ABSTRACT
This study examines the process of minimizing risks in employee selection to improve operational management at PT Mayora Indah Tbk. Established in 1977, PT Mayora Indah Tbk has grown from a local market in Jakarta to a global presence on five continents. This study analyzes the implementation of process selection for more effective operational management at PT Mayora Indah Tbk. Through a qualitative approach, this study examines the challenges, research methods, results, and conclusions of the company's employee selection practices. The findings point to the importance of minimizing risks in employee selection, including the identification of potential risks, the use of appropriate selection methods, and appropriate risk analysis tools. In conclusion, companies must focus on selection strategies that are in accordance with the company's culture and work environment, with an emphasis on developing employees who have abilities and motivation that are in line with industry demands.

Keywords: Risk minimization, Employee selection, Operational Management, Recruitment Challenges

A. INTRODUCTION
PT Mayora Indah Tbk (the Company) was formed in 1977 with its first factory located in Tangerang, with its initial target market being Jakarta and its surroundings. After successfully meeting the demand in the Indonesian domestic market, the company conducted an Initial Public Offering in 1990 and successfully became a public industry, expanding its target market to consumers in the Southeast Asian region. Next, the company spread its wings to various countries in Asia, so that currently PT Mayora Indah Tbk’s products have spread across 5 continents around the world.(Gatewood, Feild, & Barrick, 2019)

Process selection in this case is a major and important procedure in a company, especially at PT Mayora because this will affect efforts to achieve the performance and quality of human resources and operational management in the company itself. This also has a complex operational
view, therefore PT Mayora focuses more on efforts to achieve good performance and emphasizes risk analysis in the selection process of the company itself, really ensuring that the company's risk is minimal which will affect the company in the placement of its employees.

The key to success in the selection process at PT Mayora is classified in several ways, including competent human resources and experts in their respective fields, this happens because the employee has gone through phases such as the selection process, interviews, psychological tests and other ability tests that affect their performance in the company. However, in a business environment that as we know it with its volatile nature or in a dynamic sense, in this case the risk of placing and selecting employees for companies that are not in accordance with the company, work, or company culture which in this case will have a very bad impact on the productivity and reputation of the industry itself, especially PT Mayora. Therefore, PT Mayora analyzes and sees how important it is to apply a structured, clear, systematic, measurable approach, in the selection of useful processes to manage and manage risks very well.

B. LITERATURE REVIEW

This review literature explores the employee selection process at PT Mayora Indah Tbk with a focus on minimizing risks and improving the effectiveness of operational management. Gatewood, Feild, and Barrick (2019) highlight the importance of a systematic and structured selection procedure to ensure that recruited employees have the necessary skills and competencies. In the context of PT Mayora Indah Tbk, strict employee selection is essential to maintain high performance, especially in the highly competitive and dynamic FMCG industry.

Cascio and Boudreau (2016) in "The Oxford Handbook of Recruitment" discuss the importance of risk analysis in the employee selection process. The risk of mismatch between employees and the company can negatively impact the company's productivity and reputation. PT Mayora Indah Tbk uses risk analysis to mitigate the potential negative impact of skill and cultural mismatches, ensuring that the employees recruited are suitable for the company's environment and culture.
Technology also plays an important role in the employee selection process. SHRM (2020) emphasizes how technology can improve the efficiency and effectiveness of employee selection through the use of data analytics. PT Mayora Indah Tbk uses technology to identify the most suitable candidates, minimize the risk of selection errors, and ensure that the recruited employees have relevant skills. This technology helps companies to stay competitive in the face of the demand for skilled labor.

A harmonious work culture between employees and the company is also an important factor in employee selection. Cascio and Boudreau point out that cultural alignment can improve employee retention and company performance. PT Mayora Indah Tbk must consider the differences in work culture in the various countries in which they operate. With a selection strategy that takes into account the local work culture, PT Mayora can attract and retain the right employees, ensuring sustainability and consistency in their operations.

C. RESEARCH METHOD

The research method used in this study is a qualitative approach that aims to deeply understand the employee selection process at PT Mayora Indah Tbk and the associated risks. The research was conducted by collecting data through in-depth interviews with HR managers, employees, and other stakeholders. This method allows researchers to unearth first-hand insights and experiences from individuals involved in the selection process, providing rich and in-depth insights into the practices and challenges facing companies.

In addition to interviews, this study also uses document analysis to understand the policies, procedures, and practices of employee selection at PT Mayora Indah Tbk. These documents include HR manuals, annual reports, and employee training materials. This analysis helps identify how companies define and implement the selection process, as well as how those policies are implemented in day-to-day practices.

To support the qualitative findings, this study also involves a quantitative approach using a questionnaire survey sent to a number of employees and managers at PT Mayora Indah Tbk. This survey is designed to measure employees’ perceptions and experiences of the selection process, as well as to identify areas that may need improvement.
The data collected from these surveys are statistically analyzed to identify relevant trends and patterns.

The combination of qualitative and quantitative methods in this study provides a comprehensive understanding of the selection process at PT Mayora Indah Tbk. This method not only allows researchers to deeply understand individual experiences and perceptions, but also provides a broader picture of the effectiveness and efficiency of the company's selection process. With this approach, the research is expected to provide practical recommendations that can be implemented by companies to improve the selection process and reduce the associated risks. (Society, 2020)

D. RESULTS AND DISCUSSION

PT Mayora Indah Tbk has initiated the selection process by identifying potential risks associated with the position to be filled. The risks in this case are discussed regarding the mismatch of skills, low motivation of employees, and the misalignment of candidates with the environment and culture contained in the company. In this case, the HR team must collaborate with managers from other departments in order to identify specific risks. (Cascio & Boudreau, 2016)

This research shows that PT Mayora Indah Tbk faces various challenges in the employee selection process in the midst of increasingly fierce industry competition. One of the main challenges is the difficulty in recruiting and retaining employees who are highly skilled and match the required qualifications. Fierce competition in the FMCG (Fast-Moving Consumer Goods) industry makes PT Mayora Indah Tbk have to compete with many other companies to get the best talent. This has an impact on the operational effectiveness of the company, where improper placement of employees can reduce the productivity and overall performance of the company.

In addition, the results of the study also revealed that PT Mayora Indah Tbk experienced difficulties in ensuring consistency and standards in the selection process across all business units and geographical locations. Inconsistent selection standards can result in subjective and unfair employee assessments, thus affecting the quality of human resources recruited. Therefore, it is important for PT Mayora Indah Tbk to
develop a structured and measurable selection system to ensure that every employee recruited meets the set standards.

The discussion also showed that PT Mayora Indah Tbk needs to increase the use of technology and data analysis in the employee selection process. By utilizing modern analytical tools, companies can identify potential employees who have great potential and are in accordance with the company’s needs. The use of technology in process selection can help reduce the risk of placement errors and improve the efficiency and effectiveness of selection. In addition, continuous training and development of the HR team is also very important to ensure that the selection process runs well and is in accordance with industry developments.

Finally, this study highlights the importance of risk analysis in process selection to minimize potential negative impacts on companies. PT Mayora Indah Tbk must continuously identify and manage risks associated with the selection process, such as mismatch of employee skills and motivation, as well as misalignment with the company’s culture. With a systematic and structured approach to managing risk, PT Mayora Indah Tbk can ensure that they recruit employees who are not only competent, but also in accordance with the company’s values and goals, so that they can contribute positively to the company’s sustainability and long-term success.

E. SIMPULAN

In this study, it was found that an effective employee selection process is a key element in improving the performance and productivity of PT Mayora Indah Tbk. Proper selection not only ensures that the recruited employees have the appropriate skills, but also ensures that they can adapt to the company’s culture and support long-term strategic goals. A structured and systematic selection process helps reduce the risk of inappropriate employee placement, which can negatively impact company operations.

The main challenges faced by PT Mayora Indah Tbk in the employee selection process are the fierce competition in the FMCG industry and the need to maintain consistent selection standards across
business units and geographical locations. With clear and measurable standards, companies can ensure that every employee recruited has the necessary qualifications and is able to contribute effectively. It also reduces the risk of subjective assessments that can affect the quality of human resources employed.

The use of technology and data analysis in the employee selection process is an important step that must be taken by PT Mayora Indah Tbk. Modern analytical tools can help companies identify potential employees who have great potential and are in accordance with the company's specific needs. In addition, continuous training and development of the HR team is also essential to ensure that the selection process runs well and in accordance with industry developments, so that it can support the growth and sustainability of the company.

Overall, PT Mayora Indah Tbk needs to continue to improve and develop its employee selection strategy to face the challenges in this digital era. With a systematic and structured approach, companies can minimize risks in the selection process and ensure that they recruit employees who are competent and in accordance with the company's culture and values. These efforts will support the improvement of operational effectiveness, product quality, and long-term sustainability of the company.

REFERENCES


