

## EXECUTIVE SUMMARY

United Tractors (UT) was established in 1972 as exclusive distributor of Komatsu heavy equipment in Indonesia. In 1989, the Company went public and listed in Jakarta and Surabaya Stock Exchange, with PT Astra International Tbk as the majority shareholder. Aside of being the largest distributor of heavy equipment in the country, the Company also plays an active role in the field of mining contracting and has recently ventured into coal mining business. The three major business units are known as Construction Machinery, Mining Contracting and Mining.

One of the challenges that UT has particularly at its human capital division is in achieving its goal and vision of “Developing UT as a number one employer of choice and engaged productive employees”. As the market leader in heavy equipment industry, it is found that UT has problems in the area of human resources, especially in their recruitment activity. Based on the analysis conducted on its recruitment data base, it shows that UT has not been able to appeal and attract potential candidates among others due to its low reputation among fresh graduate students from reputable universities, and experienced candidates with the relevant qualifications. The symptom of this problem is shown from the high number of candidates who did not turn up during the selection process. It is indicated on a survey report that from one hundred applicants who are invited for the selection process, only 28% of them have high interest to the company, and the rest is considered have normal interest or even less interested to the company.

Based on these findings, the author conducted a follow-up analysis on the root causes of the problem, and the output indicated that the company is still less attractive as a company to work with. The analysis further revealed that this problem was caused mainly by:

- The corporate name of PT United Tractors Tbk is not so popular among potential candidates in open labour market and reputable universities in Indonesia.
- The restriction by Astra International as the parent company of UT limiting applicants in job fair events to apply for only one of the companies incorporated under Astra group. There is also a regulation which states that any recruitment activity in different universities should be under the control of Astra International. So UT, finds it difficult to promote itself to the university community level.
- Requirements that are quite difficult to be fulfilled, as well as the obligation to prepare one self placed outside the city also makes the company less attractive.
- Less attractiveness in remuneration package, and a remote office/project location is also a factor that causes lack of interest from the potential candidate.
- Media communication for recruitment is not yet to be maximized.

To solve the problem currently faced, management needs to do corrective action against the root causes of the problem. Due to the limitations of cost, effort, and time during this internship program, the writer decided to focus on corrective actions that should be taken for unfamiliarity issue UT had among candidates.

In delivering improvements to the problems main issue, the author decided on the theory of employer branding as the main theory used. In this theory, there are two major stages, first is forming employers value proposition that could be used to appeal future employees, and second step is communicates employers value proposition to the future potential candidates.

After the conduction of a through analysis and a couple of surveys, this project case improvement produces strong employer's value proposition for the company. UT is a strong company in terms of personal development for its employees. This employer value proposition that has been formed will then be communicated to the potential candidates through recruitment communication strategy that is suggested by the author. At the end of this improvement project, improvement advice given by the author is expected to increase future candidates attraction towards the company, so that UT will not have any difficulty in recruiting the right employees with the best qualifications.

## RINGKASAN EKSEKUTIF

PT United Tractors, Tbk merupakan sebuah perusahaan yang bergerak dalam industri distribusi alat berat dan industri pertambangan yang didirikan pada tahun 1972. Berdasarkan pengamatan yang dilakukan, penulis menemukan gejala permasalahan yang dihadapi oleh perusahaan ini. Sebagai pemimpin pasar pada industri alat berat PT United Tractors, Tbk memiliki permasalahan dalam bidang sumber daya manusianya, lebih tepatnya dalam aktivitas perekrutan pegawai.

Hasil dari analisis yang dilakukan pada data perekrutan pegawai, ditemukan gejala permasalahan bahwa PT United Tractors, Tbk belum mampu memberikan daya tarik yang tinggi di kalangan kandidat, sehingga terdapat kesulitan dalam mendapatkan kandidat yang tepat dengan kualifikasi terbaik. Gejala permasalahan ini terlihat dari tingginya jumlah ketidakhadiran kandidat dalam undangan seleksi, dan setelah dilakukan survei terhadap seratus orang kandidat yang tidak hadir untuk mengikuti seleksi, ditemukan bahwa hanya 28% di antaranya yang memiliki ketertarikan tinggi terhadap perusahaan ini dan sisanya menganggap biasa saja dan bahkan kurang tertarik. Berdasarkan temuan ini penulis melakukan analisis lanjutan mengenai akar penyebab masalah yang mengakibatkan perusahaan ini tidak memiliki daya tarik yang tinggi di kalangan kandidat. Analisis tersebut menghasilkan informasi bahwa masalah ini disebabkan karena beberapa faktor di bawah ini:

- Kurang dikenalnya PT United Tractors, Tbk di kalangan kandidat.

- Regulasi Astra International sebagai induk perusahaan yang mengharuskan kandidat dalam acara *job fair* untuk melamar hanya pada salah satu perusahaan yang tergabung di dalam Astra grup. Selain itu juga terdapat regulasi bahwa setiap aktivitas perekrutan di beberapa universitas ternama harus di bawah kendali Astra International, sehingga PT United Tractors, Tbk merasa sulit untuk mempromosikan diri pada universitas tersebut.
- Persyaratan yang cukup sulit serta keharusan untuk bersedia ditempatkan di luar kota juga menyebabkan perusahaan ini kurang diminati.
- Paket *benefit* dan lokasi kantor yang jauh juga menjadi penyebab minimnya ketertarikan kandidat.
- Media komunikasi perekrutan belum maksimal.

Untuk menyelesaikan permasalahan yang tengah dihadapi, maka pihak manajemen perlu melakukan tindakan korektif terhadap akar penyebab masalah tersebut. Oleh karena keterbatasan biaya, tenaga, dan waktu yang dimiliki selama masa kerja magang ini, maka penulis memutuskan untuk memfokuskan tindakan korektif ini pada masalah mengenai kurang dikenalnya PT United Tractors, Tbk di kalangan kandidat.

Dalam memberikan perbaikan pada masalah yang telah difokuskan tersebut, penulis menggunakan teori *employer branding* sebagai teori utama. Pada teori ini terdapat dua tahapan besar yaitu membentuk *employer value proposition* yang bisa menjadi daya

tarik, dan selanjutnya *employer value proposition* tersebut dikomunikasikan kepada kandidat yang menjadi target.

Setelah dilakukan analisis mendalam serta beberapa survei yang dilakukan, *project case improvement* ini menghasilkan *employer value proposition* yang bisa ditonjolkan perusahaan, yaitu PT United Tractors, Tbk merupakan perusahaan yang kuat dalam pengembangan diri karyawannya. Selanjutnya *employer value proposition* yang sudah dibentuk ini dikomunikasikan kepada target kandidat melalui strategi komunikasi perekrutan yang disarankan oleh penulis. Pada akhir dari proyek perbaikan ini, saran perbaikan yang diberikan penulis diharapkan mampu meningkatkan ketertarikan target kandidat sehingga perusahaan tidak merasa kesulitan dalam mendapatkan karyawan yang tepat dengan kualifikasi terbaik.

