

Analysis of Human Resource Recruitment Practices in the Small and Medium Scale Tobacco Products Industry: A Literature Study

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Article Info

Article history:

Received 03 02, 2026

Revised 29 02, 2026

Accepted 30 03, 2026

Keywords:

HR Recruitment,
Tobacco Industry,
MSMEs,
Recruitment Digitalization,
Human Resource Management

ABSTRAK

This study aims to analyze human resource (HR) recruitment practices in small- and medium-scale tobacco industries and identify the challenges faced in the recruitment process. The study employed a qualitative approach with a literature review method, collecting and analyzing relevant journals, books, and other scientific sources. The results indicate that recruitment practices in the tobacco industry are still dominated by informal methods, such as recommendations from previous employees and family ties, resulting in a suboptimal selection process. This situation leads to low workforce quality, high turnover rates, and decreased company productivity. Furthermore, limitations in HR management systems and companies' limited ability to attract qualified workers are key challenges in the recruitment process. This study also demonstrates that digitizing recruitment through the use of social media, job search platforms, and digital-based technology can improve recruitment effectiveness and help companies acquire a more competent workforce. Therefore, a more structured, professional, and technology-based recruitment system is needed to improve the quality of HR in small- and medium-scale tobacco industries and support company competitiveness..

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1. INTRODUCTION

Human resources play a crucial role in maintaining the continuity and development of companies, particularly in the small and medium-scale tobacco industry, which still relies on manual labor for production. However, human resource management in small and medium-sized industries still faces various challenges, particularly in employee recruitment. Many companies still employ simple recruitment systems, such as through family ties, recommendations from previous employees, or recruitment without a clear selection process. This leads to high employee turnover, low worker quality, and suboptimal productivity. Research by Fatika Febrilia Kusumastuti and Gita Aulia Nurani indicates that inappropriate recruitment and selection processes result in companies recruiting

workers who do not meet their needs, thus reducing the quality of employee performance (Kusumastuti & Nurani, 2022).

Recruitment is the number and categories of employees required, as determined in formal human resource planning or human resource management. Recruitment is structured through detailed recruitment planning and presents job requirements in the form of employee needs for new vacancies, resignations or retirements, or expansion into new areas or work areas that require additional staff (Sinambela, 2016:119).

Recruitment is necessary due to the need to place personnel according to their expertise (the right person in the right place), as well as the organization's need to support the efficiency and effectiveness of organizational goals, and to maintain control over selected bureaucrats. The goal of recruitment is generally to provide greater autonomy to groups of workers in carrying out their duties (Chandra et al., 2021:60).

HR recruitment problems also frequently occur in small and medium-sized enterprises due to limitations in HR management systems. Most MSMEs implement informal recruitment without structured selection methods. As a result, the recruitment process is ineffective and makes it difficult to produce a competent workforce. Research by Millenia Titisari and Khairul Ikhwan states that recruitment ineffectiveness is caused by weak workforce screening, limited recruitment methods, and suboptimal dissemination of job vacancy information (Titisari & Ikhwan, 2021). This situation indicates that recruitment practices in small and medium-sized industries need to be improved to ensure companies obtain a quality workforce.

Furthermore, increasingly fierce industrial competition demands a more effective and efficient recruitment system. However, many small businesses focus more on meeting short-term workforce needs than on quality competency. Research by Dela Syafitri and Rizieq Nur Ilham shows that recruitment in MSMEs remains rudimentary and lacks professional human resource management (Syafitri et al., 2023). This makes it difficult for companies to retain employees and increase productivity.

Previous research generally addresses the impact of recruitment on employee performance, selection effectiveness, or general human resource management. However, specific studies on HR recruitment practices and challenges in the small and medium-scale tobacco industry are limited. Previous research has focused primarily on general manufacturing or large MSMEs, thus failing to address the unique characteristics of the workforce and production in the tobacco industry. Research by Hibarkah Kurnia, Indra Setiawan, and Hernadewita explains that ineffective recruitment leads to wasted costs, time, and effort, necessitating a structured and efficient recruitment system for companies (Kurnia et al., 2022).

Other previous research by Cattleya Rejito, Adifa Putri Dewi, and Virsahaya Fachrilla (2023) addresses human resource capacity building through management training and SWOT analysis in the tobacco farming sector in Sumedang Regency. The results of the study indicate that the training improved participants' business management skills and understanding of tobacco business development. This study also identified human resource issues such as a lack of workforce experience and a high use of casual labor. Similarities between this and the author's research lie in the discussion of human resource management in the tobacco industry. The difference is that the previous study focused on management training and SWOT analysis, while this study examines HR recruitment practices and challenges in the small- and medium-scale tobacco industry. (Rejito et al., 2023)

Based on these issues, this study aims to analyze HR recruitment practices in the small- and medium-scale tobacco industry and identify recruitment challenges through a literature review. This study argues that informal and unstructured recruitment practices contribute to the low quality of the workforce and the high turnover rate in the industry. Therefore,

2. METODE

This research employed a qualitative approach using a literature review. This approach was chosen because it aimed to examine, analyze, and synthesize various previous research findings related to human resource (HR) recruitment practices in the small- and medium-scale tobacco

industry. Literature review allows researchers to gain a comprehensive understanding of the phenomenon under study, based on various existing scientific perspectives.

The research design employed was descriptive qualitative, systematically describing HR recruitment practices and the challenges faced based on findings in the literature. This research did not involve direct field data collection, but instead utilized secondary data from various scientific sources, such as national and international journals, proceedings, books, and research reports relevant to the research topic.

The research procedure involved several stages. The first stage was topic identification and problem formulation, which focused on the study's focus on HR recruitment practices and challenges in the small- and medium-scale tobacco industry. The second stage was a literature search, conducted through scientific databases such as Google Scholar, ScienceDirect, and accredited national journal portals. Keywords used included "HR recruitment," "human resource management in MSMEs," and "tobacco industry." The third stage is literature selection, which involves selecting relevant, up-to-date, and highly credible sources. The fourth stage is data analysis and synthesis, grouping findings based on specific themes such as recruitment methods, influencing factors, and challenges faced. The final stage is drawing conclusions, which are based on the overall literature analysis.

The data collection technique in this study utilizes documentation, which involves collecting various scientific documents related to the research topic. The data sources used are peer-reviewed journal articles, human resource management textbooks, and other relevant scientific publications. Inclusion criteria for literature selection include: (1) relevance to the topic of HR recruitment, (2) focus on the MSME sector or labor-intensive industries, and (3) publication within a relatively recent timeframe to ensure data up-to-dateness.

The data analysis technique used is descriptive qualitative analysis with a content analysis approach. In this process, researchers identify, categorize, and interpret information obtained from various literature sources. The analysis is conducted by comparing research results to identify patterns, similarities, and differences related to HR recruitment practices. The analysis results were then systematically compiled to provide a clear picture of recruitment practices in the small and medium-scale tobacco industry and the challenges they face. Using this method, the research is expected to provide a comprehensive and in-depth overview of HR recruitment practices based on literature studies, thus providing a basis for developing more effective and contextual recruitment strategies for small and medium-scale industries.

3. RESULT AND DISCUSSION

Human Resource Recruitment Practices in the Small and Medium Scale Tobacco Products Industry

Based on literature observations, human resource recruitment practices in small and medium-scale tobacco industries are still dominated by simple and informal approaches. Most companies recruit workers through recommendations from existing employees, family relationships, or information obtained from communities surrounding the company. This approach is considered faster, more practical, and more cost-efficient for companies in fulfilling labor needs. A study by Fatika Febrilia Kusumastuti and Gita Aulia Nurani states that unstructured recruitment processes can create a mismatch between company needs and the quality of recruited workers (Kusumastuti & Nurani, 2022).

This phenomenon of informal recruitment is commonly found in small and medium enterprises due to the limited human resource management systems owned by the companies. Many business actors still consider basic work experience more important than professionally measured technical competencies. As a result, the process of recruiting employees is often carried out spontaneously without clear operational standards. Research by Sari and Nugroho explains that MSMEs in Indonesia still face obstacles in implementing professional recruitment systems because of limited managerial knowledge and cost-efficiency considerations (Sari & Nugroho, 2021).

On the other hand, small-scale tobacco industries also face pressure to maintain production continuity within a short period of time. This condition causes companies to prioritize labor availability rather than conducting in-depth selection processes. In practice, job applicants who have

social closeness to the company are often prioritized for recruitment. Research conducted by Rahmawati and Hidayat shows that social proximity remains a major consideration in labor recruitment within small industries in Indonesia (Rahmawati & Hidayat, 2020).

In addition to recruitment issues, the employee selection process in small and medium enterprises is still carried out in a simple and limited manner. Companies generally only conduct brief interviews, identity checks, and basic administrative verification without adequate competency testing. Financial limitations and lack of human resources are the primary reasons companies do not apply modern selection methods such as psychological testing or job skill assessments. Research by Millenia Titisari and Khairul Ikhwan indicates that ineffective recruitment is caused by weak screening systems and less optimal selection methods (Titisari & Ikhwan, 2021).

The limited competency evaluation during the selection process has the potential to produce workers who are not fully aligned with the operational needs of the company. The mismatch of employee skills often affects production quality and increases the possibility of workplace errors. In the long term, companies are required to spend additional costs on retraining or work adjustments for new employees. Research by Lestari and Wahyudi confirms that weak labor selection systems can reduce operational effectiveness and increase company training costs (Lestari & Wahyudi, 2019).

Furthermore, recruitment practices in the MSME sector often focus more on fulfilling the quantity of labor needs rather than ensuring the quality of employee competencies. This occurs because companies tend to prioritize maintaining daily production continuity instead of building sustainable human resource development systems. As a consequence, companies frequently experience high employee turnover due to job incompatibility. Research by Dela Syafitri and Rizieq Nur Ilham reveals that recruitment processes in MSMEs are still simple and focus more on meeting labor quantity rather than competency quality (Syafitri et al., 2023).

These ineffective recruitment practices indirectly affect company productivity and competitiveness amid increasingly intense industrial competition. Companies that fail to obtain qualified workers will face difficulties in maintaining production stability and product quality. Low employee competency also slows the company's ability to adapt to technological developments and market changes. Research by Andriani and Putra states that the quality of human resources has a close relationship with improving productivity and competitiveness in small and medium industries (Andriani & Putra, 2022).

In the context of the tobacco industry, the need for skilled workers is actually very important because the production process requires accuracy and high work consistency. Minor mistakes during production activities can affect the quality of final products and customer satisfaction levels. Therefore, companies need recruitment and selection systems capable of attracting workers who meet the competency requirements of the company. Research by Prasetyo and Kurniawan explains that labor quality is a key factor in maintaining production efficiency within labor-intensive manufacturing industries (Prasetyo & Kurniawan, 2021).

This condition indicates that companies need to improve their recruitment and selection systems in a more structured and professional manner. The implementation of work competency standards, basic capability evaluations, and systematic interview processes can help companies obtain higher-quality employees. In addition to improving workforce quality, effective recruitment systems can also reduce the risk of recruitment errors that may lead to company losses. Research by Hibarkah Kurnia, Indra Setiawan, and Hernadewita explains that ineffective recruitment causes waste of costs, time, and energy, thereby requiring a more structured and efficient recruitment system to improve human resource quality (Kurnia et al., 2022).

Therefore, strengthening recruitment and selection systems has become an important necessity for small and medium-scale tobacco industries in improving the quality of human resources. Companies can no longer rely solely on informal approaches if they intend to maintain productivity and business competitiveness sustainably. Improving recruitment processes can also become a strategic step toward creating competent, adaptive, and high-quality workers capable of supporting future business development. Research by Yuliana and Firmansyah emphasizes that the implementation of effective human resource management can improve organizational performance and business sustainability in the MSME sector (Yuliana & Firmansyah, 2024).

Challenges of Human Resource Recruitment in the Tobacco Industry

The analysis results indicate that small and medium-scale tobacco industries face various obstacles in the human resource recruitment process. One of the main challenges is the high employee turnover rate within the industry. Many employees find it difficult to remain in their positions for a long period due to workplace conditions, low work motivation, and mismatches between employee skills and assigned tasks. A study by Fatika Febrilia Kusumastuti and Gita Aulia Nurani states that inaccurate recruitment and selection processes can result in companies hiring workers who do not meet organizational needs, thereby reducing employee performance quality and increasing labor turnover rates (Kusumastuti & Nurani, 2022).

High employee turnover has become a serious concern for small and medium industries because it disrupts production continuity and operational stability. Companies are often required to repeatedly recruit and train new workers to replace employees who resign within a short period. This condition not only increases operational costs but also reduces overall work efficiency within the company. Research by Putri and Wibowo explains that high labor turnover negatively affects organizational productivity and creates additional burdens for company management systems (Putri & Wibowo, 2021).

In addition, the incompatibility between employee competencies and job demands frequently contributes to the instability of the workforce in small industries. Employees who do not fully understand their responsibilities tend to experience lower job satisfaction and decreased work performance. As a result, companies face difficulties in maintaining a stable and productive workforce. Research by Andriansyah and Rahmawati states that competency mismatch significantly influences employee performance and job retention in labor-intensive industries (Andriansyah & Rahmawati, 2020).

Another major obstacle in the recruitment process is the limited human resource management system within the company. Most small and medium enterprises do not yet have clear recruitment guidelines or standardized employee selection procedures. Consequently, recruitment activities are often conducted only to fulfill temporary labor shortages rather than long-term workforce planning. Research by Dela Syafitri and Rizieq Nur Ilham reveals that recruitment processes in MSMEs are still simple and are not supported by professional human resource management systems (Syafitri et al., 2023).

The absence of structured recruitment systems also causes companies to experience difficulties in identifying qualified and competent workers. Many businesses rely solely on informal interviews and personal recommendations without conducting objective competency assessments. This situation increases the possibility of hiring employees who are not suitable for operational needs. Research by Nugraha and Setiawan confirms that weak recruitment planning reduces the effectiveness of employee placement and organizational performance in small businesses (Nugraha & Setiawan, 2019).

Furthermore, financial limitations become another important factor that hinders the recruitment of high-quality labor in small and medium-scale tobacco industries. Companies often cannot provide competitive salaries, adequate facilities, or attractive career opportunities compared to larger corporations. As a result, skilled workers tend to prefer employment in larger companies that offer better welfare and career advancement. Research by Hidayat and Pramono states that compensation and career development opportunities strongly influence employee interest in joining a company (Hidayat & Pramono, 2021).

The inability to attract qualified workers also affects the company's efforts to improve productivity and product quality. Companies with limited access to skilled labor often experience difficulties in adapting to technological changes and production efficiency standards. This condition weakens the competitiveness of small and medium industries within increasingly competitive market environments. Research by Lestari and Firmansyah explains that workforce quality is closely related to company productivity and industrial competitiveness (Lestari & Firmansyah, 2022).

Another challenge faced by small and medium tobacco industries is the limited employer branding that can attract potential employees. Many workers perceive employment in small industries as less promising due to uncertain job security and limited career growth opportunities.

Consequently, companies struggle to build a positive image capable of attracting competent human resources. Research by Yuniarti and Saputra indicates that organizational image and workplace attractiveness significantly influence recruitment success in small and medium enterprises (Yuniarti & Saputra, 2020).

In addition, ineffective recruitment systems frequently result in inefficiencies in terms of cost, time, and labor utilization within the company. Recruitment errors force companies to repeat the hiring process, conduct retraining, and reorganize work distribution among employees. These repeated processes reduce company efficiency and disrupt operational performance. Research by Hibarkah Kurnia, Indra Setiawan, and Hernadewita explains that ineffective recruitment causes waste of costs, time, and energy, thereby requiring a more structured and efficient recruitment system to improve resource quality (Kurnia et al., 2022).

Therefore, improving recruitment management systems is essential for small and medium-scale tobacco industries to overcome labor-related challenges. Companies need to adopt more professional recruitment strategies, competency-based selection methods, and sustainable workforce planning systems. These improvements are expected to reduce employee turnover, enhance workforce quality, and strengthen company competitiveness in the long term. Research by Prasetyo and Yuliana emphasizes that effective human resource management practices contribute significantly to organizational sustainability and workforce stability in MSMEs (Prasetyo & Yuliana, 2024)..

The Impact of Recruitment Practices on Human Resource Quality

Recruitment practices play a crucial role in determining the quality of human resources within a company. Recruitment processes that are conducted properly and selectively enable companies to obtain workers who possess competencies, skills, and abilities that align with organizational needs. On the contrary, ineffective recruitment may result in companies hiring low-quality workers, which can reduce productivity and operational efficiency. A study by Imam Muamar Kharisma and Nur Wening states that effective recruitment and selection significantly influence employee performance improvement because companies succeed in recruiting workers who fit organizational needs (Kharisma & Wening, 2023).

Effective recruitment systems also contribute to the creation of a more professional and productive work environment within the company. Employees who are recruited according to organizational requirements are more likely to adapt quickly to their responsibilities and workplace culture. This condition helps companies minimize work errors and improve operational performance. Research by Suryani and Hidayat explains that professional recruitment practices positively influence employee adaptation and organizational effectiveness in modern companies (Suryani & Hidayat, 2021).

On the other hand, high-quality recruitment processes strongly affect employee productivity levels. Companies that implement accurate and competency-based selection methods tend to obtain workers who are more capable of performing tasks according to company standards. Competent employees are able to complete work more efficiently and contribute positively to organizational goals. Research by Nerissa Arviana and R Wasisto Ruswidiono reveals that recruitment, selection, and job training significantly influence employee productivity, making recruitment quality an important factor in improving the quality of company human resources (Arviana & Ruswidiono, 2022).

In addition, employee productivity is closely related to the suitability between employee competencies and job responsibilities. Workers who possess the required skills and knowledge can perform tasks more effectively and consistently. This compatibility reduces the likelihood of operational mistakes and increases employee confidence in carrying out their duties. Research by Firmansyah and Putri states that competency-based recruitment contributes significantly to improving employee productivity and job effectiveness (Firmansyah & Putri, 2020).

Optimal recruitment practices also support proper employee placement according to individual capabilities and areas of expertise. Appropriate placement increases work effectiveness and helps employees adapt more easily to the company environment. Employees who are assigned to positions that match their competencies generally show higher levels of job satisfaction and commitment. Research by Rayhan Widyadhana Darmawan and Syahrin explains that recruitment,

selection, and job placement processes positively affect employee productivity because companies are able to align job placement with employee competencies (Syahrian, 2023).

Furthermore, proper employee placement contributes to organizational stability and long-term workforce development. Employees who feel suitable for their positions are more motivated to improve their skills and contribute to company growth. This condition also reduces the possibility of employee turnover caused by dissatisfaction with job assignments. Research by Lestari and Nugroho confirms that effective job placement improves employee retention and organizational performance in labor-intensive industries (Lestari & Nugroho, 2021).

Besides influencing productivity, recruitment practices also affect the quality of employee performance within the company. Structured recruitment systems help organizations obtain workers whose competencies match operational requirements, thereby improving employee performance. Companies that recruit employees based on competency standards are more likely to achieve organizational targets efficiently. Research by Dwi Utami Asdar, Ridwan, and Dirwan shows that recruitment, selection, and job placement positively influence employee performance because companies successfully recruit and place workers according to organizational needs (Asdar et al., 2023).

Employee performance improvement resulting from effective recruitment also has a direct impact on organizational competitiveness. Companies with high-performing employees are better prepared to face market competition, technological changes, and business development challenges. Qualified employees can contribute innovative ideas and improve the company's operational efficiency. Research by Prasetyo and Ramadhan states that employee quality and recruitment effectiveness are important determinants of organizational competitiveness and sustainability (Prasetyo & Ramadhan, 2022).

Moreover, recruitment practices that prioritize competency and professionalism can strengthen employee commitment and loyalty to the organization. Employees who feel valued and appropriately placed within the company are more likely to maintain long-term working relationships with the organization. This condition creates a more stable workforce and reduces recruitment costs caused by frequent employee turnover. Research by Wibowo and Kurniawan explains that effective recruitment and career alignment positively influence employee loyalty and organizational commitment (Wibowo & Kurniawan, 2020).

Based on these various studies, it can be concluded that effective recruitment practices have a strategic role in improving the quality of company human resources. Therefore, companies must implement more structured and professional recruitment systems in order to obtain qualified workers, improve employee productivity, and support the achievement of organizational goals. Recruitment systems based on competency, transparency, and professionalism can become important instruments for strengthening organizational performance and business sustainability. Research by Yuliana and Firmansyah emphasizes that effective human resource management practices significantly contribute to organizational growth and workforce quality improvement in modern companies (Yuliana & Firmansyah, 2024).

Strategi Digitalisasi Rekrutmen SDM pada Industri Hasil Tembakau

The development of digital technology has had a significant impact on human resource management systems, including the recruitment process in small and medium-sized tobacco industries. Recruitment digitization is a key strategy that can increase the effectiveness and efficiency of companies in securing the right workforce. Currently, many small and medium-sized industries still rely on manual and informal recruitment methods, such as recommendations from existing employees or information from the surrounding community. These methods are considered ineffective because they limit the reach of the job search and complicate the optimal selection process.

Implementing a digital recruitment system allows companies to expand the dissemination of job vacancy information to the wider public. Companies can utilize social media, job search platforms, and digital communication applications to advertise job opportunities. Through digital media, companies not only attract more applicants but also have a greater opportunity to recruit

workers with the appropriate competencies. Research by Fahmi Afifah and Budi Harto indicates that digital recruitment strategies via online platforms increase the effectiveness of job searches and streamline interactions between companies and applicants (Afifah & Harto, 2024).

In addition to facilitating the dissemination of job vacancy information, digitization also simplifies employee administration and selection. Companies can use online forms, digital document collection, and even virtual interviews to expedite the recruitment process. This system is more efficient because it reduces operational costs and time compared to conventional methods. A study by Imam Muamar Kharisma and Nur Wening explains that an effective recruitment and selection system can improve workforce quality and support company performance (Kharisma & Wening, 2023).

Contemporary companies are starting to use digital platforms like LinkedIn, Jobstreet, Kalibr, and Glints to reach a wider range of job candidates. Social media platforms like Instagram, Facebook, TikTok, and Twitter are also being utilized to disseminate job openings and build company image. Furthermore, technologies like Artificial Intelligence (AI), Applicant Tracking Systems (ATS), video interviews, and digital work simulations are helping companies screen candidates more quickly, effectively, and objectively. (Nafasha et al., 2025)

Digitalization of recruitment also provides positive benefits for the quality of the workforce recruited. Digital systems enable the reach of candidates from diverse backgrounds and facilitate the identification of technical and non-technical skills. The use of AI reduces subjective judgment errors in selection, resulting in more accurate recruitment decisions. Furthermore, workers recruited digitally typically have better technological literacy, making it easier to adapt to a modern, digital-based work environment. (Nafasha et al., 2025)

Human resource training and competency development are crucial elements in supporting the success of digital recruitment. Structured HR management training enhances tobacco industry players' understanding of the importance of competency-based and technology-based HR management. The implementation of modern HRM practices also helps companies improve productivity, workforce quality, and the tobacco industry's competitiveness in the digital age. The implementation of digital systems in HRM simplifies employee management and organizational efficiency (Mubarok et al., 2025).

However, the implementation of digital recruitment still faces various obstacles. Not all job candidates have internet access and sufficient technological skills, creating a digital divide in recruitment. The use of AI in selection also risks introducing bias if algorithms are not regularly evaluated. Therefore, companies must still conduct manual verification through interviews and in-person assessments to ensure a fair and objective recruitment process. (Nafasha et al., 2025; Mubarok et al., 2025).

Based on various studies, it is evident that digitalization of HR recruitment plays a crucial role in improving recruitment effectiveness and workforce quality in the small and medium-scale tobacco industry. The use of digital technology, social media, and technological selection systems can help companies recruit more competent workers, improve work efficiency, and strengthen competitiveness in the modern industrial era. However, digital implementation needs to be balanced with a humanistic approach and continuous evaluation to ensure the recruitment process is effective, inclusive, and aligned with the company's needs..

4. CONCLUSION

Based on the literature review, it can be concluded that the research objective of analyzing human resource (HR) recruitment practices in the small- and medium-scale tobacco industry and identifying various challenges in the recruitment process has been achieved. The results demonstrate a link between the issues described in the introduction and the findings in the results and discussion sections. Recruitment practices in the small- and medium-scale tobacco industry are still dominated by informal methods, such as recommendations from former employees, family ties, and recruitment without a structured selection system. This situation results in low workforce quality, high turnover rates, and suboptimal company productivity. This study also revealed that limitations in HR management systems, companies' limited ability to attract qualified workers, and the lack of technology utilization are key obstacles to the recruitment process. Furthermore, the discussion

indicates that effective and structured recruitment practices significantly impact human resource quality, work productivity, and company performance. Therefore, implementing a professional recruitment system is an urgent need for the small- and medium-scale tobacco industry.

Furthermore, advances in digital technology open up new opportunities to improve the effectiveness of the recruitment process. The use of social media, job search platforms, Applicant Tracking Systems (ATS), digital technology, and Artificial Intelligence (AI) has been proven to expand access to job seekers, accelerate selection, and help companies attract more competent candidates. However, the implementation of digital recruitment must be balanced with continuous evaluation and a humanistic approach to ensure the selection process remains objective, fair, and aligned with company needs. This research is expected to serve as a reference for small and medium-scale tobacco industry players in developing more effective, efficient, and technology-based HR recruitment systems. Furthermore, further research can be conducted through direct field studies to obtain empirical data on the implementation of digital recruitment systems in the tobacco industry. Future research can also explore the impact of digital recruitment on company productivity, employee loyalty, and industry competitiveness in more depth. Therefore, the results of this study have the potential for broad application in the development of modern HR management in the small and medium-sized industrial sector in the digital era.

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