

Implementation of the *Employee Referral Method* as a Recruitment Efficiency Strategy in the *Human Capital* Department of PT Mekar Armada Jaya

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ABSTRACT

This study aims to analyze the efficiency of the employee referral recruitment method at PT Mekar Armada Jaya, focusing on three dimensions, time efficiency, cost efficiency, and administrative workload while also evaluating implementation mechanisms and analyzing the dynamics and challenges involved. Employing a qualitative approach, data was collected through in-depth interviews with three informants from the Recruitment & Services Division who serve as recruitment executives at the company. Data triangulation utilizing interviews, observations, and supporting documents was used for validation. The results indicate that the employee referral method yields varying degrees of efficiency; the most significant contribution is in the time dimension, as it shortens initial selection stages, followed by reductions in administrative workload and cost savings regarding recruitment staff time. Despite these operational efficiencies, the method faces challenges that could hinder the recruitment process, such as the entry of candidates who do not meet company needs, internal conflicts (e.g., user-proposed candidates driven by organizational politics), and the moral burden placed on recruitment executives, which could compromise objective assessment. The study concludes that while the employee referral method delivers tangible efficiency gains, these vary in degree and are not absolute. Furthermore, specific challenges must be effectively managed to ensure the method operates optimally.

INTRODUCTION

The turbulence of competition in the manufacturing and automotive industries in the current era requires organizations to focus on operational efficiency, not merely on product innovation. Human resources, as one of the most vital assets that determines organizational

sustainability, need to be managed appropriately to ensure effective operations and prevent issues that may disrupt company performance, particularly efficiency-related issues. One aspect frequently highlighted in discussions of human resource management efficiency is the recruitment process, which often involves high costs, position fulfillment that exceeds the targeted lead time, and recruitment operations that are hindered by the substantial administrative workload borne by recruitment personnel. These challenges often become major concerns that compel Human Resource Management to seek practical solutions. As a strategic organizational asset, Human Resource Management is required to manage human resources effectively and efficiently, beginning with the primary gateway of human resource management, namely recruitment. Therefore, selecting the appropriate recruitment strategy is crucial.

PT Mekar Armada Jaya, a company engaged in the body manufacturing industry, has its own complexities in fulfilling its human resource requirements. Operating in the automotive body manufacturing industry, PT Mekar Armada Jaya combines two characteristics of business operations: technology-intensive and labor-intensive operations. This combination presents a challenge for the Human Resources Department, which is responsible for recruitment and talent acquisition. Recruitment operations are required to conduct large-scale hiring to fulfill workforce demands while, at the same time, ensuring that candidates possess the appropriate specifications and competency levels to meet the requirements of the existing technological environment.

These demands place the Human Capital Department of PT Mekar Armada Jaya at the intersection of various workforce fulfillment challenges. Large-scale workforce requirements combined with specific qualifications and competencies create their own challenges and risks. Challenges such as high recruitment costs, lengthy vacancy fulfillment times, and increasing workloads may hinder the success of recruitment operations. Conventional recruitment channels, such as publicly advertising vacancies, often generate a large volume of applicants, which consequently requires greater costs for screening and selection on a larger and more specific scale. Noe et al. (2023) argue that the objective of recruitment activities is not merely to generate a large pool of applicants. When applicants do not meet the required qualifications, recruitment can result in increased operational costs while only a small number of vacancies are ultimately filled.

A large pool of applicants generated from job vacancies offered in the labor market is not necessarily a positive indication for recruiters. From hundreds or even thousands of applications, recruiters must conduct initial screening to identify only a small number of relevant candidates. This situation increases the workload of recruitment staff because they must complete the recruitment process within the predetermined lead time. Conversely, when the labor market has difficulty supplying the workforce required for certain positions, recruiters attempt to expand their market reach by increasing the number of recruitment channels, such as job portals, campus hiring, and other sources, which inevitably require additional costs. These two situations create trade-offs that may negatively affect recruitment operations,

including increased workloads for recruitment staff, vacancy fulfillment that exceeds the predetermined lead time, escalating recruitment costs, and other operational challenges.

Recruitment through the employee referral method, which offers a high level of efficiency, was selected as a response to the recruitment challenges faced by PT Mekar Armada Jaya. Employee referral is a recruitment method that involves existing employees in recommending candidates or encouraging members of their social networks to apply for available positions (Noe et al., 2023). The employee referral method can shorten several stages of the conventional recruitment process. Internal employees who provide referrals conduct an initial self-screening by assessing the suitability between the proposed candidate and the available vacancy. This self-screening serves as a form of quality control performed by the referring employee before the candidate is submitted to the company. Internal employees also put their reputation at stake when providing referrals because if a referred candidate passes the recruitment process but subsequently causes problems, this may affect the reputation of the referring employee. This employee-led preliminary screening eliminates certain stages of conventional recruitment because recruiters do not need to repeat an extensive initial administrative screening. Consequently, the process can shorten recruitment time, reduce the workload of recruitment personnel, and lower the costs required for recruitment operations.

Through direct experience and observations obtained during the research conducted in the Recruitment & Services Division, Human Capital Department, PT Mekar Armada Jaya, the researcher gained an in-depth understanding of the recruitment process from end to end, including the implementation of the employee referral method. Within the operational implementation of recruitment through this referral channel, during the research period, the researcher had the opportunity to contribute directly to the implementation of the employee referral method, with responsibility for managing the database of referred applicants.

In its implementation at PT Mekar Armada Jaya, the *employee referral* method was selected as a strategic response to the challenges faced by the recruitment function in fulfilling workforce requirements, one of which is the issue of efficiency. Although this referral method was selected as a solution to the challenges encountered, direct field observations conducted by the researcher indicate that the implementation of *employee referral* presents its own dynamics, which have the potential to generate new problems, particularly in terms of efficiency itself. The first and most frequently occurring issue is referral mismatch, which occurs when internal employees provide referrals without considering the positions currently required by the company. This situation ultimately requires recruitment personnel to sort the referrals and identify positions that correspond to the backgrounds of the recommended applicants. This challenge hinders the expected savings in terms of time and effort. Second, there is the potential for internal conflict arising from the preferences of the *user* requesting the workforce. Based on an interview conducted with one of the recruitment staff members, a finding emerged in which a workforce-requesting *user* rejected a referred candidate introduced by an internal employee on the grounds of fairness. Third, there is a moral burden that may affect recruitment objectivity during the selection process for candidates referred by internal employees holding

higher positions. This issue remains closely related to the first dynamic and was directly experienced by the researcher during the research period. On one occasion, the researcher had the opportunity to conduct a second round of sorting and identify an appropriate position for an application referred by a high-ranking internal employee. During this process, the researcher experienced a moral burden in the sorting process arising from feelings of reluctance and concern that the position assigned to the referred candidate might not correspond to the expectations of the referring employee.

The dynamics arising from the implementation of *employee referral* require further attention to mitigate potential problems that may emerge in the future. If these dynamics are left unaddressed and continue to occur, the initial expectations and objectives of implementing the referral channel will not be achieved and may instead become a potential threat. Therefore, the success of implementing the *employee referral* method as a recruitment efficiency strategy cannot simply be taken for granted. Rather, a critical feasibility evaluation is necessary to assess the emerging dynamics and determine the extent to which they affect cost efficiency, time efficiency, and the recruitment workload.

RESEARCH METHOD

This study employs a narrative qualitative approach to explore in depth the implementation of an operational recruitment strategy through the *employee referral* method at PT Mekar Armada Jaya. The unit of analysis is the *Recruitment and Services* Division within the *Human Capital* Department, with a focus on workforce fulfillment efficiency, recruitment costs, and the administrative workload of recruitment personnel. Primary data are collected through participatory observation and semi-structured in-depth interviews with three informants, consisting of one supervisor and two recruitment staff members selected based on their direct involvement, comprehensive understanding of recruitment processes and the *employee referral* method, and willingness to provide the information required for the study. Secondary data are obtained through the analysis of relevant documents, including recruitment dashboards, company recruitment policies, and supporting administrative records. Data are analyzed qualitatively using the interactive model developed by Miles and Huberman (1994), consisting of three stages: data reduction, data display through narrative descriptions and informant quotations, and continuous conclusion drawing and verification to produce objective, credible, and comprehensive findings regarding the effectiveness and dynamics of implementing the *employee referral* method.

RESULT AND DISCUSSION

Mechanism of Implementing *Employee Referral* at PT Mekar Armada Jaya

Conceptually, PT Mekar Armada Jaya implements the *employee referral* method by utilizing the social networks of employees working within the company. In its implementation at PT Mekar Armada Jaya, employees act as referrers who establish a connection between the

recruitment function and potential candidates. This is consistent with the mechanism described by Noe *et al.* (2023), Zhao *et al.* (2025), and Schlachter and Pieper (2019), who explain that the *referral* method operates through employees' social connections, which are subsequently mobilized by encouraging candidates from their social networks to apply for available job vacancies. Meanwhile, Snell and Morris (2023) describe the mechanism of the *employee referral* method as a form of word-of-mouth recommendation through which candidates are nominated to fill available positions. Snell and Morris (2023) further state that word-of-mouth recommendations constitute one of the most widely used channels for filling job positions. This phenomenon was confirmed by Mr. Alfian Dukhan (AD), Supervisor of the *Recruitment & Services* Division, who stated that employees working in the field have a better understanding of suitable candidates and direct access to relevant candidate networks:

"If we want to describe it as a word-of-mouth channel, or simply as referrals, it is because the people working in the field know [the candidates], know them better, and have more links and connections with people who may have the abilities or the range of skills that we need... Or perhaps through their families or relatives, who can also become employees because, to some extent, they may have similar capabilities..." (AD)

Procedurally, the implementation of recruitment through the *employee referral* method at PT Mekar Armada Jaya does not differ substantially from the regular recruitment procedure. Based on information obtained from interviews with the three informants, the recruitment procedure under the *employee referral* method is generally similar to that of the regular recruitment channel, including selection stages such as psychological testing, interviews, and skills tests. However, a significant difference lies in the priority given to processing applications. Based on an interview with Ms. Elisa Nugroho, one of the Recruitment Staff members, applications submitted through the referral channel receive priority during the processing stage. Ms. Elisa Nugroho further explained that this occurs because the referring employee has direct knowledge of the candidate. This phenomenon implicitly indicates the existence of self-selection conducted by referring employees to assess the suitability of candidates, consistent with the explanation provided by Noe *et al.* (2023).

Analysis of Recruitment Efficiency through the *Employee Referral* Channel

1. Time Efficiency of the *Employee Referral* Method

In its implementation at PT Mekar Armada Jaya, recruitment through the *employee referral* method has demonstrated a tangible contribution to the time efficiency of the recruitment process. Field findings indicate that the implementation of the *employee referral* method at PT Mekar Armada Jaya reduces the bureaucracy involved in the initial screening process, thereby shortening the time required for recruitment and selection to fill vacancies. The reduction in recruitment and selection time improves efficiency, as reflected through the *time-to-fill* indicator, which measures workforce fulfillment from the opening of a vacancy (Koman *et al.*, 2024), and *time-to-hire*, which measures the progression of the

candidate selection process until the candidate is accepted by the company (Priyadarsini and Sreejith, 2026).

Evidence of the time efficiency achieved through the implementation of the *employee referral* method was obtained from statements made by the informants. Mr. Alfian Dukhan (AD), who serves as Supervisor of the *Recruitment & Services* Division, stated:

"So, clearly, it shortens the screening time because, well, 'Okay, then it means the user is already suitable in terms of the candidate's qualifications.' So, usually, we can just process the candidate directly." (AD)

Consistent with the statement provided by Mr. Alfian Dukhan, Ms. Eveline Kristanto, who serves as a Recruitment Staff member, expressed a similar view:

"So, clearly, it shortens the screening time because, well, 'Okay, then it means the user is already suitable in terms of the candidate's qualifications.' So, usually, we can just process the candidate directly." (EK)

Furthermore, Ms. Elisa Nugroho (EN), who also serves as a Recruitment Staff member, stated that candidates entering through the *referral* channel receive priority in processing:

"Yes, it is one of the, what should I call it, fast-track processes. If there is an employee reference, it will definitely be processed more quickly because it receives priority. First, it will be prioritized in the testing process." (EN)

The statements provided by the three informants consistently indicate that reducing the stages involved in candidate sourcing and selection constitutes the primary source of time efficiency in the *employee referral* channel. This field finding is consistent with Rubier (2019), who stated that the use of referral channels reduces the likelihood of delays in the recruitment process. In the case of PT Mekar Armada Jaya, the possibility of such delays is reduced through the priority given to referred candidates. Consistent with the field findings, research conducted by Gürtzgen and Pohlen (2024) demonstrates that recruitment through the *employee referral* channel is associated with shorter vacancy durations. Kumar (2025) reported a similar finding, indicating that recruitment through the *referral* channel can reduce *time-to-hire* by up to 40%. Kumar (2026) likewise found that candidates recruited through referrals tend to be accepted more quickly, thereby reducing *time-to-fill* in the recruitment process.

2. Cost Efficiency of the *Employee Referral* Method

Findings regarding cost efficiency through the *employee referral* channel at PT Mekar Armada Jaya reveal a more varied pattern than those concerning time efficiency. Based on information obtained through interviews, the financial costs incurred for recruiting employees are reduced, although not substantially. Mr. Alfian Dukhan (AD), as Supervisor of the *Recruitment & Services* Division, explained that recruitment cost savings are achieved through a reduction in the daily wages of recruitment staff allocated to candidate sourcing:

"...for example, when we search for candidates, it can take one week. One week, let's say. Normally, with our capacity, we might say five days. Five working days. We might spend half a day working [on candidate sourcing], so if it is five days, half a day, that would be around 2.5 days. Around 2.5 to 3 days. Possibly three days. Now, let's say we have an employee with a certain salary. How much would that be per day? There are 21 working days. So, they earn Rp142,000 per day. Rp142,000 multiplied by, say, how many days do we need? Five days, for example? Let's say five days, or perhaps three days. So, that means we need around Rp430,000 for one week, for three days of searching for candidates. That is the full daily cost of searching for candidates. But when, for example, someone comes in, and after we have only spent two days working on it, the candidate is already there, then we do not need to continue searching. That Rp400,000 automatically disappears [as a cost]. Right?" (AD)

The statement provided by Mr. Alfian Dukhan (AD) indicates that the cost reduction resulting from the *employee referral* method does not come from eliminating advertising expenses or the use of other paid platforms, but rather from more efficient allocation of labor costs. When a candidate enters through the *referral* channel, recruitment staff do not need to spend time sorting CVs and identifying candidates for further processing. Instead, they can directly process the referred candidate. This eliminates the labor cost associated with candidate-sourcing activities performed by recruitment staff. This finding is partially consistent with the research conducted by Friebe *et al.* (2022), which found that the implementation of an *employee referral* program can reduce labor costs, although according to Friebe *et al.* (2022), such reductions primarily result from improved employee retention.

In addition, another informant stated that the implementation of the *employee referral* method does not have a significant impact in terms of financial cost savings. This was explained by one of the recruitment staff members as follows:

"Actually, in terms of costs, it may be more or less the same. Because the process they go through is also the same... There are just a few minor savings, particularly when the referral is accompanied by a hard copy of the CV. In that case, we do not need to print it ourselves." (EN)

Based on these two statements, it can be seen that financial cost savings are not significant across all stages of recruitment, but are limited primarily to candidate sourcing and administrative processes. Meanwhile, the costs associated with other stages, such as interviews, psychological tests, and competency tests, remain the same as those incurred through the regular recruitment channel. This finding is partially consistent with the studies of Grtzgen and Pohlen (2024) and Kumar (2025), which state that the *employee referral* channel can minimize recruitment costs. The extent of cost savings appears to depend considerably on the recruitment structure adopted by each organization. In addition, the findings of this study are consistent with Burks *et al.* (2015), who found that referral channels reduce recruitment costs. The field findings also support Jabeen *et al.* (2025), who

stated that the *referral* channel is a reliable and *cost-effective* recruitment method in situations involving labor shortages and urgent workforce requirements.

At PT Mekar Armada Jaya, the proportion of financial cost savings is more evident in the reduction of active sourcing costs through employee labor. Although the financial savings generated by recruitment through the *employee referral* channel are not substantial, the method still contributes indirectly to reducing *cost-per-hire*, which represents the aggregate financial costs incurred to recruit a new employee (Snell and Morris, 2022).

3. Administrative Workload Efficiency

The third and final dimension of efficiency concerns the administrative workload of recruitment personnel. Hostler (2023), through his research, emphasized that seemingly minor administrative tasks can cumulatively lead to stress and fatigue when performed in large volumes. In its implementation at PT Mekar Armada Jaya, recruitment through the *employee referral* method was found to reduce the administrative workload of recruitment staff. This was directly conveyed by the informants during interviews with the researcher: *"...with a referral, it is because, in a way, they have already passed the initial selection by the user, so we can directly proceed, right? So, perhaps the workload at that stage is reduced. In addition to saving time, it also reduces the workload."* (EK)

Another informant further reinforced this finding when asked whether the *employee referral* channel helped reduce their administrative workload:

"Oh, definitely (I feel helped). Definitely. Actually, we still have to sort the candidates. But what I mean is that when someone is referred to us, it means, 'Oh, okay, let's prioritize the one I mentioned earlier as the main priority first,' something like that." (EN)

However, from the Supervisor's perspective, the reduction in workload resulting from the *employee referral* method is not absolute:

"Maybe slightly. Because when we talk about referrals, they are not the main reliance, right? ...But it does not necessarily mean that the workload is significantly reduced, because we still have to carry out the subsequent processes." (AD)

Based on direct observations conducted by the researcher, the *employee referral* method demonstrably reduces the administrative workload of recruitment staff. This reduction in administrative workload is achieved through the elimination of the candidate CV screening stage, which often requires a considerable amount of time. When candidates are already prepared to proceed to the next stage of the selection process, recruitment staff do not need to conduct extensive screening and can instead utilize their working time for other activities, thereby making more productive use of their working hours.

The statements from the recruitment personnel and the results of direct observations indicate findings that are consistent with Behera and Pathy (2013) and Gürtzgen and Pohlen (2024), who stated that the *employee referral* method can eliminate part of the workload performed by recruitment personnel through a shorter screening process. A similar finding was reported by Burks *et al.* (2015), who stated that the *referral* channel can reduce the number of applications that need to be screened to identify one new candidate.

Furthermore, Hozler; Kroeck and Magnusen, as cited in Rai *et al.* (2026), stated that referred candidates provide greater flexibility for recruitment personnel by reducing the workload and time wasted on screening candidates who are less suitable for the position.

Dynamics and Challenges in the Implementation of the *Employee Referral* Channel

1. Mismatch Between Referred Candidates and Required Positions

One of the challenges encountered in implementing the *employee referral* method in recruitment at PT Mekar Armada Jaya is the mismatch between referred candidates and available positions. This situation was directly conveyed by one of the informants:

"So, the main challenge is more about when, for example, the referral is based on the available positions. Sometimes it is simply like, 'I know this person.' ... Whereas, we actually do not have a suitable position for that person. Or, it could also be that the referral comes from the user, but during the recruitment process, for example, the candidate does not pass the psychological test." (EK)

During the direct field observations, the researcher also encountered several instances of the same phenomenon described by the informant. The researcher identified several referred applications whose qualifications did not correspond to the requirements of the available positions.

This finding is consistent with the results of Wieschollek and Dlouhy (2022), who explain that employees may provide poor referrals due to low affective commitment and prosocial motives. Such conditions may hinder the implementation of the *employee referral* method in achieving the expected improvements in recruitment efficiency. Similarly, a study conducted by Aleksandrova *et al.* (2024) indicates that employees may refer candidates who do not correspond to the company's requirements. This may occur because other interests take precedence over the interests of the organization. A similar argument was presented by Campero and Kacperczyk (2022), who stated that an individual's motivation for recommending a candidate may differ from the expectations of the organization. Employees may be motivated merely by a desire to assist members of their social networks without considering in greater depth whether the candidate is suitable for the organization's requirements. A similar finding was also reported by Ekinçi (2022), who found that employees tend to recommend candidates with lower abilities when they have strong social connections with those candidates.

The mismatch between referred candidates and the positions required by the company constitutes a challenge that can have serious consequences for the success of recruitment through the *employee referral* method. Referred candidates who do not meet organizational requirements may undermine the efficiency and effectiveness expected from the method. Unsuitable candidates are more likely to fail during the selection process, thereby reducing recruitment efficiency. Even when such candidates are successfully hired, they may have a greater likelihood of demonstrating low performance.

2. Internal Conflicts of Interest Across Hierarchical Levels

The second challenge is the potential for conflicts of interest arising from the preferences of internal employees. One informant, a recruitment staff member, described the following experience:

"Let's say the employee referral comes from a subordinate. Even though I also process the referred candidate, I may have another candidate. It turns out that the supervisor of the person making the referral says, 'I want to use the candidate from recruitment. I don't want to use the person referred by them.' That has happened." (EN)

This finding reveals an interesting phenomenon in the implementation of the *employee referral* method. The phenomenon runs counter to the assumption that pressure arising from recruitment through the referral channel would primarily come from the referring employee who wants their referred candidate to be accepted. At PT Mekar Armada Jaya, the opposite situation may also occur, in which pressure comes from the *user* who rejects a referred candidate and instead prefers a candidate recruited through the regular recruitment channel. Shakur and Derfler-Rozin (2026) explain that employees who are not involved in recruitment through the *referral* channel tend to perceive referred employees as less deserving compared with employees who enter the organization through regular recruitment channels. This perception arises from concerns regarding legitimacy, whereby social connections are perceived as compensating for lower qualifications. Furthermore, Shakur and Derfler-Rozin (2026) argue that employees holding such perceptions tend to demonstrate less positive behavior. Based on the phenomenon identified at PT Mekar Armada Jaya, the rejection of candidates recruited through the referral channel may be interpreted as a manifestation of the legitimacy concerns described by Shakur and Derfler-Rozin (2026).

This phenomenon can also be understood from the perspective of organizational politics as behavior driven by individual or group interests. Ferris *et al.* (1996) explain that organizational political behavior refers to behavior that is not formally sanctioned and emerges due to individual or group interests. In the context of PT Mekar Armada Jaya, the behavior of a *user* or supervisor who rejects candidates recruited through the *employee referral* channel and instead prefers candidates recruited through the regular channel may not merely reflect the legitimacy concerns previously described by Shakur and Derfler-Rozin (2026). It may also be influenced by internal interests related to maintaining the perception of objectivity within the team they lead.

3. Moral Burden Affecting Selection Objectivity

The final dynamic identified by the researcher in the implementation of the *employee referral* method is the moral burden experienced by recruitment personnel when selecting candidates referred by employees occupying high hierarchical positions. This burden was candidly expressed by one of the recruitment staff members during the interview:

"Yes, although there may still be a moral consideration. I mean, there is still this feeling of, 'Oh, if this person... if this person is accepted or not,' there is a sense of discomfort or concern toward the person who made the referral." (EK)

Through direct field observations, the researcher had the opportunity to participate in the selection of referred candidates. Based on this experience, the researcher was able to validate the phenomenon described by EK, one of the recruitment staff members. The researcher experienced a moral burden when selecting referred candidates due to a conflict between the demands of professionalism and the expectations of the referring party.

This finding is consistent with the results of De Keere (2023), who found that *recruiters* often experience tension between demands such as objectivity and the expectations of internal organizational stakeholders and the public. A similar argument was presented by Schalchter (2018), who found that the power of the referring party can have an important influence on the selection process. Furthermore, this finding is supported by Hotho *et al.* (2023), who stated that recruitment personnel may experience considerable pressure to deviate from established professional standards and engage in favoritism. Although organizational policies may formally commit to supporting objective selection, *recruiters* may still experience a moral burden during the selection process. This gap needs to be properly managed to ensure that recruitment continues to be conducted objectively and in accordance with applicable policies and procedures.

CONCLUSION

Berikut adalah kesimpulan dari hasil penelitian ini.

1. Mekanisme implementasi metode *Employee Referral* yang dijalankan oleh Departemen *Human Capital* PT Mekar Armada Jaya

Mekanisme dari pelaksanaan metode *employee referral* berjalan dengan organik dan terstruktur. Metode ini berpusat pada jaringan sosial dari karyawan perusahaan yang nantinya akan merekomendasikan jaringan sosialnya kepada bagian rekrutmen untuk menjadi kandidat dari lowongan yang sedang dibuka. Berdasarkan prosedur yang ada, proses seleksi dari kandidat yang masuk melalui jalur *referral* tidak jauh berbeda dengan kandidat yang masuk melalui jalur *regular*, yang mana mencakup psikotes, wawancara, dan tes kemampuan. Perbedaan yang cukup signifikan hanya terletak pada jalur informasi, serta prioritas pemrosesan pada tahap penyaringan awal.

2. Evaluasi Efektivitas *Employee Referral* terhadap Efisiensi Rekrutmen

Dari segi efisiensi waktu, metode *employee referral* secara nyata memberikan dampak efisiensi yang terasa dalam mempersingkat waktu perekrutan bagi PT Mekar Armada Jaya. Pemangkasan proses seleksi awal yang berupa penyortiran CV menjadi aspek yang memberikan dampak efisiensi waktu yang utama. Hal ini dikarenakan adanya tim rekrutmen tidak lagi perlu untuk melakukan penyaringan awal satu per satu melalui penyortiran CV yang mana dapat memakan waktu yang tidak sedikit apabila dilakukan dalam jumlah yang besar. Temuan ini sejalan dengan apa yang disampaikan oleh Görtzgen

dan Pohlen (2024) serta Kumar (2025) dalam penelitiannya, bahwa jalur *employee referral* memiliki durasi waktu pemenuhan yang lebih cepat.

Berdasarkan segi efisiensi biaya, penelitian ini menemukan bahwa penghematan biaya dari pelaksanaan metode *employee referral* terbatas pada biaya oportunitas dari staf rekrutmen, yang berupa upah kerja harian staf rekrutmen yang dialokasikan untuk aktivitas pencarian kandidat. Sedangkan komponen pengeluaran seperti biaya seleksi psikotes, wawancara, tes kemampuan tetap pada tingkatan yang sama. Hal ini dikarenakan pada tahapan seleksi, prosedur yang ada memperlakukan kandidat rujukan tidak jauh berbeda dengan kandidat regular. Berdasarkan temuan tersebut, efisiensi biaya yang dihasilkan dari pelaksanaan metode *employee referral* di PT Mekar Armada Jaya terasa, tetapi pada tingkat yang tidak signifikan.

Dari segi efisiensi yang terakhir, yaitu efisiensi beban kerja administratif, pelaksanaan metode *employee referral* di PT Mekar Armada Jaya menunjukkan dampak yang positif. Pengurangan beban kerja administratif dapat dirasakan oleh staf rekrutmen melalui tahapan seleksi awal berupa penyortiran CV yang tidak lagi dilakukan secara mendalam dan menyeluruh, melainkan staf rekrutmen hanya menerima rujukan yang sudah diseleksi secara mandiri oleh karyawan pemberi rujukan. Namun demikian, pengurangan beban kerja yang dihasilkan oleh pengimplementasian metode *employee referral* di PT Mekar Armada Jaya tidak bersifat signifikan dan keseluruhan, dikarenakan staf rekrutmen masih memiliki tanggung jawab lainnya dan tahapan rekrutmen yang tetap berlanjut.

3. Hambatan dan tantangan yang dihadapi dalam penerapan *Employee Referral* di PT Mekar Armada Jaya

Ada beberapa dinamika dan tantangan yang muncul dari pengimplementasian metode *employee referral* di PT Mekar Armada Jaya. Pertama, munculnya potensi ketidaksesuaian antara kandidat rujukan dengan kebutuhan perusahaan. Hal ini berpotensi mengganggu metode *employee referral* dalam efisiensi waktu yang diharapkan dari pelaksanaan metode tersebut. Kedua, munculnya potensi konflik kepentingan yang disebabkan oleh persepsi dan preferensi perekrutan yang dapat menyebabkan penolakan kandidat. Menurut Shakur dan Derfler-Rozin (2026) persepsi tersebut muncul dikarenakan adanya kekhawatiran legitemasi kandidat. Ketiga, terdapat beban moral yang dialami oleh staf rekrutmen dalam melakukan seleksi kandidat rujukan, khususnya apabila kandidat rujukan tersebut berasal dari karyawan yang memiliki posisi hirarki yang tinggi. Beban moral tersebut muncul karena adanya tekanan yang bersilangan antara profesionalisme dengan ekspektasi pihak pemberi rujukan.

Secara keseluruhan, penelitian ini menyimpulkan bahwa pengimplementasian metode *employee referral* di PT Mekar Armada Jaya memberikan dampak efisiensi yang nyata, tetapi tidak pada tingkatan yang mutlak. Peningkatan efisien paling terlihat pada dimensi waktu, diikuti dengan efisiensi beban kerja administratif, dan yang terakhir adalah efisiensi biaya finansial. Peningkatan ketiga indikator efisiensi tersebut terpusat pada tahapan seleksi awal berupa penyortiran CV yang dipangkas oleh metode *employee referral* melalui *self-*

selection atau seleksi mandiri yang sudah dilakukan oleh karyawan pemberi rujukan. Metode yang memanfaatkan jaringan sosial karyawan ini terbukti efektif dalam pemenuhan tenaga kerja yang membutuhkan kemampuan khusus dan langka di pasar tenaga kerja, seperti dalam kasus PT Mekar Armada Jaya adalah kemampuan dempul dan painting.

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