

Bachelor's Thesis

Examine Impact of Inclusivity Recruitment Toward Ship Labor Employability in PT.
Langgeng Trans Prima

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ABSTRACT

Indonesia, with thousands of islands and a diverse population, encourages many companies to create jobs for individuals from various backgrounds. PT Langgeng Trans Prima also faces this challenge in human resource management, especially in terms of inclusivity, which is an effort to create a work environment that respects diversity. This research aims to investigate the specific impact of implementing inclusiveness in the labor selection and recruitment system at PT Langgeng Trans Prima. Data was collected through direct interviews with company representatives to understand the implementation of inclusiveness principles in the recruitment and selection process, as well as its impact on company performance. The results of this research are expected to provide insight into company strategies in attracting diverse applicants, fair selection mechanisms, and training programs to support inclusivity, as well as how workforce diversity affects team dynamics and individual performance. This research aims to provide practical recommendations for other companies in Indonesia who wish to increase inclusiveness in their human resource management.

Keywords: Employability, Diversity, Inclusive, Recruitment.

CHAPTER 1

INTRODUCTION

1.1 Problem Description

In the field of recruiting for jobs, it is crucial to seek candidates from diverse backgrounds to ensure equal employment opportunities for everyone, fostering a healthy work environment. Indonesia is a nation rich in diversity, encompassing various languages, races, ethnicities, and religions. According to Freddy H. Tulung, the Director General of Public Information and Communications at the Ministry of Communications and Informatics of the Republic of Indonesia (2013), the Indonesian nation boasts 742 languages and dialects, comprised of no less than 478 ethnic groups. Due to Indonesia's geographical composition, which consists of numerous islands, ships are a primary means of transportation for most Indonesians. Ships in Indonesia are not only used to transport people but also to deliver goods from one island to another. In the shipping process, goods must be loaded onto the ship first, a task carried out by laborers. Given the large volume of cargo, a significant number of laborers are required. According to data from PT. Peln (2021), a state company managing shipping, in the first semester of 2021, general cargo on 26 passenger ships increased by 2,026 tons. Additionally, there was an increase in vehicle cargo on passenger ships by 2,219 vehicles. This rise is directly proportional to the high demand for laborers needed to handle the work. Indonesia's regions are not homogeneous but heterogeneous, with people possessing diverse racial, ethnic, religious, and cultural identities. Apart from this heterogeneity, the educational levels of laborers also vary widely.

According to Indonesian labor law (2003), every person who is able to do work to obtain goods or services has the right to receive equal opportunities. This leads to a strong relationship with inclusive recruitment. In several previous studies, inclusive recruitment resulted in good company performance. This shows that inclusive recruitment provides diversity in its employees, which makes employees more committed, gives them job satisfaction and performance, and helps an organization contribute more to achieving excellence. The diversity of innovation and inspiration possessed by employees can provide varied backgrounds, so if a company experiences obstacles, employees can provide diverse perspectives, views, and experiences. This is also supported by research conducted by Musyoka and Nzulwa (2023), which found that developing and implementing an inclusive

recruitment strategy will result in greater company growth, employee engagement, and retention. This research shows that diversity in a company is an advantage for the company because it can guarantee gains in competence, increase company productivity, and become a strength for an organization to achieve the company's vision and mission. If inclusive recruitment is not managed well by the company, it will become a problem or conflict, so it is very important for companies to be able to manage and implement inclusive recruitment well and to maintain harmony between the different backgrounds of employees to achieve positive goals. On the one hand, by embracing inclusivity, companies can foster a more diverse and dynamic workforce, thereby enriching their talent pool and enhancing innovation and creativity. Moreover, inclusive recruitment practices can contribute to bolstering corporate reputation and brand image, as companies are perceived as socially responsible entities committed to diversity and equal opportunity. This, in turn, can attract a wider pool of qualified candidates and bolster employee morale and engagement.

PT. Langgeng Trans Prima is a leading company specializing in the logistics and transportation sectors, with a special focus on vehicle delivery. The company's wide range of services includes shipping motorbikes, regular cars, trucks, and heavy equipment by sea, facilitating the movement of these essential goods to various regions. As an important player in the transportation industry, PT. Langgeng Trans Prima ensures that their operations are streamlined and efficient, adhering to high standards of safety and reliability to meet the diverse needs of their clients. The prominent characteristics of PT. Langgeng Trans Prima is its diverse and heterogeneous workforce. The company employs a diverse range of workers with varying backgrounds, experiences, and perspectives. This diversity is manifested in several dimensions, including race, ethnicity, religion, and level of education, making the company a melting pot of various cultural and social backgrounds. This heterogeneity in the workforce is a microcosm of broader Indonesian society, reflecting the rich culture and traditions that define this nation.

Based on the background explanation above, the author specifically chose PT. Langgeng Trans Prima as a research object to determine the extent of the positive and negative impacts of inclusive recruitment on laborers employability. Through this research, it is hoped that it will provide deeper insight into how inclusive recruitment affects laborers employability and how the company can respond to what policies it can take to increase labor employability.

1.2 Research Question

This research aims to investigate the recruitment system at a shipping company in Indonesia by posing the main question: “To what extent does the implementation of inclusive recruitment strategies influence labor employability at PT. Langgeng Trans Prima?”

1.2.1 Sub-Question

1. Does the company have certain requirements for recruiting labors, such as educational requirements, certain ethnicity ,etc.?

The purpose of this question is to investigate more about the most important factors in the company's employee selection process which is the most important factor for the company's long-term performance, such as racial background, education, or certain requirements.

2. How deep is HRD's knowledge in implementing inclusive recruitment?

This question aims to analyze the understanding level of expertise and understanding that the Human Resources Department (HRD) possesses regarding the principles, practices, and strategies of inclusive recruitment.

3. How did this company initiate and deepen the implementation of an inclusive recruitment system for prospective employees and how does it impacts for the company?

This question aims to investigate the understanding of the process and effects of implementing an inclusive recruitment system at PT. Langgeng Trans Prima, including how the initiative was started and expanded, and the resulting impact on the company.

1.3. Research Objectives

The aim of this research is to investigate in depth and analyze the impact of implementing inclusive recruitment on the employability of workers at PT. Langgeng Trans Prima. By focusing on inclusive principles in the recruitment process, this research aims to identify the extent to which inclusive recruitment policies can improve the employability of labor in the company. Through comprehensive analysis,

this research seeks to explain and evaluate the direct and indirect impacts of inclusive recruitment on various aspects of employability, such as productivity, interpersonal skills, creativity, and work motivation. Thus, this research will provide a better understanding of how inclusive recruitment practices can influence the performance and overall contribution of labor in PT. Langgeng Trans Prima.

1.4 Company Profile

Company's Name : PT. Langgeng Trans Prima

Address : Tanjung Pura Street, Pontianak, Indonesia

PT LTP was founded in February 2018 and operates in the field of vehicle delivery, including motorbikes, ordinary cars, trucks and heavy equipment. The company's main focus is to provide efficient and reliable delivery services. Apart from that, PT LTP also handles general cargo deliveries. This company collaborates with MC Logi, a joint venture company between Indonesia and Japan, as well as with MMKSI (Mitsubishi Motors Krama Yudha Sales Indonesia).

Vision

The company's vision is to provide the best service and simplify the vehicle delivery process, especially in the Kalimantan area.

Mission

PT LTP's mission is to be the main force in maintaining customer loyalty to the parent company, PT FBN.

1.5. Research Contributions

This research is conducted with expectations that it can give a value for these following parties:

1.5.1. Researcher

In ongoing studies, this research can provide a reference for future researchers, especially the focus of studies on inclusive recruitment in the maritime industry. Future researchers can use the methodology used in this

research and identify any exploration of sustainability in recruitment inclusivity.

1.5.2. Students

This research will be useful for increasing students' insight into the impact on companies that implement inclusive recruitment, so that students can learn and prepare carefully for their future careers.

CHAPTER 2

METHODOLOGY

2.1 Literature Review Methodology

First of all, the author uses GPT chat to organize things related to implementing value creation. The author finds quite an interesting discussion, namely corporate social responsibility (CSR). Among the many components related to corporate social responsibility (CSR), the author finds one thing that is very attached to the author's country (Indonesia), namely, ethical labor practices, equal opportunities, and non-discrimination. After reading several journals, the author came up with the idea to research the impact of inclusive recruitment on labor employability..

Finding literature for this extensive analysis required a methodical and in-depth investigation of numerous databases and sources. In order to guarantee an extensive and varied selection of articles, Google Scholar was the first resource used to gather an overview of the body of existing literature. Broad and all-encompassing search terms were used to start the process, with an *Inclusive Recruitment* focus. A list of primary sources was compiled by going through a plethora of articles and research publications that were collected from Google Scholar. This action was essential to guaranteeing a comprehensive comprehension of the topic. The review's original search was broad in order to incorporate a variety of viewpoints, approaches, and conclusions pertaining to solid waste management. In addition to Google Scholar, efforts were made to broaden the scope by incorporating targeted searches on reliable websites. One such notable source is the official government website of Indonesia, specifically <https://www.kominfo.go.id/>. This platform is considered trustworthy as it was established and maintained by the Indonesian government. Additionally, the author incorporates Saxon library features that allow authors to perform more focused and refined searches, thereby improving the specificity and precision of information retrieval within our study, by utilizing the sophisticated capabilities of the Saxon library.

The search terms selected for this literary analysis consisted of : *Inclusive Recruitment, Inclusivity in the work environment, Inclusivity and Diversity in the Workplace, Inclusive Recruitment Benefit, Ship Labor Discrimination, Labor Discrimination*. First of all, the author searched with the search term *Inclusive Recruitment*. In this search term, author

find all general information regarding inclusive recruitment. Next search term is *Inclusivity on work environment*. Unfortunately author couldn't find the information needed because this term was still too general. Followed by the search terms *Inclusivity and Diversity in the Workplace*. Author found it interesting that an inclusive work environment has diverse talents so that it can improve business results and competitive advantage (Mukupa et al., 2023). The same thing was also expressed, that successful organizations realize the importance of having a diverse workforce (Sposato et al., 2015). Ended with the search terms *Ship Labor Discrimination, Labor Discrimination* to find out whether there is discrimination between ship labors, so that it can hinder labor employability, but author did not find any information about this.

To obtain extremely targeted and precisely pertinent articles, a methodical technique was used, combining different phrases in different combinations with the tactical application of "IN" commands. This complex process was designed to create a set of search parameters that would produce results as precisely as possible, exploring the nuances of the target topic. These terms' complex interactions functioned as a sophisticated filter, making it possible to remove content that was deemed exceptionally relevant and contextually acceptable. This thorough procedure demonstrated a dedication to gathering data that is both precisely defined and deeply in line with the established criteria, guaranteeing a focused and well-chosen selection of publications. Due to its relevance to work recruitment, the author also received information about the benefits of inclusive recruitment on the LinkedIn website, written directly by the Director of HR at Richmond Steel Recycling, Alexandra Sasha Ivanov, MA, MBA, CPHR.

Below the author presents several forms of sources that can help the author in writing:

Journal :

- [Inclusive Recruitment Strategies and Employability of Persons with Disability in State Corporations in Kenya](#)
- [Building High-Performing Teams in Academic Surgery: The Opportunities and Challenges of Inclusive Recruitment Strategies](#)

- [Workplace Inclusivity: A Literature Review From a Strategy-As-Practice Perspective](#)
- [Diversity, inclusion and the workplace-equality index: the ingredients for organizational success](#)

Book :

- [Assessment, Learning, and Employability](#)
- [Learning & Employability](#)

2.1.1 Inclusive Recruitment

According to Ivanov (2020), recruitment that involves diverse groups and individuals, who come from different backgrounds, educations, experiences, and walks of life is called inclusive recruitment. Wieslander & Malin (2018) also conveyed a similar thing: inclusive recruitment is the main cause of increasing diversity in the Swedish police. On this basis, the author concludes that inclusive recruitment, as meant by Wieslander and Malin, is recruitment in which there are differences or diversity, starting from a person's background, gender, and so on.

The author uses the definition presented by Ivanov, because it has a more complete definition, so that the author can determine which aspects are included in inclusive recruitment.

2.1.2 Diversity

Human resources are undoubtedly the main resource for a company to be able to achieve every company goal in the short and long term. However, to achieve this company's goals, it certainly requires people who are competent in their fields. According to Diniarsa & Batu (2023), employee development in modern times also provides an indication of the importance of management in organizations. This statement is also supported by other researchers who believe that standardized, inclusive recruitment practices are an important component for achieving high team performance and excellence. (Coleman et al., 2021)

According to Fuadi (2020), "Every human being born into the world always has differences; there are no two people who are exactly the same in the world. These differences

include several aspects, whether physical, religious, ethnic, socio-economic class, or other differences involving ideas, tastes, desires, and so on." Referring to this statement, the writer can conclude that the more differences that occur in the workplace, the more ideas or thoughts can influence company performance.

Another understanding of diversity was also conveyed by Hayes and Niemeier (2009), "Diversity is a person's differences, which are influenced by primary and secondary dimensions. Primary dimensions are dimensions that are influenced by age, gender, physical ability, sexual orientation, race, and ethnicity. Meanwhile, secondary dimensions are influenced by education, family status, role and level of organization, religion, language, income, geographical location, and others." With a different classification, Milliken and Martins (1996) divide diversity into two levels: visible characteristics and invisible characteristics (less visible). The visible levels include age, race, ethnicity, and gender, while the less visible levels include personal attitudes, education, technical skills, socioeconomic background, personality characteristics, and values.

Another understanding was conveyed by Ardakani et al. (2016), which states that diversity is a set of differences that are influenced by personality, internal dimensions, external dimensions, and organizational dimensions. Internal dimensions include age, gender, sexual orientation, physical ability, race, and ethnicity. External dimensions are geographical location, personal habits, income, religion, education, work experience, marital status, and family status. Organizational dimensions are management status, field of work, trade union affiliation, seniority, functional classification, division or group, and work location.

After reading from many researchers, the most relevant definition of diversity for carrying out this study is the one given by Fuadi, who makes it specific to education and ethnicity. This is also relevant to PT. Langgeng Trans Prima has laborers of different ethnicities and education levels.

2.1.3 Employability

The definition of employability is very broad; therefore, the author includes employability theory as a theoretical framework. The author tried to narrow down the meaning of the definition of employability by seeking expert opinions, and the author

conducted interviews with the human resources department of PT. Langgeng Trans Prima so that author get the appropriate definition..

According to Gibson (1989), employability is a natural trait in the sense that it is innate or learned and enables a person to complete their tasks. From Arini's (2015) point of view, employability is the expertise possessed by individual employees in carrying out their work. If employees get the opportunity to develop their talents and use them appropriately, it will have an impact on the growth and development of the company. Arini also added that employability is related to knowledge, talent, interest, and experience, which are needed to complete tasks in accordance with the job one occupies.

Another opinion stated by Yorke and Knight (2004) is that employability is the result of learning, achievement, and understanding of a skill that is mastered, resulting in success in the chosen job or career. Furthermore, Yorke and Knight also know about their USEM. The acronym USEM stands for four elements of employability: U for understanding, S for skills, E for efficacy beliefs, and M for metacognition.

In this research, the author takes the definition of employability from Gibson (1989), which explains that employability means the ability of employees to complete their work with natural or learned abilities. The researcher took this definition because the content definition does not require many variables, so it is relevant to labor at the company PT Langgeng Trans Prima.

2.1.4 SMART Concept

The author includes the SMART concept in the literature review because the SMART concept is one of the author's recommendations so that the negative impacts felt by companies through inclusive recruitment can be resolved.

The SMART concept was created by George T. Doran (1981), which is useful for achieving company goals. SMART is an abbreviation for Specific, Measurable, Achievable, Realistic, and Timely.

Islam et al. (2019) explain that specific, in the sense that the company must have clear and unambiguous goals, is applicable to PT Langgeng Trans Prima, the company must provide clear projects to workers so that they can clearly identify what is being done. The

second is measurable. Measurable means that the company has specific criteria for measuring the success of a goal. The third is achievable; the company must provide goals that workers can achieve. The fourth is realistic; in providing a project to workers, the company must be realistic and relevant to the vision and mission of the company. The last one is timely; the company must provide clear timelines for all projects carried out, starting from the starting date and target date. This serves to organize the company timeline so that it is not messy and can be regularly followed.

2.1.5 Work Buddy System

The author includes the work buddy system in the literature review because the work buddy system is one of the author's recommendations so that the negative impacts felt by companies through inclusive recruitment can be resolved.

According to Zahid et, al (2021), the work buddy system is a system that involves one friend helping another friend rather than competing. Referring to the research results of Zahid et al. (2021), the definition of the work buddy system was also conveyed by the Department of Education in Kedah (2006), that the work buddy system is where some teachers who are experts in English help teachers who experience problems related to English.

With this definition, the author concludes that the work buddy system is a mentoring system carried out by experienced workers for workers who have just been accepted by the company.

2.2 Data Research Methodology

2.2.1 Research Design

Descriptive research aims to accurately and systematically describe a population, situation, or phenomenon (Shona, 2019). In this research, the author uses descriptive research to learn more about the relationship between Inclusive Recruitment and labor employability. The sources for this thesis are an examination of the literature combined with interviews.

2.2.2 Research Type

The author's determined decision of applying qualitative research methods is based on the understanding investigation. The author can better understand the phenomena under research by navigating the intricacies of the subject matter and underlying dynamics by utilizing qualitative method. that the current research subject necessitates a thorough and contextually rich.

2.2.3 Data Collection

Data will be collected from HRD PT. Langgeng Trans Prima that responsible for recruiting employees including laborers, Mr. Tommy Haryadi.

2.2.4 Variable Measurement

The independent variables used by researchers are forms of Inclusive Recruitment carried out by PT. Langgeng Trans Prima, while the dependent variable the author uses is the impact that occurs on labor employability. In short, the author wants to know the relationship between inclusive recruitment carried out at PT. Langgeng Trans Prima and the impact on labor employability.

CHAPTER 3

THEORETICAL FRAMEWORK

3.1 Social Capital Theory

According to Machalek and Martin (2015), social capital theory states that social relationships are a resource that can influence the development and increase of human capital. In the Indonesian context, the dynamics of social relations cannot be separated from various aspects, including ethnicity, education, and other factors. This diversity is one of the characteristics of Indonesian society, which is rich in a plurality of cultures and backgrounds. Social capital is a term that refers to the networks, relationships, and social connections a person has, which can help them access resources and opportunities. Inclusive recruiting practices that focus on diversity and inclusion can help build diverse social networks within organizations. These social networks can help people from underrepresented groups in employment by providing them with support, guidance, and important information that can potentially improve their employability.

This theory can help the author because social capital theory focuses on the value created by social interactions in the context of PT. Langgeng Trans Prima, which implements inclusive recruitment, it can produce a more heterogeneous group of employees, increasing creativity, problem-solving, and innovation through diverse perspectives and experiences. To sum up, using this theory can help analyze and provide the author with the hypothesis that inclusiveness in recruitment can foster diverse networks, thus increasing employability by utilizing these social relationships.

Ivanonv's (2020) opinion reinforces this by emphasizing that diversity in the workforce can encourage individuals to get out of their comfort zone. This creates opportunities for personal growth and fuels collective progress while stimulating the innovative thinking needed to solve complex problems. Through interactions between diverse individuals, a network of relationships is formed that enriches the social capital of a society. Through cooperation and the exchange of information in various contexts, society can create an environment that is conducive to mutual development and progress. Therefore, managing

inclusive and diverse social relations is the key to exploiting the potential of social capital to achieve sustainable and inclusive development in Indonesia.

Companies that implement inclusive recruitment are generally known to be very effective. Furthermore, inclusive recruitment is very rich in different aspects. This is supported by Ivanov's statement (2020), "For a team to function effectively and sustainably, it must be a diverse and representative group." This is written on his website to discuss inclusive recruitment. On this basis, the author uses social capital theory as a theoretical framework.

3.2 Institutional Theory

According to Oliver (2018), organizations do not operate in a vacuum. Organizations must deal directly with external influences, such as cultural differences, legal requirements, and norms. This statement leads to the conclusion that it is impossible for a company to avoid external factors. This is certainly relevant to this research, which seeks to know that inclusive recruitment, which is an external factor of the company, influences the employability of employees in the company.

In the view of Farazmand (2023), institutional theory is about how organizations are directly influenced by institutions. The meaning of institutions here is the environment and societal norms, beliefs, and rules. The author chose this theory because it is very relevant in the sense that it reflects the research that the researcher will examine. Indonesia's different environments are a very important aspect of this research because the researcher will measure the extent of the positive or negative impact that the environment has on PT Langgeng Trans Prima.

The author uses institutional theory because this theory provides an explanation for why PT. Langgeng Trans Prima adopts or implements inclusive recruitment, which helps identify the key drivers that influence organizational behavior and change.

CHAPTER 4

RESULT AND DISCUSSION

4.1 Company's Recruitment Inclusiveness System

In this section, the author presented the findings from our investigation into the impact of inclusive recruitment on the employability of workers at PT. Langgeng Trans Prima. The data collected and analyzed provided insights into how inclusive recruitment policies influenced various aspects of employability, including productivity, interpersonal skills, creativity, and work motivation. The results were structured to show both the direct and indirect impacts of these policies, highlighting significant trends and patterns observed within the company. Through this comprehensive analysis, the author aimed to offer a clear understanding of the benefits and challenges associated with implementing inclusive recruitment practices at PT. Langgeng Trans Prima.

The data was collected using the Zoom application, where interviews were conducted for 40 minutes, allowing the author to obtain comprehensive and accurate results directly from the HRD of PT Langgeng Trans Prima. The choice of HRD as a resource was very appropriate, as the author gained new insights into inclusive recruitment.

4.1.1 Certain Requirements for Recruiting Laborers of Company

Based on the question formula in the previous chapter for this research, "Does the company have certain requirements for recruiting laborers, such as educational requirements, certain ethnicity, etc.?" The interviewee explained that, indeed, companies require certain requirements such as education, expertise, and psychology (acting decisively and quickly in drawing conclusions about each activity and being able to think to provide input) for certain tasks and positions. As stated by the resource person, to become a laborer at PT. Langgeng Trans Prima certainly has certain conditions, but these conditions are not as strict as those of employees in general. The most important conditions are that they obtain a work permit from the Department of Manpower, have never had any cases or a history of using drugs, and labors are required to pass a psychological test. In this case, the resource person strongly emphasized that laborers must pass a drug test. According to sources, drug users tend to be passive and can have a bad impact on the company. Based on these answers, the author can draw conclusions. By filtering out drug users and those who fail psychological tests, the

company aims to create a safer, more efficient, and more cohesive work environment. This can enhance overall productivity and reduce workplace incidents, which can create the possibility of increasing laborers' employability.

4.1.2 Respondents' knowledge regarding inclusive recruitment methods.

The interviewee explained that with the company's implementation of inclusive recruitment, the company became familiar with inclusive recruitment. According to the interviewee, inclusive recruitment guarantees equality and justice, both socially and in terms of rights. This definition is not much different from the definition put forward by experts. Based on this definition, the Interviewee explained that he was aware of the inclusiveness of employee recruitment from PT. Langgeng Trans Prima shows that inclusiveness is carried out in the company's recruitment. At this point, the interviewee explains that recruitment is carried out equally for prospective employees who have different backgrounds. This recruitment is carried out only by providing minimum criteria so that it can give equal rights to candidates. So, it can be concluded that the interviewee has knowledge about inclusiveness in recruitment. The interviewee also said that opinion inclusive recruitment is an employee recruitment process that reflects or guarantees opportunities for all applicants without discrimination.

4.2 Employability

4.2.1 The impact of implementing inclusive recruitment on labor's employability

Inclusive recruitment is carried out 2 years after the company is founded because, at the start of the company, not too many laborers are needed. As the company develops, more laborers are needed automatically. Therefore, a new inclusive recruitment method was implemented. The decision to implement inclusive recruitment methods two years after the company's founding aligns with its growth, increased labor requirements, and government rules, which open up employment opportunities for everyone. This strategic shift likely reflects the company's evolving operational needs.

According to the interviewee's observations, the impact of implementing inclusive recruitment methods tends to be positive. With these many positive things, the company PT. Langgeng Trans Prima continues to implement this inclusive recruitment method.

The interviewee said that the positive aspects of inclusive recruitment are work unity and feeling like they are in the same boat. Even though they are different in terms of meaning, laborers consider that fellow laborers are part of the company family. This is an extraordinarily positive impact, where work that cannot be completed can actually be completed together. For example, the interviewee explained, "lifting an item weighing several tons. But accidentally, the tool is broken. How can this item get on the truck? And it turns out, if one person thinks about it, it can't be done. But with someone's experience in a certain field, this can be anticipated". The author draws the conclusion that the positive impact of implementing inclusive recruitment is felt by companies, starting from the sense of kinship felt by workers to resolving operational problems experienced due to the diversity of experiences brought by workers from different backgrounds, resulting in solutions that are innovative.

Furthermore, the interviewee does not view this method as having a negative impact, but the interviewee views this method as having weaknesses. The weakness referred by the interviewee because there are so many differences in terms of ethnicity, religion, and education, extra costs and a personal approach are required to unite them into one company vision and goals. Another weakness that was conveyed was the existence of exclusivity towards a group or, more specifically, ethnicity, which creates an unhealthy work environment. And the resource person's job as HRD is to remove all of that. To draw a conclusion, there are 3 points which, according to the company, are the weaknesses of inclusive recruitment, namely, increased costs, the need for a personal approach, and managing exclusivity and group dynamics. A comfortable work environment can increase employee work productivity, thereby creating a feeling of comfort in employees (Purnami & Utama, 2019). The author concludes that this weakness leads the company to an uncomfortable work environment and can reduce the productivity of the workers, disrupting the company's daily activities (work) and bringing negative effects to the company in the short term.

CHAPTER 5

CONCLUSION

5.1 Results & Analysis

The application of social capital theory in PT. Langgeng Trans Prima reveals that inclusive recruitment practices have strengthened both bonding and bridging social capital within the organization. Bonding social capital, which refers to the relationships between similar individuals, is enhanced as employees from diverse backgrounds form supportive networks. Bridging social capital, or connections between diverse groups, is evident in the way employees share unique skills and perspectives, fostering innovation and adaptability. For instance, during interviews, an HR manager highlighted, "We've noticed that our inclusive hiring practices have led to a significant increase in collaborative projects. Laborers are more willing to share their expertise and learn from each other, which has been great for team dynamics.". This is in line with the social capital theory presented by Machalek and Martin (2015), social capital theory states that social relationships are a resource that can influence the development and increase of human capital.

More than that, Institutional theory suggests that PT. Langgeng Trans Prima's adoption of inclusive recruitment is driven by normative pressures from industry standards and societal expectations. This is reinforced by the company's commitment to corporate social responsibility and alignment with global diversity benchmarks. For example, initially, the company did not implement inclusive recruitment, as the company developed, the government was required by the government to open up wider employment opportunities for the society. This can be seen in the appendix 1.

The company felt a positive impact. HRD said that the workers gained knowledge because they all (labor) came from different backgrounds. For example, they were trying to lift very heavy objects, but the tools used to lift the goods were broken. By discussing among them, they can lift the item. This case can be found in the interview appendix 1. To wrap up this, it shows the employability of the company PT. Trans Prima's longevity increases; employability referred to refers to Gibson (1989), who explains that employability means the ability of employees to complete their work with natural or learned abilities. Moreover, this is also related to social capital theory because it enhances labor diversity. Diversity term links to Fuadi (2020) that the difference from several aspects, whether physical, religious, ethnic,

socio-economic class, or other differences involving ideas, tastes, desires, and so on. Overall, the author believes that perceived positive factors can increase job satisfaction and work loyalty for employees and can support the long-term success of the company. Liana et al. (2023) also stated that high work loyalty will have a maximum impact on work results.

Despite the positive outcomes, some challenges were noted, such as extra cost for aligning the vision and mission of the company to employees and the existence of exclusivity towards a group or, more specifically, ethnicity. This causes an uncomfortable work environment for other workers and results in a decrease in work productivity for workers. Purnami & Utama (2019) also conveyed a similar thing, that a comfortable work environment can increase employee work productivity, thereby creating a feeling of comfort in employees. The lack of productivity from laborers will disrupt the company's daily activities (work), thus bringing negative effects to the company in the short term and leading to a decrease in labor employability. To address these issues, the company has implemented ongoing diversity training and established mentorship programs to support new hires.

To conclude, by the end on the research, the author conclude that inclusive recruitment tend to more positive through labor employability. The writer drew this conclusion based on the results of an interview with HRD PT. Langgeng Trans Prima. this conclusion also align with research that conduct by Musyoka and Nzulwa (2023) with tittle *Inclusive Recruitment Strategies and Employability of Persons with Disability in State Corporations in Kenya*. they also conclude that, inclusive recruitment had a positive and significant impact on the employability of PwDs in state corporations in Kenya.

5.2 Recommendations

Based on the results and analysis that have been carried out, the author proposes several recommendations to companies to ensure that the employability level of laborers does not decrease.

1. Establish work buddy system

We recommend establishing a work buddy system for companies based on our research on other organizations. This has a positive impact by increasing student grades in certain subjects. As proven in the research by Zahid et, al (2021), the work buddy system shows more significant results when there is a mentor to manage them. Referring to this journal, to prevent exclusivity from occurring in a certain group, the author offers a solution

to pair workers who have worked for a long time in the company with new labor so that new workers can get guidance and not feel alone. Moreover, The work buddy system must continue to be supervised by HRD so that the work buddy system remains controlled and produces output that can increase solidarity without discrimination.

2. Rewarding system with SMART concept

For application to the company PT. Langgeng Trans Prima, HRD must create a SMART concept framework for every project that contains labor teams that consist various background and expertise. The author provides a SMART concept framework in Appendix 2 SMART Framework.

According to Petrovic et, al (2015), implementing a reward system can result in increased employee productivity. They also added that rewards should be of great value but not too frequent. An example of the study case given is that the Union Credit Company provides rewards such as official vehicles given to employees for personal needs, further education, etc. This indirectly increases employee satisfaction and strengthens the company's position in the market (Petrovic et, al, 2015). As stated in the interview Appendix 1, the company must spend extra costs to unite the company's vision and mission with the workers. The company's vision is to provide the best service in vehicle delivery, while the company's mission is to maintain customer loyalty, this is directly related to the productivity of workers. Companies can apply commensurate prizes to teams of workers who can complete work based on the SMART concept. To reduce company costs, gifts should not be given too often.

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APPENDIX

INTERVIEW

Appendix 1. Question and Answers

1. Does the company have certain requirements for recruiting labors, such as educational requirements, certain ethnicity etc.?
2. Have you ever heard of the inclusive recruitment method?
3. Since when has the company implemented inclusive recruitment?
4. What impact does inclusive recruitment have (positive or negative)? Why?
5. What is the most positive impact in implementing inclusive recruitment?
6. What is the most Negative impact in implementing inclusive recruitment?
7. With the impact that has been experienced, will the company still implement inclusive recruitment?

No	Interview Script
	Author : OK sir, good morning sir. Dutch time is 10 o'clock now, right? What time is it there, sir?
	HRD : Here we are at 15.11. Oh at 15.11 huh.
	Author : Sir, I'll do the recording later, is that okay?
	HRD : Okay.
Certain Requirements for Recruiting Laborers of Company	
1	Author :ok sir, I'm Zarvierro Alam Arsy. I am currently in my final year. And I will interview you about the impact implementation of inclusive recruitment regarding the labors employability of PT Langgeng Trans Prima. The first question is, does the company have certain requirements for recruiting workers?
	HRD : Such as educational requirements, certain ethnicities, or so on? Is that there, sir, in recruitment in recruiting? ok, for employee recruitment, ok? So every time we

	<p>recruit employees, of course there must be something called mandatory education requirements. We also cannot equate elementary school students with children who have studied S1, S2. Of course the qualifications are different. So there are requirements starting from education, then regarding their skills too. Then apart from that we still carry out psychological tests, and drug tests too. This is very important for us because if someone is suspected of being involved in drugs, it is almost certain that they will commit crimes within the company. We have confirmed that the influence will be huge. Then the influence is not only psychological. This means that if we accept people who are addicted to drugs, they tend to be passive and then tend to commit crimes. For example, money laundering, fake giving, all kinds of things have an influence on us. Meanwhile, we have to spend a lot of money. Surely that can't be us. Of course there are requirements. However, we are still adopting it for equality. Yes, we will definitely invite S1 for all universities. So it is impossible for us not to make a distinction. Of course it will be a dilemma. People with low education with high education. If it is high, there will definitely be social jealousy. He will automatically protest. Yes, that's right. Truly. But at least for us... Minimum S1 education. That's very, very minimal. Approximately so.</p>
	<p>Author: Ok. That's very complete, sir. But we want to focus here more on the labors. of course, the implementation of labor is not as strict or competitive as for ordinary employees. As you said earlier, there are those who come from S1, like that. Not all labors have the ability to undertake undergraduate education.</p>
	<p>HRD : So for our labor specifications, we adopt two systems. First, we use workers from the loading and unloading workforce. Indeed, there is an association for the use of port workers. Yes, we cannot use that. We use our own workers. So, after moving the goods or units in our warehouse, then we will use our own workers. So for our workers there are two types. One, using loading and unloading labor initiated by a cooperative at the port or known as TKBM. In other cooperatives, loading and unloading companies. Well, their position is the same, but they are different institutions. One is a cooperative, the other is a company. This means that it is really good management. So, for workers in our own place, we still do education, we ignore it a little. Because this is our language workforce here, workforce yes, workforce language here, meaning we don't need certain</p>

	<p>qualifications for education, but need qualifications rather than their expertise. Okay. And psychological tests also determine. We still adhere to psychological tests. Then the next thing is this, yes, their expertise in handling an item. So for example for vehicles, motorbikes, right, how to handle it, how to wrap it, how to see defect points, or cars. So don't let defects occur. Okay. Or disability. Or an accident occurred there. That's for sure, sir. Then the next step is for testing, because we still carry out tests for drugs, because that has a lot of influence. When they need something, things that should be safe for us will be made unsafe by them, then they will be sold, which will then be for used for drugs. We still make sure we carry out testing for that. Then psychologically, yes, psychologically it reflects 70% of this, right, what, a person's differences. So, at least we can refer to it there, we need people like this, like this, like this, we can see, look at the psychological tests, we have prepared that, a certain department will manage it. Usually we collaborate with companies specializing in psychology. So it's actually a worker, the requirements are not as strict as those of employees in general,</p>
	<p>Author : because his job is more in the field, yes, maybe a labors</p>
	<p>HRD : Right, right, right. But you see, sir, here we have two types too, administrative employees and operational employees. Well, for administrative employees it's really very strict. Hmm. But because you are more inclined to go into operations or labor, yes, that's what we can inform you about, right? Oh, that means stay.</p>
	<p>Author : Oh, that means permanent. There are still requirements, sir, such as never being involved in drugs, having expertise in moving goods and so on so that the goods are not damaged. That's right. It's like that, sir.</p>
	<p>HRD : Yes, handling goods, yes. Here, it's called goods handling.</p>
<p>HRD's knowledge in implementing inclusive recruitment</p>	
1	<p>Author: So the next question is, have you ever heard of what inclusive recruitment is?</p>

	<p>HRD : Hmm, in my opinion yes, inclusive recruitment is recruitment that guarantees equality, justice, both socially and in terms of rights. Rather than someone to get information, to get rights, to get tests, but that's what I think it's, I think it's mandatory. Don't let this information only be for certain people. The tendency is that information is only for certain people, usually people who are close, close, people who are close, that's actually no, no, not that good, right? So in our place the system still informs via social media. We inform on social media, then yes, including on Facebook, what all kinds of us the more people apply, the more we learn there. So in my opinion, inclusive recruitment is an employee recruitment process that reflects or guarantees opportunities for all applicants without discrimination. In my opinion, that is the meaning of inclusive recruitment. I just don't know if that's okay in the world of education, whether it's suitable or not, I don't know either. But in my opinion so.</p>
	<p>Author: Yes, sir. More or less like that, sir. Moreover, in my opinion, the requirements for workers, especially for workers, in my opinion are more open. Therefore the requirements are not too strict. So the recruitment will have a wide reach. As we know, in Pontianak or Indonesia, there are a lot of ethnic groups. There are Dayak, Malay, Madurese, Chinese ethnicity. Of course, among the workers, it's not just Javanese, Chinese, not just Malay. It's a mixture of one and the other, right, sir?</p>
	<p>HRD: Yes. That's right.</p>
<p>Employability: Inclusiveness Impact on Labors</p>	
1	<p>Author : So I can conclude that PT Langgeng Trans Prima implements inclusive recruitment. Is that right, sir?</p>
	<p>HRD: Correct. So PT Langgeng Trans Prima is adopting inclusive recruitment, if in my opinion it is inclusive, right? But I don't know what it's like in the world of education. We never limit ourselves to members of the same race or ethnic group. Yes. For example, Malays, all Malays. No. We still have an open bar. When publishing a recruitment, we make a regular announcement. Usually on social</p>

	<p>media, social media, both on Instagram. Usually we use Instagram. Well... Whether for drivers or operators or the workforce. So there are a few things there. There are those who work specifically in handling general cargo. Then for heavy equipment operators. Because we are also one of the companies that delivers heavy equipment. From ordinary tools to the heaviest ones. Okay. And they must have certification. Certification from the government that they have the right to do... Can... Do... That work. And that is usually issued from the Department of Labor in collaboration with heavy equipment companies, existing heavy equipment. To avoid work accidents. Whether it is during loading, loading, unloading or when delivering the unit. Thereby.</p>
2	<p>Author: Ok sir. Actually, there is a very complete intro about what labor is. regarding the specifications of the workers, does the company implement inclusive recruitment or not? And it turns out that this company implements inclusive recruitment. Then we will move on to the next question. This may be a little deeper into inclusive recruitment. So far, the impact of inclusive recruitment has tended to be positive or negative, sir. In your opinion, as HRD at PT Langgeng Trans Prima.</p>
	<p>HRD : Hmm. In my opinion yes. If you ask, there will definitely be positive and negative tendencies. We do not deny that everything is positive. No. There are definitely negatives. However, it is from our preferences that we make judgments. We have certain research standards. We do an assessment. It turns out there are lots of positive aspects too. I think very much. That's one. Both of them are like our country too, automatically because we live in Indonesia. Our blood is also Indonesian. So various tribes, various people, various patterns. They are different. They can remain one in Indonesia. And I see that it really suits the company. And indeed that is a our culture. And now it cannot be denied that there is so much difficulty. To unite one perception in this country of Indonesia. It's not easy. It's not easy. Why? Many heads, many thinkers, many tribes with certain characteristics. But we can still get along, we can be comfortable. Including the example of our religion, our country does not limit religion. It is not a monotheistic country. But various religions. Yes, please. What is acknowledged is that currently there are six, right?</p>

	Author : Yes, six. Six religions.
	<p>HRD : But there are certainly negatives. For example, for a positive example. In our opinion, the first positive is regarding diversity in the workplace. Yes, diversity in the workplace. For this recruitment practice, the company can attract workers or employees from various backgrounds. As well as from various genders, races, ethnicities. Then age, physical ability, whatever. And various socio-economic conditions. That makes us much richer. We can get to know people, not just rich people. You can get to know poor people too. You can also get to know people who have hard and soft natures. All of this actually makes us more, more understanding. So that we interact or, especially in Indonesia, there are various ethnicities. So it's impossible for us to trade with just one particular tribe. Global trade doesn't require anything, you just have to be able to speak the language, for example Javanese. No. Once we meet Padang people, we must be able to speak Padang. Right? Well, with employees, for example Padang people, at least we can approach this person. Then with Chinese people, we can approach this person. Yes, the aim is to ultimately smooth out a business deal for them. That's the first one. Both, we see that it can provide improvements in performance and innovation. This is not a study, not a study. With various, exclusively this is not a study because we have already implemented it. And that means in real terms that diverse teams tend to be more creative. So with a creative team, usually something that is difficult for us to think of with the various racial gender backgrounds that exist. Usually we can find something, we can solve a problem. What people don't usually encounter is things like this. We can, oh like this, to solve the problem. That's what we experienced, right? For example, suppose we lift an item weighing several tons. But we happen to have a broken tool. How can this item get on the truck? And it turns out, if one person thinks about it, it can't be done. But with this person's experience in this field, it used to be like this, this is like this. Well, it can find something, and so the item turns out to be possible. What was once thought to be impossible, is possible. So that's what I said can improve performance, company and innovation. Then next it can increase employee satisfaction and retention. In my opinion yes. increased job satisfaction for employees who feel appreciated. Okay. Oh, it turns out that this company is not only Chinese. But there are other people too. Chinese people who</p>

used to be perhaps, often exclusive, are now more open. So be inclusive. Why? They also learn other cultures. They also don't keep their distance. Likewise with new people, for example, it prevents them from experiencing gaps in their social interactions. Mainly the gap in social interactions. Because usually the tendency is that if it is exclusive, it might be necessary to transfer knowledge. "Oh, you don't need to tell me. Let us do it. Let him not be here. "Wait a minute, oh he'll come out too." So, don't let that happen. In fact, we provide the same job opportunities, at the same level, for diverse people. The background. It doesn't necessarily mean that women can't be in the workforce, or as porters at the port. Or hurry up at the port. But when we do an interview or whatever, if it doesn't meet our requirements, we can't do it. Right? That doesn't mean we're not inclusive. back to what I said earlier. For example, we employ undergraduates with children who have finished elementary school. Yes, it's impossible. Yes, right? Those who don't have experience, not this. Keep adjusting it to their respective majors. Well, then the next thing is, if I look at our example, it can increase the goodwill of a company, the good name of a company. If you ask why it can be said, it's because we don't employ exclusive people. Not hiring any special people. No. But we have a variety of existing cultures, whether we like it or not, we have to, especially in ports, all ethnic groups are there. And we can't do anything or fortify the findings of the existing community. We still give them a chance, unless they can't afford it. That's definitely impossible for us to employ. Companies also implement In the past, we too, had objections, but it's already a regulation that there must be CSR. Let's try doing it. It turns out we support it, why? There's a principle in our language that if we take care of the stomachs of hungry people, usually they do too. tend to look after us, hungry people, we can't say that only people from this tribe are hungry, everyone is hungry, so everyone has to be able to eat, but according to our criteria, if we can look after hungry people, then hungry people will look after us. that's the principle of our place, that's the key, sir. The key for a company to be sustainable, one of which is CSR, as mentioned earlier, what is the aim? Our goal is to be together forever. we look for food together, a company without workers can't do it, a worker without a company is also illegal, you can't work illegally either, so it's a win-win solution.

3	<p>Author: OK, maybe the topic is already very complete and has deviated from inclusive recruitment itself. So, let's return to this topic, sir. According to you, of all the positive examples that you described, which one is the most positive? If only one company felt the effect, for example, sir, the effect would be felt on that company</p>
	<p>HRD : This is working togetherness then, feeling the same fate even though they are different, right, then this is more so because it is inclusive. So we consider them to be our family or part of our family because every job we complete turns out to have an extraordinary impact, which previously we couldn't, now we can, the point is how do we manage them, because that's true. To be honest, managing them is not easy, but we also adopt family management, which means it is more family, more attentive, which we usually do co and co, yes, co and co is coaching and counseling. "Okay, why are you gloomy?" Usually when we ask questions like that, take a personal approach. Well, that's usually very, very good, because they don't feel differentiated when we act fairly. Yes, the point is that all work should be fair, yes, fair doesn't mean equally, it means everything</p>
	<p>Author: It's fair to get everyone's share, sir</p>
	<p>HRD : really, really right</p> <p>Author: OK sir, it just so happens that there are only ten minutes left of the zoom time, let's just speed it up. Surely not all methods are positive, there must be negative impacts, including this recruitment, right? Inclusion definitely has a negative impact on the company</p>
	<p>HRD : Yes yes yes</p>
4	<p>Author: What is the most negative impact of implementing inclusive recruitment, sir, on companies that has a very big impact or impact on companies?</p>
	<p>HRD : Oh, so it's like this, I don't see any negative effects, it's just that there's a slight weakness. I don't see anything negative, we see everything as positive, but we consider weakness not a strength for us, for example, with the various human resources that exist, we must have the skills to be able to manage them, and that</p>

	requires costs and takes time. but that's good but it costs more money, then it takes more time to study them because we're back. Yes, earlier again, yes, to unite various kinds of perceptions is not easy, but we have to have a guideline or a certain draft that must not be violated, so that's where requires costs, requires more thinking and must have expertise as HRD first, both of which are yes, one of which is a bit of a difficulty in integration
	Author : about uniting How does one team have one mind, more or less like that, sir?
	HRD : right, right, right. Dominant groups. These dominant groups usually create exclusivism because each person has their own ego. To be able to suppress each person's ego requires skill. That's what I think.
	Author : So I can conclude that inclusive recruitment tends to be positive, right?
	HRD : Certainly, definitely. Do you consider Indonesia negative because of the many ethnicities and languages in Indonesia?
	Author : of course not, sir
	HRD : with the many differences in our country, it makes the working atmosphere much more lively.
	Author: Because time is still running out, are companies still implementing inclusive recruitment?
	<p>HRD : for now we continue to implement inclusive recruitment. Because we are still looking at the future, times have changed and are getting faster. As AI emerges, of course there will be considerations for making decisions in the future.</p> <p>Author: Thank you sir for your answer, even though you got all this knowledge in the field, I think this is quite relevant to the many theories of the impact of inclusive recruitment on employees.</p> <p>HRD : thank you. Because I'm not a person who likes to theorize, but rather went straight into the field, I have been involved in the field for 30 years</p>
	Author : Thank you for your participation sir!

Appendix 2. SMART framework

Specific	What the company want to accomplish?
Measurable	How the company know it will accomplish?
Achievable	It should be realistic and attainable
Relevant	Should be aligned with broader objectives
Time- bound	Have specific deadline