

RECRUITMENT AND SELECTION PROCESS IN RESTAURANT AND CAFÉ INDUSTRY IN MALANG CITY

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Abstract

This study aimed to explore the recruitment and selection process in food and beverages industry to gain high-qualified workers. By using phenomenology approach through in-depth interview and field observation, the study figured out that there was a specific characteristic process of recruitment and selection in this business. The recruitment process was carried out within the conditions: (1) there was no periodical/scheduled recruitment, (2) it was conducted since new employees were required, (3) it was mostly based on external sources, and (4) the utilization of social media, i.e., BBM, Instagram, and Twitter as recruitment channels. While there was two main activities in the selection process: (1) Generally, applicants were selected based on four tests: administrative test, knowledge and skill test, managerial interview, and the owner interview as the final test; (2) Four standard indicators were used to evaluate the candidate: a) Administrative indicator: candidate should have experience dealing with the applied job and the certificate final score is +75 in average; b) Physical indicator: candidate should have good-looking, clean and charming appearance; c) Skills indicator: candidate should know and understand the job task precisely; d) Communication indicator: candidate should have communicative skills, fluent and confident during the interview.

Keywords: recruitment, selection, restaurant and café industry.

Presenting Author's biography



Lohana Juariyah. A researcher who is interested in Human Resource Management area, especially strategic HRM, HR practices in Small and Medium Enterprises (SMEs), work and family conflict, multiple roles, role conflict. Many papers were published on journal and articles based on those topics. Recently, she focuses her research on HR practices in SMEs and creative industry, since creative industry becomes the focus of the Indonesian government to generate creative economy and nation's competitive advantage. She got her bachelor and master degree on business and management from Gadjah Mada University, Yogyakarta. Since she was a student, she joined many research institutions, e.g. IDEA, SMERU, SMEDC UGM, MSI FEB UGM that sharpening her analytical thinking and scientific research skills. She is now working as a lecturer on Management Department Universitas Negeri Malang, starting at 2008.

1. Introduction

Nowadays, the industrial sectors have to face the rise of hyper-competition. Customers are more demanding. Viable technology and information have forced industries to serve their best quality products and services with competitive price in tight time context. Industrial sphere competition becomes more volatile and dynamic.

Food and beverages industry is an example of this dynamic, including restaurant and café industry in Malang. Based on AKPRINDO (Asosiasi Pengusaha Kafe dan Resto Indonesia) East Java, Malang has shifting its identity as agricultural city to industrial city based on trade and services business. Data from *Dinas Perijinan Kota Malang* 2014, there were 28 business from 132 food and beverages business that had certification to operate, including restaurant and café, and it was predicted it would increase as the result of the increasing rate of tourism and education sector (kabarnisnis.com, 2012).

Food and beverages business is still attractive, especially in restaurant and café sector. Santos Thenu, expertise in culinary and food industry, said “there will be no death in food business, because people ate three times a day” (swa.co.id). It still becomes big business, since food not only everyone’s needs, but also because of lifestyle trends are always changing. Data shows, that people spending on food is about 41% compare to property that only 17% of (urban) people spending. Eat out is also become new trend to socialize and fulfill the actualization need (Fajriyah, Effendy, dan Santoso, 2014)

The competition of restaurant and café sector become more competitive not only because many competitors, but also because the business was also closely related with taste, quality of food, friendly waitress, comfort rooms and image (MITI, 2013). The first three factors were closely related with human as the producer of good quality tasteful food and presented by friendly waitress. Therefore, people in food and beverages industry, especially in Restaurant and Café business, were very important. The industry should hire the skillful chef, barista and also waitress to maintain their competitive advantage (Beardwell and Claydon, 2007)

In order to get skillful chef and talented barista also waitress, managers and owners of restaurant and café industry should apply the appropriate techniques of recruitment and selection process, since these activities ensuring the selection of right people as the prime source of competitive advantage has grown. Many studies showed the contribution of effective recruitment and selection process to enhance business performance (Secily, 2011; Patterson et.al in Beardwell and Claydon, 2007).

The rationale for developing the selection and recruitment process to find best suited workers to meet organization needs is based on resource-based view (Barney, 1994). This concept explains that the strategic capability of a firm depends on its resource capability in shape of people. The aim of these actions is therefore to ensure that the firm achieves competitive advantage by employing more capable people than its rival (Armstrong, 2012: p.220). However, matching resources to organizational requirements does not simply ensure the organizational success, because organization tend to maintaining the status quo and perpetuating a moribund culture rather than radically thinking about skills and behavior required in the future to achieve sustainable growth and cultural change (Armstrong, 2012: 221).

Beumont (in Beardwell and Claydon, 2007: p.189) identified three potential issues in recruitment and selection activities: (1) fairness in selection since demography data shows more diverse workforce, (2) selection decisions are concerned more with behavior and attitude than matching individuals to immediate job requirements, because the needs of multi-skilled, flexible workforce, and teamwork, (3) strategic selection, a system that links selection processes and outcomes to organizational goals and matching flow of people to business strategies.

The recruitment and selection process is an integrated process. These activities concerned with identifying, attracting and choosing suitable people to meet an organization’s human resource requirements. Where recruitment stops and selection begins is a moot point’ (Anderson, in Beardwell and Claydon, 2007). From recruitment process, a firm is looking for and getting the most appropriate and potential candidates to fill its job needs (in terms of sufficient numbers and quality) (Dowling and Schuler in Beardwell and Claydon, 2007). While selection is defined more focused with predicting which candidates will make the most appropriate contribution to the firm –now and in the future.

There are two factors that shaping recruitment and selection process: external factors and internal factors. In one hand, external factors are related with external labor market (availability of candidates who has experience, SKA's (skills, abilities, knowledge), and appropriate payment with organization's need), technological development (automation of production process, developments in information and communication technology, and the growth of the internet in attracting and selecting candidates), government policy and legislation (sex and race discrimination, disability discrimination, age discrimination, and employment of people with criminal records).

On the other hands, internal factors that influence recruitment and selection decision are business strategy, the balance between internal and external recruitment, size of the organization, financial position of organization, cultural differences between organizations, and scale of organization/multinational organizations.

In terms of the importance and crucial level of recruitment and selection process to the successfulness of the organization in the future, therefore this study attempts to explore the pattern of these activities in food and beverages industry especially in restaurant and café business in Malang city. This business is relatively rarely to explore because the business context which is medium-low, and the ownership issues (many business in this industry are personal owner), which are identified has no formal and scheduled HR practices, including recruitment and selection process.

2. Research Method

By using qualitative approach through phenomenology, this research explores the pattern of 28 restaurant and café business in Malang city. Creswell (2007: 57) said that phenomenological study describes several individuals lived experiences and their meanings of those experiences of a concept or a phenomenon. Phenomenologist focuses on describing what all participants have in common, as they experience a phenomenon. The basic purpose of phenomenology is to reduce individual experiences with a phenomenon to a description of the universal essence (Creswell, 2007: 58)

Respondents of this research are all owners, managers, and employees who work in restaurant and café that listed on *Dinas Perijinan Kota Malang* (28 business). However, because not all of restaurants and café apply open recruitment methods, then there are only six businesses that met the requirements which is showed in table 1 below:

Table 1. Name and Location of Research

NAME OF BUSINESS	BUSINESS ADDRESS	TELEPHONE NUMBERS
Re & Fort Garden Cafe	Jalan Terusan Kawi No. 4 Malang	0341-497172
Java Dancer Cafe	Jalan Kahuripan No. 12 Malang	0341-8199899
Amsterdam Kitchen & Bar	Jalan Pahlawan Trip No. 25 Malang	0341-556273
Busker Beans	Jl. Kalpataru Kav. 112 Malang	0341-7844778
Ria Djenaka	Jalan Bandung No. 5 Malang	0341-551003
Vosco Coffe	Jalan Borobudur No. 27A Malang	08563136778

By using in-depth interview using semi-structured interview guidance (tape recorder, pencil and pen), observation and documentation, data are obtained. After applied data reduction, data are presented in narration and verified by checking its validity findings through triangulation (to get credible data), transferability, and dependability.

3. Result and Discussion

Object Description

1. Amsterdam Kitchen & Bar

Amsterdam Kitchen & Bar is one of the oldest Resto & Cafe in Malang, Amsterdam Kitchen & Bar was founded in 1989, then re-launched in December 2012. Amsterdam Kitchen & Bar is located at Jalan Pahlawan Trip no. 25 Malang. It is a Resto & Cafe with the western concept, the customer will be presented with a menu and interior seemed like in Europe. The segment targeted by Amsterdam's Kitchen & Bar is for middle and upper segments and suitable for the families and young people. For employees in Amsterdam Kitchen & Bar numbering 33 employees who all status of permanent employees. As for the education of all employees in Amsterdam Kitchen & Bar is educated high school/equivalent. Photos view in figure 1 below.



Figure 1. Inside and Outside View of Amsterdam Kitchen&Bar

2. Busker Beans

Busker Beans is Resto & Cafe, which was founded in 2012 and located in Jalan Kalpataru Kav. 112 Malang. Busker Beans is Resto & Cafe, which has the concept of Bistro that is menu of food and beverages served quite simple and is supported by the interior design that is not too high class, segmented for young people especially students,

Total number of employees in this Beans Busker amounted to 21 people, the breakdown is 15 permanent employees and 6 (six) contract employees. In terms of educational level of all employees still had high school/equivalent, temporary contract employees all still a student. For photos view outside and inside of the Busker Beans in figure 2 below.



Figure 2. Inside and Outside View of Busker Beans

3. Java Dancer

Java Dancer is Resto & Cafe, which was founded in 2008 and located in Jalan Kahuripan no. 12 Malang. Java Dancer is Resto & Cafe, which has a concept that is thick with elements of Java, both in terms of menu served well in terms of

interior therein utilizing icons puppet as Semar, Petruk, Gareng, and Bagong complement the atmosphere of Java in the Java Dancer. The targeted segment Java Dancer is that among young people and foreign tourists who are traveling to Malang, This is due to the strong feel of Java in the Java Dancer makes foreign tourists interested in spending time in Java Dancer The number of employees working in Java Dancer is the total amount to 27 employees all of whom are permanent employees and have a high school education/equivalent. For photos view outside and inside of the Java Dancer in figure 3 below.



Figure 3. Inside and Outside View of Java Dancer

4. Re and Fort Garden House

Re and Fort Garden House is Resto & Cafe, which was founded in 2013 and is located on Canal Street Kawi no. 4 Malang, Re and Fort Garden House is Resto & Cafe, which has the concept of "Garden" from the menu presented zoom unique and interesting, from the concept of this Re and Fort segmented for the young, such as students.

As for the education of employees in Re and Fort Garden House is that 17 employees graduated from high school / equivalent, and 8 (eight) employees still existed as a student. Total employees working in Re and Fort Garden House itself amounted to 25 people. For photos view outside and inside of Re and Fort in Figure 4 below.



Figure 4. Inside and Outside View of Re&Fort

5. Ria Djenaka

Ria Djenaka is Resto & Cafe, which was founded in 2010 and is located at Jalan Bandung no. 5 Malang is Resto & Cafe, which has the concept of casual dining and family style, which served a full menu includes western, asian and local. For the interior also has many large table suitable for a family gathering place, Ria Djenaka is segmented for all people age from young children to the family. It employs a total of 42 employees with details of 35 permanent employees and 7 (seven) employees who are still contracts. All employees at this Djenaka Ria educated high school / equivalent. For photo display design outside and inside of the Ria Djenaka in Figure 5 below.



Figure 5. Inside and Outside View of Ria Djenaka

6. Vosco Coffee

Vosco Coffee is Resto & Cafe, which was founded in 2013 and located at 27A Jalan Borobudur Malang. Coffe Vosco has an Resto & Cafe which has Caffehouse concept, which is on the menu served more emphasis on drink more diverse, however Vosco Coffee also serves local and Western food. Vosco coffee is segmented to all circles of young people to the family.

For employees who work in this Coffee Vosco total amounted to 24 employees, consisting of 14 permanent employees and 10 employees are a contract employees. As for the education of employees in this Coffee Vosco ie 20 employees graduated from high school / equivalent, and four (4) employees still existed as a student. For photos view outside and inside of Vosco Coffee in Figure 6 below.



Figure 6. Inside and Outside View of Vosco Coffee

4. Managerial Position and Its Duties

Each business has similar managerial positions, consist of Owner, Manager, Head of Kitchen (Chef), Head of Bar (Barista), Cook Helper (Assistant Chef), Pantry (Assistant Barista), Server (Waitress and Billing people). An owner is responsible for all the things that are in Resto & Café, which include operational funding and the salaries of employees. Owner also has absolute authorities, such as replacing the concept Resto & cafe, raise/lower the price of the product, and recruit new employees if necessary.

Manager is coordinating and overseeing all operational activities if the owner was not in the Restaurant and Café. A manager is responsible to report all proceeds from the sale and checking inventory in the kitchen or bar every day and then report it to the owner. Manager also has a responsibility to keep the Resto & Cafe atmosphere remains conducive and it has the authority to coordinate all employees to do the operational activities aimed at Resto & Café.

Head Kitchen has to present any food menu and cake ordered by customers. It has the responsibility to coordinate each employee in the kitchen and check the inventory of materials and equipment used and needed in the kitchen every day which will then be reported to the Manager. As a Kitchen Head, Bar

Head has duty to present each drink and dessert menu ordered by the customers. It has responsibility to coordinate each employee in Bar and to check the inventory of materials and equipment used and needed in the bar every day which will then be reported to the manager.

Cook Helper assigned to assist the Head Kitchen serves meals ordered by customers. Cook helper has a responsibility to maintain cleanliness in the kitchen area and responsible for the food menu is done.

Pantry assists the Head Bar serves drinks and dessert that was ordered by the customer. Pantry has a responsibility to maintain cleanliness in the bar area and the responsibility for the drink menu is done so in accordance with customers' orders

The server has a duty to help the customer to place an order by customers, then the customer booking convey to the kitchen/bar, the latter deliver the order to the customer. In addition the server is also responsible for serving customers in payment process. The server is responsible for ensuring that the customer ordered the correct menu and also the payment process correct in terms of quantity and type.

From the explanations above, it can be clearly understand that owner has privilege to hire the new employees. However, the decision to hire depends on the request of Manager, Kitchen Head, and Bar Head as the manager and supervisor of employees.

5. Recruitment and Selection Pattern

Sources of Recruitment

Resto & Cafe business in Malang prefer to use an external recruitment as their main source of generating applicants. It is intended that business can get employees who have new ideas in the operations of the restaurant and cafe in the future. This view is in line with Ria Djenaka Manager said:

"It is preferable looking for really new recruiters. That is so not necessary to position another employee to fill vacancies' position. It is better newly recruited directly. If I am rolling employee positions, there must be harmed, so it should not be forced. If there are vacant, just directly recruit only"(Tuesday, 07 April 2015)

It is also confirmed by Busker Beans Manager:

"During this time when for example here we shortage of employees, I always recruiting new people. Actually, the option to change the position of the other employees were also able to do, but so useless, if I put it that way it remains true one position can be covered, but overall my team still lacks the right employees. So yes, I always do an external recruitment" (Thursday, 16 April 2015)

Manager of Amsterdam Kitchen&Bar also has a similar perspective, although he also considers an internal recruitment as necessary:

"When there is a vacancy/shortage of staff s here, I often used recruitment sourced from outside, but I also considering situation, if the conditions allow for recruiting sourced internally, so I use the recruitment process" (Friday, 23 April 2015)

This perspective is similar with the condition in Vosco Coffe, which is said by its Owner:

"If I want to take the new employee, it comes from external and internal candidates. I use two sources so that a balanced course between the number of an "old" employees and new employees. Anyway, internal recruitment applied only if it is urgent" (Saturday, 24 April 2015)

From all managers and owners explanations, they experienced that if they need a new employee or if there is a shortage of worker, they will recruit new employee externally rather than fill it from within (internally). Majority of them, both managers and owners, agree that external recruitment is their main source of applicants when they need new employees. It is because, when manager fill the position internally, they will lack of employee on the position which left. External candidates often assume bring new ideas, spirit, and enthusiasm to the company (Owner and Manager Amsterdam Kitchen & Bar). This

opinion is supported by Beardwell and Claydon (2007:190) that it preferred to recruit externally depending on the required numbers, skills, competences and experiences.

Recruitment Channels

There are a number of tools organizations utilize to attract applicants. The most popular and common channels to advertise vacancies are: job advertisements, paper-based and internet and word-of mouth recruitment (Searle in Collings and Wood, 2009: 155).

In terms of Resto & Café industry in Malang, manager and owner of each business is generally makes a resemblance between each Resto & Cafe. Majority of them use social media over the Internet to attract potential candidates. However, they have different reasons regarding the social media they used as their recruitment channels, as Amsterdam Kitchen & Bar's Manager said:

“Media that we used to find potential new employees by using the internet, yes we did when informed vacancies through social media, mainly through twitter. Yes indeed deliberately through twitter, so candidates who knowing the vacancy is only people who follows our twitter account. So, automatically only them who know us well that will apply. That is for external recruitment. If it passed internally, I just inform it when briefing, anyways if there are vacant positions many friends (employees) also know it” (Friday, 24 April 2015)

The using of Twitter also supported by Manager of Java Dancer:

“media that we used to inform anything, for example empty position is our twitter, depotkopi_JDC. We always share anything there, as promos, new menus, and job vacancies. So, the followers will know it immediately. Furthermore, when we are using twitter, it is no need to pay”

Busker Beans Manager also used Twitter and Black Berry Massanger (BBM) as their media to inform vacancies, similar with Java Dancer. The illustration of vacancies using social media by Busker Beans and Amsterdam Kitchen&Bar, are shown below on figure 7:



Figure 7. Illustration Vacancies through Social Media

Re and Fort Garden also used social media as their recruitment channel, as its manager said:

"We inform job vacancies quite through Instagram, yes because we feel our followers on Instagram is a lot, so yes we could potentially get candidates who fit our expectations, furthermore it is free "

Re and Fort Garden job vacancy is illustrated in figure 8 below:



Figure 8. Job Vacancy through Instagram

The evident from Resto&Café business in Malang City show that internet especially social media is the most favorite tools to inform and advertise job vacancies. Not only because of it is free, but also to make sure that the applicants are well known about the organization and the position they apply for.

These findings also supported the recent trends in a decade that the use of the Internet has increased 60 per cent through the application of corporate web sites for recruitment purposes, with 91 per cent of Global 500 firms web sites featuring vacancies. It provides organizations with a highly cost effective and efficient means of reaching applicants on a global basis (Searle in Collings and Wood, 2009: 154). The growth of the Internet has influenced organization attract and select candidate (Beardwell and Claydon, 2007: 191)

Recruitment Schedule

Generally an established organization usually has a periodically recruitment activities to maintain stabilization of their employees condition. However in Resto and Café Business in Malang, owners and managers said that they have no scheduled recruitment process. They recruit candidate only when they need it. This condition is confirmed by owner of Ria Djenaka:

"Conducting the recruitment process periodically does not exist here. Intentionally do so indeed because we do not need that. As long as we meet the needs of our employees so we do not recruit, new worker every year or every six months" (Tuesday, 07 April 2015)

It is also supported by an employee of Re and Fort Garden House:

"Here if you want to recruit new employees no time period. Here, the new recruits are recruited only when there are resigned employees or when we need it" (Thursday, 29 April 2015)

Finally, this condition also agreed by manager of Java Dancer Coffee, who said:

"Here, there is no periodically recruitment process. So, the recruitment was done when the state of our labor shortage. As long as we have not felt a shortage of employees so we do not recruit new employees. If we apply a periodic time of recruitment, it seems less effective, better not applied it" (Friday, 10 April 2015)

Therefore, based on these observations, it can be concluded that in general there is no periodic recruitment process in Resto and Café in Malang City. They only did this process when they need a new employee because of resigned or new position need.

Selection Pattern

After the recruitment process, the pool of potential candidates is usually selected thoroughly by manager and owner to find the best suits candidate with the organization's need. There are some steps to select the candidates. The most commonly used tools in selection processes, including: interviews, ability testing, personality assessment, work sample tests or situational judgement tests, and integrity tests (Searle in Collings and Wood, 2009)

These steps are also applied by Resto and Café business in Malang City. In general they also used at least administrative test and interview in selecting candidates. It is supported by Busker Beans manager who said:

"In the selection process here Busker Beans just use two (2) phases, the first was the administrative selection, seen from the file job applications and CV, if we think meet the criteria so we call again for having interview with Mr. Richard (Owner). So yes only two stages in selection process"

Re and Fort Garden Manager also said the similar condition:

"Test for new employees here only two (2) times. First, from his application test, if the prospect is adequate we are calling again for a direct interview. If it passes the interview it means already become the employees here"

However, more complete steps of selection also applied by Amsterdam Kitchen and Bar Manager and also Vosco Coffee, as their statements below:

"For the stages in the selection should be done sequence. First, we must select in terms of administrative potential applicants, after we got some candidates then we contact them again to then perform a test of skills. Having escaped from the skills test before final test phase that is a direct interview with the Owner" (Amsterdam Kitchen and Bar)

"In Vosco here, tests for the selection of employees actually is skills tests alone. I do to see a prospective employee has the potential or not, but before that stage, of course there are the early stages of administrative test, then to skill test, and the last is direct interview with me " (Vosco Coffee Owner)

From these explanations, it can be clearly say that there are some selection stages. The simplest one is only consist of two steps: administrative selection and interview with manager and /or owner. The more complex one is included skills test that completed the two previous tests done. These steps were also support the phenomena that interviews, ability tests, and work sample test are popular test in selection process.

Standard Indicators to Evaluate Candidates

Here is the summary of standard indicators for candidates

Table 3. Highlights Data Interviews Regarding Employee Standard Indicators

	Amsterdam Kitchen & Bar	Busker Beans	Java Dancer	Re and Fort Garden House	Ria Djenaka	Vosco Coffe
Standard indicators to evaluate employees	<ol style="list-style-type: none"> Physical indicators applicants, default is to have physically good looking skill indicators of applicants, the default if in the Kitchen must know how to manufacture a minimum of 1 menu of food. For the bar, must be ma 	<ol style="list-style-type: none"> The physical indicators of applicants, is to have physically good looking Indicators ability to communicate, the default is to speak and communicate fluently during a interview w 	<ol style="list-style-type: none"> Indicators of the knowledge and skills of the applicants, the default is to understand how making i (a) the food menu and one (1) drink menu (a applies to all parts of the proposed) Communication indicator, the default is smoothly communicate during 	<ol style="list-style-type: none"> Physical indicators, applicants have physically good looking Administrative indicator, the default is to have work experience (if previous working experience in the field of food & beverages is prioritized) Communication 	<ol style="list-style-type: none"> administratif indicators. <ol style="list-style-type: none"> Have work experience prior work Have an average rating above 75 on the final diploma applicants. applicants have physically good looking Communication indicators is fluently speak and communicate in interviews. 	<ol style="list-style-type: none"> applicants have physically good looking Communication indicators is fluently speak and communicate in interviews.

de a minimum of one (1) type of beverage, such as Latte, Cocktail, Frappe, etc.	with the owner.	a interview with the owner.	indicators is fluently speak and communicate in interviews.	nicate in interviews dengan <i>owner</i>
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6. Conclusion

From the findings and discussions, it can be concluded that Food and Beverages industry in Malang particularly Resto and Café conducted several methods for the recruitment process, which were:

- (1) No periodical/scheduled recruitment,
- (2) Recruitment was conducted when new employee(s) were required,
- (3) The activity was mostly based on external sources,
- (4) The utilization of social media, such as BBM, Instagram, and Twitter, as the recruitment channels.

While in the selection process:

- (1) In general, applicants were selected based on four tests comprising the administrative test, knowledge and skill test, managerial interview, and the owner interview;
- (2) There were four standard indicators used to evaluate the candidate during the selection process. They were as follows:
 - a) Administrative indicator: candidate should have experience dealing with the applied job and the certificate final score is +75 in average,
 - b) Physical indicator: candidate should have good-looking, clean and charming appearance,
 - c) Skills indicator: candidate should know and understand the job task precisely,
 - d) Communication indicator: candidate should have communicative skills, fluent and confident during the interview.

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