



## The Role of Digitalization in Processes Recruitment Selection for Internship Students of PT. Pertamina Hulu Rokan

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**Abstract** Digitalization has greatly influenced the business world, particularly in the recruitment and selection processes. With the integration of communication and information technology, recruitment has shifted from manual methods to technology-driven systems. This shift is also being experienced by companies in Indonesia, including in State-Owned Enterprises (SOEs). In this context, the purpose of this research is to examine the role of digitalization in the recruitment and selection process at PT. Pertamina Hulu Rokan (PHR). This study employs qualitative methods, using three data collection techniques: structured interviews, observations, and literature reviews. The interview samples consist of nine individuals, including students participating in PT. PHR's internship program, internship coordinator from Caltex Riau University, and Human Capital Manager at PT. PHR. The findings indicate that digitalization plays a significant role in the recruitment and selection process at PT. PHR. Key benefits include enhanced efficiency and effectiveness in time management for both recruiters and applicants, cost reduction, increased company engagement and outreach, as well as improved company branding

**Keywords** : Recruitment, Selection, Internship

### 1. INTRODUCTION

The process of globalization has brought the world into a new civilization, shifting from *the industrial age* to *the information age*, by producing increasingly advanced communication and information technology systems. According to Skare & Soriano (2021), this progress is marked by the presence of communication and information technology that is capable of processing, creating, and distributing information on a large scale and in a short time. In fact, this progress has driven innovation in computer systems and machines that have intelligence resembling humans.

Along with its progress, technological developments have driven the process of digitalization, which is a process of transformation through the process of adoption, application, and utilization of digital artifacts (Gradillas & Thomas, 2023). According to Wang, et al. (2023) the digitalization process has had an impact on many aspects of life, including the recruitment and selection process by companies and the business world.

Before the digitalization process, the selection and recruitment process still relied on a manual system that was *on-site* and oriented towards the use of *hard copy documents* in every stage of recruitment, from the announcement of opening vacancies in newspapers, the process of sending *curriculum vitae* (CV) and *cover letters* for interview invitations, to signing contracts. The use of communication and information technology as part of the digitalization process in the business world has replaced the manual system with a technology-based recruitment process. Fundamentally, digitalization in the recruitment process has facilitated job announcements through *websites*, *online job portals*, or social media platforms, tracking

candidate status with an integrated and *real-time system* , evaluating candidate capabilities through job profiles available on online platforms, collecting documents and discussing work agreements with a remote system (Okolie & Irabor, 2017).

This change has occurred in the business world in Indonesia, where many companies have begun to explore and adopt the digitalization process in the recruitment and selection process. This is no exception for State-Owned Enterprises (BUMN), such as PT. Pertamina Hulu Rokan (PT. PHR). PT. Pertamina Hulu Rokan (PT PHR) is an *upstream sub-holding* or subsidiary of PT. Pertamina Hulu Energy or known as Pertamina Subholding Upstream which operates in Pekanbaru Province. PT. PHR's coverage includes seven districts/cities, namely: Bengkalis, Siak, Rokan Hulu, Rokan Hilir, Kampar, and Dumai.

As Upstream Subholding of PT. Pertamina , PT. PHR Rokan sued For produce production oil and quality gas high . For achieve operational targets said , PT. PHR requires source Power competent , productive and human beings efficient . By Because That , PT. PHR hopes can fulfil need power his work through the digitalization process , considering role important digitalization in support the recruitment process And more selection effective And efficient .

## **2. LITERATURE REVIEW**

### **Recruitment**

According to (Simamora, 1997) recruitment is seen as a series of activities to find and attract job applicants with the motivation, ability, expertise, and knowledge needed to cover the deficiencies identified in personnel planning. A similar definition is also given by (Handoko, 2001) who argues that recruitment is the process of finding and attracting prospective employees (applicants) who are able to apply as employees. This process begins when applicants are sought and ends when their applications are submitted. Meanwhile, according to (Mathis et al., 2016) recruitment is a process that produces a number of qualified applicants for jobs in a company or organization. Based on the opinions of several experts above, it can be concluded that recruitment is the activity and process of finding human resources to work in positions needed in a company or organization, recruitment is carried out with motivation, ability, expertise and knowledge that are in accordance with the position. This process begins when applicants are sought and ends when their applications are submitted to the company or organization.

According to Rashmi (2008) and Rao (2019), recruitment can be grouped based on its source, namely:

## 1. Internal Recruitment

In internal recruitment, resources to fill vacant positions are sought from the existing workforce within the organization or company concerned. Internal sources can refer to employee references, former employees, and previous applicants.

## 2. External Recruitment

External recruitment refers to a situation where resources to fill job vacancies are brought from outside the organization or company concerned. Although external recruitment is more expensive and takes longer than internal recruitment, external recruitment offers a wider range of candidates and applicants with more diverse potential and abilities.

## Selection

According to Simamora (1997), selection is the process of selecting individuals from a group of applicants who best meet the criteria for the available position, according to the company's needs at that time. On the other hand, Siagian (2006) defines selection as a series of specific steps taken to determine which applicants will be accepted or rejected. More simply, Ardana et al. (2011) explain that selection is the process of selecting individuals to fill vacant positions in an organization. From these various definitions, it can be concluded that selection is the process of identifying and selecting applicants who best meet the criteria and needs of the company for a particular position.

According to Samsudin (2009) and Mangkuprawira (2011), the selection process generally consists of *screening* applications/files, filling out application forms, selection acceptance tests (including psychological tests, knowledge tests, or performance tests), interviews, checking references, and acceptance decisions.

## Digitalization

According to Kristoff (2018), digitalization is about how society uses technology. On the other hand, some other authors view digitalization as a process. Murphy (2018) states that digitalization is the process of converting analog signals or information into digital form that can be understood by computer systems or electronic devices. This definition is also supported by Ketolainen (2018) who describes digitalization as a digital HR transformation as a process of change in the transition to digital HR that is automated and data-driven. Based on this definition, this study believes that the terminology of digitalization can be understood both broadly and narrowly. Broadly, digitalization is seen as a transition from analog to digital. Narrowly, digitalization can be seen as a long-term process that involves not only technical changes but also strategic changes in HR.

In the context of organizations or companies, the digitalization process can be understood as a disruptive change that changes the way companies compete, interact, and create value (Hoberg et al., 2017). Rapid technological advances have revolutionized individual behavior, organizations, and market structures. Currently, the main challenge facing companies is the need to continuously develop technological skills in order to exploit business potential and keep up with evolving technological trends (Hoberg et al., 2017). In this regard, Dahlström et al. (2017) emphasize that talent must be a top priority in the digitalization process. This means that a deep understanding of the skills needed is essential to building a workforce capable of supporting business strategies in the digital era.

### **Digitalization Instruments in Recruitment and Selection**

The use of the internet as a recruitment method has brought about a revolutionary change in the recruitment field, due to its benefits to both organizations and job candidates. Job sites were the first technology platforms used in recruitment, allowing recruiters to advertise job positions to a wider audience (Slavic et al., 2017). In addition, social networking sites also serve as additional resources that support activities such as attracting, recruiting, and conducting background checks on candidates. Social networking has grown rapidly in the recruitment industry because it provides an opportunity to advertise job positions and access information about job seekers efficiently and cost-effectively (Nikolaou, 2014).

Another technology that is an important tool in recruitment is *Artificial Intelligence* (AI). Geetha and Reddy (2018) define AI as the science and engineering of creating intelligent machines, especially in the form of intelligent computer programs. Sneha And Shekar (2020) also emphasized that even though AI doesn't can operate the entire recruitment process , its use can strengthen strategy recruitment with help interesting candidate quality tall .

## **3. RESEARCH METHODS**

### **Types of research**

This type of research is a field study with a case *study* . Field study is a research conducted on research objects in their natural environment. The field study conducted focused on one case study, namely the recruitment and selection process for internships at PT. PHR.

### **Location and Time**

The research was conducted at the Head Office of PT. PHR in Jakarta and the Caltex Riau Polytechnic University. The research was conducted for 1 year since 2023.

### **Data Collection Techniques**

#### **1. Interview**

The interviews conducted were structured interviews, namely interviews with previously determined questions for the research object.

## 2. Observation

Researchers make direct observations of the behavior of research objects that are ongoing in scientific situations. In this study, researchers will apply direct or undisguised observation, where researchers inform the observed objects about the research activities being carried out.

## 3. Document Study

Researchers conduct a review of available archives or documents.

### **Data source**

#### 1. Primary Data

Primary data sources come from interviews with research objects and observations of the recruitment and selection process for internships at PT. PHR. In this case, the objects of research are the Human Capital Manager of PT. PHR, PT. PHR internship students, and internship coordinators from Caltex Rumbai Polytechnic University.

#### 2. Secondary Data

Secondary Data is data that has been obtained by previous research. In this study, the sources of secondary data are documents and archives.

### **Data Validity Checking Techniques**

To ensure the validity of the data, this study uses triangulation methods, especially methodological triangulation. Methodological triangulation is a technique used to test the validity and reliability of data through various methodological approaches. In this study, triangulation involves three elements, namely interviews, observations, and documentation. Data obtained from the three collection techniques will be analyzed and compared to ensure that the data is reliable and objective.

## **4. RESEARCH RESULTS AND DISCUSSION**

### **The Role of Digitalization in the Internship Recruitment Process at PT. PHR**

Based on results observation , PT. PHR company announced the available internship program through smelly *website* and social media. Information about vacancy apprenticeship And open formation delivered through PT. PHR *website* with page <https://magangphr.pcr.ac.id> ( Figure 1).

Besides use *Website* , PT. PHR also promotes internship programs on the company's social media , one of which is the only Instagram with use account named @ phr.pertamina ( Figure 2 ).



Figure 1: PT. PHR Internship Program *Website*



Figure 2 : Announcement of internship program at PT.PHR via Instagram

Not only limited to Instagram social media, the observation results strengthen the statements of respondents regarding the promotion and publication of PT. PHR's internship program through the Linkedn platform. However, the LinkedIn account used for promotion and publication is an account owned by BUMN with the name @Rekrumen Bersama BUMN (Figure 3).



Figure 3: Internship Program Announcement at PT. PHR via LinkedIn

Based on the interview results, the use of digital instruments in the recruitment process provides a number of significant benefits. First, promotion and publication of job vacancies through web-based technology and social media allows companies to reach a wider audience with greater geographic coverage and faster information delivery. Second, digitalization reduces the costs that companies must spend to publish vacancies. Without digitalization, recruitment costs, including direct and indirect costs incurred during the process of searching, selecting, and recruiting new employees, tend to be higher, especially in terms of direct costs. These direct costs include the cost of placing job vacancy advertisements. When using conventional methods, placing advertisements requires a lot of money because companies need to rent billboards spread across several locations, pay for advertising columns in print media, or print other promotional media, such as pamphlets or posters. Third, in addition to attracting more and more qualified candidates, digitalization in the early stages of recruitment also helps overcome human resource limitations. Fourth, promoting and publishing job vacancies through a single company website allows recruiters to present information centrally, making it easier for candidates to access important information about the company. Fifth, the use of social media to expand the company's reach in promoting job vacancies also improves the image of the recruiting company. Sixth, the digitalization process can also create *an image of PT, PHR* as a BUMN company that wants to increase engagement and reach to the public in accordance with what is desired by BUMN Minister Erick Thohir regarding BUMN programs that must touch and be close to the public.

### **The Role of Digitalization in the Internship Selection Process at PT. PHR**

At PT. PHR, the selection process for the internship program consists of several stages, namely administrative selection, Academic Potential Test (TPA), interviews, and medical check-ups (*Medical Check-Up / MCU*). The first stage carried out after registration and submission of files by candidates is the administrative selection. This process is carried out automatically through the PT. PHR *website*, which shows the use of an automated system based on *Artificial Intelligence (AI)*. This selection aims to filter out candidates who do not meet the criteria and pass those who meet the requirements of the internship program.

After passing the administrative selection, candidates must take the TPA, which is held through a special website. This test aims to measure the candidate's basic academic abilities, especially in understanding and analyzing academic information.

Candidates who successfully pass the TPA are then required to take part in the interview stage. In this interview, recruiters can dig deeper into the candidate. At PT. PHR, interviews are conducted online through various platforms, such as Zoom or Microsoft Teams.

Announcements of passing from the TPA stage to the interview are also delivered through the same website, as well as via email. The final stage is the MCU. Candidates who pass the interview must undergo a health check and submit the results online, without the need to submit physical documents to PT. PHR.

Based on the interview results, the use of digital instruments in the selection process has many benefits. First, time efficiency for recruiting companies. Without technology, the recruitment team must check and verify dozens or even hundreds of files and physical documents sent by applicants. This is a tiring task for the recruitment team because it can take a very long time. Second, increasing the accuracy of the administrative *screening stage*. Using human resources exclusively in *screening* or verifying data has the potential for *human error* that causes inaccuracy or inaccuracy in filtering and screening documents sent by applicants, such as *work fatigue*, pressure to meet deadlines, or carelessness, either intentional or unintentional. Third, saving costs because the *virtual system* means that recruiters do not need to prepare facilities and infrastructure and logistics to support the implementation of the test. Fourth, efficiency in terms of time is also felt by the recruitment team because the use of technology can reduce the time needed for the recruitment team to prepare and carry out the TPA physically. Fifth, increasing flexibility. The use of technology in the interview stage can provide convenience for the recruitment team, because interviewers or panelists can do their jobs remotely *from* various places. The benefits of flexibility like this can help interviewers or panelists, if they have busy schedules due to overlapping assignments. Flexibility is also felt by applicants, especially for those who have a different domicile from the recruiter's domicile or have their own busy schedules, such as teaching and learning classes.

## 5. CLOSING

Changes in the recruitment and selection process due to digitalization have also begun to be felt by companies in Indonesia, including state-owned enterprises such as PT. PHR. The use of technology in the recruitment and selection process of PT. PHR is expected to help the Company to obtain more qualified and *capable* human resources to support the company's targets.

This study found that digitalization plays a significant role in the recruitment and selection process at PT. PHR, where technology and digital platforms are the main media at every stage, from promotion, registration, to *Medical Check-Up*. The digital platforms used in recruitment are mostly based on social media to promote internship programs, as well as special websites developed for the registration and file upload process.



Digitalization plays an important role in the internship recruitment process at PT. PHR through several aspects. First, web-based and social media-based job vacancy promotion and publication allows companies to reach a wider audience, reduce job vacancy publication costs, make it easier for recruiters to convey information consistently and make it easier for candidates to access information related to the selection process. In addition, digitalization increases company involvement and reach to the public.

In the selection process, the digital platforms used include websites provided by PCR for TPA and uploading health files, as well as video conferencing applications such as Zoom and Microsoft Teams for conducting interviews. Research This find that PT. PHR, through PCR, has not yet fully apply system *Comprehensive Artificial Intelligence* in support the recruitment process And selection . However , digitalization still play role important in increase efficiency And accuracy of the selection process internship at PT. PHR. With technology , company can save previous time required For inspect a number of big file And document physique from registrants . In addition that , digitalization also provides convenience for registrants , especially those who are Far from location company , because No need emit cost or time For do test in a way directly . More far , digitalization also increases accuracy in the *screening* process administration with reduce potential error human . Relying on power man For verifying data manually can cause inaccuracy consequence factor fatigue , stress deadline time , or carelessness . With the application of technology, this process becomes more thorough and efficient.

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