The Policy of Operational Procedures of Agri Product Marketers Recruitment and Training in PT. Asuransi Jasa Indonesia

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Abstract- — *This research aims to analyse important and necessary components in the SOP development and to formulate the development in the agri recruitment and product marketers training procedures in PT. Asuransi Jasa Indonesia Company. This research type is descriptive research with qualitative approach. The objects in this research are agri recruitment and product marketers training procedures in PT. Asuransi Jasa Indonesia Company. Meanwhile, the subject of this research is human resource department of PT. Asuransi Jasa Indonesia Company. The data collection methods consist of interviews, observations and documentations. Data sources consist of primary and secondary data. The data analysis technique used is SWOT and ISM analysis. The research results showed that the obtained SWOT strategy alternatives are (1) maintaining both external and internal procedures because both recruitment and training models selected in the recruitment and training are very important to recruit the total of prospective employees needed by the company, (2) optimizing company's resources namely fund readiness and HR, and (3) having a conducive work environment to improve the performance in recruiting prospective employees. From 6 factors of Human Resource Needs, the classification of sub-elements that fulfilled the entry requirement of 4 sectors, of which 6 factors are divided into all sectors. Where sector 1 (Autonomous) has 1 factor namely (1) Strategic Planning and Operation Planning namely in predicting the HR needs. From 6 factors of Main Obstacles, the classification of sub-elements that fulfilled the entry requirement of 4 sectors, of which 6 factors are divided into all sectors. Where sector 1 (Autonomous) has 2 factors namely (1) Underestimating the HR Training, Taking the time to provide on-the-job training to employees is one of the form of investments which definitely will be valuable for the company and (2) Insufficient HR Policy, underestimating the importance of HR audit in company internal scale. From 6 factors of Possible Changes, the classification of sub-elements that fulfilled the entry requirement of 4 sectors, of which 6 factors are divided into all sectors. Where sector 1 (Autonomous) has 1 factor namely (1) Aligning All Processes to Support and Empower Change by carrying out work culture change followed by work ethic.*

Keywords— SOP Development, Recruitment, Training, Product Marketers.

Abstrak— Penelitian ini bertujuan untuk menganalisis komponen penting dan dibutuhkan dalam pengembangan SOP dan merumuskan pengembangan dalam prosedur rekrut dan pelatihan tenaga pemasar produk agri di Perusahaan PT. Asuransi Jasa Indonesia. Tipe penelitian ini adalah penelitian deskriptif dengan pendekatan kualitatif. Objek dalam penelitian ini adalah prosedur rekrut dan pelatihan tenaga pemasar produk agri di Perusahaan PT. Asuransi Jasa Indonesia. Sedangkan, subjek dari penelitian ini adalah bagian personalia Perusahaan PT. Asuransi Jasa Indonesia. Metode pengumpulan data terdiri dari wawancara, observasi dan dokumentasi. Sumber data terdiri dari data primer dan sekunder. Metode analisis data yang digunakan adalah analisis SWOT dan ISM. Hasil penelitian menunjukkan bahwa alternatif strategi SWOT yang didapat yaitu (1) mempertahankan kedua prosedur eksternal dan internal karena kedua model rekrutmen dan pelatihan yang dipilih dalam rekrutmen dan pelatihan sangat penting untuk menjaring banyak atau sedikitnya calon karyawan yang dibutuhkan oleh perusahaan,

(2) mengoptimalkan sumber daya perusahaan yaitu kesiapan dana dan SDM, dan (3) memiliki lingkungan kerja yang kondusif agar mampu meningkatkan kinerja dalam merekrut calon karyawan. Dari 6 faktor-faktor Kebutuhan Sumberdaya Manusia, klasifikasi sub-elemen yang memenuhi syarat masuk dari 4 sektor yang dimana dari 6 faktor terbagi ke semua sektor. Dimana sektor 1 (Autonomous) memiliki 1 faktor yaitu (1) Rencana Strategik dan Rencana Operasional yaitu dalam memprediksi kebutuhan SDM. Dari 6 faktor-faktor Kendala Utama, klasifikasi sub-elemen yang memenuhi syarat masuk dari 4 sektor yang dimana dari 6 faktor terbagi ke semua sektor. Dimana sektor 1 (Autonomous) memiliki 2 faktor yaitu (1) Menganggap Remeh Pelatihan SDM, Meluangkan waktu untuk memberi suatu pelatihan kerja pada karyawan adalah salah satu bentuk investasi yang tentu nya akan sangat berharga untuk perusahaan dan (2) Kebijakan SDM yang Kurang Memadai, menganggap sepele tentang pentingnya audit SDM di skala internal perusahaan. Dari 6 faktor-faktor Perubahan yang Dimungkinkan, klasifikasi sub-elemen yang memenuhi syarat masuk dari 4 sektor yang dimana dari 6 faktor terbagi ke semua sektor. Dimana sektor 1 (Autonomous) memiliki 1 faktor yaitu (1) Menyelaraskan Semua Proses untuk Mendukung dan Memperkuat Perubahan dengan melakukan perubahan budaya kerja dibarengi dengan etos kerja.

Kata kunci — Pengembangan SOP, Rekrutmen, Pelatihan, Tenaga Pemasar Produk.

INTRODUCTION

In globalization era nowadays, management should be able to manage the company well, especially in the marketing field. Globalization is a reality that the market has to deal with, including service business namely insurance. There are many insurance companies, one of which is PT. Asuransi Jasa Indonesia (Persero). PT. Asuransi Jasa Indonesia should maximize its strategy in the effort of maintaining or improving the number of sales to compete with other insurance companies.

PT. Asuransi Jasa Indonesia is one of the State-Owned Enterprises (SOE). The company has various insurance products, one of which is AGRI product that covers: Rice Farming Business Insurance, Cattle Business Insurance, Corn Farming Business Insurance, Independent Fishermen Insurance. The author took one of these products namely AGRI product.

In this human resource work is related to workforce. Human resource is organized and directed in an effort to achieve the goals of the coaching company and the development of HR professionality become one of the appropriate efforts to face and response all challenges related to strategic environment. With the presence of a consequence that every organization in a company must have human resources that fulfilled the requirements either quantity or quality thereby can carry out their duties and functions in a professional manner.

Training itself is a part of an educational process, aims to improve someone's or a group of people's operational ability or special skill. Training is more related to the improvement of ability or skill of employees who have occupied a certain job or task. Training can be viewed as one of the form of investments, therefore, for each company that wants to grow, the training for its employees should receive great attention.

The importance of a training for a company is as follows:

1. Employees who have occupied a certain position in the company, do not necessarily have the ability in accordance with the requirements needed in the position.
2. With the advancement of science and technology, will definitely affect the company especially for operation employees.
3. Promotion in a company is a must, if the company wants to grow, sometimes this ability of an employee that will be promoted is still not enough.

The presence of agricultural risk transfer to Insurance has been regulated in Book 1 Chapter X part two of Commercial Code (CC) in force in Indonesia on May 1, 1848 concerning insurance on dangers that threaten unharvested agricultural products, precisely in Article 299, Article 300, and Article 301 of CC (Sastrawidjaja, 2018). The legal basis to

conduct agricultural insurance, other than the Commercial Code (CC) in force in Indonesia, Indonesian Government also has passed Law No. 19/2013 concerning Farmer Protection and Empowerment.

The literature review used in this research are Human Resource, Procedure, Recruitment and Training.

Human Resource is a science and art that regulated human elements (creativity, taste, and intention) as an asset of an organization for the realization of organizational goals by receiving, developing, and maintaining workforce effectively and efficiently (Arep and Tanjung, 2018).

The factor that becomes the attention in the HR Management is the human itself. Nowadays, it is very aware that HR is the most important company problem, because with SDM caused other resources in the company can work/run. Besides, HR can create efficiency, effectiveness and productivity of a company. Through an effective HR requires managers or leaders to find the best way, in utilizing the people in the company environment so that the desired goals can be achieved.

The functions of Human Resource Management are the same as the general management according to Rivai (2016) namely: (1) Managerial Functions, consist of Planning, Organizing, Directing and Contorling, (2) Operational Functions, consist of Workforce Procurement, Development, Compensation, Integration, Maintenance and Work Termination.

From several opinions of experts regarding human resource management, it can be concluded by the author that human resource management is an implementation of planning until the suitability is achieved on the company's purposes and work environment.

The definition of procedure according to George R. Terry (2016:27) "procedure is a series of related tasks and in chronological order to finish a work." Procedure is an agreed rules that are carried out sequentially so as to form a permanent pattern in a job to provide services to people in need.

Moekiyat (2016:61) stated six reasons regarding the importance of work procedure, namely (1) Results in/make office work smoother/better workflow, (2) Provides better control over what is done and how it is done, (3) Leads to better coordination between different parts, (4) Assists in the training of new employees, (5) Linked to office forms and important administrative work tools and (6) Creates savings in fixed and incremental costs.

With the presence of a clear procedure in an organization/institution, will be very helpful in the management activities because there are clear guidelines so that there is no confusion in the implementation of tasks.

The definition of recruitment according to T. Hani Handoko (2017:69) "recruitment is an achievement and attraction of prospective employees or applicants who are able to apply as employee." Gary Dessler (2016:90) stated that recruitment is conducted based on position analysis, because position analysis presented information regarding what the job entails and what human characteristics are required to carry out activities. Job description information and job specifications are used to decide the character of the person to be recruited and hired. Recruitment is a process or activity to search and gather prospective applicants to fill the existing vacancies in a company/institution according to the specified requirements. Recruitment aims to get the right number and type of workforce to meet workforce needs.

To obtain potential employees, they must be selected from a group of applicants who truly meet the requirements, candidates can be processed through various methods/channels such as the following (Ambar TS, 2019: 184-187):

1. Job Posting
   Open announcements regarding vacancies through various media so that there are wide opportunities for prospective applicants.
2. Skill Inventory
   Offering qualified candidates to fill vacant positions. Method as a complement to Job Posting.
3. Referrals

Existing employees recommend other employees, friends who are considered able to fill existing vacancies professionally.

4. Walk-In

Prospective applicants come directly to the Department of Manpower to submit applications with their identity, interests and abilities. If at any time there is a suitable position vacancy, they will be called for further processing.

5. Write-In

Candidates send application letters directly to the institution without knowing for sure whether there are vacancies. Usually, the institution will select candidates who really meet the requirements according to the demands of the vacant position.

6. Recruitment from Colleges

This method is often used when it requires managerial, professional, and technical personnel who have the most up-to-date knowledge.

7. Open House

Invite people to visit and see the company's facilities and activities. People who are successful and meet the requirements will come to apply to fill vacancies.

8. Advertising

Communicating employee needs to the public through various print, audio and audio visual media, when the company needs employees quickly to fill vacant positions.

9. Employment Agencies

Recruitment is carried out through government and private employment agencies. In Indonesia, it is carried out by the Ministry of Manpower and Transmigration through various recruitment and distribution companies, such as PJTKI.

10. Management Consulting Companies

Recruiting employees through management consulting companies for prospective applicants. Usually, consultants look for qualified employees from other companies to fill vacancies in their client companies.

Training is a part of an education which is a mean of coaching and career development as well as one of the efforts to improve the quality of human resource according to the work needs. In this review, the author focused on the training definition. Goldstsein and Gressner (2016:6) defined training as a systematical effort to master the skills, regulations, concepts, or ways to behave which have an impact in the performance improvement. Training is a form of help in the learning process that is organized and systematic in a relatively short period of time to improve knowledge and skill of training members that is practical to achieve certain purposes.

Moekijat (2017:2) stated that the purposes of a training is to: 1) Develop skills, thereby the work can be done faster and more effective; 2) Develop knowledge, thereby work can be done rationally; and 3) Develop attitude, thereby create the ability to collaborate with fellow employees and with leader. Get changes in attitude, knowledge, and skill that have been obtained from the training implementation process. As well as beneficial for training members in improving their performances in the tasks or jobs which are their responsibilities.

In a training implementation there are several components that are interrelated with each other. The training components are factors that affect the quality of a training and are the main keys in arranging a training program. Seen as a system, Sudjana (2017:21) suggests the following components of training:

1. Instrument Input

Including overall resources and facilities that supported the learning activities. Instrument input in this training covers curriculum, learning purposes, learning sources, learning facilities, costs and management of training.

2. Raw Input

Are the training members with various characteristics, such as knowledge, skill and expertise, gender, education, learning needs, socio-cultural background, economical background and learning habits.

3. Environment Input

Including environment factors that supported the implementation of training activities, such as location of the training.

4. Process

Are educative interaction activities occurred in the implementation of training activities between learning sources and learning members namely training members.

5. Output

Are graduates who have experienced the training learning process.

6. Other Input

Namely supporting capacity of the training implementation, such as marketing, employment, information and developed socio-cultural situation.

7. Impact

Namely related to the learning outcomes achieved by the training members, which include improving living standards, further educating others, and increasing participation in social and community development activities.

This scientific research discussed about the recruitment and training procedure of agri product marketers in PT. Asuransi Jasa Indonesia Company. To understand the planning of the recruitment and training procedures of agri product marketers in an organization, it is necessary to know in advance the aspects of the recruitment and training procedures for agri product marketers, then the description regarding the implementation of the recruitment and training procedures of agri product marketers can be obtained.

In the scope of recruitment and training procedures of agri product marketers, there are also discussions regarding the model/process of recruitment and training procedures of agri product marketers that have an important role in the implementation. From the description, the framework of thinking can be described as follows:
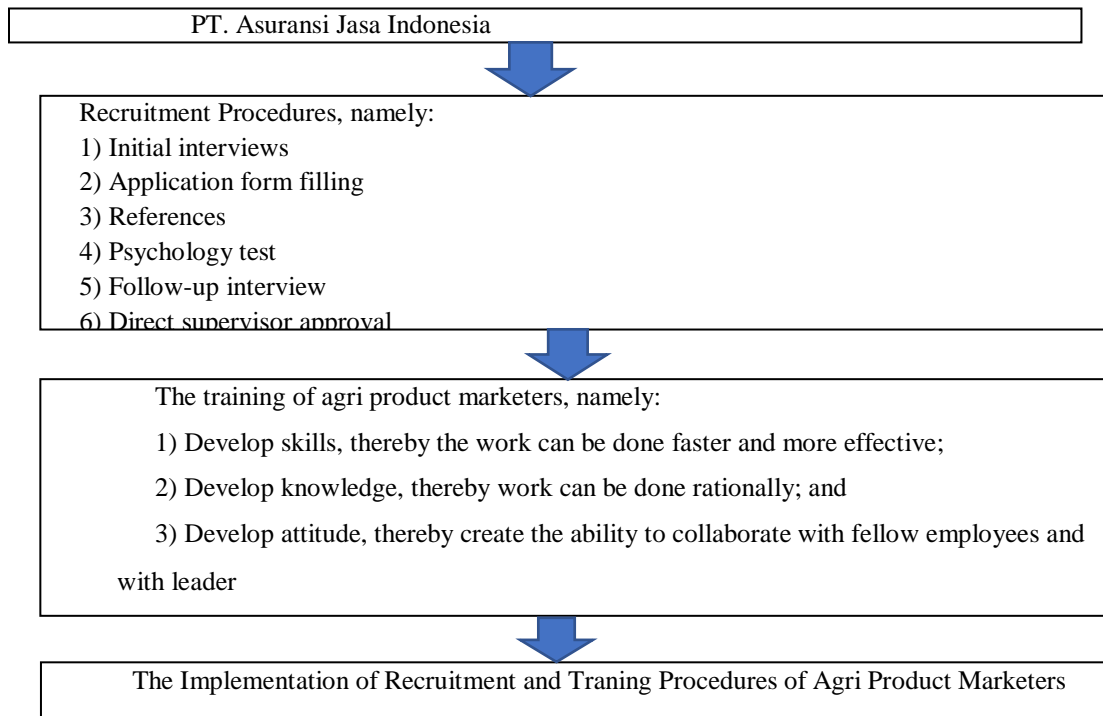

PT. Asuransi Jasa Indonesia

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Recruitment Procedures, namely:
1) Initial interviews
2) Application form filling
3) References
4) Psychology test
5) Follow-up interview
6) Direct supervisor approval

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The training of agri product marketers, namely:

1) Develop skills, thereby the work can be done faster and more effective;

2) Develop knowledge, thereby work can be done rationally; and

3) Develop attitude, thereby create the ability to collaborate with fellow employees and

with leader

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The Implementation of Recruitment and Traning Procedures of Agri Product Marketers

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FIGURE 1. FRAMEWORK OF THINKING

Next are the references used by researcher as follows:

The first research by Ade Eka Putra (2013) with the title "*Prosedur Rekrutmen Karyawan pada PT. Tunggal Perkasa Plantation*", the research results are various training and education in the company managed by T. Tunggal Perkasa Plantation Air Molek Inhu in terms of human resource improvement: (1) Industrial Training, this training aims to help employees in finishing their jobs effectively and efficiently, (2) Job Training, this training to give instructions to employees to carry out certain tasks in the company, (3) Supervisor Training, this training to give an understanding about how to check and monitor the job activities in the company, (4) Management Training, a training to train employees who have occupied a certain position in the company, and (5) Leader Development Training, a training aims for the development of company leader to gain ability to lead their subordinates in the context of developing their business or business.

The second research by Ahmad Sofian (2018) with the title "*Proses Rekrutmen dan Seleksi Karyawan pada PT. Komite Nasional Keselamatan untuk Instalasi Listrik (KONSUIL)*", the research results obtained are the recruitment system carried out by PT. KONSUIL Malang is to open an announcement through existing media and acceptance of applicant files is still done manually. The selection system conducted by PT. KONSUIL Malang used gradual selection method which has weaknesses one of which is there is a time lag that is not explained in detail how long the gradual time is adjusted to the job description to produce a good performance for the company. However, in the promotion process of old employees is not explained in detail the requirements that become the basis in promotion.

The last is the research by Freddie Yeremia Christanto dan Thomas Santoso (2014) with the title "*Analisis Pelatihan dan Pengembangan Sumber Daya Manusia di PT Wahana Kosmetika Indonesia*", the research results showed that PT Wahana Kosmetika Indonesia has carried out training and development, organization development, and management development, however, career planning and career development have not been carried out. This can be improved by the company to achieve the improvement of HR quality.

Researcher found that recruitment is not only important for the organization itself. Recruitment is a two-way communication process. Applicants want accurate information about what it is like to work in the organization in question. Organizations really want accurate information about what the applicants will be like if they become employees later. Either applicants or organizations send each other signals about the employment relationship. Applicants showed that they are the candidates who and should receive job offers, applicants also try to ask the organization to give information to determine whether they will join them.

Organizations want to show that they are a good place to work, they want to get signals from the applicants who give a true description of their potential value in the future as employees.

Although recruitment costs may be high, organizations do not always consider recruitment systematically as other human resource functions such as selection. However, important meaning of recruitment activities seems to be getting livelier nowadays for two reasons. First, majority of companies assume that they will face employee shortages that have skills needed for modern jobs. Second, business streamlining and cost-saving measures launched by many companies in recent years have caused smaller recruitment budgets compared to before. Therefore, recruiters should know new tips and more cost-effective in the effort of attracting qualified applicants.

The seriousness of organization effort in conducting recruitment and the use of recruitment methods are determined by the human resource planning process and specific needs of the job to be filled. However, organizations have other choices rather than recruitment of new employees to carry out the jobs. Those several choices are the use of temporary workers, offer overtime work to existing employees, subcontract work to other organizations, and leasing employees.

Furthermore, researcher in facing the changes happened such as rapid changes in science and technology in a company need to be balanced with the development of skills of its employees who handle and run the company. The adjustment of ability to perform tasks according to new standards, new technologies, and new systems and procedures

encouraged every company to implement training after training thereby the employees have a big chance to absorb new values to improve their professions in carrying out tasks assigned to them. This is closely related to employee development which is an activity that should be done by the company so that their knowledge, ability, and skill are in accordance with the demands of the work they do.

This is supported by Handoko (2017) who explained that recruitment is a process of searching and "attracting" prospective employees (applicants) who are able to apply as employees. Moreover, Rivai (2016) explained recruitment as a series of activities started when a company needed a workforce and opened a job vacancy until it gets the desired candidate or met the qualifications according to the existing position or vacancy.

Furthermore, the targets and benefits of marketing staff training are participants understand the marketing concepts, participants understand the marketing elements, participants able to plan marketing strategies, participants are familiar with the market environment and marketing research and information systems, participants able to estimate customer demands/needs and participants able to carry out segmenting, targeting, positioning to excel in the competition (BNSP, 2018).

This research is supported by the research by Sukamdani (2013) with the title "*Analisis Faktor Dominan yang Berpengaruh pada Peningkatan Produktivitas Tenaga Kerja Industri Perhotelan Gryadi Blue Pasific*", her research result is the final result is the dominant factors that affect the selection of variable are quite tight, namely salary, incentives, rewards for achievement, fair and reasonable treatment, reliable leadership, loyalty to the organization and the variables have an effect on work productivity in PT GBP showed by the R square score of 0,703.

Then, this research is supported by the research by Maharani (2019) with the title "*Strategi Edu Agroecopark Tourism pada Industri Rumah Potong Hewan*", her research result is the SWOT analysis result produced formulation of an open kitchen service strategy for Food of Animal Origin based on a hygiene and sanitation culture that is measured with a score of 0,201 to determine the effective and efficient tourism, animal husbandry and animal health activities.

The intention of this research is to develop the key components of quality of recruitment and training procedures of agri product marketers in PT. Asuransi Jasa Indonesia viewed from the recruitment and training procedures evaluation aspect. The purposes of this research are to analyze important and necessary components in the SOP development and to formulate the development in the agri recruitment and product marketer training procedure in PT. Asuransi Jasa Indonesia Company.

METHODS

In this research, author used framing analysis, namely the analysis in the constructionist research category that viewed social life reality not as a natural reality, but a product of construction. Therefore, the concentration of this research paradigm is to find how the constructed event or reality is formed.

In the constructionist view, media is viewed not as a free channel, media is also a subject which constructs a complete reality with a view, biased thinking. Here, media is viewed as a social construction agent which defined reality.

This constructionist view also views that a news is a result of social construction which always involves the views, ideology, and values of journalists or the media because of how the fact is understood and interpreted. The understanding process involved certain values thereby it is impossible for news to reflect reality (Eriyanto, 2005:25).

This research type is descriptive research with qualitative approach. According to Sugiyono (2005;11), descriptive research is a research conducted to determine independent variable score, either one variable or more (independent) without making a comparison, or relate between one variable to another. This research is used to determine the procedures of recruitment and training of agri product marketers in PT. Asuransi Jasa Indonesia. Furthermore, researcher conducted interviews which are planned in February 2022 and the data are directly processed using the SWOT analysis.

The objects in this research are agri recruitment and product marketers training procedures in PT. Asuransi Jasa Indonesia Company. Meanwhile, the subject of this research is human resource department of PT. Asuransi Jasa Indonesia Company. In this research will examine how are the procedures of recruitment and training of agri product marketers in PT. Asuransi Jasa Indonesia Company.

This research is conducted at PT. Asuransi Jasa Indonesia Company located in Letjen M.T. Haryono Street No. Kav. 61, RT.2/RW.2, Pancoran, Pancoran Sub-District, South Jakarta, Jakarta Capital Special Region, 12780. The reason behind the selection of this company is because no research has ever been done in this company with the same title.

The data collection techniques are carried out through several ways namely interviews, observations, and documentations. In the implementation, author interviewed the parties who know clearly regarding the title of this research. These interview results are used by researcher in explaining how the recruitment is and training procedures of agri product marketers in PT. Asuransi Jasa Indonesia. In terms of observations, researcher directly reviewed the research location to see firsthand the conditions in the field. Documentations are conducted to obtain data regarding the company namely company's history and profile and other data regarding the mechanism of recruitment and training procedures of agri product marketers.

This research used two types of data namely primary data and secondary data. The primary data in this research are data related to the recruitment and training procedures in PT. Asuransi Jasa Indonesia Company. Secondary data are the data obtained indirectly or only through intermediary media. These data are obtained from the intern of company or institution, such as company's documentations in the form of the report of the recruitment and training procedures and other references related to the title of the research.

Based on the environment analysis that has been conducted previously, then some opportunities and threats as well as strengths and weaknesses have been known owned by PT. Asuransi Jasa Indonesia. Therefore, we can analyze and determine the strategic issues faced by PT. Asuransi Jasa Indonesia based on the matrix as follows:

TABLE 1. STRENGTHS AND WEAKNESSES

Strengths (S)	Weaknesses (W)
Facilities that support recruitment system	aA lot of data is not stored neatly
Sufficient funds to be invested	Promotion/branding has not been conducted maximally
Employees' motivation	Inefficient employees' performance
Enthusiastic and interested employees to gain further knowledge and experience	The number of workforce in the recruitment division is small
Experienced and professional work team	The work team (recruitment division) lacks knowledge of marketing

Open career path and performance-based employee promotion	No non-financial employees' welfare program

The description of the strengths and weaknesses is as follows:

Strengths:

1. Facilities that support a recruitment system
   Provide several training, discussion, gathering, sport, and education scholarship facilities.
2. Sufficient funds to be invested
   The company has a very big funds in the employee recruitment process.
3. Employees' motivation
   Employees' motivation to participate in developing the company through the recruitment of a potential employee.
4. Enthusiastic and interested employees to gain further knowledge and experience
   There are many fresh graduates who are enthusiastic and want to have an understanding about insurance.
5. Experienced and professional work team
   Every team in the company's division has a competent experience.
6. Open career path and performance-based employee promotion
   A clear career made the applicants to have a motivation to pursue career.

Weaknesses:

1. A lot of data is not stored neatly
   Archives of the company are not stored neatly because old and new data sometimes get mixed up.
2. Promotion/branding has not been conducted maximally
   The company felt no need to carry out many promotions, because the company is already known to many people.
3. Inefficient employees' performance
   By not carrying out a maximal promotion made the employees inefficient in doing tasks.
4. The number of workforce in the recruitment division is small
   A small number of recruitment division made the recruitment system not run maximally.
5. The work team (recruitment division) lacks knowledge of marketing
   In this part, employees of recruitment division only understand how to recruit a good human resource but lack of knowledge about marketing.
6. No non-financial employees' welfare program
   Lack of non-financial compensation such as insurance for the employees' safety in the future.

TABLE 2. OPPORTUNITIES AND THREATS

Opportunities (O)	Threats (T)
The company's good name has been recognized by many big companies	The emergence of new competitors
Leading 60% market share is a prospect to supply workforce	Other alternatives have been proposed by the company
Career at a young age	Prospective employees who are slow in thinking

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A good communication	Poor recruiter attitude
Increased knowledge from training during selection	Prospective employees who are late will be dismissed
The business trend that continues to grow rapidly in recent years has created a new workforce	Higher recruitment costs but cannot guarantee the quality of the candidates hired

The description of the opportunities and threats is as follows:

Opportunities:

1. The company's good name has been recognized by many big companies
   PT. Jasindo is known as the pioneer of agricultural insurance in Indonesia.
2. Leading 60% market share is a prospect to supply workforce
   Mastery of a large market share leads to large employee recruitment.
3. Career at a young age
   Very suitable for fresh graduates who want to start their career because of the clear career in the company.
4. A good communication
   The communication between top management and low management establishes an excellent work culture.
5. Increased knowledge from training during selection
   Basic knowledge regarding insurance world that will be a provision for employees in the future.
6. The business trend that continues to grow rapidly in recent years has created a new workforce
   The company experienced a positive trend for recent years caused a continuous recruitment process.

Threats:

1. The emergence of new competitors
   The emergence of new competitors caused candidates to carry out selection on the companies that will be selected.
2. Other alternatives have been proposed by the company
   Other companies offer more benefits and caused candidates to change places.
3. Prospective employees who are slow in thinking
   Very slow in making a decision.
4. Poor recruiter attitude
   Recruiters who have a poor ethics caused candidates to be reluctant to continue to take part in the selection.
5. Prospective employees who are late will be dismissed
   Candidates who do not have high discipline will make the company's performance slow.
6. Higher recruitment costs but cannot guarantee the quality of the candidates hired
   A high recruitment cost not necessarily gets a competent and loyal candidate.

The data analysis technique used in this research is SWOT analysis technique with qualitative approach, which consist of Strengths, Weakness, Opportunities and Threats. SWOT analysis aims to maximize strengths and opportunities, but also can minimize weaknesses and threats. According to Rangkuti (2019), SWOT analysis is a strategic factor identification systematically to formulate strategies. From the definition of SWOT above will be explained as follows:

1. Internal Factors Evaluation
   a. Strengths, is what strengths are owned by PT. Asuransi Jasa Indonesia. By knowing the strengths, the recruitment and training procedures of marketers can be developed to become more resilient to survive in the market and to compete for further development.
   b. Weaknesses, is all factors that are not beneficial or detrimental to PT. Asuransi Jasa Indonesia.
2. External Factors Evaluation

a. Opportunities, is all existing opportunities as government policies, applicable regulations or national or global economic condition that are considered to give an opportunity for PT. Asuransi Jasa Indonesia to grow and develop in the future.

b. Threats, is things that can bring harm to PT. Asuransi Jasa Indonesia, such as future competition that made the performance of PT. Asuransi Jasa Indonesia.

This analysis is conducted by using data collection tools namely observation guidelines, interviews as well as documentations, with the stages as follows:

1. Categorizing the obtained data to be processed.
2. Conducting SWOT analysis.
3. Inputting to the SWOT matrix.
4. Analysing strategies of SWOT matrix.
5. Recommending the strategies made to the management.

This research used SWOT analysis based on the concept by David (1993). SWOT analysis means the analysis based on Strength-Weakness-Opportunities-Threats. Through SWOT analysis, will help in the research final conclusion. SWOT analysis used internal factor evaluation (IFE) matrix and external factor evaluation (EFE) matrix, where IFE consists of strengths and weaknesses and EFE consists of opportunities and threats.

According to Setiawan Hari Purnomo dan Zulkieflimansyah (1999), based on the SWOT analysis result, there are four available strategy alternatives namely SO, WO, ST and WT strategy. The SWOT matrix is described as follows:

TABLE 3. SWOT MATRIX

IFE / EFE	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO Strategy (Strategy that utilizes strengths and utilizes opportunities)	WO Strategy (Strategy that minimizes weaknesses and utilizes opportunities)
Threats (T)	ST Strategy (Strategy that uses strengths and overcomes threats)	WT Strategy (Strategy that minimizes yang weaknesses and avoids threats)

Strategy alternatives are the results of SWOT analysis matrix that produced SO, WO, ST and WT strategy. The produced strategy alternatives are at least 4 pieces of strategy as a result of the SWOT matrix analysis. According to Rangkuti (2019:31-32), the resulting strategy is as follows:

• SO Strategy

The strategy is made based on the way of thinking of utilizing all strengths to seize and take full advantage of opportunities.

- ST Strategy

  This strategy is a strategy in using the strengths owned to overcome threats.
- WO Strategy

  This strategy is implemented based on the utilization of existing opportunities by minimizing the existing weaknesses.
- WT Strategy

  This strategy is based on the business activities minimize existing weaknesses and avoid threats.

The SWOT output in the form of strategy alternatives, because these strategy alternatives are non-operational but in them already have important and needed components, and thus have to be translated into operational program.

In the present, the operational program used by the researcher is recruitment and training procedures which will be analysed further by using Interpretative Structure Modelling (ISM) analysis to produce the output:

1. Classification of components which includes 4 classifications of components: autonomous, independent, linkage, independent
2. Determine the key component needed

   Moreover, researcher used ISM method with research stages as follows:
1. Research begins.
2. Literature Study

   Is an information gathering in the form of definitions, theories and methods from various sources that will help in solving the problems that will be examined?
3. Problems Identification

   In this stage, an identification on the existing problems is conducted from the literature study results and information obtained from previous researchers.
4. Method Determination

   After the problems that want to be examined are obtained, researcher determined the method that will be suitable in the problems. The Interpretive Structural Modelling (ISM) method is used, through ISM technique, unclear mental model is transformed to a visible system model.
5. Data Collection

   In this stage, before the data are collected through interviews and questionnaires, researcher first collected secondary data form several literatures in determining the factors of recruitment and training operational procedures of marketers. After it is determined, researcher conducted interviews and filled out questionnaires by predetermined experts.
6. Data Processing

   In the data processing in this research, researcher used a procedure suitable with the stages in ISM method.
7. Analysis & Results

   In this stage, after the results of data processing are obtained, researcher tried to analyze the results obtained to conduct further conclusion drawing.
8. Conclusion Drawing & Recommendation

   Based on the analysis results in previous stage, researcher drew conclusions and recommendations in accordance with the researcher's purpose.
9. Done.

RESULT AND DISCUSSIONS

The data collection in this research is conducted according to the type of data which are divided into primary data and secondary data. In this research, researcher acted as an instrument as well as data collector. The procedures used in the data collection are: (1) Observations, (2) Interviews, and (3) Documentations. The data obtained by the researcher are in the form of company's description, vision and mission.

A. **Company's Description**

The logo of Asuransi Jasindo is an artistic engineering of two letters A and J as an abbreviation of Asuransi Jasindo which contains the hopes and ideals of the company. With the spirit of hard work and enthusiasm, all employees of Asuransi Jasindo are determined to become a world-class leading insurance company.

All ranks of Asuransi Jasindo are intelligent people, care about the environment, continue to learn to deepen their knowledge and broaden their insights so that they find new innovations in the insurance field. With humility, honesty, and noble character, all levels of insurance provide better and more professional services.

Maintaining the unity and integrity of all levels of employees, between juniors and seniors, jointly strive for advancement to achieve a peak reputation and can provide satisfaction for stakeholders as well as contribute to the glory and prosperity of the nation.

Figure 2. Logo of PT. Asuransi Jasa Indonesia

The history of Asuransi Jasindo started from 1845 which is the unity of Dutch and England insurance companies. The companies are NV Assurantie Maatschappij de Nederlander and England-based insurance companies located in Jakarta, Bloom Vandem.

After Indonesia's independence on August 17, 1945, there is a mandate of the proclaimers of Indonesia, namely Ir. Soekarno and Mohammad Hatta. The mandate stated the transfer of power and ownership of the Dutch kingdom to the power of the Indonesian Government.

The program is the Indonesian Government nationalization program, where Dutch or foreign companies then become national companies. One of which is NV Assurantie Maatschappij de Nederlander.

Since the two are united, the company's goals are to provide the maximum benefit for the public, participate in strengthening security, and help improve the country's economy.

Due to its long experience, Asuransi Jasindo has earned the trust not only from within the country, but also from abroad. It is recorded that Asuransi Jasindo has carved out some of the biggest claim achievements, such as Loss of DB Satellite of Garuda owned by Aces International up to US$101,5 million, Battery Charging Failure of Palapa C2 Satellite of US$36,5 million, and BDC Failure of Palapa C2 Satellite of US$31,2 million.

Cattle business insurance is a program of the Ministry of Agriculture of the Republic of Indonesia in collaboration with PT. Jasindo as executor. The Regency/City Office in charge of animal husbandry and animal health is appointed as the Technical Assistance Team.

This insurance program is a program to protect farmers from the risks/losses experienced by providing premium subsidies to farmers. The premium subsidies given is 80% or IDR 160,000,-/head/year, so that farmers only pay a premium of 20% or IDR 40.000,-/head/year.

This 80% cow premium subsidy is devoted to productive female cows so that breeders and cattle breeders are more enthusiastic about raising livestock because if there is a risk of death and loss of cattle during breeding, farmers can still continue their business through insurance compensation funds.

1. *Vision*
    The Best Indonesia General Insurance Company.
2. *Mission*
    Providing Customer Choice Insurance Services through Value-Added Services and Playing an Active Role in Improving the Nation's Welfare.

B. SWOT Analysis Results

1. *The Strengths Analysis of Recruitment and Training Policy of PT. Asuransi Jasa Indonesia*

Based on the reality found related to the policy of recruitment and training of employees in PT. Asuransi Jasa Indonesia, there are strengths from the policy namely:

a. *The Existence of Different Procedure for Internal and External Recruitment and Training of Employees*

The difference in this procedure is related to the main source of the recruitment and training used. In both SOPs, it can be seen that the employees' external recruitment and training procedures are much stricter than internal recruitment and training procedures. This is very reasonable considering that employees from internal are arguably more tested than external because they have been parts of PT. Asuransi Jasa Indonesia. The existence of a difference in the procedure also caused a different method in the recruitment and training. The method selected in recruitment and training is very important to attract total of prospective employees.

b. *Optimizing the Available Resources*

The available company resources factor has an effect on the determination of recruitment and training method.

c. *Have a Conducive Work Environment*

Every prospective employee surely wants to get a conducive, friendly, and mutually supportive work environment.

2. *The Weaknesses Analysis of Recruitment and Training Policy of PT. Asuransi Jasa Indonesia*
Based on the reality found related to the policy of recruitment and training of employees in PT. Asuransi Jasa Indonesia, there are weaknesses from the policy namely:
a. When the internal recruitment and training procedures are used, means that there is a transfer of employees between units. The work unit left by the employee who transferred will become a problem if there is no replacement, because they will be a vacant position. As a result, the use of this internal recruitment and training will cause other recruitment and training, because there will be a vacant position. If this is viewed from the cost and time aspects will be very inefficient.
b. When the external recruitment and training procedures are used, then the process will take a lot of time and money. In the external recruitment and training procedures also not clearly stated the time gap between each stage of selection. Even though the determination and certainty of time are important for the company so that vacancies can be filled and also for the prospective employees to ensure whether they are accepted/rejected.
c. For a special position needs a long time, sometimes for several positions that need a board approval take quite a long time to get approval, and thus the fulfilment process with a special position takes a longer time than for the fulfilment of other positions.

TABLE 4. IFAS MATRIX OF RECRUITMENT AND TRAINING OF EMPLOYEES

Strengths (S)	Weaknesses (W)
Different procedures between internal and external recruitment and training	The internal procedures used there will be transfer of employees between units
Optimizing existing resources	The external procedures used will spend a lot of time and money
A conducive work environment	A special position takes a long time

3. *External Factors of Employees' Recruitment and Training of PT. Asuransi Jasa Indonesia*
a. Some opportunities emerged from the policy of recruitment and training of PT. Asuransi Jasa Indonesia are:
   1) Opening opportunities for contract employees, interns, and non-permanent employees to become employees of PT. Asuransi Jasa Indonesia with the presence of internal policy.
   2) Opening opportunities for public to develop careers in PT. Asuransi Jasa Indonesia with the presence of employees' external recruitment and training procedures policy.
   3) Opening opportunities to establish cooperation between educational institutions and PT. Asuransi Jasa Indonesia with the presence of internship program alternative.
b. Some challenges in the policy of recruitment and training of PT. Asuransi Jasa Indonesia are
   1) The emergence of recruitment and training obstacles such as prospective employees who do not match the company's needs.
   2) Separate recruitment and training of employees and marketing personnel can potentially lead to internal piracy, thereby a regulation to prevent this should be made.
   3) Make job vacancies as attractive as possible to attract prospective job seekers.

TABLE 5. EFAS MATRIX OF RECRUITMENT AND TRAINING OF EMPLOYEES

Opportunities (O)	Threats (T)
Opening opportunities for contract employees, interns, and non-permanent employees to become employees of PT. Asuransi Jasa Indonesia	Prospective employees who do not match the company's needs
Opening opportunities for public to develop careers in PT. Asuransi Jasa Indonesia	Separate recruitment and training of professionals can potentially lead to internal piracy
Opening opportunities to establish cooperation between educational institutions and PT. Asuransi Jasa Indonesia	Create job vacancies to attract the interest of the job seekers

After the company's internal and external strategy factors have been identified, an IFAS (Internal Strategic Factors Analysis Summary) table is arranged to formulate the internal strategy factors in the strengths and weaknesses framework. The ways and stages are weight each factor starting from 1,0 (very important) to 0,0 (unimportant), then give ratings for each factor by giving a scale starting from 4 (outstanding) to 1 (poor), multiply the weight by the rating to obtain weighting factors. Result is in the form of weighting score for each factor whose value varies. Add up the weighting scores for the related companies. This total score showed how certain company reacted on its internal strategy factors.

TABLE 6. IFAS MATRIX OF RECRUITMENT AND TRAINING OF EMPLOYEES IN PT. ASURANSI JASA INDONESIA

Internal Strategy Factors	Weight	Rating	Weight x Rating
Strengths			
● Different procedures between internal and external recruitment and training	0,20	4	0,80
● Optimizing existing resources.	0,20	4	0,80
● A conducive work environment	0,30	4	1,20
Weaknesses			
● The internal procedures used there will be transfer of employees between units	0,10	2	0,20
● The external procedures used will spend a lot of time and money	0,10	2	0,20
● A special position takes a long time	0,10	2	0,20
Total	**1,00**		**3,44**

IFAS matrix is used to determine company's internal factors related to the strengths and weaknesses that are considered important. Based on table 6 IFAS matrix, it can be seen from the calculation results obtained a total score of 3,44. This showed that the recruitment and training conducted by headquarter of PT. Asuransi Jasa Indonesia has a very strong potential. This means that the company is able in utilizing the strengths owned and overcoming the existing weaknesses.

After the analysis of internal strategy factors (strengths and weaknesses) is finished, then the external strategy factors (opportunities and threats) have to be analysed with ways and stages.

TABLE 7. EFAS MATRIX OF RECRUITMENT AND TRAINING OF EMPLOYEES IN PT. ASURANSI JASA INDONESIA

External Strategy Factors	Weight	Rating	Weight x Rating
Opportunities	0,15	4	0,90
Opening opportunities for contract employees, interns, and non-permanent employees to become employees of PT. Asuransi Jasa Indonesia			
Opening opportunities for public to develop careers in PT. Asuransi Jasa Indonesia	0,20	4	1,10
Opening opportunities to establish cooperation between educational institutions and PT. Asuransi Jasa Indonesia	0,25	4	0,10
Threats	0,17	2	0,64
Prospective employees who do not match the			

company's needs			
Separate recruitment and training of professionals can potentially lead to internal piracy	0,11	2	0,22
Create job vacancies to be attractive	0,12	2	0,24
Total	**1,00**		**3,20**

EFAS matrix is used to evaluate company's external factors which consist of opportunities and threats. Based on table 7 EFAS matrix, the calculation result obtained a score of 3,20. This showed that the employees' recruitment and training in PT. Asuransi Jasa Indonesia is in an external position above average by being able to utilize the existing opportunities and face threats.

After the external and internal strategy factors have been known, then the internal external matrix (IE matrix) can be made. The parameters used are company's internal strength parameter and the external influences faced. The IFAS matrix obtained a total of 3,40. Whereas the external factor analysis result by using EFAS matrix obtained a total score of 3,20. The internal-external matrix of recruitment and training of employees in PT. Asuransi Jasa Indonesia can be seen on Figure 3.
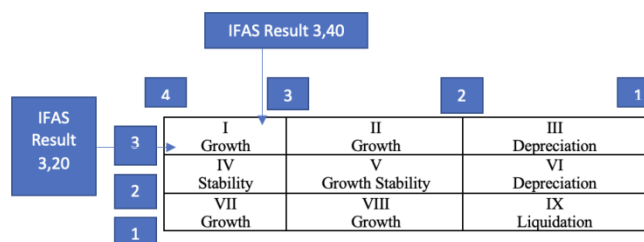

FIGURE 3. INTERNAL-EKSTERNAL MATRIX OF RECRUITMENT AND TRAINING OF EMPLOYEES IN PT. ASURANSI JASA INDONESIA

Through IFAS and EFAS matrix are conducted to assess the strengths, weaknesses, opportunities and threats factors owned by the company in the present and to determine the priority. Other than assessing the four factors, the results of IFAS and EFAS matrix can be used to see the position of company's quadrant (Rangkuti, 2018).

Based on both scores, the recruitment and training of employees in the headquarter of PT. Asuransi Jasa Indonesia is in the I cell (growth). The growth strategy is designed to achieve growth, either in the searching of prospective new employees and experts. This can be achieved by conducting recruitment and selection carried out by experts. The effort carried out is by attracting the interest of job seekers by making the job vacancies as attractive as possible. This way is the most important strategy if the condition of the company is in a rapid growth and there is a tendency for other companies to carry out recruitment of prospective employees needed by the company.

From the analysis results above, then are interpreted and developed into a strategy selection decision which is possible to implement. The selected strategy is usually the result which is possible to be implemented. The selected strategy is usually the most possible results (most positive) with the lowest risk and threat. The tool used to arrange the company's strategy factors is SWOT. This matrix can describe clearly how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. This matrix can produce four sets of strategy alternative possibilities. The SWOT matrix of recruitment and training of employees in PT. Asuransi Jasa Indonesia can be seen on Table 8.

TABLE 8. SWOT MATRIX OF RECRUITMENT AND TRAINING OF EMPLOYEES IN PT. ASURANSI JASA INDONESIA

IFAS	Strengths (S)	Weaknesses (W)
	1. Different procedures between	1. The internal procedures used there will be

	internal and external recruitment and training. 2. Optimizing existing resources. 3. A conducive work environment.	transfer of employees between units. 2. The external procedures used will spend a lot of time and money. 3. A special position takes a long time.
Opportunities 1. Opening opportunities for contract employees, interns, and non-permanent employees to become employees of PT. Asuransi Jasa Indonesia. 2. Opening opportunities for public to develop careers in PT. Asuransi Jasa Indonesia. 3. Opening opportunities to establish cooperation between educational institutions and PT. Asuransi Jasa Indonesia.	**SO Strategy** 1. Maintaining both external and internal procedures because both selected recruitment and training models in the recruitment and training are very important to attract prospective employees needed by the company. 2. Optimizing company's resources. The resources in question are fund readiness and HR. 3. Have a conducive work environment to improve the performance in recruiting prospective employees.	**WO Strategy** 1. Improving the work productivity and giving opportunities for contract employees, non-permanent employees, and interns to become permanent employees of PT. Asuransi Jasa Indonesia 2. Opening employment opportunities for public in developing self-potential for a career at PT. Asuransi Jasa Indonesia as well as conducting public empowerment through social responsibility. 3. Able to improve a good image to improve the trust of colleges to PT. Asuransi Jasa Indonesia.
Threats (T) 1. Prospective employees who do not match the company's needs. 2. Separate recruitment and training of professionals can potentially lead to internal piracy. 3. Create job vacancies to attract the interest of job seekers.	**ST Strategy** 1. Improving the selection of recruitment and training method because it can affect the number of employees who join according to the necessary needs of PT. Asuransi Jasa Indonesia. 2. Making a regulation that can prevent an internal piracy. 3. Carrying out more promotions or socializations through ads announcement in job portal as attractive as possible to attract the interest of the job seekers.	**WT Strategy** 1. Striving to develop and improve the quality and quantity of HR competent workforce in their field so that they can meet the needs of human resources for workforce. 2. Evaluating the established policy to match the company's needs in recruiting job applicants.

SWOT matrix analysed company's internal factors in the form of strengths and weaknesses owned by the company and company's external factors in the form of opportunities and threats faced by the company to produce strategy alternatives that will be carried out by the company. There are four strategy alternatives that will be conducted based on table 8 regarding the strategies are as follows.

1. SO Strategy (Strength-Opportunity)

This strategy is made based on the way of thinking of the company, namely by taking full advantage of opportunities. The SO strategy conducted is maintaining and improving the recruitment and training system carried out by PT. Asuransi Jasa Indonesia and improving the work quality of existing employees as well as improving the efficiency in recruiting prospective employees.

2. ST Strategy (Strength-Threat)

This strategy is a strategy in using the strengths owned by the company to deal with threats. The ST strategies produced are first, improving the selection of recruitment and training method because it can affect the number of employees who join according to the necessary needs of PT. Asuransi Jasa Indonesia. Second, making a regulation that can prevent an internal piracy. Third, carrying out more promotions or socializations through ads announcement in job portal as attractive as possible to attract the interest of the job seekers.

3. WO Strategy (Weakness-Opportunity)

This strategy is implemented based on the utilization of the existing opportunities by minimizing the existing weaknesses. The WO strategies produced are by improving the work productivity or giving opportunities for contract employees, non-permanent employees, and interns to become permanent employees. Opening employment opportunities for public for a career and self-development at PT. Asuransi Jasa Indonesia. As well as improving good image and optimizing the partnership channels with colleges in searching for employees according to company needs.

4. WT Strategy (Weakness-Threat)

This strategy is based on defensive activities and try to minimize the existing weaknesses and avoid threats. The WT strategies produced are striving for development and improving the quality and quantity of HR competent workforce and evaluating the established policy for the company's needs in recruiting job applicants.

C. ISM Analysis Results

In this research, the initial stage in the data processing is to process the VAXO questionnaire results that have been filled by experts using the ISM Profesional V.4.0 Software, then followed by making the SSIM matrix then made in the form of a Reachability Matrix (RM) table by replacing V, A, X, and O to number 1 and 0. Therefore, the RM matrix result is obtained. Moreover, based on the interpretation result of the final Reachability Matrix (RM), then a relationship hierarchy between success factors of recruitment and training procedures of marketers can be arranged.

1. *Data of Respondents*

Primary data are obtained from the questionnaire filling results that have been distributed to respondents/experts. Where the data is obtained from 2 stages, namely interviews/discussions regarding experts' opinions about the success factors of recruitment and training operational procedures of marketers that have been determined by researcher. Experts can give suggestions regarding those factors by carrying out discussions with researcher. The second stage is filling out the questionnaire, based on the factors that have been determined by researcher and experts, the respondents are given the VAXO questionnaire regarding scale of correlation or relationship between 1 variable and other variables.

Total respondents in this research are 4 people from PT. Asuransi Jasa Indonesia. The experts in this research are people who have important roles in PT. Asuransi Jasa Indonesia. The respondents' data of this research are as follows:

a. Respondent 1
   Name: Rina Maryana
   Gender: Female
   Position: Branch Manager of Malang
b. Respondent 2
   Name: Muhammad Iqbal
   Gender: Male
   Position: Head of Commercial
c. Respondent 3
   Name: Erwan Dallymartha
   Gender: Male
   Position: Branch Manager of Padang
d. Respondent 4
   Name: Hardiansyah
   Gender: Male
   Position: Branch Manager of Denpasar
e. Respondent 5
   Name: Astra Siagian
   Gender: Male

Position: Branch Manager of Jember

2. Selection of Factors

In this research, the success factors of recruitment and training procedures of marketers used are based on the research by Heidjirachman R. and Suad Husnas (2015), where there are 12 success factors of recruitment and training procedures of marketers obtained from the literature review results and initial survey results. After the modification is carried out according to the researcher based on the guideline of the research by Heidjirachman R. and Suad Husnas (2015), the success factors of recruitment and training procedures of marketers are as follows.

TABLE 9. SUCCESS FACTORS OF RECRUITMENT AND TRAINING PROCEDURES OF MARKETERS

No	FACTOR/ VARIABLE
Human Resource Needs	
1	Strategic Planning and Operation Planning namely in predicting the needs of HR
2	Prediction of achievable profit by utilizing the total and quality of HR already owned by the organization/company
3	HR needs must at least be in accordance with the ability of the organization/company to pay a fixed wage/salary as part of HR financing
4	HR needs in the HR planning either its total or quality caused by the development of new business in the environment of an organization/company
5	More work units in the organization structure leads to more and more varied the demand qualifications in HR planning
6	Top managers discretion without discrimination with democratic values enable HR planning to predict the total and qualification of HR request accurately and objectively
Main Obstacle	
1	It is very important for the company to complete all employee data, such as basic information, work history, salary details, and other information so that it can be adjusted to the current employee conditions
2	Underestimating the HR Training, Taking the time to provide on-the-job training to employees is one of the form of investments which definitely will be valuable for the company
3	Reckless in Recruiting New Employees, All forms of hasty recruitment and promotion processes can lead to various kinds of serious problems for the company
4	Incomplete Job Description, Job descriptions is an important thing that should be explained earnestly to the candidates who will apply as well as to the selected employees in the company
5	Promising Things that Do Not Fit, When a HRD member carried out interview sessions to the candidates or prospective employees, the offers given should be suitable with what the company has to offer in the job vacancy ads.
6	Insufficient HR Policy, Underestimating the importance of HR audit in the company's internal scale

No	FACTOR/ VARIABLE

Possible Changes

1	Aligning All Processes to Support and Empower Change by carrying out work culture change followed by work ethic
2	Building Change Capacity in the Future by investing in the human resource field and involving a lot of new thinking
3	Leaders of change efforts must be proven business and project leaders. They should have deep understanding regarding core business and how to manage the cost, schedule, and performance of change efforts
4	Changing work culture from RAISE (Resourceful, Agility, Integrity, Synergy, Excellence service) to *AKHLAK* (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative)
5	Improving the Overall Involvement and Performance starting from the top management to lower management to align according to the work ethic in the organization by implementing new habits
6	Changing old work culture and organization culture to a new change

a. Elements of Human Resource Needs

Elements of purposes consist of seven sub-elements, namely: (1) Strategic Planning and Operation Planning namely in predicting the needs of HR (E_1), (2) Prediction of achievable profit by utilizing the total and quality of HR already owned by the organization/company (E_2), (3) HR needs must at least be in accordance with the ability of the organization/company to pay a fixed wage/salary as part of HR financing (E_3), (4) HR needs in the HR planning either its total or quality caused by the development of new business in the environment of an organization/company (E_4), (5) More work units in the organization structure leads to more and more varied the demand qualifications in HR planning (E_5), (6) Top managers discretion without discrimination with democratic values enable HR planning to predict the total and qualification of HR request accurately and objectively (E_6).

The experts' assessments on the contextual relationship between sub-elements of purposes stated with V, A, X and O symbols are obtained the respondents' perception matrix from the sub-elements to direct relationship between sub-elements presented in Table 10 formed a matrix which is called Structural Self-Interaction Matrix (SSIM). The role of contextual relationship of sub-elements of purposes is supporting the Human Resource Needs.

TABLE 10. THE AGGREGATION RESULT OF SEVEN EXPERTS ON THE CONTEXTUAL RELATIONSHIP BETWEEN ELEMENTS OF HUMAN RESOURCE NEEDS

No	E_2	E_3	E_4	E_5	E_6
E_1	V	V	V	V	V
E_2		A	V	V	A
E_3			V	X	V
E_4				A	O

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E₅				O	
E₆					

After the SSIM is formed, then it is converted into binary matrix 1 and 0 to initial reachability matrix.

TABLE 11. AGGREGATION RESULTS OF FIVE EXPERTS ON THE MANAGEMENT OF ISM VAXO REACHABILITY IN THE SUB-ELEMENTS OF HUMAN RESOURCE NEEDS

No	E1	E2	E3	E4	E5	E6
E1	1	1	1	1	1	1
E2	0	1	0	1	1	0
E3	0	1	1	1	1	1
E4	0	0	0	1	0	0
E5	0	0	1	1	1	0
E6	0	1	0	0	0	1

In the next stage of ISM method, a revision is conducted on the SSIM with transitivity rule until the final reachability matrix is produced. From the final reachability matrix, the level of dependency and drive power of Human Resource Needs element can be determined. The consistency of experts' opinions is 94 percent (> 80 percent), means that the results of experts' opinions are considered good.

TABLE 12. AGGREGATION RESULTS OF FIVE EXPERTS ON THE FINAL MATRIX OF THE HUMAN RESOURCE NEEDS ELEMENT

No	E₁	E₂	E₃	E₄	E₅	E₆	Driver Power
E₁	1	1	1	1	1	1	6
E₂	0	1	0	1	1	0	3
E₃	0	1	1	1	1	1	5
E₄	0	0	0	1	0	0	1
E₅	0	0	1	1	1	0	3
E₆	0	1	0	0	0	1	2
Dependence	1	4	3	5	4	3	

The ISM processing result showed that the sub-element according to the highest rank level is Strategic Planning and Operation Planning namely in predicting the needs of HR (E1) as the key success factor.
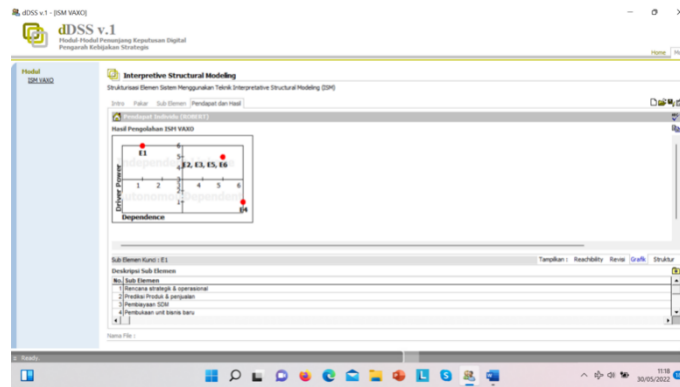

FIGURE 4. THE RELATIONSHIP OF DRIVER POWER AND DEPENDENCE ON THE HUMAN RESOURCE NEEDS ELEMENT

Description of Figure 4:

E_1 :   Strategic Planning and Operation Planning namely in predicting the needs of HR

E_2:   Prediction of achievable profit by utilizing the total and quality of HR already owned by the organization/company

E_3:   HR needs must at least be in accordance with the ability of the organization/company to pay a fixed wage/salary as part of HR financing

E_4:   HR needs in the HR planning either its total or quality caused by the development of new business in the environment of an organization/company

E_5:   More work units in the organization structure leads to more and more varied the demand qualifications in HR planning

E_6:   Top managers discretion without discrimination with democratic values enable HR planning to predict the total and qualification of HR request accurately and objectively

Based on the figure above, it can be known that out of 6 factors of Human Resource Needs, the classification of sub-elements that fulfilled the entry requirement of 4 sectors, of which 6 factors are divided into all sectors. Where sector 1 (Autonomous) has 1 factor, sector 2 (Dependent) has 4 factors, sector 3 (Linkages) has 0 factor, and sector 4 (Independent) has 1 factor. The discussion of importance level on sub-elements of purposes is presented in Figure 5.
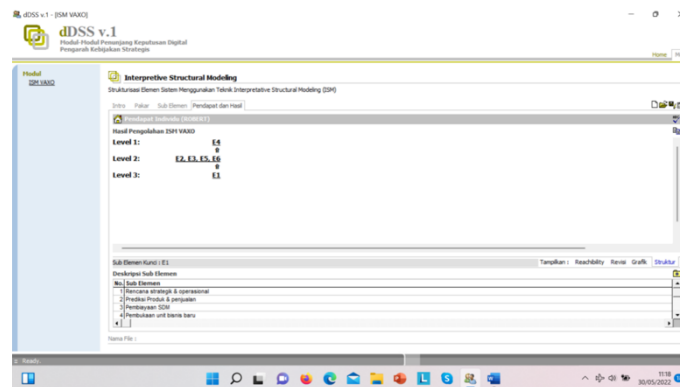

FIGURE 5. DIAGRAM OF HIERARCHY STRUCTURE OF HUMAN RESOURCE NEEDS SUB-ELEMENTS

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Description of Figure 5:

E_1 : Strategic Planning and Operation Planning namely in predicting the needs of HR

E_2: Prediction of achievable profit by utilizing the total and quality of HR already owned by the organization/company

E_3: HR needs must at least be in accordance with the ability of the organization/company to pay a fixed wage/salary as part of HR financing

E_4: HR needs in the HR planning either its total or quality caused by the development of new business in the environment of an organization/company

E_5: More work units in the organization structure leads to more and more varied the demand qualifications in HR planning

E_6: Top managers discretion without discrimination with democratic values enable HR planning to predict the total and qualification of HR request accurately and objectively

Based on the result of ISM / diagraph model above, obtained the result of Partitionary Level which has sorted the sub-elements based on their respective ranking order. Then, the relationship that exists in each sub-element or factor can be determined, symbolized by arrows, where sub-element/factor at the beginning of the arrow represents as the event that causes or root factor, whereas the element/factor at the end of the arrow represents as the event as a result.

b. Elements of Main Obstacles

Elements of purposes consist of seven sub-elements, namely: (1) It is very important for the company to complete all employee data, such as basic information, work history, salary details, and other information so that it can be adjusted to the current employee conditions (E_1), (2) Underestimating the HR Training, Taking the time to provide on-the-job training to employees is one of the form of investments which definitely will be valuable for the company (E_2), (3) Reckless in Recruiting New Employees, All forms of hasty recruitment and promotion processes can lead to various kinds of serious problems for the company (E_3), (4) Incomplete Job Description, Job descriptions is an important thing that should be explained earnestly to the candidates who will apply as well as to the selected employees in the company (E_4), (5) Promising Things that Do Not Fit, When a HRD member carried out interview sessions to the candidates or prospective employees, the offers given should be suitable with what the company has to offer in the job vacancy ads (E_5), (6) Insufficient HR Policy, Underestimating the importance of HR audit in the company's internal scale (E_6).

The experts' assessments on the contextual relationship between sub-elements of purposes stated with V, A, X and O symbols are obtained the respondents' perception matrix from the sub-elements to direct relationship between sub-elements presented in Table 13 formed a matrix which is called Structural Self-Interaction Matrix (SSIM). The role of contextual relationship of sub-elements of purposes is supporting the Main Obstacles.

TABLE 13. THE AGGREGATION RESULT OF SEVEN EXPERTS ON THE CONTEXTUAL RELATIONSHIP BETWEEN ELEMENTS OF MAIN OBSTACLES

No	E_2	E_3	E_4	E_5	E_6
E_1	A	A	A	V	A
E_2		V	V	V	V
E_3			A	O	A

			O	A
E₄			O	A
E₅				O
E₆				

After the SSIM is formed, then it is converted into binary matrix 1 and 0 to initial reachability matrix.

TABLE 14. AGGREGATION RESULTS OF SEVEN EXPERTS ON THE MANAGEMENT OF ISM VAXO REACHABILITY IN THE SUB-ELEMENTS OF MAIN OBSTACLES

No	E1	E2	E3	E4	E5	E6
E1	1	0	0	0	1	0
E2	1	1	1	1	1	1
E3	1	0	1	0	0	0
E4	1	0	1	1	0	0
E5	0	0	0	0	1	0
E6	1	0	1	1	0	1

In the next stage of ISM method, a revision is conducted on the SSIM with transitivity rule until the final reachability matrix is produced. From the final reachability matrix, the level of dependency and drive power of Main Obstacles element can be determined. The consistency of experts' opinions is 96 percent (> 80 percent), means that the results of experts' opinions are considered good.

TABLE 15. AGGREGATION RESULTS OF SEVEN EXPERTS ON THE FINAL MATRIX OF THE MAIN OBSTACLES ELEMENT

No	E1	E2	E3	E4	E5	E6	Driver Power
E₁	1	0	0	0	1	0	2
E₂	1	1	1	1	1	1	6
E₃	1	0	1	0	0	0	2
E₄	1	0	1	1	0	0	3
E₅	0	0	0	0	1	0	1
E₆	1	0	1	1	0	1	4
Dependence	1	3	4	4	5	1	

The ISM processing result showed that the sub-elements according to the highest rank level are Underestimating the HR Training, Taking the time to provide on-the-job training to employees is one of the form of investments which definitely will be valuable for the company (E_2), Insufficient HR Policy, underestimating the importance of HR audit in company internal scale, as the key success factor (E_6) and Incomplete Job Description, Job descriptions is an important thing that should be explained earnestly to the candidates who will apply as well as to the selected employees in the company (E_4) as the key success factors.
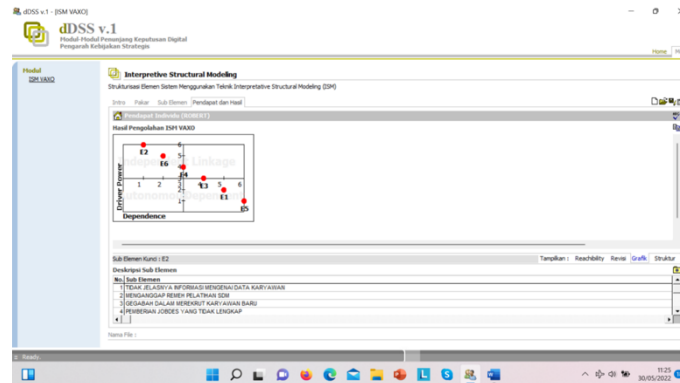

FIGURE 6. THE RELATIONSHIP OF DRIVER POWER AND DEPENDENCE ON THE MAIN OBSTACLES ELEMENT

Description of Figure 6:

E_1 :   It is very important for the company to complete all employee data, such as basic information, work history, salary details, and other information so that it can be adjusted to the current employee conditions

E_2:   Underestimating the HR Training, Taking the time to provide on-the-job training to employees is one of the form of investments which definitely will be valuable for the company

E_3:   Reckless in Recruiting New Employees, All forms of hasty recruitment and promotion processes can lead to various kinds of serious problems for the company

E_4:   Incomplete Job Description, Job descriptions is an important thing that should be explained earnestly to the candidates who will apply as well as to the selected employees in the company

E_5:   Promising Things that Do Not Fit, When a HRD member carried out interview sessions to the candidates or prospective employees, the offers given should be suitable with what the company has to offer in the job vacancy ads

E_6:   Insufficient HR Policy, Underestimating the importance of HR audit in the company's internal scale

Based on the figure above, it can be known that out of 6 factors of Main Obstacles Needs, the classification of sub-elements that fulfilled the entry requirement of 4 sectors, of which 6 factors are divided into all sectors. Where sector 1 (Autonomous) has 3 factors, sector 2 (Dependent) has 0 factor, sector 3 (Linkages) has 0 factor, and sector 4 (Independent) has 3 factors. The discussion of importance level on sub-elements of main obstacles is presented in Figure 7.
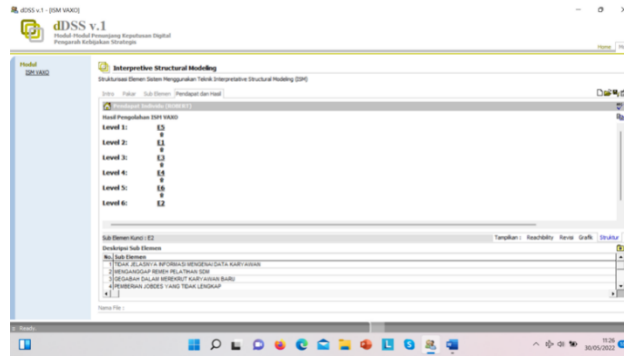
FIGURE 7. DIAGRAM OF HIERARCHY STRUCTURE OF MAIN OBSTACLES SUB-ELEMENTS

Description of Figure 7:

E_1 :   It is very important for the company to complete all employee data, such as basic information, work history, salary details, and other information so that it can be adjusted to the current employee conditions

E_2:   Underestimating the HR Training, Taking the time to provide on-the-job training to employees is one of the form of investments which definitely will be valuable for the company

E_3:   Reckless in Recruiting New Employees, All forms of hasty recruitment and promotion processes can lead to various kinds of serious problems for the company

E_4:   Incomplete Job Description, Job descriptions is an important thing that should be explained earnestly to the candidates who will apply as well as to the selected employees in the company

E_5:   Promising Things that Do Not Fit, When a HRD member carried out interview sessions to the candidates or prospective employees, the offers given should be suitable with what the company has to offer in the job vacancy ads

E_6:   Insufficient HR Policy, Underestimating the importance of HR audit in the company's internal scale

Based on the result of ISM / diagraph model above, obtained the result of Partitionary Level which has sorted the sub-elements based on their respective ranking order. Then, the relationship that exists in each sub-element or factor can be determined, symbolized by arrows, where sub-element/factor at the beginning of the arrow represents as the event that causes or root factor, whereas the element/factor at the end of the arrow represents as the event as a result.

c. Elements of Possible Changes

Elements of purposes consist of seven sub-elements, namely: (1) Aligning All Processes to Support and Empower Change by carrying out work culture change followed by work ethic (E_1), (2) Building Change Capacity in the Future by investing in the human resource field and involving a lot of new thinking (E_2), (3) Leaders of change efforts must be proven business and project leaders. They should have deep understanding regarding core business and how to manage the cost, schedule, and performance of change efforts (E_3), (4) Changing work culture from RAISE (Resourceful, Agility, Integrity, Synergy, Excellence service) to *AKHLAK* (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) (E_4), (5) Improving the Overall Involvement and Performance starting from the top management to lower management to align according to the work ethic in the organization by implementing new habits (E_5), (6) Changing old work culture and organization culture to a new change (E_6).

The experts' assessments on the contextual relationship between sub-elements of purposes stated with V, A, X and O symbols are obtained the respondents' perception matrix from the sub-elements to direct relationship between sub-elements presented in Table 16 formed a matrix which is called Structural Self-Interaction Matrix (SSIM). The role of contextual relationship of sub-elements of purposes is supporting the Possible Changes.

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TABLE 16. THE AGGREGATION RESULT OF SEVEN EXPERTS ON THE CONTEXTUAL RELATIONSHIP BETWEEN ELEMENTS OF POSSIBLE CHANGES

No	E_2	E_3	E_4	E_5	E_6
E_1	V	V	V	V	V
E_2		A	V	V	A
E_3			V	X	V
E_4				A	O
E_5					O
E_6					

After the SSIM is formed, then it is converted into binary matrix 1 and 0 to initial reachability matrix.

TABLE 17. AGGREGATION RESULTS OF SEVEN EXPERTS ON THE MANAGEMENT OF ISM VAXO REACHABILITY IN THE SUB-ELEMENTS OF POSSIBLE CHANGES

No	E1	E2	E3	E4	E5	E6
E1	1	1	1	1	1	1
E2	0	1	0	1	1	0
E3	0	1	1	1	1	1
E4	0	0	0	1	0	0
E5	0	0	1	1	1	0
E6	0	1	0	0	0	1

In the next stage of ISM method, a revision is conducted on the SSIM with transitivity rule until the final reachability matrix is produced. From the final reachability matrix, the level of dependency and drive power of Human Resource Needs element can be determined. The consistency of experts' opinions is 97 percent (> 80 percent), means that the results of experts' opinions are considered good.

TABLE 18. AGGREGATION RESULTS OF SEVEN EXPERTS ON THE FINAL MATRIX OF THE POSSIBLE CHANGES ELEMENT

No	E_1	E_2	E_3	E_4	E_5	E_6	Driver Power
E_1	1	1	1	1	1	1	6

E₂	0	1	0	1	1	0	3
E₃	0	1	1	1	1	1	5
E₄	0	0	0	1	0	0	1
E₅	0	0	1	1	1	0	3
E₆	0	1	0	0	0	1	2
Dependence	1	4	3	5	4	3	

The ISM processing result showed that the sub-element according to the highest rank level is Aligning All Processes to Support and Empower Change by carrying out work culture change followed by work ethic (E_1) as the key success factor.
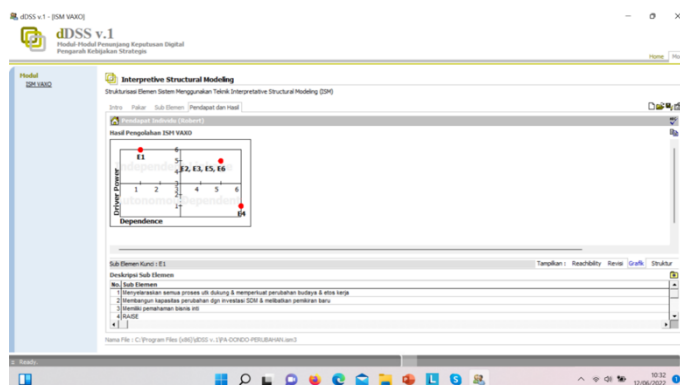

FIGURE 8. THE RELATIONSHIP OF DRIVER POWER AND DEPENDENCE ON THE POSSIBLE CHANGES ELEMENT

Description of Figure 8:

E_1 :   Aligning All Processes to Support and Empower Change by carrying out work culture change followed by work ethic

E_2:   Building Change Capacity in the Future by investing in the human resource field and involving a lot of new thinking

E_3:   Leaders of change efforts must be proven business and project leaders. They should have deep understanding regarding core business and how to manage the cost, schedule, and performance of change efforts

E_4:   Changing work culture from RAISE (Resourceful, Agility, Integrity, Synergy, Excellence service) to *AKHLAK* (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative)

E_5:   Improving the Overall Involvement and Performance starting from the top management to lower management to align according to the work ethic in the organization by implementing new habits

E_6:   Changing old work culture and organization culture to a new change

Based on the figure above, it can be known that out of 6 factors of Possible Changes Needs, the classification of sub-elements that fulfilled the entry requirement of 4 sectors, of which 6 factors are divided into all sectors. Where sector 1 (Autonomous) has 1 factor, sector 2 (Dependent) has 4 factors, sector 3 (Linkages) has 0 factor, and sector 4 (Independent) has 1 factor. The discussion of importance level on sub-elements of possible changes is presented in Figure 9.
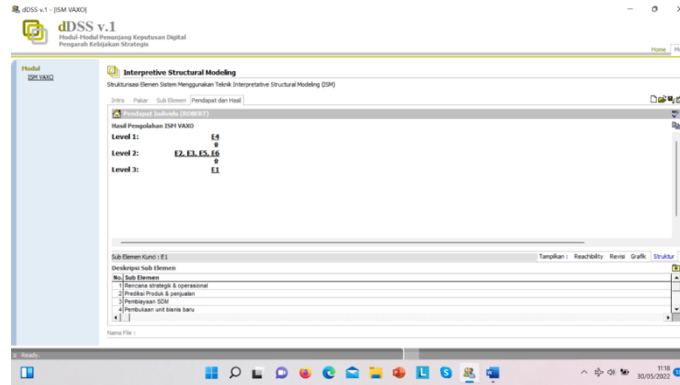
FIGURE 9. DIAGRAM OF HIERARCHY STRUCTURE OF POSSIBLE CHANGES SUB-ELEMENTS

Description of Figure 9:

E_1 :   Aligning All Processes to Support and Empower Change by carrying out work culture change followed by work ethic

E_2:   Building Change Capacity in the Future by investing in the human resource field and involving a lot of new thinking

E_3:   Leaders of change efforts must be proven business and project leaders. They should have deep understanding regarding core business and how to manage the cost, schedule, and performance of change efforts

E_4:   Changing work culture from RAISE (Resourceful, Agility, Integrity, Synergy, Excellence service) to *AKHLAK* (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative)

E_5:   Improving the Overall Involvement and Performance starting from the top management to lower management to align according to the work ethic in the organization by implementing new habits

E_6:   Changing old work culture and organization culture to a new change

Based on the result of ISM / diagraph model above, obtained the result of Partitionary Level which has sorted the sub-elements based on their respective ranking order. Then, the relationship that exists in each sub-element or factor can be determined, symbolized by arrows, where sub-element/factor at the beginning of the arrow represents as the event that causes or root factor, whereas the element/factor at the end of the arrow represents as the event as a result.

CONCLUSION

Based on the data obtained from the research conducted at di PT. Asuransi Jasa Indonesia, then the conclusions obtained are that the obtained SWOT strategy alternatives are (1) maintaining both external and internal procedures because both recruitment and training models selected in the recruitment and training are very important to recruit the total of prospective employees needed by the company, (2) optimizing company's resources namely fund readiness and HR, and (3) having a conducive work environment to improve the performance in recruiting prospective employees. From 6 factors of Human Resource Needs, the classification of sub-elements that fulfilled the entry requirement of 4 sectors, of which 6 factors are divided into all sectors. Where sector **1** (Autonomous) has 1 factor namely (1) Strategic Planning and Operation Planning namely in predicting the HR needs. From 6 factors of Main Obstacles, the classification of sub-elements that fulfilled the entry requirement of 4 sectors, of which 6 factors are divided into all sectors. Where sector **1** (Autonomous) has 2 factors namely (1) Underestimating the HR Training, Taking the time to provide on-the-job training to employees is one of the form of investments which definitely will be valuable for the company and (2) Insufficient HR Policy, underestimating the importance of HR audit in company internal scale. From 6 factors of Possible Changes, the classification

of sub-elements that fulfilled the entry requirement of 4 sectors, of which 6 factors are divided into all sectors. Where sector 1 (Autonomous) has 1 factor namely (1) Aligning All Processes to Support and Empower Change by carrying out work culture change followed by work ethic.

According to the research conducted as well as the research findings and results, author recommends to several related parties of the research namely: (1) after the research has been conducted, the organization is expected to be able to continue the recruitment and training operational procedures for marketers, by prioritizing the highest factor for the advancement of the company and (2) for other researchers, this research required a long and time-consuming process. For further researchers, author recommends to develop the success model of other recruitment and training operational procedures with different sample, analysis and level to obtain a better result thereby can become a reference for further research.

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