

The Implementation of Recruitment and Selection Process in Richemont

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Abstract

Richemont B.V. is a company that owns the prestigious Maisons well-known for its excellence in the luxury industry which includes jewelry, specialist watchmakers, online distributors, and fashion & accessories. This research aims to provide information on the organizational structure of the company and provide a perspective that can build an organization in carrying out better accountability processes and internal communications and dissect the problems faced regarding recruitment and selection. The data collection methods used are observation and interviews. Sources for interviews were chosen to obtain a perspective from the recruiter and non-recruiter parties. The results indicate that major changes in the organizational structure affect the process of communication in the ongoing recruitment and selection, there are challenges in terms of internal communication between the recruitment team and how this internal communication can affect communication with candidates. The research results also reveal the implementation of organizational structure in the recruitment team and provide information related to how the recruitment process is carried out from all aspects

Keywords: Organizational Structure; Recruitment and Selection Process; Internship Program.

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1. Introduction

1.1 Company Profile Structure

Richemont was founded in 1988, headquartered in Geneva, Switzerland. Richemont B.V. is a company that owns the prestigious Maisons that is well-known for its excellence in the luxury industry (jewellery, specialist watchmakers, online distributors, and fashion & accessories). Maisons owned by Richemont already have their own names in the world with a total of 27 Maisons. These Maisons include Cartier, Panerai, Van Cleef & Arpels, Mont Blanc, Piaget, Jaeger-Le-Coultre, IWC, Chloe, Buccellati, Baume & Mercier, dunhill, Peter Millar, Roger Dubuis, Purdey, Mr Porter, etc.

Richemont owns almost 2.250 boutiques. Furthermore, according to Forbes that has partnered with Statista who has conducted a survey with 150,000 employees from 58 countries all over the world, Richemont was awarded the World's Best Employers 2021 (Sustainability, 2022). The assessment was based on respondents' willingness in recommending the employer's brands also their satisfaction with the organization. However, because there are so many brands or Maisons, it is important for Richemont to have a clear organizational structure also a detailed scope of work, especially in the field of recruitment.

In terms of management, as Richemont is such a large company, it has decided to divide its management into several levels. In other words, every Maison or brand owned by Richemont has its own management. Even so, each branch of Richemont, which is spread across various countries, also has its own team which is then incorporated into the European team. Therefore, it is important for the organization to maintain its good image while maintaining the satisfaction of employees and candidates who are interested in joining Richemont.

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1.2 Background

An internship is a form of learning to improve student skills outside of the applicable academic education system, in a relatively short time, and with a method that prioritizes practices rather than theories (Sari, 2014). Thus, an internship is something that is important for students in pursuing their careers and helps them find their passion. In this opportunity, the author was assigned to be a Recruitment Intern at Richemont. The author worked at a branch company in the Netherlands and joined their Talent Acquisition team. At the beginning of the internship period, there was a sort of orientation activity for interns in the first week. All interns from all departments were gathered together and given knowledge about the organization. There were several assignments that should be completed as a form of evaluation of whether the interns had understood the work environment, work culture, also the ethics and policies that apply in the organization. The evaluation or assignment consisted of various categories to increase awareness of the interns in the work environment, such as those related to discrimination, sexual harassment, use of company data, gender equality, etc.

During the internship, the author joined as a Recruitment Intern with two other interns who joined as a Talent Acquisition Intern. The author worked for the Benelux & Nordics while the others worked for the European team. According to the scope of work, Talent Acquisition Interns should have more jobs than Recruitment Intern. However, in practice, they did the same job. All matters related to talent management are part of the responsibility of members of the Talent Acquisition team. Talent management itself is a human resource practice in a company that is used to associate, recruit and select candidates externally, as well as thrive and preserve the best employee (Vaiman, Haslberger, & Vance, 2015). Furthermore, what the author realized Richemont's HR department is divided into the Talent Acquisition team, the HR team which is then split into three – HR Admin & Payroll for Cartier, HR Admin & Payroll for Multibrands, and HR Business Partner.

Another interesting point is that the Talent Acquisition team worked separately from the HR department. The author also encountered another interesting thing which is the division of the scope of work for the Talent Acquisition team. The author worked for the Benelux & Nordics region. Before the author joined, she realized that the only person responsible for this was her supervisor, who worked alone for quite a lot of area coverage. Before the interns joined the team, there were only two people in this team, which were the Talent Acquisition Manager as a full-time employee and the Talent Acquisition Partner, whom she only found out later that was a part-timer.

The author was also aware of the irregularities that exist in this company; the causal factor is the Talent Acquisition is a new team. Talent Acquisition has minimal interaction intensity within the organization even though it plays a vital role, not all of the employees knew the existence of the team. The recruitment process for this team is also less than optimal because there are no full-time employees within the team other than the manager. In this case, the activities and movements of HR management, including the process of recruiting and hiring someone for an organization are very important in improving organizational performance (Pa ao lu, 2015). The author worked under a Talent Acquisition Partner. In addition, the author provided a report to the Talent Acquisition Manager and HR people, and still needed to provide updates in weekly meetings with Team Leaders from each Maisons and also Managers for Cartier and Multibrands. According to Gabriel, Cheshin (Gabriel, Cheshin, Moran, & Van Kleef, 2016), if the HR managers' recruitment and other parties that are involved in hiring practices do not align with management or organization desires, these will undermine the company strategies.

The author's duties as a Recruitment Intern He managing end-to-end recruitment for Benelux & Nordics, being responsible for planning new open requisitions, assisting in developing the iCIMS system which is a recruitment system that has just been launched, keeping in touch with candidates for each open requisition and keeping engagement rate high, building on our external partnerships, qualifying candidates for various positions that have applied to our e-commerce department as well as their internships, and sourcing and/or headhunting for a certain position.

1.3 Problem Formulation

In this study, there are several things that will be used as material for discussion. The problems to be discussed can be formulated as follows:

- a) How is the implementation of organizational structure in the recruitment field at Richemont?
- b) How is the implementation of the recruitment and selection process at Richemont?

1.4 Internship Purpose

The internship program that the author participated in aims to learn more deeply about the organizational structure of a company and to provide a perspective that can build an organization in carrying out better accountability processes and internal communications due to major changes in the organization that involve more team members for a well-structured team. The purpose of the internship is to describe the challenges faced by the Talent Acquisition team. Moreover, this will also try to describe the problem faced by the Talent Acquisition in their recruitment process. Last, this internship will try to describe how the communication goes between the Talent Acquisition team and other stakeholders within the organization.

In this case, this study will also describe the role of other stakeholders who are also key, supporting the Talent Acquisition team in carrying out the recruitment and selection process. A provisional way is used to help pointing out the key persons' perspectives on recruitment and selection process and the problem faced by the organization, this has to be the purpose of this research project. To investigate the effectiveness of the recruitment process, Tale (Tate, Ellram, & Schmelzle, 2017) stated that the use of single case study design would help on how a business problem grows and can be successfully inscribed.

The consideration of using this analytical method Is to help on Identifying the problem faced by the recruitment team. The problem itself that found by the author include the communication within the recruitment team, how it affects the recruitment process and selection, how it will be seen by the candidate, the scope of work and the division of tasks that need to be cleared, and the team structure. Those points will be the main discussion in this research project to support on achieving the purpose in solving and understanding the implementation of recruitment and selection process in the organization.

1.5 Benefits of the Internship

The author felt that an internship is an opportunity that not every student can have. Internship programs can be a great opportunity for a student to pave their way to a career. An internship can also be a door to getting to know yourself better, from strengths and weaknesses. After going through several interviews, the author realized that she enjoyed the process. The author got enjoyment out of the interviews passed through and there were many lessons learned. This spurred the author to choose a more specific internship position, recruitment.

The Internship program held by RicheMont Is a paid Internship program. In addition to Ig a salary every month, the author also earned a bonus every month as well as transport expenses borne by the company. Interns are also facilitated with laptops and headphones. Besides, the interns were entitled to one day of leave per month for a total of six days in six months. The company also facilitates the interns by providing the flexibility to work from home if they are sick.

The benefits that have been obtained by the author by participating In the Internship program at RicheMont are numerous, especially in terms of developing skills and knowledge. The author realized that she joined when the company was entering a phase of growth and massive change. There were a lot of shake-ups the author experienced during the internship.

Throughout the internship journey that the author went through, what the author felt was a big change in herself, both explicit and implicit. The biggest change that the author, her supervisor, and her manager noticed and realized was the increased self-confidence from the start of the internship. Another thing that the author noticed was that she realized that she was the one illiterate about technology. However, due to the demands of the job, she learned things faster and became more adept at using technology.

The field of recruitment Is something that has never crossed the author's mind before. Surprisingly, without realizing it, the author already had an interest in this field before being accepted for this position. The author's experiences in organizations have led her to this path and turned out this is her passion; this is what she has been looking for. The author studied the recruitment process, the work culture in the company, how people in the company work, and the existing recruitment trends.

The thing that the author gets as a Recruitment Intern Is that the opportunity to learn from international circle of friends and from every department. Before recruiting, the author was given the opportunity to study the role or requisition which will be opened by shadowing the employee with the position sought. This improved the author's communication skills and opened opportunities for building wider connections. This opportunity is a rare opportunity to develop the knowledge as a Recruitment Intern.

The company benefited from hiring interns in the midst of major changes to carry out massive recruitment. The company also benefited from launching a new recruitment system, iCIMS, which was launched by the author and her supervisor. The iCIMS is a big step that changes the recruitment process within the company. In addition, as the author was a liaison for interdepartmental communication and maintained communication with candidates, the author had the opportunity to hone her communication skills and learn how to convince people. Another thing that is obtained is self-development which encouraged the author to further explore and improve herself.

2. Literature Review

2.1 Theoretical Basis

2.1.1 Recruitment and Selection

This internship report makes use of recruitment and selection theories. Recruitment and selection are important components in human resource management they play crucial functions. Furthermore, according to Yaseen (Yaseen, 2015), recruitment could be said as an action to attract the attention of a competent pool of candidates and find candidates who meet the requirements of a particular position. In other words, recruitment is a company's effort to find people with certain criteria and abilities needed.

In its application and efforts to support this research, theory can be a contributor to the existing literature in analyzing solutions to escalate recruiting and hiring processes in a company (Saez-Rodriguez et al., 2016). In this case, researchers and HR professionals from other industries can obtain new insights into alternative methods in carrying out the employee recruitment process. In order to realize this, the author decided to use the theory of recruitment. In addition, it requires an in-depth understanding of the factors that can influence the recruitment and selection process to be able to describe in detail what is to be examined in this research. Therefore, the author also uses the literature which explains the factors that must be considered in carrying out the recruiting process.

The theory of recruitment presented by Daly (Daly, 2015) explains the stages in the recruitment process. The first stage referred to by Daly (Daly, 2015) is the recruitment stage in which the recruitment team analyses vacant positions, the recruitment strategy to be used as well as the considerations which include the recruitment method and the scope of candidates being sought. After this, the further stage is the screening stage. In this stage, the recruiter team's duty is to analyze and also review applicants based on predetermined requirements. In addition, the recruiter team will also ask for the cooperative actions of the candidate in conducting the selection by providing several assessments to validate the candidate's abilities. After that, the selected competent candidates will begin to be sorted. The last stage is the selection interview stage in which the candidates are interviewed.

In relation to selection, selection is a process in which the organization determines and selects candidates who have gone through the recruitment process to then a decision on whether the candidate will join the organization or not. In this case, the quality of the selection process is very important (Daly, 2015). Furthermore, Berman (Berman, Bowman, West, & Van Wart, 2021) explained the critical factors that are the key to the success of the recruitment and selection process. (Berman et al., 2021) contended that a few factors should be taken account from the perspective of the employer also the perspective of the candidate. The perspective of both parties is of great importance and should not be one-sided in order to maintain stability and achieve the success of the process being carried out.

According to (Berman et al., 2021), there are several factors that must be considered by employers in carrying out the recruitment process. The factors include the quality and scope of the recruitment process, the number of candidates who meet the available qualifications or are open to work and the job locations offered, the salary and benefits offered to candidates, the quality of work which includes job security, and the last factor is the company's image – the company's value. On the other hand, from a candidate's point of view, a few things they consider are how the recruitment team works, how they provide feedback for rejected candidates so they can find out the reasons for their refusal, detailed information on the job vacancies, and how recruiters approach and respond to candidates, especially in the early stages of recruitment so they feel welcomed.

2.2 Literature Review

In conducting this research, the authors found several previous studies related to the research being carried out. There is a novelty that is found and the objectivity is different from previous studies.

First, research entitled *The Impact of Recruitment and Selection Process in An Organization* which was compiled by Umar Lawal Aliyu in 2021 discusses recruitment and selection in general. This research focuses more on impact rather than implementing the recruitment and selection of an organization. In addition, this study uses population and sampling techniques. The methods used are also different, although they both use primary and secondary sources of data, this study tends to use a questionnaire Instead of direct observation as the author did. The results of this study prove that the recruitment and selection process had a direct positive impact on employee productivity in an organization.

Second, research conducted by Santosa, et al in 2019, *Implementation of Selection and Recruitment on The Performance of Bicak Village Devices in Trowulan District, Mojokerto Regency*, has a different research object from the author even though the scope of the discussion is also about implementing recruitment and selection process. This study used a qualitative method with purposive sampling technique. The results of this study tend to discuss the effects of all recruitment and selection processes on Bicak Village's performance in terms of human resources or technology.

Third, a study was found entitled *A Study on Recruitment and Selection Process in Jiffy Solution, Chennai* conducted by C.S. Gowtham Chakravarthy and Selva Kumar in 2018. This study has similarities with research carried out by the authors in the field of recruitment and selection, but has differences in research focus, where this research focuses more on the effectiveness of the recruitment and selection process. This research is qualitative that uses a questionnaire as the primary data. The results of this study indicate the level of effectiveness of the recruitment and selection process at Jiffy Solution on organizational success in achieving their goals. In addition, this study also concludes the effectiveness of the recruitment method used in terms of the main source and the pattern of interviews conducted.

Fourth, the author also found research in Indonesian with the title “*Implementasi Proses Rekrutmen dan Seleksi Karyawan di Alamkukul Boutique Resort*” written by Ida Ayu Jessica Putri Kemenuh in 2022. This research has the same perspective in its focus, on recruitment and selection. This study uses qualitative methods with observation and interview. From the results of the study, it was found that the recruitment and selection process had been implemented properly in accordance with the standard operating procedures at AlamKulKul Boutique Resort, although in theory there were still some things that had not been implemented.

Table 1. Previous Research

Title of The Research	Author and Year	Method and/or Technique	Results
The Impact of Recruitment and Selection Process in An Organization	Umar Lawal Aliyu, 2021	Qualitative, Questionnaire	The results of this study prove that the recruitment and selection process has a direct positive impact on employee productivity in an organization.
Implementation of Selection and Recruitment on The Performance of Bicak Village Devices in Trowulan District, Mojokerto Regency	(Santosa, Muhaimin, & Afandi, 2019)	Qualitative, Purposing Sampling Technique	The results of this study tend to discuss the effects of all recruitment and selection processes on Bicak Village's performance in terms of human resources or technology.
A Study on Recruitment and Selection Process in Jiffy Solution	Chakravarthy and Kumar, 2018	Qualitative, Questionnaire	The results of this study indicate the level of effectiveness of the recruitment and selection process at Jiffy Solution on organizational success in achieving their goals.
Implementasi Proses Rekrutmen dan Seleksi Karyawan di Alamkukul Boutique Resort	Ida Ayu Jessica Putri Kemenuh, 2022	Qualitative, Observation & Interview	The recruitment and selection process had been implemented properly in accordance with the standard operating procedures at AlamKulKul Boutique Resort, although in theory there were still some things that had not been implemented.

2.2.1 *The Linkage of Organization Stuctutre in Recruitment and Selection*

Organizational structure is a vital point to maintain the stability of an organization. Organizational structure according to Armstrong is considered an important component of an organization because of its significance in the operational and performing effectiveness that needs to be achieved (Armstrong & Rasheed, 2013). Similarly, the recruitment team

structure is as important as the organizational structure in the expected smooth running of the process. The recruitment team plays a crucial role in an organization, especially when it comes to talent acquisition and sourcing. The way the organization determines the recruitment strategy that is align with the organization's needs will support the organization in achieving the maximum outcomes and recruitment costs that have been issued can be balance by hiring the best candidate. It is also important for recruiters to focus on understanding organizational structure. The stages in the recruitment and selection process not only involve recruiting team but also human resources or talent acquisition and other departments. The recruiter team referred to here is generally Human Resources or Talent Acquisition, depending on each company.

Apart from the team, this process also involves other departments. As reported by (Premrajan, 2015), there are many cases in which recruiters do not provide detailed information in the job description and qualifications for candidates and start the hiring process before really understanding what the job role is. Therefore, if there is a particular job opening that requires recruiters to find the right candidate, it is important for them to understand the organizational structure of the company. This also applies to the recruitment process within a company, where a recruiter must be able to understand the organizational structure of other departments that need employees to be hired.

The organizational structure plays a very important role because it describes every level or position in the organization. It includes spans of control for each level, reports on the relationship of each role, and internal and external links for various roles. If a recruiter has a clear understanding of the organizational structure, it is hoped that communication can run well and the recruiter can more easily narrow down the search area in finding candidates. (Lai, Saridakis, Blackburn, & Johnstone, 2016) revealed that the HR team must have the background, expertise, and organizational compatibility to collaborate with operational managers to recruit and hire employees to achieve organizational goals. It is intended that the HR or Talent Acquisition team responsible for the recruitment process can gain the trust of leaders or managers in giving voice and opinion regarding the recruitment and selection.

2.2.2 *The Importance of Communication*

Behind the success of recruitment, communication is key and plays an important role. In the recruitment system, there are two types of communication, namely internal communication, and external communication. Internal communication occurs between team members also with other stakeholders. On the other hand, as part of the recruitment team, it is also important to have good communication with external parties, to maintain communication with candidates.

A study by Kapur (Kapur, 2020) described the course of communication. The main objective of this study is to acknowledge an efficient understanding of the communication process. The process of communication was used as one of the requisite ways of imparting knowledge and understanding to other people. This study also described the stages of the communication process in which there was a relationship between the sender, message, receiver, and feedback. The author uses this as a reference for a literature review considering the importance of communication in the recruiting process.

A study by Eke (Eke, 2020) investigated the relationship between communication and the success of an organization. It is very important to achieve success in communication because the intention of communication is to avoid misunderstanding or misinterpretation of the true meaning. It also applies to the recruitment process in which the information that is available and shared is expected to be developed and can be in line with the goals to be achieved. In his study, he used a theoretical base of Organizational Information Theory which explains the factors that have an impact on employees' behavior, the example of the process of communication, the obstacles in the scope of communication, how to overcome these obstacles, and the organization's principle for their communication.

3. Research Method and Materials

3.1. *Research Focus*

This internship report focuses on the recruitment process at Rlichemont and the stakeholders that are involved in the recruitment process according to the structure of the organization. The aim of this report is to figure out how to optimize the recruitment process at Rlichemont and how it will impact organizational performance. In turn, it aims to ensure that the organization can find the best and the right candidate to maximize performance.

3.2. Methodology

This report makes use of a qualitative method to answer research questions and problem formulation. Qualitative research is a research method to explore and understand the meaning that is in a case or social event according to several individuals or groups of people which comes from social or human problems (Creswell, 2013). Others argue that qualitative research is well-suited for identifying causality and uncovering subtle descriptive differences (Fine & Hancock, 2017); (Katz, 2015). In collecting data, qualitative methods usually rely on participant observation and interviews.

3.3. Unit Analysis

In conducting data analysis, researchers have their own criteria by grouping data into analysis units. The unit of analysis in this research is the employees of Richemont that are involved in the recruitment process. The task is to find 'a good match' in a candidate that will improve the organizational performance. The process will include the perspective from the recruiter and the employee that has been hired.

3.4. Data Collection Method and Data Analysis

This report makes use of primary data as a resource. There are already many examples in which the selection of criteria for primary research is used by considering criteria that are in accordance with procedures such as units of analysis and form of operationalization (Durach, Kembro, & Wieland, 2017). As for this research, the researcher employed two methods which are observation and interview. Qualitative observations include observing, concluding, and hypothesizing in a way that raises presumptions (Merriam & Tisdell, 2015)m

In addition, to strengthen the observation results and test the feasibility of this research, the author employed an interview method. The interview method was carried out to gain credibility from the observations. Furthermore, the data were analysed using the data analysis method which is content analysis. In order to use this method, three distinct approaches were used – conventional, directed, and summative. The data collected were then categorized from the observations and refined before summarizing the results. Moreover, to gain credibility from the results of the observations, other interviews were conducted.

The first resource person who represents a recruiter's perspective is Daniel Phillips who is a Talent Acquisition Partner. Daniel has joined the team since its creation. In order to complete the required data, the author also interviewed a Richemont employee who has successfully gone through the previous recruitment process. Ria Purnama Sari is the second resource person for this interview.

The research methodology employed in this study is a quantitative approach, specifically a case study. The study investigates the stages of BIM implementation activities aimed at improving company productivity. The research was conducted at the Hamawas Toll Road Project, General Civil Division of PT. Hutama Karya (Persero) from February 2023 to March 2023. Sections and length of treatment for research locations can be seen in Table 2.

Table 2. Key Person of the Interview

Name	Position
Daniel Phillips	Talent Acquisition Partner
Ria Purnama Sari	E-Commerce Systems & Process Specialist
Name	Position
Daniel Phillips	Talent Acquisition Partner
Ria Purnama Sari	E-Commerce Systems & Process Specialist

4. Results and Discussion

4.1. Observation

The researcher got an opportunity to join the Talent Acquisition team as their Recruitment intern. The scope of work is divided into two; the European team and Benelux & Nordics area. The author who worked for Benelux & Nordics was assigned some duties.

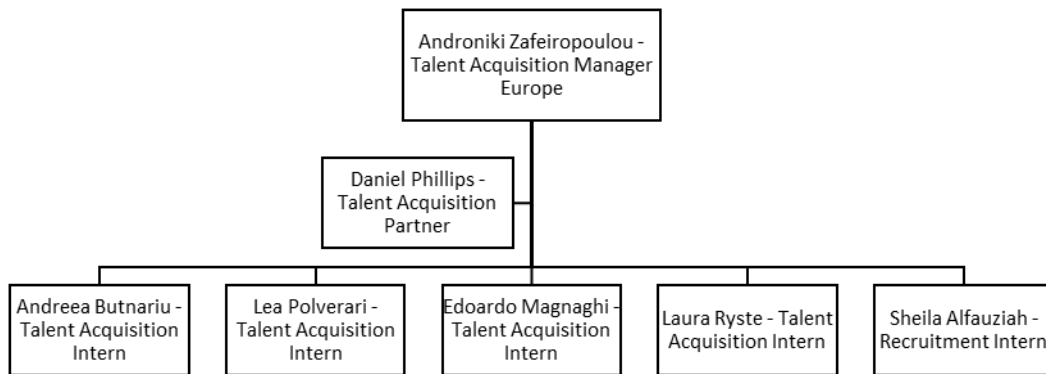


Figure 1. Organizational Structure of Talent Acquisition Team

Recruitment is done in two ways, internal and external. Both internal and external recruitments have the same opportunity to get a referral from Richemont's employees. Internal recruitment could be an opportunity for the employee to get a promotion and/or try a new position in a different department. Cross-position is possible for the employee because they will get some training for the position that they applied for.

Conversely, external recruitment aims to get a fresh idea from a new person outside the company that could bring new insights and innovation to the company. External recruitment is held by posting the vacancies on some platforms such as LinkedIn and the intranet of Richemont (Richemont career website). The recruiters also try to find a potential candidate with the uniqueness that the company is looking for. This can be done by sourcing and/or headhunting.

Furthermore, the duties as a Recruitment intern are to observe the market and competitors. In looking for a candidate, the recruiters search for the ones with experience in similar industry. In addition, market observations also aim to determine the amount of salary given by Richemont's competitors for the same position, so it will facilitate Richemont to compete in the market in terms of salary amount, because even though Richemont has a very good brand image and reputation, it is not uncommon for candidates to consider the amount of salary to be accepted.

4.1.1. Recruitment Process for the Entry-Level Position

Considering that the author had a scope of work for the Benelux & Nordics area, the focus as a Recruitment intern is to find an ambassador. Since Richemont is a very large company and has thousands of boutiques spread across various countries, it means that Richemont also has a very wide market coverage. The position of Ambassador or Client Relations plays an important and much-needed role.

The recruiting process for the Ambassador role consists of several stages. The recruitment process began with screening CVs from existing applicants. After the screening, the author sorted the potential candidates and put them on a shortlist. This sorting was done quickly and precisely. Before opening job vacancies, the author must really understand the requirements of the candidates. Therefore, job descriptions and job specifications are of great importance as these are the initial stages before recruitment begins.

First of all, the author had the opportunity to shadow two Ambassadors, from Cartier and Multibrands, to understand the role of an ambassador directly. After shadowing and getting sufficient understanding about the Ambassador role, the author entered the next stage, studying the job descriptions and job specifications provided by the team leaders and managers. The author must really understand the role in order to find a suitable candidate to fill that role. The stage after the shortlist candidates (after pre-screening) was sorting them again and select the five best people before finally being contacted for an interview. The selected candidates would then be contacted via email and telephone. The interview stages did not just stop in Talent Acquisition team. The sorting process continued after the first interview.

The initial interview contained general questions to get to know the candidate more deeply and find out the candidate's interest in the company and the position offered. It was the job of the Talent Acquisition team to record each candidate by providing an objective assessment of the pros and cons between candidates and job vacancies. From these notes, the author and the Talent Acquisition Partner held a small discussion before handing over the candidates who were deemed fit to proceed to the next stage to the team leaders and managers.

Here, communication plays an important role so that there is no miscommunication between the interviewer and the interviewee or so that there are no clashing schedules from the team leaders. The Talent Acquisition team hopes that both team leaders and managers can be communicative and responsive to provide their time availability so that interview schedules can be made immediately. In the next interview stage, the candidate would have an interview with two team leaders. Here, the candidates' language skills were verbally tested. After the interview, the candidates completed the writing assessment for the language requirements. If the two team leaders meet an agreement, then the candidate would enter the final stage. The final interview was conducted by the manager of the Maison(s) before finally being given a final decision.

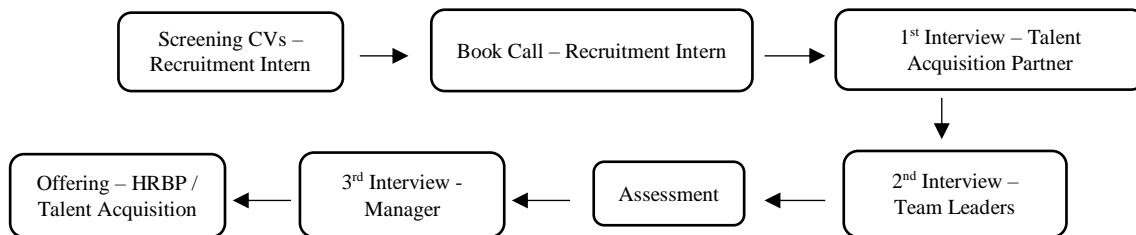


Figure 2. Recruitment Flows for Entry-Level

The Talent Acquisition then had a meeting with the HR department after having a discussion with both team leaders and managers. As part of the Talent Acquisition team, the author's duty was to convey information related to updates from the recruitment process that had been carried out. The final step would be completed by the HR department by contacting the candidates to make an offer to them. In this case, there is ongoing communication between the Talent Acquisition team and the HR department and the Talent Acquisition team with team leaders and managers

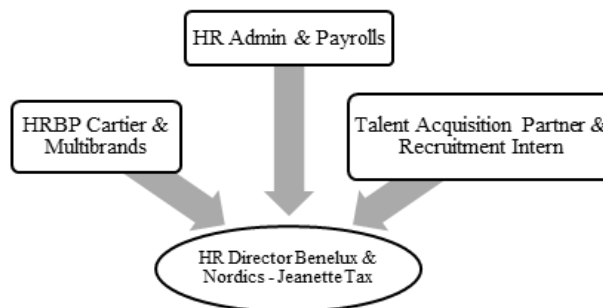


Figure 3. Organization Structure of HR Department

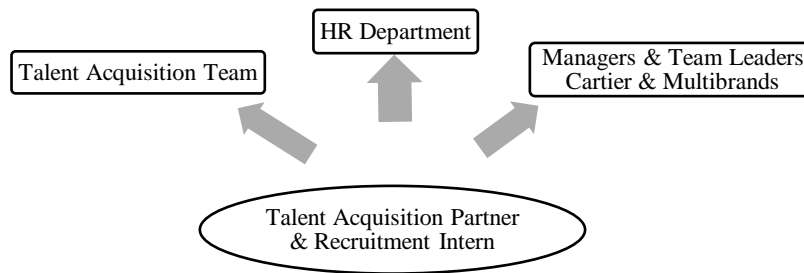


Figure 4. Flow of Communication

Furthermore, it is well known that as the market is very large, Richemont needs people who have certain language skills for some countries. This is a highlight point in finding candidates. Demand from team leaders and managers of each Maison continues to grow in line with market growth.

4.1.2. Challenges in finding the right candidate for Entry-Level

In the process, there are several challenges faced by the Recruitment team in finding people to fill the position of Ambassador. The recruitment team which includes the author, talent acquisition partner, team leaders, and managers conducted discussions through regular meetings. In the meeting, the team discussed in detail the job description and how the recruitment process would be carried out. In addition, each team leader proposed the number of Ambassadors they needed for each team. After the required amount was determined, each team leader would present it to the manager before final approval. The agreed results were discussed in the meeting with the Talent Acquisition team. The author and the supervisor were directly involved in this process because later it would be the author's job to post the job vacancies internally and externally.

The number of Ambassadors is determined by considering the conditions of market demand and the scope of customers to be reached. The challenge, in this case, originated from requests from team leaders who asked for specific language specifications. In finding the right candidate, the difficult thing to do was to find a candidate who speaks German at a level that is almost on par with native speakers or even native speakers themselves. It was difficult to find one within the Netherlands. Even if there was a candidate who met these criteria, the candidate lived far from Amsterdam.

In the process, the author also came across a challenge directly. While doing headhunting, the author found a suitable candidate to fill the position of Ambassador for the German market. The author also included the candidate in the pipeline before finally offering this position as a new opportunity for the candidate. However, what the candidate considered was the distance between the city where he lives and the location of office in the capital city which was quite far. In this case, the recruitment team brainstormed how to attract potential candidates to be interested in the positions offered.

Another challenge was the salary range for native German which is higher than that for candidates of other languages. Some people with German language skills that are close to natives know well that their market demand is high, so they don't hesitate to mention a higher salary expectation. However, Richemont has set his own salary budget. In order to compete with other competitors, the recruitment team conducted a salary survey for Ambassador positions at several other companies. After going through an agreement, the salary amount and other benefits are finally determined which are expected to attract candidates and meet their salary expectations. In addition, as the market expands, the market needs also increase. This was seen from the request of the team leaders to find the right candidate with more than one language ability.

Team leaders asked the Talent Acquisition team to find a candidate who spoke two or even three languages. The challenge, in this case, was that the requested language combinations are quite scarce. For example, the team leaders requested people who could speak Swiss German and Swiss French. It is well known that the Richemont market includes Switzerland, and people with such a qualification are needed to deal with German-speaking customers. However, finding a native German is quite difficult. Furthermore, requests for other language combinations included people who speak three languages – Italian, Spanish, as well as French.

This is because Richemont has been expanding its business which means the company has a new market that needs new Ambassadors. This new market requires the Talent Acquisition team to look for people with Danish and Swedish language skills, of course with a combination of other languages which will be a plus point. This was quite a challenge for the author because the author had to do the sourcing to find the right candidate who can meet the criteria.

To overcome this challenge, the team leaders agreed to compromise that the Talent Acquisition team could also look for candidates from outside the Netherlands and not just within the country. However, this was with one condition the candidate was willing to relocate to the Netherlands. This was certainly a new challenge for the author in convincing candidates as well as finding the most suitable candidate to fill the Ambassador position.

4.1.3. Recruitment Process for the Internship Program

In recruiting for intern positions, there are not as many stages as recruiting for entry-level. There are only two interview stages, specifically from the Talent Acquisition party who then conducts interviews with managers from departments that open the vacancies. Before the interview is conducted, there are a number of things that need to be considered when offering an internship program.

First of all, we need to note that the main requirement for applying to an internship program is to be registered as a student at a tertiary institution. Here, people who are not registered as students or will graduate in the middle of the internship period are considered ineligible to take part in the internship program. Therefore, it is important for the Talent Acquisition team to ensure the year of graduation or the expected graduation of the applicants. Moreover, to avoid miscommunication, an internship contract or permit letter from the university is required for students who wish to register for an internship program.

The internship program is open to all students from various levels, both those who are studying for bachelor's degrees and master's degrees. Therefore, there is no specific age restriction as long as the candidate is registered as a student. In addition, we need to put in mind that there are no benefits from the company regarding relocation for candidates who live far from the office or even live outside the Netherlands. However, the company will provide a basic salary every month according to predetermined standards and support transportation costs. Transportation costs can be in the form of two things, namely a public transportation card for train, tram, or bus users, and can also be given a bicycle rental card for interns who want to cycle to work.

In the process of recruiting interns, there are a few things to do to attract candidates. In this case, Richemont has several methods to reach students who wish to do internships in the middle of their studies. The first way to do this is to keep posting job vacancies internally and externally. The posting is done via the Richemont intranet, LinkedIn, and several other recruiting platforms. In addition, considering that Richemont has partnerships with several schools, then of course Richemont will establish communication with these schools to inform ongoing internship programs.

A further task is the author was also responsible for the expo held to communicate directly with students or prospective candidates. In this expo, the author served as a contact person for students in finding what they are looking for to start their career path. In this regard, the author was assigned with informing about available internship vacancies, and reviewing CVs from students if any match the requirements. If the author found one who met these criteria, the author's job was to convince the student to apply for the position while also taking account the student's interests.

The hiring process for the intern level is much the same as the hiring process for other positions. The initial stage is screening CVs from all existing applications. Then, if the author, had not found a suitable candidate profile, the author would try to find students who took part in the previous expo. The selected candidates would be put on a shortlist and five to ten of them would be further reviewed and then contacted by the Talent Acquisition team before finally being handed over to the manager.

After all the interview stages had been completed, the Talent Acquisition team would contact the manager for a final decision. Usually, in selecting candidates to be hired, the manager would give one to two slots for intern positions. After the final decision was made, the Talent Acquisition team would contact the HR department to communicate with the HR Business Partner. In this case, the recruitment team must work quickly because in general, the internship program opens at a similar period from one company to another. An internship experience is an experience highly coveted by students who are determined to find their passion. Therefore, the offering must be carried out immediately as soon as the recruitment process is complete so that we can secure the candidate and the vacant position.

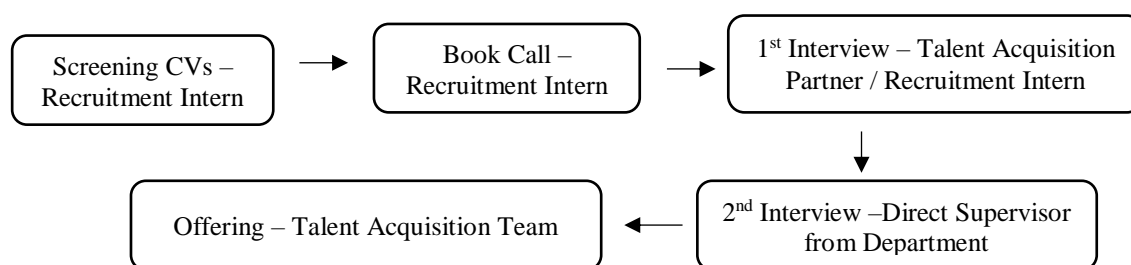


Figure 5. Recruitment Flows for Internship

4.1.4. Challenges in Recruitment Process for Internship Program

The interview process for an internship position does not take long. However, the process of finding suitable candidates requires more time. This is a challenge for the author in finding suitable ones to fill the required positions. In the process of recruiting interns, there are several tricks to do so that the job vacancies are listed on the top search results. The author found that determining the position name was very important to increase engagement. Therefore, it is critical to know the existing algorithms. The author also had to pay attention to the keywords frequently used by most people to name the same position. Positions are not named just to sound cool, but it must be ensured that people are familiar with the position name, especially if the internship vacancy is a position that some people rarely find.

Another challenge faced by the author in finding interns was from the candidates themselves. Candidates who were students tended to have a strong will regardless of the experience they had and some were suitable to fill the position for other vacancies that match their interests. In addition, there were several candidates who did not have sufficient knowledge about the internship program. Therefore, the author must try to provide an understanding to the students who took part in the expo regarding the internship program. On the other hand, because of their great determination, there were several candidates who applied for two or more vacancies, one of which was irrelevant to the other, giving rise to doubts about the credibility of the students.

On the other hand, the author also faced another challenge in finding good candidates. In terms of filling in internship positions, candidates are not required to have any previous experience, especially professional experience. However, it is not uncommon to find candidates who are active on campus and even have previous professional experience. However, in this case, the author encountered difficulties – the candidates who have good qualifications live far from Amsterdam. Therefore, the author must work extra to find top talents that have a great chance to join without any problems with distance.

4.2. Interview

In corroborating the results of the observations done by the author, this study uses an interview process to such an extent that the results obtained are more credible. In order to help with the course of the research, the author conducted interviews with the recruiter and the employee. From the results of the interviews, findings were obtained that support this research and make it easier to answer research questions. This sub-chapter discusses the results of the interviews and elaborates them with the results of previous observations. The interviews conducted had several scopes of discussion.

A unique fact known from the conversation with Daniel, is that, before becoming a Talent Acquisition Partner, he was an Ambassador for Cartier. Furthermore, because the HR department decided to form a new team specifically to carry out recruitment, Daniel was interested in this opportunity. Daniel, with his experience and skills, strong determination, and good relationship with RicheMont employees, pushed himself to take on new challenges. After Daniel joined as a Talent Acquisition Partner, serving as a part-time employee, other people joined the Talent Acquisition team including the manager and the interns.

4.2.1. *Organizational Structure and Communication in the Recruitment Process at Richemont*

The organizational structure of the Talent Acquisition team includes a manager who is a full-time employee, a Talent Acquisition Partner who is a part-time employee, and five interns divided into four people as Talent Acquisition interns and one person as a Recruitment intern. Based on the scope of work, the Talent Acquisition team is indeed separate from the HR department because all reports are given to the Talent Acquisition Manager. However, in this case, because the Talent Acquisition team was split into two, there was a mix-up in reporting.

On the other hand, the Talent Acquisition Partner and Recruitment intern must report to the HR Director and Talent Acquisition Manager. Whence, they also have to attend separate weekly meetings with the HR and the Talent Acquisition team. Even so, over time, there was a fusion between the Talent Acquisition team and the HR department. This change occurred in the middle of the internship period, and in the end, the Talent Acquisition Manager began to attend weekly meetings with the HR department along with the Talent Acquisition Partner and Recruitment intern.

The conversation with Daniel:

“Ya, but um, it’s important that we should have set in the HR office to be able to work with Margaret, Janine, give people quick response by giving the information they need rather than chasing us down in the computer, phoning us, or waiting till they see us, it creates delay and it also makes people’s work more difficult, but um, at the same time it was a new thing for Richemont to have a Talent Acquisition team” (Phillips D., personal Communication, January 6, 2023).

Due to the difference in the scope of work within the team, the way to communicate becomes more complex. In the process of hiring Ambassadors, Daniel and the author communicated with the Talent Acquisition Manager and other interns to provide general updates. This includes what Team Leaders need, how much headcount is needed for each market, and how far the stages have been carried out. In addition, Daniel and the author also provided updates to the HR department and contacted HRBP (Human Resources Business Partner) specifically to reach out to candidates. This requires Daniel and the author to have regular separate meetings with each HRBP for Multibrands and Cartier. According to Daniel, separate communications aim to facilitate the recruitment process. Daniel also thought about efficiency in communication, because if Cartier needed special attention, it would be better if it had a separate Talent Acquisition Partner or recruiter team.

In addition, the communication styles and needs of Cartier and Multibrands differ – different focus and different specific criteria for candidates. Therefore, Daniel felt, when there is someone who is competent but is not given an offer for one Maison between Cartier or Multibrands, Daniel has many considerations to offer the candidate to another Maison. In this case, Daniel's concern is whether the candidate will be suitable for placement at either Multibrands or Cartier if the transfer is made. Moreover, even though Cartier and Multibrands are under the same umbrella, they both have different cultures and ways of working. Therefore, this becomes one of the most important considerations for Daniel in moving potential candidates from one Maison to another.

Daniel’s point of view on this:

“I think there’s pros and cons for this, but benefit having separated CRC for Cartier and Multibrands is that the workload of Cartier equals Multibrands. So, they take up spaces – not only physical spaces but also mental spaces.”

“They would be one fluid of recruiting for the whole CRC rather than – okay Cartier, we need to look at somebody who is driven by motivation, who is got excellent in their backgrounds, and Multibrands they would like taking anyone from anywhere as long as they meet their standards, where is there’s more harmonious way of recruiting, and Cartier a little bit more into the person rather than the piece of paper. Oh, and the commission structure – the bonus structure, is different for Cartier and Multibrands, the salary is the same.”

“I think it pushes the business forward which is good because we got one head brand that is probably the most well-known that the other brands can take inspiration from can take something that will help them better, but, on the other side, Richemont is a holding rope for these brands, Richemont is to have one set way of recruiting for one position, and the way that we were doing, we were looking for an Ambassador Cartier often slightly different with Multibrands. That makes our job harder, because we have constantly think about how on department hires versus another, where we’re gonna place this person to work to be the best fit for them because we be the talent focus right, we want them to find the right place. So, it creates a divide by having the separate CRC and a little bit of internal competition which is not a bad thing” (Phillips, D., personal communication, January 6, 2023).

As the market develops and the growth of each Maison, one by one from Multibrands begins to form its own management. This is due to the increasing growth and demand, and driving the increase in the number of employees needed by several Maisons. This change means a split within Multibrands indirectly. However, this does not affect the course of communication. In this case, from Daniel's perspective as a recruiter, he feels that his scope of work is too broad to be held alone. According to him, it would be better if there is an additional workforce for the recruiter team or even better if it is separated in accordance with Maison's needs. This thought is based on the consideration that the larger the market and the higher the demand, it will require more workers to remain effective.

In addition, since the need to fill the Ambassador position continues to increase, it would be better if there is a special recruitment team that focuses on that. Currently, Daniel, as a Talent Acquisition Partner, has to take care of the massive Ambassador recruitment process and try to meet the expectations of each Maison, but on the other hand, he also has to carry out the recruitment process for other positions from internship to manager level. Daniel considered this to be less effective if he handles it himself, even though he receives direct assistance from the Recruitment intern.

But he does not rule out the possibility that it would become overwhelming, not to mention realizing that the position is part-time and he only works four days a week with one day off on Thursday.

4.2.2. Recruitment and Selection from Recruiter's Point of View

4.2.2.1. Recruitment and Selection for Entry-Level

In the implementation of recruitment and selection, Daniel establishes communication with various parties. For example, for recruiting Ambassadors, Daniel will hold separate meetings with team leaders and managers from Multibrands and Cartier. In the meeting, Daniel will describe the flow of recruitment and present it. In addition, Daniel also hopes that team leaders and managers can respond quickly when needed. In this case, the context is regarding their time availability. What Daniel realized was that fixing time was quite time-consuming. The importance of coordination on this matter will promote recruitment effectiveness. Daniel realized something that should be highlighted is the importance of talent pooling which could have helped the Talent Acquisition team to find a candidate but it does not be maximized.

The statement from the interview with Daniel:

“What is important or I think what could we have done better is talent pooling.”

“Again, it's a difficult one because the downside of the talent pool is there is people are not looking for job so when we need to find somebody they might have been hired. Also, when you have a talent pool, you have strategize your talent engagement. You need a bigger team and high commitment for that.” (Phillips D., personal communication, January 6, 2023).

On the other hand, Daniel is also responsible for coordinating with agencies. At that time, Richemont worked with Adams, which was a recruiting agency. This was done due to the limited capacity in finding the right candidate to fill the position of Ambassador. Working with the agency also makes it easier for Daniel to do his job because it lightens his load. In addition, it is also an opportunity to strengthen the relationship with Adams in the future. In this case, Daniel represents the Talent Acquisition team and a representative from the HR Business Partner will hold regular meetings with Adams regarding the progress of the ongoing recruitment process.

Furthermore, because Ambassador requires a lot of processing and is done on a large scale, Daniel also works to make recruiting more effective. Therefore, Daniel began to design and conjugate a recruiting system called iCIMS. This system can function as a screening and include initial interviews with candidates. In addition, with the use of iCIMS, there is no need to do a written language assessment manually, because a language assessment is automatically given for verbal and written by recording a video and answering the questions given. In addition, relevant Team Leaders and Managers will be added to each project so that they can directly monitor the ongoing recruitment process and the stages that are being carried out by candidates.

However, in order to achieve these goals, Daniel, assisted by the Recruitment intern, had to gather all Team Leaders and Managers from Multibrands and also Cartier to provide training on how to use iCIMS. In this case, the obstacle was the time availability of each person which was different so not all could attend the meeting. Therefore, Daniel really hopes that all stakeholders can optimize the use of iCIMS so that recruitment can be more effective and easier for all parties.

4.2.2.2. *Recruitment and Selection for Other Level*

As a Talent Acquisition Partner, Daniel's duties do not stop there. Daniel is also responsible for finding candidates to fill the manager position. In seeking candidates for the manager level, the selection is carried out in more detail with more specific criteria. Daniel will hold discussions with the manager who will be replaced by the candidate. Manager searches will usually focus on the headhunting process because that way Daniel can filter out which candidates are truly qualified to fill the position. In addition, in conducting interviews, Daniel will build more intense conversations with candidates so that Daniel can be more careful in selecting the existing candidates.

Daniel approaches the internship position differently. Daniel tries to encourage candidates, who are students, to be more confident. Daniel is happy when he can see the sincerity of the candidates and find the ones with strong motivation as a strong and convincing motivation is more important than their background.

Seeing the potential of a candidate for the internship level is a challenge for recruiters as there are some candidates who have no experience at all, but there are also candidates who have an experience that is interesting in the eyes of recruiters.

Highlight from the interview:

“So, what is more important to me is somebody that is passionate, motivated, and understanding of what they will be doing right, so intern job description isn't that lot because you shouldn't be overwhelmed by the responsibility that you are taking. When you go to the interview, you're able to put your motivation, because that's what I said, you might not have done it before but know how to do it, we give you the chance to be able to, so, I think for an intern is much more important to find who is well-motivated.” (Phillips, D., personal communication, January 6, 2023).

Daniel will build a comfortable conversation instead of an intimidating interview. The goal is to get to know deeper and find out what the candidate is really looking for and needs. This is done for the purpose of not choosing the wrong candidates but also opening opportunities for other candidates who have applied. The other opportunities could be in the form of offering candidates and asking if they are interested in applying for other positions or not.

The quote from the interview with Daniel:

“I think Richemont offers a great opportunity for interns to learn because you're given a very real responsibility to work and that's the best way to get skills, they also – on the most part – don't mind if you make mistakes right because you're there to learn and grow, I think that's the best approach to take with the interns because you're maturing them but they also give some affect to you, you know, they're taking real responsibilities, so, there's a relationship between the intern and the intern's supervisor, it needs to be very strong, and most department are very successful with that, and I could give a proof that a lot of our interns were getting employed as a full-time, we kept them for a long time, and I think that wouldn't happened if the interns weren't happy, and it wouldn't happened if the department haven't found the right person to take that internship who been stepping into that role.” (Phillips, D., personal communication, January 6, 2023).

4.2.3. *Recruitment and Selection from Employees' Point of View*

The author has spoken to a candidate who has successfully gone through all stages of recruitment to finally become an employee at Richemont. The second resource person is Ria Purnama Sari who works as an E-Commerce Systems & Process Specialist at Richemont. In the conversation with her, Ria explained the recruitment process she had gone through to join this company. Ria said that from a candidate's point of view, she was pleased with Richemont's quick decision-making. It only took two days for Ria to get a call from Richemont, the person who contacted Ria at that time was Daniel.

The explanation from Ria:

“I was quite lucky because after I applied, two days later, Daniel contacted me. So, it's literally like 2 or 3 days which is very quick.” (Purnamasari, R., personal communication, January 31, 2023).

Ria said that she received calls from Daniel, a Talent Acquisition Partner, until finally she was scheduled for an interview. The interview Ria conducted after having a conversation with Daniel was an interview with representatives of the HR department and the department where Ria applied for the position. After meeting the two people, not long after, Ria was immediately contacted again for a follow-up interview with the top manager. In between the time before conducting the final stage of the interview, Ria was asked to complete several assessments for approximately three to four days.

Point of view from Ria:

“Well, after that, after about a week I got an invitation from HR. From the HR recruiters, who was it at that time... Janine? Yes, Janine and my manager. Then we did an interview, then after that it clicked, if I'm not mistaken, it was like two days later, that was quite fast. Two days after that I also got an email back, saying "Okay, let's go to the next round", then gave me what it was called... gave an assessment, she gave an assignment. Basically, a lot of assignments, to show if I'm capable or not.”

“Well, basically I was happy because they were really fast in recruiting. I think they are also ready, so they already know. It's like my manager... because she's a really good person, she's really prepared. She does know what kind of person she needs, with what kind of skills.” (Purnamasari, R., personal communication, January 31, 2023).

Ria feels that the implementation of the recruitment and selection process by Richeumont is very good for a candidate. Richeumont can make candidates obtain certainty in a short time. The recruitment process from the initial stage to the offering stage only takes two weeks. She likes the way the recruitment team approach her, especially from the Talent Acquisition team. That is because in her opinion, the recruitment team can build a comfortable atmosphere, as a candidate, can be more confident, and on the other hand, Ria feels that dealing with someone who is open-minded can make her show the side she wants to show. According to her, the recruitment team was very well-prepared.

Even so, there are things that the resource person into account. Currently, she has been undertaking an internal recruitment process. Ria assumes that based on what she has been experiencing, internal communication lasts long enough to make the recruitment process more effective. There were several miscommunications between Talent Acquisition and the HR department. Ria kept trying to contact both parties to keep asking about the continuation of the recruitment process. She has run from one party to another, and she suggested the alignment between the HR department and the Talent Acquisition team should have been better.

The interview with Ria:

“Yes. I think it's important. Like, um... so actually, uh, yeah. Because in my opinion it's very important, the structure or who... who should be contacted... what's the difference between talent acquisition and HR. That's it, I don't think... after all that, now it's like I don't know that, I'm not clear.”

“I don't know, maybe it's good to share my experience, my experience was different when I was recruited from outside, and when I was recruited from the internal. That I feel from the inside, it is longer. So, it takes very long. The communication is also very long, so I think it depends on the HR, I'd say.” (Purnamasari, R., personal communication, January 31, 2023). Based on the results of calculating the geometric mean at level 2 HR quality, it is known that the ability of HR to utilize the BIM system is the most dominant factor compared to other factors, with an eigenfactor value of 0.557. The inconsistency value of software analysis results is $0.02 < 0.1$ so that the data is valid and can be used. It can be seen that the criterion of Human Resources Capability in Utilizing the BIM System has the highest eigen factor value compared to the other criteria.

This factor is in line with the research of (Thangaraj, Suguna, & Sudha, 2022) which states that the optimization of human resources resulting from the implementation of the BIM system compared to conventional is 26.66% due to the streamlined efficiency of BIM personnel. To be able to optimize the implementation of the BIM system, in implementing the BIM system experts or specialists are needed because of the use of the software in the BIM system (Pantiga & Soekiman, 2021) so that the HR capability factor is the main one. supporting factors for the criteria of HR Quality, where if the HR's ability to use the BIM system increases, the application of the BIM system in the company will be more optimal.

Based on the results of calculating the geometric average at level 2 of the Implementation Method, it is known that the absence of procedures and manuals for operating the BIM system in companies is the most dominant factor compared to other factors, with an eigenfactor value of 0.404. The inconsistency value of software analysis results is $0.01 < 0.1$ so that the data is valid and can be used. It can be seen that the criteria for Absence of BIM System Operation Procedures and Manual in Companies has the highest eigen factor value compared to other criteria. This factor is in line with (Siebelink, Voordijk, Endedijk, & Adriaanse, 2021), that one of the obstacles to BIM implementation is related to changes and institutionalization of procedures and aspects related to contracts, standards and laws, which creates ambiguity in the implementation of the BIM system. Based on this, the implementation of the BIM system must be based on clear procedures and regulations so that the system can be applied as a new practice in the company's business processes. Based on this, the procedure criteria and manual for the operation of the BIM system are the main factors influencing the implementation method. In order for a method to work properly, procedures and manuals are needed as a reference in its implementation.

The results of calculating the geometric average at Implementation Cost level 2 show that Software Cost is the most dominant factor compared to other factors, with an eigen value factor of 0.629. The inconsistency value of software analysis results is $0.05 < 0.1$ so that the data is valid and can be used. The Software Cost criterion has the highest eigenfactor value compared to other criteria. This factor is in line with the research of (Hutama & Sekarsari, 2018) which states that the use of BIM software relatively requires special hardware specifications that can perform 3D rendering. The hardware needed to use the BIM system is quite expensive because it requires large RAM, graphics cards, and high hardware specifications to work optimally. After the software and hardware are fulfilled, it is necessary to train BIM personnel to operate the software and hardware. Based on this, the Software Cost criterion is the main factor that influences Implementation Costs, where software costs require the highest cost among other criteria.

The results of the alternative analysis in Table 10 show that making legality for the output of BIM 2D, 3D as working drawings, and 5D as the quantity of reserves is the most dominant factor compared to other factors, with an eigenfactor value of 0.333. The inconsistency value of software analysis results is $0.02 < 0.1$ so that the data is valid and can be used.

5. Conclusion

There is a challenge faced by the author related to the organizational structure at Richemont which is quite complex and because each Maison has its own management team, communication is a challenge. In its organizational structure, Recruitment intern is in the same team as Talent Acquisition and works closely with the Talent Acquisition Partner to provide direct day-to-day reports. However, a Recruitment intern must also report to other stakeholders within the company. In addition, Recruitment Intern and Talent Acquisition Partner are also tasked with bridging inter-departmental communications. Ongoing communication is carried out by Talent Acquisition Partners and Recruitment Intern with both Multibrands and Cartier. Therefore, communication plays an important role for the author to do her best.

From this research, it can be inferred that the recruitment and selection process is very important for a company. The role of the author in the recruitment process is quite important because apart from having to maintain communication between stakeholders, the author must also be able to maintain communication with the candidates. Besides internal challenges, external challenges also arouse. From this research, the author learned how to communicate with external parties to maintain partnerships with agencies and universities.

This research can help in increasing awareness of the importance of the recruitment process for a company. This research is also expected to help companies that want to grow in choosing steps to determine an effective recruitment process. This research provides knowledge on the importance of a clear organizational structure in the recruitment process aligned with the flow of communication between departments in the recruiting process to prevent minor or major problems. In addition, this research also provides information on market competition in obtaining the best candidates.

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