REVIEW

Black tea, in its processing is complex, that involves withering, rolling, fermenting, and drying tea leaves until turn into dark and develop their distinct flavor and aroma (Lattiya and Titima, 2023). Black tea is oxidized and contains mainly multimeric polyphenols (Kodagoda and Indira, 2017). Black tea has many health benefits because of its polyphenol content as an

antioxidant that can help protect body cells from damage. The catechin content in tea can also prevent cancer (Musial *et al.*, 2020).

Structure refers to the relations between the components of an organized whole. Organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals (Ahmady *et al.*, 2016). Formation of organizational structure of firm has to begin only after definition of main objectives, tasks of the organization, after development of its strategy (Gurianova and Mechtcheriakova, 2015).

Labor or workers is any person who is able to do work to produce goods or services, either to meet their own needs or those of the community, and is aged 15 years and over. A workers is also a person who is ready, willing, and able to carry out work. Not everyone can be said to be a workers. Only people who meet the criteria for workers can be categorized as workers (Sengka, 2015). Workers also required to develop their abilities and skill quality on the work (Sastrohadiwiryono and Asrie, 2021).

Recruitment is the process of attracting interest and gathering prospective job holders who are in accordance with the HR plan to occupy a particular position (Adeosun and Adeku, 2020). In other words, it is the organizational activities that influence the number and types of applicants who apply for a job and whether the applicants accept the job offered. The recruitment process begins when the organization seeks the required job candidates through various means, by submitting application files by applicants to the organization (Girsang *et al.*, 2023). The purpose of recruitment is to provide a large enough group of prospective workers so that managers can select employees who have the qualifications they need (Otoo *et al.*, 2018). The recruitment process can be carried out from within and outside the company, with their respective consequences. Internal sources are employees who will fill job vacancies taken from within the company, namely by transferring employees who meet the job specifications of the position. The transfer of employees is either vertical (promotion or demotion) or horizontal (Sengka, 2015).

RESEARCH METHOD

Hennink *et al* (2020) stated that observation is a research that enables researches to systematically observe and record people's behaviour, actions and interaction. In this research, the methods used are observation, interview and literature review. Observation is by seeing organizational structure in the company and directly count the number of workers who are doing their work in the factory based on each process. Interview also conducted in qualitative research (Ruslin *et al.*, 2022) and discussion carried out with the factory head and one of the workers as a representative regarding the work and processing schedule at the factory. In the book by Mahasiswa PGSD C (2024), mentioned that literature review is used to find theoretical references related to the case of the research object. Meanwhile, the literature review is carried out by taking data from several article about PTPN XII.

RESULT AND DISCUSSION

The new black tea processing factory was established in 1988 with the CTC (Crushing Tearing and Curling) processing method. Then, on May 2, 1994, several PT. Plantations (PTP) in Indonesia merged. The companies that merged were PTP XX, PTP XXIII, PTP XXIV-XXV, PTP XXVI, and PTP XXIX to become PTP East Java with coordination of PTP XXIV-PTP XXV based on the Decree of the Minister of the Republic of Indonesia No. 103/KMK 016/1994 and No. 175/KMK 016/1994. The company then changed its name to PT. Perkebunan

Nusantara Kebun Bantaran on February 28, 1996. The development of the company's status can be seen in **Table 1**.

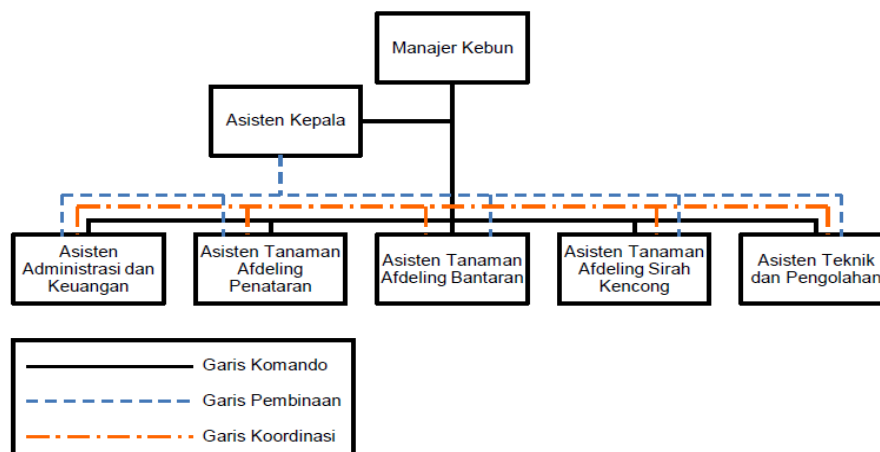
Table 1. About a Company Status Development

Year	Status
1945-1957	Perusahaan Perkebunan N.V COY AND COSTER with the cinchona plants still controlled by the Dutch East Indies (Hindia Belanda)
1957-1960	Taken over by the state with the name Pusat Perkebunan Negara (PPN) Baru
1960-1962	Shaped PPN Pra Unit Budidaya Jawa Timur
1962-1963	Shaped PPN Kesatuan Jawa Timur VI
1963-1968	PPN Aneka Tanaman XII Surabaya
1968-1972	Perusahaan PPN XXIII which includes plantations: PPN Antan XII and PPN Karet XV
1972-1994	Legal Entity become PT. Perkebunan XXIII with Akta Notaris Gustoof Hoemala Soungkaepon Lumban Tobing No. 56 on 31 August 1972 SK Menteri RI No. 103/KMK 016/1994 and
1994-1996	No. 175/KMK 016/1994 on 2 May 1994, set up a merger PTP XX, PTP XXIII, PTP XXIV-XXV, PTP XXVI, PTP XXIX become PTP Jawa Timur with coordination PTP XXIV-XXV based on Peraturan Pemerintah RI
1996-present	No. 17 on 28 February 1996 with Akta Notaris Harun Kamil SH No. 45 on 11 March 1996 become PTPN XII (Persero)

Source: PTPN XII Kebun Bantaran Pabrik The Hitam CTC Sirah Kencong (2018)

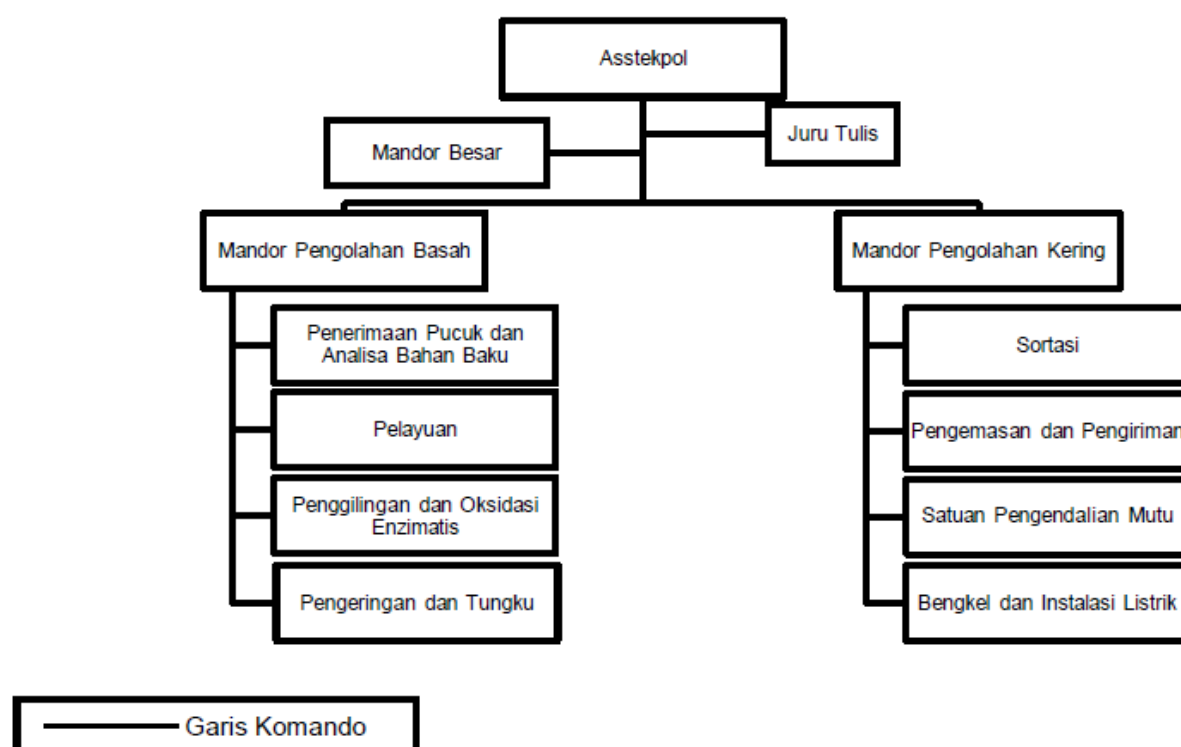
At PTPN XII Kebun Bantaran uses a line-and-staff type organizational structure. Lucky and Nwuke (2022) said that, the line-and-staff organizational structure is a an organizational structure combined between line and function organization with only one section head, and the group only receives one-way orders and is assisted by staff below it so that accountability to superiors is easier. The organizational structure of PTPN XII Kebun Bantaran can be seen in **Figure 1**, and the organizational structure of the CTC Sirah Kencong Black Tea Factory can be seen in **Figure 2**.

Figure. 1 Organizational Structure of PTPN XII Kebun Bantaran



Source: PTPN XII Kebun Bantaran

Figure. 2 Organizational Structure of CTC Black Tea Factory Sirah Kencong



Source: PTPN XII Sirah Kencong

PTPN XII Kebun Bantaran has a large workforce, including office, plantation, and factory workers. The total number of workers in December 2018 was 672 people, including permanent, freelance, and honorary workers in the administration office, Afdeling Bantaran, Penataran and Sirah Kencong, and the CTC black tea factory. The number of workers can be seen in **Table 2**.

Table 2. Amounts of Workers of PTPN XII Kebun Bantaran on December 2018

Afdeling/Bagian	Amount of Workers (Permanent, Freelance, and Honorary)		
	Men	Women	Amount
Afd. Administrative Office	29	11	40
Afd. Bantaran	95	110	205
Afd. Penataran	112	90	202
Afd. Sirah Kencong	91	85	176
Afd. CTC Factory	41	8	49
Total	368	304	672

Source: PTPN XII Kebun Bantaran (2019)

When viewed from the wage or salary system, the classification of workers at PTPN XII Kebun Bantaran Afdeling Sirah Kencong is divided into 2 types of workers, namely direct workers and indirect workers. Indirect workers are workers who are not in direct contact with the production process, including managers, asstan, assaku, astekpol, administration, health workers and drivers. These indirect workers receive monthly compensation, housing facilities, social assistance, annual leave, and severance pay. Direct workers are workers who are in direct contact with the production process. Direct workers are divided into two types, namely

permanent daily employees (KHT) and freelance daily employees (KHL). Permanent Daily Employees (KHT) are workers in a company who do not have a time limit to serve the company (until retirement). Freelance Daily Employees (KHL) or contract employees are workers who receive daily wages. At PTPN XII Kebun Bantaran, KHL has not been appointed as a permanent employee.

The grouping of workers based on the division of sections at PTPN XII Kebun Bantaran is as follows:

1. Office Workers

Employees included in the office workforce are managers, deputy managers, heads of health centers, financial and general administration assistants (Assaku), plant assistants (Asstan), technical and processing assistants (Asstekpol), and administrative employees.

2. Plantation Workers

Employees included in the plantation workforce are asstans, clerks, weighers and transporters, foremen, picking foremen (manual and machine), maintenance foremen, and heads and security sections.

3. Factory Workers

Employees included in the factory workforce are asstekpol, foremen, processing coordinators, technical and operator foremen, clerks, and workersatory assistants for the SPM (Quality Control Standards) section.

PTPN XII Kebun Bantaran accepts or recruits new workers if there are vacant positions. Recruitment of workers in the company is divided into two categories: recruitment of freelance workers and recruitment of permanent workers. Recruitment of freelance workers in the factory is carried out if there is a shortage of workers. The recruitment system used is not carried out officially. Prospective workers only needs to convey their desire to work in the factory to the foreman. The foreman will convey this to the Asstekpol for approval or rejection. If the Asstekpol approves, it will be submitted to the general section to be recorded as new freelance workers. Unlike freelance workers, recruitment of permanent workers is carried out through two sources, namely internal sources and external sources. An example of a PTPN XII job vacancy opening letter can be seen in **Figure 3**.

Figure 3. Job Vacancy Letter of PTPN XII



Source: www.google.co.id

In general, sources of recruitment for workers at PTPN XII can be classified into two types, as Hamza *et al* (2021) said that there are internal sources and external sources. Both sources of recruitment have advantages and disadvantages. The explanation of the two types of recruitment sources includes:

a) Internal Recruitment Sources

Internal recruitment sources are carried out through observation of workers careers in the company or through rotation. Job rotation is carried out to provide more experience to employees so that they will have diverse work skills and will be ready if transferred to a new higher position. Internal sources of recruitment of workers are the recruitment process carried out by looking at the careers of workers within the company, whether in the office, factory, or on the plantation. Recruitment in this way is carried out by the company to appoint freelance workers as permanent workers. The initial submission is made by the Processing Technical Assistant (Asstekpol) or Plant Assistant (Asstan) who recommends freelance workers to be appointed as permanent workers. The submission is submitted to the plantation manager for consideration before being submitted to the board of directors. After the board of directors approves it, the worker has been officially appointed as permanent workers.

According to Thamrin (2019), internal sources of recruitment have several advantages and disadvantages. The advantages of internal sources of recruitment are that the company does not require high costs, the company does not require a lot of time, it can increase employee motivation, and employees are familiar with the company's circumstances. The disadvantages of this internal source of recruitment are that it can cause social jealousy and that employees do not develop.

b) External Recruitment Sources

External recruitment sources are carried out through recruitment held by PTPN internal parties. External sources of recruitment of workers are a recruitment process carried out by taking prospective workers who register for open recruitment held by PTPN. PTPN used to colworkersate with third parties, but this is no longer done because this company uses internal parties to provide guidance to prospective workers. The internal party that handles recruitment is the HR (Human Resources) division. In this external recruitment source, education is one of the requirements that must be met by prospective workers. In addition, prospective workers also go through various tests to be accepted by the company.

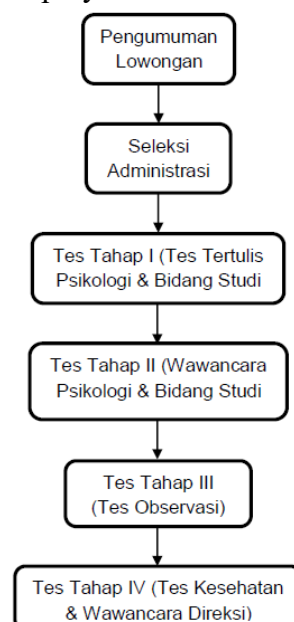
According to Thamrin (2019), external sources of workers recruitment also have advantages and disadvantages. The advantages of this recruitment source are that the company can get new ideas from new employees and is more likely to get candidates with the appropriate competencies. The disadvantages of this recruitment source are that the chances of old employees being promoted are small and the company requires quite a lot of money, and the adjustment period is long.

The recruitment procedure at PTPN XII consists of several stages of selection. Recruitment will begin with the announcement of job openings on the official PTPN XII website at www.ptpn12.com. The first thing to do is to take part in the administrative selection, where prospective employees must first fill in the required data on the online form on the available website page. The results of the administrative selection will be announced sometimes later. Participants who pass the administrative selection will take several further tests:

1. The first stage test is a written psychology and field of study test. Psychology or psychometric tests are assessment tools and techniques intended to determine a varied range of human characteristics (Manikeswari *et al.*, 2024). This test is useful for determining the position that is appropriate for the prospective employee himself, while a field of study test is a test whose material will be in accordance with the prospective employee's field of study. This psychology test is like a logic reasoning test, a picture matching test, a picture logic test, arithmetic, and others.
2. The second stage test is a psychology and field of study interview test. In interview, potential employer and candidate are discuss or having conversation between each other (Roberts, 2020). At this test stage, prospective employees will be interviewed directly by PTPN XII.
3. The third stage test is an observation test. Observation is to make the researchers observe the circumstance or environment mentioned in interview (Morgan, 2022). At this test stage, prospective employees will be directed to activities to pay attention accurately, record emerging phenomena, and consider the relationship between aspects of the phenomenon.
4. The last test stage is the fourth stage of the test in the form of a medical test and a board of directors interview. At this test stage, prospective employees will take a health test carried out in the workersatory. After taking the health test, prospective employees will face an interview conducted by the board of directors directly.

The stages of the PTPN XII employee selection test can be seen in **Figure 4**. These selections are carried out with a knockout system. At each test stage, there will be participants who cannot proceed to the next test stage if they do not meet the specified criteria and requirements. If all of these tests have been passed by the participants, they will do OJT (Orientation Job Training).

Figure 4. Stages of the PTPN XII Employee Selection Test



Source: www.ptpn12.com

Workers who have been accepted by PTPN XII through external recruitment at the beginning of work will be given Orientation Job Training (OJT) by placing workers in several plantation locations that are still part of PTPN XII. These workers are placed in several locations with different commodities so that new workers can learn about all the commodities cultivated by PTPN XII. For workers who are recruited through internal recruitment, they immediately occupy the position where they were appointed. They do not need to go through recruitment processes, but first they must go through recommendations from their superiors in order to occupy new positions. This is done because the workers already understand the work that will be done while they are freelance workers. After the workers have occupied their positions for some time, there is a possibility of mutation or demotion at the request of the board of directors.

Workers who have been accepted and have gone through training will be placed on plantations that need such workers. Workers cannot stay for a long period of time on one plantation but can be transferred at any time by the plantation manager or the board of directors. There is no fixed period for worker placement, but workers will be placed based on their needs. Placement of workers can be based on organizational needs or because of requests from other plantations. Worker placement can be done by promotion, demotion, or transfer. Based on the 2017 Annual Report of PT Perkebunan Nusantara XII, there were 51 employees who were promoted and 248 employees who were transferred, while there were no employees who were demoted.

Based on the regulations at PTPN XII, the Board of Directors can carry out mutations by moving workers from one unit to another or from one position to another. This transfer is carried out according to the interests and needs of the company. According to Fachruddin (2016), mutations or job rotations are carried out to avoid employee or staff boredom with work routines that are sometimes boring and have other purpose functions so that someone can master and explore work in different fields in a company. The essence of mutation is a form of leadership attention given to subordinates. Mutations or transfers are carried out with the consent of the board of directors.

Based on the regulations at PTPN XII, employee promotions are carried out according to the needs of job formations and the operational needs of work units, according to the competencies of each employee. Promotion can be done based on the regular and selected promotion systems (Sukmana, 2021). In this case, the company pays attention to proposals, employee performance assessments, and employee work achievements in carrying them out. In addition to organizational needs, promotions are carried out to increase employee experience, knowledge, abilities, competencies and motivate employees to carry out their duties to achieve even more in the future.

Based on the regulations at PTPN XII, the Board of Directors can also demote or revoke the position held by the employee concerned to a lower position or job. In addition, this demotion can also lower social status and even salary. Demotion is carried out if the employee concerned no longer meets the requirements to occupy the position based on the employee performance evaluation. According to Karsidi (2013), demotion is usually carried out by companies to improve work quality and as motivation for employees to work properly. The implementation of this demotion or revocation of position is determined by a Board of Directors Decree. The employee will be demoted or have their allowances revoked, including adjustments to the facilities received according to applicable provisions.

CONCLUSION

PTPN XII Kebun Bantaran uses a line-and-staff organizational structure. The total number of workers in December 2018 was 672 people who are direct and indirect workers. Recruitment of workers at PTPN XII Kebun Bantaran is carried out if there is a position that will be vacant. This recruitment is carried out to recruit casual and permanent workers. The source of recruitment for this company's workers comes from internal and external sources. Before conducting recruitment, the company sets requirements for prospective workers first. There are several stages that must be passed by recruitment participants, namely online registration, several tests such as written tests, psychology, health, and interviews, then selection, orientation for those selected, and placement of workers.

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