

ABSTRAK

AUDIT OPERASIONAL ATAS FUNGSI REKRUTMEN, SELEKSI, DAN PELATIHAN KARYAWAN

(Studi Kasus di IMBA Coffee)

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2022

Tujuan dari penelitian ini yaitu melakukan audit operasional pada fungsi rekrutmen, seleksi, dan pelatihan karyawan. Selain itu, penelitian ini memberikan rekomendasi berupa perbaikan bagi pihak manajemen untuk memperbaiki kelemahan pada fungsi yang menjadi objek audit. Penelitian ini dilakukan di IMBA Coffee.

Jenis penelitian yang digunakan adalah studi kasus. Pengumpulan data dilakukan dengan teknik observasi, wawancara, *checklist*, dan dokumentasi. Teknik analisis data yang digunakan yaitu deskriptif analitis berdasarkan pelaksanaan tahap-tahap audit operasional.

Hasil audit operasional menunjukkan bahwa ada beberapa temuan yang perlu diperbaiki pada aktivitas rekrutmen, seleksi, dan pelatihan karyawan. Temuan tersebut yaitu belum terdapat SOP tertulis terkait fungsi rekrutmen, seleksi, dan pelatihan, informasi rekrutmen tidak spesifik, tidak memberikan kesempatan perekrutan karyawan internal atau pemberian *reward* bagi karyawan lama, tidak dilakukan evaluasi terhadap penggunaan media publikasi, tidak melibatkan divisi yang membutuhkan karyawan dalam penentuan persyaratan dan pelamar yang diterima, terdapat pelamar yang sudah dinyatakan diterima dan lolos masa probasi namun hanya bekerja satu kali kontrak saja, pelatihan tidak dilakukan secara berkala, dan tidak terdapat formulir evaluasi dan penilaian tertulis terkait pelatihankaryawan. Berikut merupakan rekomendasi yang diberikan untuk perbaikan :membuat SOP secara tertulis, membuat informasi rekrutmen yang spesifik dan jelas, memberikan kesempatan perekrutan karyawan internal perusahaan untuk mengisi posisi yang kosong atau memberikan *reward* berupa promosi jabatan bagi karyawan lama, melakukan evaluasi penggunaan media publikasi info rekrutmen, melibatkan divisi dalam penentuan persyaratan dan pelamar yang diterima, melakukan pendalaman kriteria karyawan yang dibutuhkan, membuat standar penilaian tertulis untuk wawancara, melakukan pelatihan secara berkala, dan membuat formulir evaluasi serta penilaian terkait pelatihan karyawan.

Kata kunci : Audit Operasional, fungsi rekrutmen, fungsi seleksi, fungsi pelatihan.

ABSTRACT

**OPERATIONAL AUDIT OF EMPLOYEE RECRUITMENT, SELECTION,
AND TRAINING FUNCTIONS**

(Case Study at IMBA Coffee)

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The purpose of this research was to conduct an operational audit on the functions of recruitment, selection, and employee training. This study also provides recommendations for the improvements of the management to minimize functions weaknesses of the audit's object. This research was conducted at IMBA Coffee.

This research was conducted using a case study methodology. Data were collected through observation, interviews, checklist forms, and documentation. The data analysis techniques used are based on the descriptive analysis performed during the operational audit phase

The results of the operational audit show that IMBA Coffee needs to improve its employee recruitment, selection, and training activities. The operational audit also shows that there was no written SOP related to recruitment, selection, and training functions, they are using non-specific recruitment information, they do not provide any higher opportunities such as promotion for their employees or any reward for the senior employees, they do not have any evaluation toward publication media used, they do not involve employee-related divisions in determining requirements and accepted applicants, some applicants who have been accepted and passed the probation period only work for one-time contract, employees do not have any regular training, and there is no written evaluation and assessment form related to employee training. The following statement is the researcher's recommendations for improvement: make a written SOP, make specific and clear recruitment information, provide opportunities for recruiting internal company employees to fill vacant positions or providing rewards such as promotions for senior employees, evaluate the use of publication media for the recruitment info, involve the related division in determining the requirements and accepted applicants, evaluate employees candidate criteria, making written assessment standards for interviews, conduct regular training, and make evaluation and assessment forms related to employee training.

Keywords: Operational Audit, recruitment function, selection function, training function.