In this digital era, hybrid skills are needed to enable people to add value beyond the application of technology (Technical skills). However, organizations will always be run by humans, not robots. They work in an organization requires communication skills, collaboration, empathy, and so on. It is important for a recruiter to get talents with hybrid skills combined with qualified technical and non-technical skills. The research design used is the literature review method. Therefore, the nature of this research is descriptive analysis, by revealing, describing, and explaining related to the research topic, namely the analysis of how recruiters identify the capacity of hybrid skills in candidates through regular analysis of the literature that has been obtained. Hybrid skill is considered more capable of describing the workforce in completing tasks with maximum performance. In the labor recruitment process, companies have problems in the labor market that do not meet the qualifications of the soft skills and hard skills of each applicant are not balanced. In order for companies to improve the skills of workers efficiently and utilize their talents more effectively, they must be able to identify both the skills workers already have and those they will need.

**Keywords**: Recruitment, Hybrid Skills, Soft Skill, Hard Skill

**INTRODUCTION**

Technology has changed the organizational structure, including human resource management. The future of employment increasingly requires workers with a more complex set of knowledge and skills. Moreover, the uncertainty of the COVID-19 pandemic that has locked various work activities has forced companies to adjust their business models and how employees work. Everyone has to be realistic and recognize that moving towards a new way of working means employees need to develop new skills. Seen, the requirements of a job vacancy include many combinations of knowledge and skills. The need for a multi-talented workforce is very much needed in the era of the industrial revolution 5.0 so that various parties need to create and anticipate these needs for both business actors and institutions that support the readiness of resources such as universities (Hidayat & Yunus, 2019).

In this digital era, hybrid skills from a soft-skill are needed to enable them to add value beyond the application of technology (Technical skills). However, organizations will always be run by humans, not robots. They work in an organization requires communication skills, collaboration, empathy, and so on. It is important for a recruiter to get talents with hybrid skills that combine qualified technical and non-technical skills. There are several challenges and problems that arise in recruitment in this digital era, including First, most companies are very difficult to attract qualified candidates. second, related to budget problems, the company must be able to realign
recruitment tactics with the company's internal conditions. Third, all recruiters must be goal-oriented to achieve what will happen best in attracting the best candidates as well (Perdana, 2019).

The presentation raises the question, how do recruiters know or identify that a candidate who is applying has the capacity for these hybrid skills.

**Recruitment**

Recruitment is an effort to find a pool of applicants with qualifications and potential and communicate existing job opportunities. While the definition of recruitment according to Antika and Nawawi (2017) explains the process carried out by the company and organization to accept someone who has exclusive qualifications according to the required needs. Furthermore, according to Amin and Adiansyah (2018), recruitment is a stage in the search for new qualified workers to be employed in companies and agencies.

Recruitment is a process of looking for new job candidates from within the company as well as outside the company in sync with qualifications and in sync using human resource planning in the company. The recruitment stage is the initial stage for companies to select job applicants that match the required qualifications and formations. The recruitment process does not only occur for prospective new employees but also occurs for old employees to fill positions that are needed according to qualifications or employees who only have qualified competencies. In the journal Study of Human Resources in the Recruitment Process for Workers in Companies (Alhadi & Nanda Eka Saputra, 2017) mentions the stages in the recruitment process, including: (1) Identify vacant jobs and the amount of resources needed, (2) Provide qualifications and job specifications to prospective applicants, (3) Determine the source of the right candidate, (4) Choosing the right recruitment method, (5) Calling candidates for position applicants, (6) Selecting Candidates, (7) Make an agreement with the selected Candidates (8) Start working.

There are several approaches in employee selection according to Prasetya et al. (2019), including: 1. Successive Hurdles, is a selection system carried out in the order of testing, i.e. If the applicant does not pass a test, he or she may not take the next test and the applicant earlier disqualified. two. Compensatory Selection Approach, is a selection system that is carried out by means of the applicant taking all the tests, then calculating the average homogeneous value of the test whether it reaches the standard or not. Applicants who reach the standard value are declared passed, while applicants who do not reach the standard are declared disqualified or not accepted. There are various views regarding the stages in the human resource selection process in companies, one of which is the selection stage according to Mangkunegara in Hery et al. (2019), namely: 1. Academic knowledge test. Academic knowledge test aims to determine the level of dominance of the academic knowledge material of prospective employees. The material provided must be in accordance with the field of education and the level of education of prospective employees. two. Psychological test. This psychological test is given by a psychologist, to reveal the potential abilities, interests, talents, motivations, emotions, personality, and other special abilities that exist in prospective employees. 3. Interview. Selection interview is one of the employee selection techniques that is carried out by direct question and answer to find out the personal data of prospective employees.

Behavioral Event Interview (BEI) Occurs in the selection process for job applicants. BEI is an appropriate interview method in predicting the behavior of future candidates in the past. Behavior-based questions can vary. Types of interview questions in the IDX
include; Behavioral, Knowledge, Hypothetical, Closed-ended. In the IDX interview, there are also two parts: (1) Introduction, which aims to build closeness to the interviewee and to reduce tension in the interview process. (2) Trigger, aims to make the candidate able to bring up the events that are in his mind, as well as to adjust the events that have been experienced with the events requested by the interviewer.

**Hybrid Skill**

Hybrid skills can be defined as a combination of technical skills and social skills. Hybrid Skills will vary according to the job, company, or other industry sector. The demand growth for Hybrid skill needs for entrepreneurs is currently fast. One of the factors is technological developments that require the application of soft skills, hard skills, disciplined technical analysis or management (Fauzan, 2020).

The level of measurement of organizational effectiveness to meet the needs of the organization as a whole is usually called Organizational Performance. Organizational performance is a systematic effort to continuously improve the ability to achieve the goals of the organization's needs as a whole and effectively. Hybrid ability is an ability that relates to the performance of an employee in carrying out tasks, the ability is multidimensional. A person's performance in completing a task well is measured in several ways including the level of knowledge, skills, abilities, and behaviors that support the work. While the performance of a company (Organization) is measured at the management level to respond to a company condition, both internal and external conditions with certain criteria to find out how big the problem is and how to solve it.

**Hard Skills**

Hard skills are skills that are owned and needed in completing certain technical tasks. In this case, hard skills have an important role and provision in the world of work that can be continuously developed to complete the tasks assigned to an employee. Some opinions that explain Hard Skill as follows. Hard Skill according to Arhamuwildan is an interconnected ability between science, technology and technical skills needed in certain professional fields. Another opinion, according to Faizal Alam Islami Hard skill is the level of knowledge and skill level possessed by a person.

It can be concluded that the definition of hard skill is an ability that is owned and needed by someone to complete a task or technical work in a particular field.

**Soft Skills**

The definition of soft skills in various references that have been found explains that soft skills are behaviors that are owned by someone who relates personally and interpersonally who are able and supportive in improving a person's performance including, self-integrity, honesty, confidence and flexibility.

Meanwhile, according to Yuniendel (2018) explains that soft skills are skills that a person has to relate to others as well as skills to self-regulate. Simply put, soft skills are skills to socialize with other people and skills that are able to support one's behavior. Soft skill assessment usually occurs in employee recruitment or selection in companies and industries using the interview method to find out biodata and measure personality and behavior, motivation, skills, situational assessment and security.
METHOD

The research design used is a literature review method. The use of this method is appropriate to achieve research objectives and does not cause obstacles during the COVID-19 pandemic which limits researchers in data collection.

Literature review means a research method that is carried out by discussing and critically reviewing theories, ideas, and findings in the body of academically oriented literature to state a fact more clearly. The data used were collected from a number of literature sources, namely books, journals, working papers, reports, and others related to using problems and achieving research objectives. Therefore, the nature of this research is descriptive analysis, by revealing, describing, and explained related to the research topic, namely the analysis of how recruiters identify the capacity of hybrid skills in candidates through regular analysis of the literature that has been obtained.

In this study, the researchers used a literature study with the 2015-2020 period. In addition, researchers use literature that discusses recruitment in the form of hybrid skills, soft skills and hard skills.

FINDINGS AND DISCUSSION

The phenomenon of Hybrid skill happening now is caused by the rapid development of technology. Combining competence between Hard Skills and Soft Skills is very important in this era. An era that requires every workforce to have technical and non-technical competencies. Hybrid skill is considered more capable of describing the workforce in completing tasks with maximum performance. Maximum performance occurs when a person's ability to meet and complete the needs of the work demands that have been determined and the organizational environment. In the Journal of Competencies Alaihi Salam, a behavioral approach to emotional intelligence, it is stated that research published over the last 30 years or so shows that leaders, managers, advanced professionals, and extraordinary people at work are seen in three groups of behavioral habits that make as a differentiator and limiting ability of a person in carrying out a good job. namely includes; (1) expertise and experience, (2) knowledge and (3) Basic Cognitive (Information absorption, problem solving, decision making, etc.).

The study concludes that the combination of technical and non-technical competencies is interrelated and can produce maximum performance. In the labor recruitment process, the company has a problem in the labor market that does not meet the qualifications of competence, soft skills and hard skills of each applicant are not balanced. Because this era has dynamic and rapidly changing changes resulting in changes in the labor market. Often the rapidly changing needs of companies result in the labor market not meeting the required qualifications. Institutions and companies that represent supply and demand in the labor market have the awareness to continuously improve and adapt talent needs in the required jobs.

To overcome this, the company has a strategy in the recruitment process to find the appropriate qualifications. With the Behavior Event interview approach, the recruitment process will be easier to find the qualifications of workers who have Hybrid skills. The IDX approach is considered to be more effective in knowing non-technical competencies (soft skills) and hard skills, because in the process an interviewee is required to be more intuitive in answering the questions asked and the answers issued as a result of processes that have been experienced or thoughts. purely by an applicant.
In research Christou (2016), explaining that valid judgments can come from past experience information, the accuracy of the assessment is in line with the amount of relevant and directly related behavioral information. Accuracy Rate Around 70% in the recruitment process, work competence, as well as potential work performance and skill gap analysis behavior.

On the other hand, recruitment from outside the company has limitations. Because the resources in the labor market do not always meet the needs and companies need manpower to fill the available jobs. The next strategy in the recruitment process occurs within the company. It is commonly referred to as internal resources. The company’s strategy is to invest in training and development of the workforce available in the company. Training existing workers may be a much easier solution for employers than fighting over a small group of workers who are actually in the market for these emerging jobs. For companies to efficiently upgrade workers’ skills and utilize their talents more effectively, they must be able to identify both the skills workers already have and those they will need so that they can better align learning and development investments with future jobs and better. future composition of the work they already have. With this, Hybrid Skill Competencies will be found in many companies. In the view of the workforce in the journal The Hybrid Job Economy: How New Skills are Rewriting the DNA of the Job Market by Josh Bersin, 2019. explains that the view of tens of millions of workers, will follow the demand for qualifications and upgrade their skills towards Hybrid Skills. That way, with the right insight into the ever-changing nature of the job, all interests can develop into the Hybrid Skills labor market.

CONCLUSION
In the labor recruitment process, the company has a problem in the labor market that does not meet the qualifications of competence, soft skills and hard skills of each applicant are not balanced. For companies to efficiently upgrade workers’ skills and utilize their talents more effectively, they must be able to identify both the skills workers already have and those they will need so that they can better align learning and development investments with future jobs and better. future composition of the work they already have. With this, Hybrid Skill Competencies will be found in many companies.

REFERENCES


