

The Strategic Approach to Recruitment and Selection at WIKA Rekayasa Konstruksi: Implication and Recommendation

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Kata Kunci

Rekrutmen;
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Abstrak

Rekrutmen dan seleksi merupakan komponen penting dalam manajemen Sumber Daya Manusia (SDM) karena secara langsung memengaruhi kemampuan organisasi untuk menarik, mengidentifikasi, dan mempertahankan talenta terbaik di industri yang kompetitif. Meskipun terdapat banyak literatur tentang strategi rekrutmen, penelitian terkait integrasi praktik-praktik ini dengan tujuan strategis jangka panjang pada perusahaan konstruksi di Indonesia masih terbatas. Penelitian ini mengeksplorasi proses rekrutmen dan seleksi strategis di WIKA Rekayasa Konstruksi (WRK), anak perusahaan PT Wijaya Karya Tbk (WIKATbk), serta dampaknya terhadap kualitas SDM dan kinerja organisasi. Penelitian ini bertujuan untuk mengisi kesenjangan tersebut dengan menganalisis metodologi yang diterapkan, mengevaluasi efektivitasnya, dan memberikan rekomendasi strategis. Penelitian ini menggunakan metode deskriptif kualitatif dengan mengumpulkan data melalui wawancara dengan informan kunci, yaitu Senior Manager Divisi Human Capital di WRK. Temuan menunjukkan WRK telah menggunakan metode seperti penawaran gaji yang kompetitif, *platform* rekrutmen digital, dan evaluasi multi-tahap. Temuan juga menunjukkan metode rekrutmen yang komprehensif sudah diterapkan—mulai dari tes tertulis hingga pemeriksaan kesehatan—yang sesuai dengan standar teoretis dan praktis. Namun, terdapat peluang dalam penyesuaian praktik rekrutmen dengan tujuan strategis dan peningkatan transparansi terkait komunikasi biaya pada tahap pasca-seleksi. Penelitian ini berkontribusi pada wacana akademik dengan menyoroti praktik terbaik dan tantangan dalam rekrutmen di sektor konstruksi, serta memberikan wawasan untuk mengoptimalkan strategi manajemen SDM. Studi ini menyimpulkan bahwa proses rekrutmen dan seleksi di WRK cukup kokoh, tetapi masih dapat ditingkatkan melalui penyempurnaan yang terarah untuk mendukung keberhasilan organisasi dan strategi manajemen SDM secara lebih baik.

Keywords

Recruitment;
Selection;
Strategic Human
Resource
Management;
Human Resources

Abstract

Recruitment and selection are critical components of human resource management, as they directly influence an organization's ability to attract, identify, and retain top talent in a competitive industry. Despite extensive literature on recruitment strategies, limited research examines the integration of these practices with long-term organizational goals in Indonesian construction firms. This study explores the strategic recruitment and selection processes at WIKATbk Rekayasa Konstruksi (WRK), a subsidiary of PT Wijaya Karya Tbk (WIKATbk), and their impact on the quality of human resources as well as organizational performance. This study seeks to address this gap by analyzing WRK's methodologies, assessing their effectiveness, and offering strategic recommendations for improvement. This research employed a descriptive qualitative

approach, the data was collected through interviews with a key informant, WRK's Senior Manager of the Human Capital division. The findings reveal that while WRK employs comprehensive methods—such as competitive salary offerings, digital recruitment platforms, and multi-stage evaluations—there is room for improvement in aligning recruitment practices with strategic objectives and enhancing transparency in cost-related communication during post-selection stages. This research contributes to the academic discourse by highlighting best practices and challenges in recruitment within the construction sector, offering actionable insights for organizations aiming to optimize human resource management strategies.

1. Introduction

The recruitment and selection (RnS) process play a crucial role in determining the quality of human resources within a company. The success of an organization heavily relies on its ability to identify and attract top talent capable of enhancing the organization's performance and competitiveness (Kontoghiorghes, 2016). Beyond identifying technically skilled candidates, organizations must ensure cultural fit and align recruitment practices with strategic objectives to address dynamic industry challenges (Tholen, 2024). However, despite extensive literature emphasizing the importance of RnS, a gap remains in understanding how these processes are adapted in high-stakes industries, such as construction, where workforce quality significantly impacts project outcomes and national economic development.

State-owned enterprises (SOEs) in emerging economies, such as Indonesia, face unique challenges in RnS. These include balancing public accountability with organizational efficiency, navigating bureaucratic constraints, and maintaining a competitive edge in the private sector (Das et al., 2023). Moreover, advancements in technology have transformed RnS practices globally, with the integration of social media platforms and digital tools enhancing access to diverse talent pools and optimizing recruitment efficiency. However, leveraging these technologies effectively requires addressing limitations such as digital divides, biases, and the emotional complexities inherent in recruitment interactions (Krishnamurthy et al., 2022).

Within this broader context, PT Wijaya Karya (Persero) Tbk. (WIKA) and its subsidiary, WIKA Rekayasa Konstruksi (WRK), serve as compelling cases to examine the intricacies of RnS processes. As a key player in Indonesia's infrastructure development, WIKA operates under heightened scrutiny and bears significant responsibility for contributing to national economic growth. Its ability

to attract, select, and retain high-caliber talent directly impacts the successful execution of large-scale projects and the achievement of strategic objectives.

Based on the background presented, the research seeks to identify the characteristics and methodologies used in PT WIKA's RnS process, evaluate its effectiveness in producing competent and suitable employees for the company's needs, and provide strategic recommendations to improve the RnS process for future organizational success. By situating WRK's case study within the wider literature on Human Resource Management (HRM), this research demonstrates its novelty and contribution, offering evidence-based insights for academics and practitioners seeking to improve RnS strategies in complex organizational contexts.

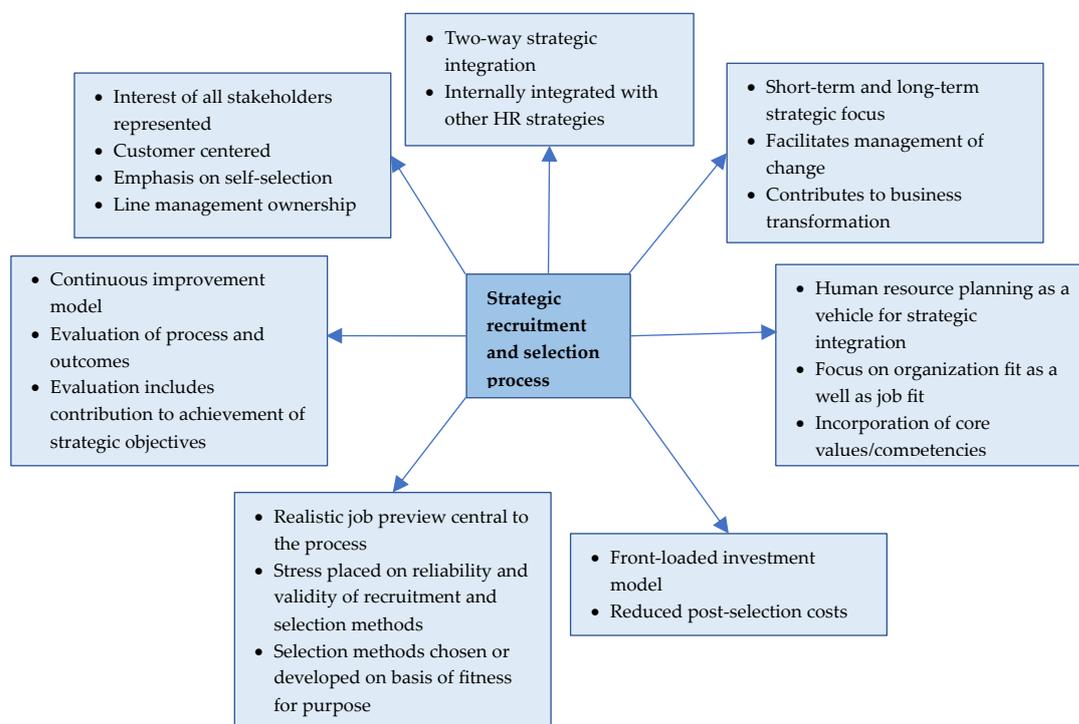
2. Literature Review

Strategic Recruitment

Recruitment is the process of attracting qualified candidates to fill vacant positions, while selection involves choosing individuals who are deemed capable of adapting and performing well in the job (Adeosun & Ohiani, 2020). The RnS process is crucial for meeting the needs and requirements of the company. Each organization has its own unique RnS strategies, influenced by factors such as economic conditions, vision and mission, and leadership. This difference is particularly noticeable between companies in the manufacturing and service industries, which require different approaches depending on the market and consumer demands, such as cost competitiveness, quality, delivery, and flexibility (Das & Canel, 2023).

When RnS is strategically driven, two consequential outcomes arise, a greater alignment with organizational interests and a more sophisticated and complex RnS process (Hamza et al., 2021). These outcomes lead to four interrelated secondary features that support: (1) substantial investment and efficiency in the process; (2) rigorous evaluation of the effectiveness of the RnS process, including its strategic contributions; (3) adoption of more advanced and sustainable selection methods; and (4) a multi-stakeholder approach.

The goal of recruitment is not just to attract many applicants but also to secure qualified candidates. Companies must make decisions in three areas of recruitment: (1) personnel policy, which influences the types of jobs offered by the company; (2) methods of candidate sourcing, which affect the types of candidates attracted; and (3) the nature and behavior of recruiters. To be classified as strategic, RnS should include three main interdependent features: strategic integration, long-term focus, and mechanisms to translate strategic demands into appropriate recruitment specifications (Alsharari, 2024).

Figure 1. Core dimensions of strategic recruitment and selection

Source: Saunders et al., 2007

Strategic recruitment emphasizes the importance of aligning the recruitment process with organizational objectives and adopting advanced, sustainable methods to attract and select candidates (Koman et al., 2024). In the context of WRK, these principles can be applied by integrating recruitment strategies with the company's infrastructure-focused objectives. This could include tailoring personnel policies to prioritize candidates with technical expertise and a track record of punctual project delivery, as these are critical to meeting WRK's operational demands. Additionally, adopting a multi-stakeholder approach—coordinating with other SOEs and involving key departments in decision-making—can enhance the strategic alignment of recruitment efforts.

Strategic Selection

Every organization fundamentally requires human resources to carry out its activities and compete with other organizations in order to achieve its goals. Therefore, organizations must recruit employees who are capable of fulfilling the organization's objectives, vision, and mission. However, not everyone can be accepted indiscriminately, which is why a selection process is necessary. This selection process aims to identify applicants who score high on criteria designed to

assess knowledge, skills, abilities, or other characteristics essential for job performance (Lievens & Sackett, 2017).

In the search for human resources, a structured recruitment process is essential; it is not feasible to recruit employees haphazardly. Therefore, a careful selection process is necessary to ensure that the recruited personnel align with the organization's needs and objectives. As such, meticulous attention is required in human resource selection to benefit all parties involved in the RnS process. Effective selection is crucial as it can significantly impact organizational performance, recruitment and employment costs, as well as legal obligations and responsibilities (Hamza et al., 2021).

Strategic selection focuses on evaluating candidates' ability to fulfill organizational goals while maintaining a rigorous and structured selection process (Ferdousi & Abedin, 2023). For WRK, this translates to a structured approach that ensures candidates not only meet the technical requirements but also align with the company's core values of safety, expertise, and adaptability. Emphasizing systematic evaluations, such as competency-based assessments and teamwork-oriented criteria, would enable WRK to identify candidates capable of contributing to the success of large-scale infrastructure projects. Ensuring a clear connection between selection methods and organizational vision can also enhance long-term employee retention and performance.

Selection Criteria

Selection criteria in recruitment processes involve various methods utilized by human resources departments to evaluate potential employees. Key selection methods include interviews, situational interviews, reference checks, physical ability tests, cognitive ability tests, personality inventories, work samples, honesty and drug testing, and peer ratings (Dipboye, 2018). Interviews are widely used to assess candidate qualifications, and situational interviews focus on both experience-based and future-oriented questions. Reference checks provide background information but often lack predictive reliability. Physical ability tests measure attributes such as muscle strength and endurance, while cognitive ability tests assess verbal comprehension, quantitative ability, and reasoning skills. Personality inventories categorize individuals based on traits such as extraversion and conscientiousness.

Work samples are used to evaluate a candidate's capability based on prior experience but may decline in predictive value over time. Assessment centers employ multiple selection methods to gauge managerial potential. Honesty and drug tests investigate past theft admissions or social conformity. Peer ratings,

particularly for internal candidates, involve evaluations from colleagues and are often integrated into 360-degree feedback systems. Collectively, these diverse methods are designed to optimize the recruitment process and ensure candidates align well with organizational needs.

The use of diverse selection criteria ensures that recruitment processes are robust and reliable. WRK can enhance its selection process by leveraging methods such as cognitive ability tests to assess candidates' problem-solving and quantitative reasoning skills, both critical for infrastructure projects. Work samples or situational interviews focusing on construction-specific scenarios could help gauge practical expertise and decision-making under pressure. Additionally, integrating personality inventories to identify traits like conscientiousness and adaptability would support the company's need for employees capable of thriving in dynamic and safety-critical environments. These approaches, customized to the unique demands of the construction sector, would improve WRK's ability to select candidates who are both technically proficient and culturally aligned with the organization.

Company Profile of Wijaya Karya Rekayasa Konstruksi

In general, WRK implements various strategies to carry out its business operations, including improving HRM quality. This is due to the importance of having reliable, loyal, and competent human resources as key elements in achieving the company's goals. To ensure alignment with its vision and mission, WRK continuously manages human resources carefully, with the aim of developing quality talent that can adapt to the challenges of competition in the ever-evolving industry.

Recognizing business growth and changing dynamics, WRK acknowledges the critical role of the Human Capital (HC) division in the recruitment process. Through an effective recruitment process, the company can acquire suitable, accurate, and prompt human resources that align with the required competencies and characteristics. In recruitment, both for fresh graduates and experienced professionals, WRK applies various methods such as partnerships with university career centers, advertisements, job fairs, open applications, and collaborations with recruitment agencies. WRK also offers scholarships to high-achieving students and employment opportunities upon graduation. The company believes in the potential of young Indonesian talent and provides extensive opportunities for individuals from various regions, ready to develop local talents regardless of ethnicity, religion, race, or gender.

WRK's recruitment primarily focuses on hiring employees for projects. For project-related recruitment, WRK can either conduct independent recruitment or collaborate with third parties. On its website, WRK lists three types of job openings: full-time positions, internships, and part-time roles. WRK also utilizes the employee database from the application forms on its main website to meet incidental staffing or project team needs. The general selection process for independent recruitment at WRK includes written tests, psychological assessments, interviews, technical tests by the user, and health exams.

Employee selection at WIKA follows several stages to identify candidates that fit the company's culture. This process is regulated under the Human Capital Procedure Number WIKA-HCE-PM-01.01 and involves independent agencies as well as recruitment teams from all work units to ensure objectivity and adherence to good corporate governance principles. In the selection process, each candidate for WRK must meet the company's core character traits, namely "Self-Motivated People," which are marked by persistence, adaptability, and the ability to learn. WRK evaluates not only knowledge, skills, or intelligence but also emotional and social maturity.

3. Methods

This study employed a descriptive qualitative approach. Qualitative research is defined as the collection of data in a natural setting with the interpretation of occurring phenomena, where the researcher serves as the primary instrument, and the analysis is qualitative to generate meaning rather than generalizations (Lim, 2024). Descriptive research focuses on phenomena, their characteristics, and the reasons and processes behind their occurrence. The findings of this research will be presented descriptively, using the words of the informants. This approach was selected to generate context-specific insights rather than generalizations.

The primary informant for this study was selected purposively, focusing on their relevance and expertise in the field of HRM. The key informant, the Senior Manager of the HC division at PT WRK, was chosen for their extensive knowledge of and involvement in the company's RnS processes. The purposive sampling approach ensured that the data collected was directly applicable to the research objectives. However, it is important to note that potential bias may arise regarding the single informant.

Data were collected through semi-structured interviews conducted via Zoom, allowing for flexibility in exploring topics while maintaining a consistent focus on the research objectives. The interview guide was developed based on key

themes in the literature on RnS, such as methods used, effectiveness, and alignment with strategic goals. In addition to interviews, secondary data, such as company documents, recruitment advertisements, and official reports, were analyzed to provide a comprehensive understanding of WRK's practices.

The collected data were analyzed using thematic analysis (data triangulation), which involved identifying, coding, and categorizing patterns or themes within the data (Naeem et al., 2024). This process began with transcription of the interviews, followed by familiarization with the data, coding, and theme generation. Themes were derived both inductively (emerging from the data) and deductively (based on existing theories of RnS). To ensure the credibility and validity of the findings, data triangulation was employed. This involved cross-checking the data from interviews with secondary data sources, such as company reports and recruitment-related documents, to confirm consistency and minimize researcher bias. An audit trail was maintained throughout the research process, documenting transcription records, coding decisions, and interpretations to enhance transparency and reproducibility. By integrating data analysis with validation strategies, this study ensured that the findings were robust and provided meaningful insights into WRK's RnS processes.

4. Results

The RnS core dimensions were compared to the ongoing practices by WRK. Then, we conclude whether WRK has applied these theories in its human resources practices.

Analysis of the Core Dimension of Strategic Recruitment & Selection

The analysis of WRK's strategic RnS practices reveals several alignments and gaps with theoretical frameworks (Table 1). Key strengths include effective two-way strategic integration, alignment with organizational culture, and a focus on adaptability, competence, and customer satisfaction. Human resource planning is integrated with business objectives, and stakeholder involvement in recruitment is comprehensive. However, the company lacks long-term strategic recruitment planning, a specific investment in recruitment, and a method for assessing recruitment's contribution to strategic goals. There is also no probation period for a realistic job preview, and limitations exist in developing role-specific selection methods due to joint recruitment with other SOEs.

Table 1. Comparisons between theoretical and ongoing strategic human resource management core dimensions

Dimension	Theory	Current Practice	Appropriate
Two-Way Integration	Strategic Recruitment aligns with company strategy.	WRK values expertise, punctuality, and safety, and is open to transferring employees to WIKA for strategic needs.	Yes
Internally Integrated with Human Resource Strategies	Collaboration with other human resource functions.	WRK recruits through SOE's joint selection and provides training and performance evaluations, but lacks strong retention programs.	Yes
Short-Term and Long-Term Strategic Focus	Recruitment should plan for future needs.	Recruitment is based on project evaluations but lacks long-term focus.	No
Facilitates Management of Change	Seek adaptable candidates.	WRK assesses adaptability through core values tests, emphasizing continuous improvement and proactivity.	Yes
Contributes to Business Transformation	Recruit candidates to aid company transformation.	Candidates are assessed for competence and collaboration, supporting company growth.	Yes
Human Resource Planning for Strategic Integration	Aligns human resource needs with business goals.	WRK follows a defined human resource planning process to meet future HC needs.	Yes
Focus on Organization and Job Fit	Aligns candidates with job and company culture.	Recruitment considers both job fit and cultural alignment with SOE values.	Yes

Dimension	Theory	Current Practice	Appropriate
Core Values or Competencies	Recruit based on values and competencies.	WIKA Group values self-motivation, adaptability, and learning ability, as outlined in the Annual Report.	Yes
Front-Loaded Investment Model	Invest in recruitment to reduce future costs.	WRK invests in human resource development but not specifically in recruitment.	No
Reduced Post-Selection Costs	Minimize costs by selecting the right candidates.	No specific data on reduced post-selection costs, but due diligence supports it.	Not Reported
Mechanism for Translating Strategy	Align recruitment with strategic needs.	Human resource planning is aligned with the company's long-term business goals.	Yes
Customer-Centered	Recruitment should support customer satisfaction.	WRK prioritizes customer trust and satisfaction in recruitment.	Yes
Stakeholder Involvement	Involves all stakeholders in recruitment.	Recruitment is coordinated with SOE and involves all stakeholders.	Yes
Emphasis on Self-Selection	Provide transparent information for candidates.	Recruitment announcements are clear and accessible on SOE's website.	Yes
Line Management Ownership	Line management defines recruitment needs.	Line management plays an active role in RnS.	Yes

Dimension	Theory	Current Practice	Appropriate
Continuous Improvement Model	Continuously improve recruitment processes.	SOE continually improves recruitment systems.	Yes
Evaluation of Process and Outcomes	Evaluate recruitment's effectiveness.	WIKA evaluates recruitment processes, but details are not shared.	Yes
Contribution to Strategic Objectives	Measure recruitment's strategic impact.	No information on recruitment's contribution to strategic goals.	Not Reported
Realistic Job Preview	Provide realistic job expectations.	No probation period or realistic job preview was provided.	No
Focus on Reliability and Validity	Ensure reliable and valid selection methods.	SOE's joint recruitment ensures reliable and valid methods.	Yes
Fit for Purpose Selection Methods	Develop methods specific to roles.	Limited ability to develop role-specific methods due to joint recruitment.	No

Source: Author's research results

The analysis of WRK's RnS practices reveals notable strengths but also identifies key areas where improvements are needed. One critical shortfall is the lack of a long-term strategic focus in the RnS process. While the company bases recruitment on project evaluations, it does not comprehensively plan for future workforce needs. This absence of strategic workforce planning could result in talent shortages or mismatches, especially as market demands and technological advancements evolve. Addressing this requires predictive analytics and scenario planning to anticipate and align future workforce needs with business objectives (Gurusinghe et al., 2021). It is important to note that strategy development is keenly related to business sustainability (Gunawan, 2024).

Another area of concern is the insufficient investment in the recruitment process itself. Although WRK invests in general human resource development, it does not allocate resources specifically to enhance recruitment methods. A front-loaded investment model, which prioritizes the recruitment phase, could significantly reduce downstream costs associated with turnover, onboarding, and training (Griep et al., 2024). By leveraging advanced recruitment technologies, such as applicant tracking systems or structured assessment centers, the company could improve candidate quality and streamline the selection process, while contributing to sustainability at the same time (Gunawan, 2025).

The absence of realistic job previews in WRK's recruitment process is also a critical gap. Realistic job previews help set accurate expectations for candidates, reducing early turnover caused by mismatched perceptions of job roles. Without these, new hires may face dissatisfaction and disengagement, negatively impacting retention rates and overall productivity (Scott et al., 2021). Introducing realistic job previews through methods like job simulations, site visits, or comprehensive onboarding programs could mitigate these issues and improve alignment between candidates and organizational needs.

Additionally, the standardized joint recruitment process mandated by the SOE framework limits WRK's ability to tailor selection methods to specific roles. While standardized methods ensure fairness and reliability, they may not fully address the unique competencies required for specialized positions within the construction industry. Developing supplementary assessments tailored to WRK's operational requirements—within the constraints of the SOE framework—could bridge this gap and ensure a better fit between candidates and job demands.

Moreover, there is insufficient evidence regarding the reduction of post-selection costs and the contribution of recruitment outcomes to strategic objectives. These aspects are critical for demonstrating the effectiveness of the RnS process and its alignment with broader organizational goals. Establishing a mechanism to track

post-selection costs, such as onboarding, training, and turnover, would provide valuable insights for process optimization. Furthermore, defining key performance indicators that measure the strategic impact of RnS, such as employee productivity and project success, would enhance the company's ability to evaluate and improve its recruitment strategies.

In summary, while WRK exhibits strong alignment with several theoretical dimensions of strategic HRM, addressing these gaps is essential for achieving sustained success. By implementing long-term workforce planning, prioritizing recruitment investments, introducing realistic job previews, developing role-specific assessments, and tracking strategic contributions, the company can optimize its RnS process and strengthen its position in Indonesia's competitive construction sector.

Analysis of the Recruitment Process

WRK's current recruitment practices include not disclosing salary information during recruitment, with third parties providing such details when applicable. Social media recruitment began in December 2023, but the company does not yet use its official website for this purpose, and external recruitment follows the SOE collective selection process. The company prioritizes internal recruitment for urgent staffing needs and external recruitment for non-urgent positions, while also collaborating with prestigious universities like Bandung Institute of Technology (ITB). Recruitments can be direct or based on referrals, especially for management positions. Interviews and recruitment processes are managed by relevant divisions, with job descriptions and salary details provided upon contract issuance. While these practices are generally appropriate, there is room for improvement in areas such as salary transparency, the use of external recruitment sources, and the initial information provided to candidates. Evidence showed that rewards such as salary played an important role on work performance (Gunawan et al., 2024).

Table 2. Comparisons between theoretical and strategic recruitment practices

Process	Current Practice	Appropriate
Personnel Policy	<ul style="list-style-type: none"> • Does not provide salary information during recruitment; if provided, it's from third parties. • Social media recruitment started in December 2023; no recruitment on the official website. • External recruitment follows SOE's collective selection process. 	Appropriate, but salary disclosure needs to be considered.
Recruitment Sources	<ul style="list-style-type: none"> • WRK uses internal recruitment (promotion or job rotation) for urgent needs and follows SOE's public recruitment for non-urgent staff positions. • External recruitment is costly and lengthy, so internal recruitment is prioritized. • Recruitment can be direct (public openings) or via referrals (management level). • Collaborates with top universities (e.g., ITB) for recruitment. 	Appropriate, but external recruitment sources need further consideration.
Recruiter Characteristics	<ul style="list-style-type: none"> • Recruitment and interviews are handled by relevant divisions. • Job descriptions and salary details are provided during contract issuance. • Recruitment options include permanent or contract workers through SOE's joint recruitment process. 	Appropriate, but initial information provided to candidates can be improved.

Source: Author's research results

Analysis of the Selection Criteria

The analysis of selection criteria compares theoretical concepts with current practices at WRK. The company utilizes situational interviews, background checks, and cognitive ability tests in alignment with standard recruitment theory, ensuring candidates' potential, integrity, and mental abilities are assessed appropriately. Although physical ability tests are not applied, WRK follows established practices like personality inventories and work sample evaluations, incorporating

psychological interviews and relevant work experience. Honesty and drug tests are conducted to align with the company's core values, and peer ratings are used for senior roles in internal recruitment. Overall, WRK's practices are found to be appropriate across the board.

Table 3. Comparisons between theoretical and strategic selection criteria

Process	Theory	Current Practice	Appropriate
Situational Interview	Involves experience-based and future-oriented questions to assess candidates' potential.	General questions are asked during interviews, offering broader insights into candidates.	Yes, appropriate.
References, Application Forms, and Background Checks	Background checks through references are common to assess candidates.	WRK highlights background checks, with recommendations optional in SOE recruitment but required for smaller projects.	Yes, appropriate.
Physical Ability Tests	Predicts performance and work-related injuries.	Not applicable.	Not applicable.
Cognitive Ability Tests	Differentiates candidates based on mental abilities (e.g., verbal, quantitative).	Cognitive tests like the Basic Competency Test (TKD) and technical tests are used in SOE recruitment and minor project selection.	Yes, appropriate.
Personality Inventory	Assesses behavior and work style.	Post focus group discussion, WRK conducts psychological interviews. SOE recruitment includes a digital mindset test.	Yes, appropriate.

Process	Theory	Current Practice	Appropriate
Work Samples	Predicts success based on experience in similar roles.	WRK values relevant work experience when assessing candidates.	Yes, appropriate.
Honesty and Drug Tests	Focuses on integrity and criminal behavior.	Includes core values test (AMANAH) and medical checks, with integrity assessed through retrospective questions.	Yes, appropriate.
Peer Rating	Used for internal recruitment to assess candidate performance.	Peer ratings are used for senior roles but not in lower-level internal recruitment.	Yes, appropriate.

Source: Author's research results

5. Discussion

In examining WRK RnS practices, it is clear that several core dimensions of strategic HRM are effectively integrated into the company's operations, aligning with relevant theoretical frameworks. For instance, WRK demonstrates a strong two-way strategic integration, where recruitment efforts are directly aligned with company strategy. The company prioritizes values like expertise, punctuality, and safety, ensuring that recruited individuals fit within the organizational culture and contribute to its long-term goals. The alignment of human resource needs with business goals is a central feature of WRK's recruitment process, making the theoretical concept of strategic human resource planning highly relevant and applicable in practice.

However, one of the primary gaps identified in WRK's approach is the lack of a long-term strategic focus in recruitment planning. While the company effectively handles recruitment for current project needs, there is minimal emphasis on forecasting future workforce requirements. The theoretical notion that recruitment should be a forward-looking, long-term strategy (Nurmala & Hermina, 2024) is not fully realized in WRK's current practice. This short-term focus can limit the organization's ability to plan for evolving HC needs, which could hinder its ability to sustain growth and adapt to changing market demands in the future.

The company also faces challenges in its investment in recruitment processes. While WRK makes significant investments in human resource development, there is no targeted investment in recruitment itself, contrary to the theory that suggests an upfront investment in recruitment to reduce future costs. This gap implies that WRK may not be fully leveraging recruitment as a strategic tool to maximize long-term efficiencies. Without specific investment in recruitment strategies, the company risks incurring higher costs in the future due to inefficiencies in the hiring process, such as longer hiring cycles and increased turnover rates (Shaw et al., 2013).

Another area where WRK's practices diverge from the theoretical framework is the lack of a probation period or realistic job preview for candidates. The theory suggests that providing candidates with a realistic view of the job helps manage expectations and reduces the risk of turnover (Cajander & Reiman, 2023). By not implementing such measures, WRK may face challenges in ensuring job satisfaction and long-term employee retention. Additionally, the absence of a probationary period limits the company's ability to assess new hires' performance and cultural fit over time, which could negatively impact organizational cohesion and productivity.

Despite these gaps, WRK has shown commendable alignment with several other theoretical dimensions of strategic recruitment. The company emphasizes the importance of adaptability, continuous improvement, and customer satisfaction in its recruitment efforts, which are consistent with theoretical expectations that recruitment should support organizational transformation and business goals. Moreover, the emphasis on collaboration with various stakeholders, including line management, further strengthens WRK's strategic approach to recruitment, ensuring that all relevant parties are involved in the decision-making process.

WRK's use of situational interviews, background checks, and cognitive ability tests aligns with recruitment theory, as these methods are designed to assess candidates' competencies, integrity, and mental abilities. The company's practices in evaluating work experience and personality traits also follow theoretical guidelines for assessing candidate suitability based on both technical skills and behavioral traits. These practices ensure that WRK recruits individuals who possess the necessary competencies to succeed in their roles and contribute to the company's long-term success.

Additionally, WRK's commitment to transparency, particularly through clear communication about job requirements and expectations, reflects a customer-centered approach to recruitment. The company's use of social media recruitment, though recent, is a positive step toward expanding its outreach to potential

candidates, aligning with modern recruitment practices. However, there is room for improvement in terms of utilizing its official website for recruitment purposes, which could streamline the recruitment process and make it more accessible for candidates.

Finally, WRK's approach to selection is thorough and aligned with best practices in human resources. While there is no application of physical ability tests, the company uses a comprehensive set of selection criteria, including cognitive ability tests, personality inventories, and peer ratings, which are consistent with the theoretical frameworks of selection processes. This multi-faceted approach ensures that WRK selects candidates based on a combination of mental abilities, behavior, integrity, and relevant experience, making the selection process both reliable and valid. The use of these methods indicates a well-rounded approach to hiring, which is essential for ensuring that the right candidates are chosen for the right roles.

Implications and Recommendations

To align with WIKA's vision for 2030, WRK should adopt a long-term strategic workforce planning approach that focuses on aligning current and future workforce needs with industry trends and organizational goals. This requires assessing anticipated business demands, identifying skill gaps, and preparing employees to navigate future challenges. By recruiting employees with a forward-thinking mindset and equipping them with continuous training and development opportunities, WRK can build a resilient workforce capable of driving its 2030 vision. For example, the company could design training modules focusing on emerging technologies in construction and sustainable practices to ensure its workforce remains competitive.

Investing in the recruitment process is critical to ensuring WRK attracts and retains top talent. We recommend allocating additional resources to adopt advanced recruitment technologies, such as AI-powered applicant tracking systems and digital interview platforms, which would streamline candidate selection and improve decision-making. WRK could also implement a more tailored and efficient recruitment system by collaborating closely with the human resource division of WIKA and using data-driven tools to assess recruitment outcomes. Enhancing digitalization in recruitment aligns with the company's sustainability goals by reducing paper usage and improving process efficiency (Guandalini, 2022).

To address candidate retention and job satisfaction, WRK should incorporate realistic job previews into its recruitment practices. Realistic job previews can help candidates develop a clearer understanding of job roles, responsibilities, and working conditions before they accept an offer (Potočnik et al.,

2021). Concrete steps include offering structured probationary periods, virtual job shadowing opportunities, or trial projects during the selection process. These initiatives not only improve candidates' understanding of the role but also help reduce turnover rates by ensuring better alignment between employees' expectations and organizational realities.

Additionally, WRK should develop role-specific assessments to refine its selection process. By customizing selection methods, such as competency-based tests, technical simulations, and situational judgment exercises, WRK can ensure candidates possess the precise skills and knowledge required for key roles. These tailored assessments could be designed collaboratively with Forum Human Capital Indonesia (FHCI) to reflect the unique requirements of the SOE framework and the company's strategic objectives.

To emphasize operational efficiency, WRK should implement systems to track and report post-selection costs, including onboarding, training, and retention expenses. Reporting such metrics in annual reports not only demonstrates the company's commitment to sustainability and cost management but also reinforces its reputation as a transparent and accountable organization (Juusola & Srouji, 2023). On the other note, WRK should define and measure key performance indicators that link RnS practices to organizational outcomes. For example, metrics such as employee productivity, retention rates, and client satisfaction could be used to evaluate the strategic contributions of recruitment efforts. By doing so, WRK can continuously refine its human resource strategies to better support its long-term goals and ensure alignment with its vision for 2030.

Finally, in line with WIKA's vision for 2030, it is crucial to explore sustainability and innovation within strategic HRM, particularly through the lens of digitalization in recruitment processes. As technology continues to evolve, digital recruitment tools, such as AI-driven platforms, data analytics, and virtual recruitment systems, offer opportunities to enhance efficiency, reach, and sustainability (Gunawan, 2022). By integrating these advanced technologies into the recruitment process, WRK can not only attract top talent but also streamline operations, reduce resource consumption, and lower its environmental footprint. Fostering innovation in recruitment, especially through digitalization, will align WRK's human resource strategies with its broader sustainability objectives, ensuring that the company is well-equipped to support the long-term goals of the 2030 vision.

6. Conclusion

The selection process already implemented by WRK is quite complex and has been carried out effectively. The screening and selection process conducted by WRK in the SOE joint recruitment is also commendable. It would be beneficial for WRK to continue applying these guidelines. Furthermore, WRK could invest more in the human resources selection process to improve screening and acquire higher-quality talent, which will help the company achieve its goals and align with WRK's corporate culture. Additionally, WRK could detail cost reductions post-selection. By focusing on aspects of the selection and recruitment process that can be enhanced, it is hoped that WRK can continue to execute strategic HRM in line with its business direction for the company's growth and development.

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