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ANALYSIS OF LABOR DISTRIBUTION BY OUTSOURCING COMPANIES AT PT GAMA PRIMA KARYA (Study at PT. Fumakilla Indonesia)

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Abstract

Purpose: This study aims to analyze the recruitment process, selection criteria, and employee performance at PT Fumakilla Indonesia. The main focus of the study is to identify problems related to the return of workers who do not meet the standards desired by the company.

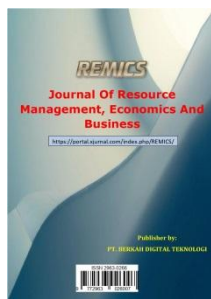
Research Methodology: The research was conducted at PT Fumakilla Indonesia located at Jl. Sudirman No.5, RT.006/RW.016, Kayuringin Jaya, South Bekasi, Bekasi City, West Java. The research methodology includes: Recruitment Process Observation: Observing recruitment steps, including vacancy announcements and specified requirements. Employee Selection: Examining the types of tests applied, such as written tests and speed tests. Labor Distribution: Examining how workers recruited through outsourcing are forwarded to the company and the form of employment contracts provided. Employee Performance: Analyzing employee performance after work, including absenteeism rates and compliance with superiors' directives.

Results: The results of the study indicate that: 1). Recruitment Process: The company sets minimum criteria of high school education, maximum age of 24 years, and is open to both experienced and unexperienced. 2). Selection: Selection is carried out through a written test followed by a speed test, which aims to assess the ability of prospective employees. 3). Distribution of Workforce: Workforce accepted through outsourcing is distributed to the company with a clear form of employment contract. 4). Employee Performance: Employees accepted show a good level of absenteeism and follow directions from superiors, although there are challenges in retaining workers who meet the criteria.

Limitations: This study has several limitations, including: The study was only conducted at PT Fumakilla Indonesia, so the results may not be generalizable to the industry as a whole. The data collected is limited to a certain period and may not cover all variables that affect employee performance.

Contribution: This study makes an important contribution to the understanding of the effectiveness of outsourcing in workforce distribution. In addition, this study highlights the importance of alignment between employee qualifications and company expectations, and provides recommendations for improving recruitment and selection processes to be more effective in meeting the need for a quality workforce.

Keywords: *Outsourcing, Recruitment, Selection, Distribution, Performance*



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1. INTRODUCTION

Outsourcing in the context of employment law in Indonesia refers to the practice of contracting out work and providing labor services. Legal regulations related to outsourcing are realized through the Manpower Law Number 13 of 2003, which regulates articles 64, 65, and 66, as well as the Decree of the Minister of Manpower and Transmigration of the Republic of Indonesia Number Kep-101 / Men / VI / 2004 of 2004 concerning Procedures for Licensing Companies Providing Worker/Labor Services (Kepmen 101/2004). Although the law aims to protect employee rights and provide clarity regarding the responsibilities of employees and employers, in reality, many companies still have difficulty meeting the demands of employee rights in accordance with the provisions of Law Number 13 of 2003. (Fitriyaningrum, 2019). This has reduced opportunities for employment in society, especially in Indonesia.

In recent years, outsourcing practices have become a hot topic in employment relations, both among those involved in the production of goods and services and by industry observers. This is because outsourcing is often used with the aim of reducing labor costs by providing protection and working conditions that are considered inadequate, thus harming workers. The use of outsourcing must also be considered in the long term, because the company will face additional costs as the management of the outsourcing company. (Supriyanto, 2019)

The progress of a company is often determined by the performance of the human resources that have been selected by the company. Without the existence of quality human resources, the company's activities will not run optimally. The relationship between the company and human resources is similar to a mutualistic symbiosis, where both are mutually beneficial. Human resources make a great contribution to the company, allowing it to progress and develop rapidly.

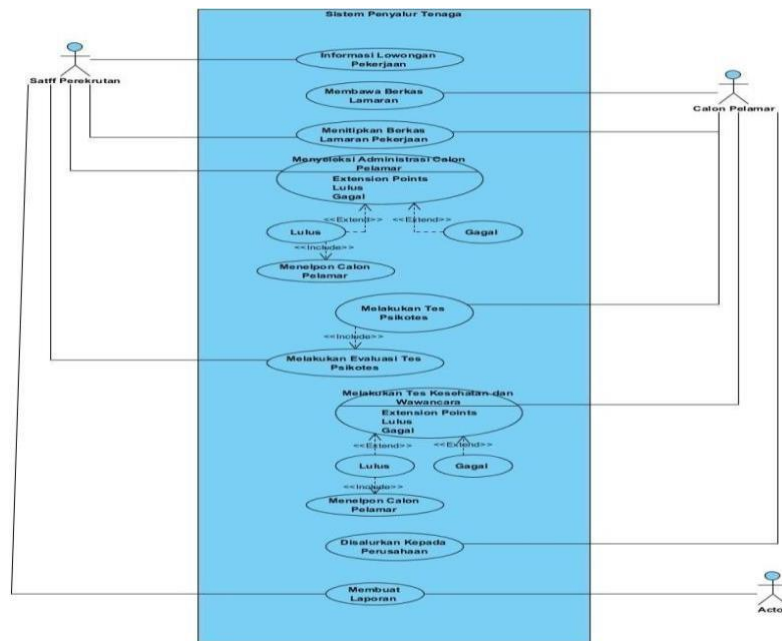


Figure 1. Manpower distribution system

Based on Figure 1, it can be seen how the labor distribution process at PT Gama Prima Karya involves three actors, namely the Company/Member, Applicant/User, and Foundation/Admin. Before recruitment is carried out by a company, the Company receives labor distribution by a second party, namely Outsourcing PT Gama Prima Karya.

This process ensures that every individual who is distributed still has the opportunity to have a career, by providing diversity in job placement. In the case of PT. Gama Prima Karya, which is a contract labor distributor, faces problems with the return of labor by the company that is not in accordance with what the company wants. the return of labor is caused by the low ability of the workforce and does not match what the company needs, even because the workforce does not have the experience that is in accordance with the place that will be needed. This is one of the problematic factors for the labor provider company PT. Gama Prima Karya.

To overcome these employment problems, the aim of this study is to find out the recruitment, distribution, selection, and performance processes of employees who have passed and are working in companies that have been distributed by the outsourcing company.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Literature Review

A. Outsourcing

According to article 64 of the Manpower Law (UUK), outsourcing is a work agreement made between employers and workers, where the company can hand over part of the work to another company through a written work contract agreement.

B. Recruitment

According to Hasibuan in Nugraha (2017:5) "recruitment is the first operational function of HR. Employee procurement is an important, difficult, and complex problem because getting and placing people who are compatible and effective is not as easy as buying and placing machines."

C. Distribution

According to Kismono 2001 in the journal (Djumadi, Bambang Irawan, and Erfi Septyana, 2018), Distribution is a process that involves the transfer of goods and services from producers to industrial users and consumers.

2.2. Hypothesis Development

The outsourcing work system is a system created by the government which is stipulated in Law No. 13 of 2013 concerning Manpower and recently also regulated in the Job Creation Law. This uses a qualitative method with data collection techniques through interviews, observations, and documentation studies. The hypothesis or temporary assumption from the results of this study is that the outsourcing work system makes workers feel that they do not meet the criteria desired by the company.

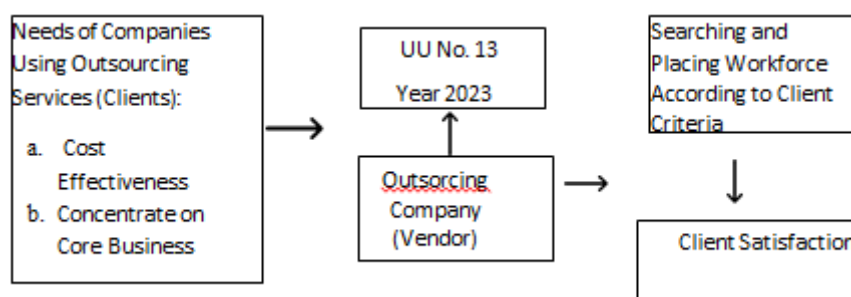


Figure 2. Outsourcing Work System

3. RESEARCH METHODOLOGY

a. Research Approach

Considering the complexity of the research problem regarding how outsourcing companies manage workforce distribution, and in line with the research objectives that want to explain the phenomenon in depth, the author decided to adopt a descriptive qualitative research approach.

The purpose of descriptive research is to make systematic, factual, and accurate observations regarding the facts and characteristics of a particular population or area. This research is used to find out how the Recruitment, Distribution, Selection, and Workforce Performance systems at PT Gama Prima Karya work.

b. Population

The decision regarding the population, sample size, and sampling strategy in this study is based on the determination of the unit of analysis or unit of analysis, as explained by Moleong (2006). This research focuses on the substance of the research problem, with a focus on the essence rather than the location or place.

c. Sample

1. *Main Respondents.* This research involves HRD staff as respondents is considered important, considering their better understanding of employment aspects, starting from the recruitment process, selection, to distribution of workers in the companies that use their services.
2. *Supporting Respondents* Supporting Respondents in this study are: 1) Staff of PT. Fumakilla Indonesia, 2) Outsourcing Employees at PT. Fumakilla Indonesia

d. Sampling Technique

Because this case study focuses on PT Gama Prima Karya, therefore this study includes all outsourcing workers investigated by the author are outsourcing employees accepted at PT. Fumakilla Indonesia.

e. Data Collection Technique

Data collection is an important step in a study that cannot be separated from planned data collection. The data collection method is the process of obtaining the necessary information, which can be done through recording data from various sources. The methods used in collecting data for this study include:

- a. Interview.** In-depth interviews are intended to obtain information, positions, opinions verbally from someone by speaking directly to that person (Suyanto in Sukmawati, 2006:69).
- b. Observation.** In this stage, the researcher conducts direct observations of various work practices carried out by outsourcing companies and user companies. This includes observations of work processes, interactions between employees, and transactions that occur between the two institutions.
- c. Documentation.** This data collection technique involves recording and collecting various documents that are relevant to the research. This includes company archives, documentary photos, and other records related to the data needed in the research. This documentation helps strengthen the analysis by providing concrete and detailed evidence of the phenomenon being studied.

f. Data Sources

a. Primary data

This is data that is directly obtained from the source of the information, which is obtained from interviews and documentation conducted by the researcher and the source or respondent themselves. The following factors will be discussed in the workforce by outsourcing companies, including:

1. The process of recruiting workers
2. Dissemination of information about the labor market
3. Criteria that must be met for distribution

4. Employee placement process

5. Obstacles that may be faced in the distribution of workers

b. Secondary data

Secondary data is information obtained from sources other than respondents, usually in the form of documents such as archives stored in the Department of Manpower and outsourcing companies, if needed for further analysis..

g. Analysis Techniques

Using those involving stages such as narrative, interpretation, comparison, and description of phenomena objectively, describing events according to reality. The goal is to draw conclusions and provide suggestions by describing them in words. Activities in data analysis include data reduction, data display, and drawing/verifying conclusions.

The analysis steps are explained as follows:

a. Data Reduction

Data reduction involves the process of summarizing information, selecting key elements, and focusing attention on important aspects of the data. In addition, at this stage, researchers also look for themes and patterns that emerge consistently from the data that has been collected.

b. Data Display

According to Miles and Huberman (1984) in Sugiyono (2007:249), data presentation in qualitative research can be done in various ways, such as brief descriptions, relationship charts between categories, flowcharts, and so on. However, the most frequently used is narrative text that describes in detail the findings and interpretation of research results.

c. Drawing conclusions

The third step in qualitative data analysis according to Miles and Huberman in Sugiyono (2007:249) involves drawing conclusions and verification as the final stage in the process.

4. RESULTS AND DISCUSSIONS

4.1. Results

In the following study, there are three representatives from outsourcing companies who are the sources of research information. They have various statuses, including HRD Manager, Staff, and Outsourcing Employees. The list of respondents' names from outsourcing companies can be found in the following table:

Table 1. List of respondents' names

No	Employee Name	Section
1	Iwan Setiawan	HRD Manager
2	Yusuf	Staff
3	Slamet	Outsourcing Employees

Recruitment Process, Selection, Distribution, and Workforce Performance

A. Recruitment

No	Respondents	Questions	Answers
1	Iwan Setiawan	recruitment requirements at PT. Gama Prima Karya are carried out and are they open and are there any obstacles in that regard?	a. According to Iwan Setiawan "The requirements needed are a maximum age of 24 years, a minimum of high school education or equivalent for the production section or D3 for sections that are not in the production section and the process itself is very open to job applicants who can be accessed on job vacancy sites online or offline, but for obstacles there are still workers who do not match the qualifications desired by the company must be returned by the company to the service provider."
2	Yusuf	What are the recruitment requirements at PT. Gama	b. According to Yusuf "In this case the requirements are an age that matches the criteria then a maximum age under 24 years old has experience or is a fresh graduate and the recruitment process carried out by the company is now very open applicants can find out about existing vacancies, for obstacles themselves it seems that there are still many workers who do not match what is needed by the company."
3	Slamet	Prima Karya are carried out and are they open and are there any obstacles in that regard	c. According to Slamet, "The requirements that the company needed when I applied to this company were a maximum age of 24 years, have experience and be able to work in shifts. Then this partnership is very open because yesterday I found out about the vacancy from one of the job vacancy accesses on social media, then I tried to apply, then in my opinion the current obstacle is that the company does not accept job applicants who do not meet the requirements desired by the company, which means it is returned to the service provider."

The three sources said that recruitment in this company has several requirements, namely, Education with a minimum of high school or equivalent, Age at a maximum of 24 years,

Experience / non-experience, this recruitment process is carried out very openly with the workforce, and this recruitment still experiences obstacles such as job applicants who do not meet the requirements with the criteria desired by the company which are then returned to the service provider.

B. Selection

No.	Process	Question	Answer
	Iwan Setiawan	How is the selection process in the selection of outsourcing workers, then for the process is difficult or easy?	a. According to Iwan Setiawan "The selection process for job applicants here itself consists of several written tests, then a speed test, then an interview test for candidates who have passed the previous test which will later be needed by the company with the applicant's abilities."
	Yusuf	How is the selection process in the selection of outsourcing workers, then for the process is difficult or easy?	b. According to Yusuf "it is very easy for the workforce selection process here because the selection process here consists of several tests, a written test then hand speed and the last is an interview test for job applicants to find those who meet the standards needed by the company."
	Slamet	How is the selection process in the selection of outsourcing workers, then for the process is difficult or easy?	c. According to Slamet "In my opinion, the selection process here is very easy because the test given by the company is a written hand test to fill in several questions in the form of psychological tests or subjects, then after passing the written test then I was tested on my abilities, then the last one was an interview test by the company's HRD itself."

The three sources said that the selection process carried out by the company was in the form of a written test given to job applicants, then after that job applicants would be tested for speed or ability. If they have succeeded and passed, job applicants will be interviewed directly by the company's HRD. To find out the standards required by the company.

C. Distribution

No.	Respondent	Question	Answer
	Iwan Setiawan	How is the workforce distribution process carried out by PT. Prima Karya?	a. According to Iwan Setiawan "The distribution here is after the job applicant successfully passes and enters, the applicant will sign a PKKWT contract agreement and it is very easy to follow because later the job applicant will be given time for several contracts that will be carried out later."

Yusuf	How is the workforce distribution process carried out by PT. Prima Karya?	b. According to Yusuf "For the distribution here, the job applicant will later be given a contract agreement letter with the company and later will be given time to read whether the job applicant is willing or not."
Slamet	How is the workforce distribution process carried out by PT. Prima Karya?	c. According to Slamet "When I entered PT. Fumakilla and I was distributed by PT. Gama Prima Karya was given several sheets of paper agreement letters to be read and understood to be signed and I agreed."

These three sources also said that the distribution of service providers to companies was in the form of a letter containing an agreement to job applicants by the company which was then understood and read whether the job applicant was willing or not.

C. Performance

No.	Respondent	Question	Answer
1	Iwan Setiawan		a. According to Iwan Setiawan, "Employees who have entered and worked in this company have very good performance because they are very careful about their attendance and carry out their duties very well."
2	Yusuf	Y How is the performance of outsourcing employees who have passed and started work?	b. According to Yusuf, "I see that employees who have passed and started working are very diligent and none of them slack off in their work."
3	Slamet	S	c. According to Slamet, "In my opinion, after I entered this company, I feel like I am working well, I never argue with what my boss says. And my attendance has been fine so far."

4.2 Discussions

1. Recruitment

From the results of the interviews of the three sources, all said that the definite requirements for applying to the company PT. Fumakilla Indonesia are a minimum of high school education or equivalent, a maximum age of 24 years, have experience or no experience. Then the applicants can also very easily find out the available vacancies, because the vacancies are very open which can be accessed via social media or offline. However, these three respondents also said that there are still obstacles for applicants who do not match the criteria of the desired company. So that the applicants are returned by the service provider company.

2. Selection

From the results of the interviews, the three sources said that the selection carried out by this company is in the form of a written test, which is then a speed test. After they pass this stage, applicants will be interviewed directly by HRD to find out whether the applicant is worthy of entering the company or not. If the applicant does not pass the test stage, then the applicant will be declared unable to take the next stage

3. Distribution

Then for the distribution here, the three sources said that the distribution process stage is the three prospective workers who have passed the interview stage, then the applicant will be distributed to the company that needs it and then given a contract agreement letter with the company in the form of a PKKWT signature as proof of passing the test.

4. Performance

For performance itself, the three sources also said that the performance of these outsourcing employees was very good after being accepted by the company. Outsourcing employees also really take care of their attendance and do not work casually. Then the outsourcing employees also really listen to any directions that have been given by their leaders/superiors.

5. CONCLUSION

This company has several requirements, namely, Minimum education of high school or equivalent, Maximum age of 24 years, Experience / non-experience. And this recruitment process is carried out very openly with workers, but what is very unfortunate about this, this recruitment still experiences obstacles such as job applicants who do not match the criteria needed by the company which are then returned to the service provider. The selection process carried out by the company is in the form of a written test given to job applicants, then after that job applicants will be tested for speed or ability. If successful and pass, job applicants will be interviewed directly by the company's HRD to find out the standards required by the company. The distribution of service providers to the company is in the form of a letter containing an agreement to job applicants by the company which is then understood and read whether the job applicant is willing or not. Then the applicant is given an assignment to be placed in the user company. The performance of the workforce carried out by outsourcing employees is very good and highly disciplined because outsourcing employees are more careful about their attendance, and working with outsourcing companies does not slack off. This aims to reduce the risk of contract extension in the future which will be assessed from the absence and performance of the employee.

The importance of socializing to the public that outsourcing does not always give a bad image to employees. The company should be able to provide rights in accordance with the contract, including incentives and overtime pay. However, employees who are still outsourcing are sometimes disadvantaged because they have no certainty to become permanent employees in the company because the company does not have the right to appoint employees from vendors to become permanent employees. Therefore, many other companies use outsourcing services to find workers because they do not require a lot of money to recruit the workforce. For outsourcing companies, strengthening them as professional institutions in recruiting and distributing workers is crucial in the short term.

LIMITATION AND STUDY FORWARD

Limitations:

1. Location Limitations: This study was conducted only at PT Fumakilla Indonesia, which may not be representative of practices in other companies in similar industries.
2. Temporal Data: The data collected is limited to a specific period and may not capture changes that occur over time.
3. Constrained Variables: Several variables that potentially affect employee performance, such as working conditions and environment, were not fully measured in this study.
4. Limited Sample: The number of respondents may not be sufficient to provide a comprehensive picture of the worker population in the company.

Study Forward

1. Broader Research: Future research is recommended to involve several companies in the same industry in order to compare recruitment and selection practices.
2. Long-Term Analysis: Conduct a longitudinal study to observe changes in employee performance and the effectiveness of the recruitment process over time.
3. Additional Variable Measurement: Examine external and internal factors that may affect employee performance, such as job satisfaction and working environment conditions.
4. Methodology Development: Use mixed research methods to obtain more in-depth qualitative and quantitative data, resulting in a more comprehensive analysis.

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