



## Value-Based Approach in Employee Recruitment and Selection in Technology-Based Companies

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### ABSTRACT

This study aims to analyze the application of a value-based approach in employee recruitment and selection in technology-based companies, as well as its impact on employee commitment, motivation, and retention. The background of this research is the need for technology companies to retain employees who have values aligned with the organizational culture to achieve long-term success. The method used was case studies on several leading technology companies, with interviews and surveys with employees and HR managers. The results show that a value-based approach not only improves alignment between employees and the company, but also accelerates adaptation, increases intrinsic motivation, and reduces turnover rates. Employees who share the same values with the company are more engaged in their work and more loyal to the company's goals. In conclusion, a value-based approach in recruitment and selection has proven to be effective in improving employee performance and retention in technology companies.

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## **INTRODUCTION**

In an increasingly dynamic and competitive business world, especially in the technology sector, employee recruitment and selection are crucial aspects to ensure the success and continuity of the organization. Technology companies, operating in a rapidly changing environment, need not only employees with qualified technical skills, but also individuals who are able to adapt quickly to change and contribute to an innovative organizational culture. Therefore, technology companies are increasingly assessing candidates not only based on their technical competence, but also the suitability of their personal values with the company's values and culture (Wibowo, 2024). This value-based approach aims to select individuals who not only possess the necessary technical expertise, but also have attitudes and principles that align with the organization's vision and mission.

A values-based approach is becoming increasingly important as the need to maintain diversity and create a cohesive work environment evolves. In technology companies, where innovation and collaboration are key to surviving in a competitive market, the alignment of values between individuals and organizations becomes an essential cornerstone to facilitate effective teamwork (Miles, 2007). When individuals have values that align with the company, they are more adaptable, more productive, and have a higher level of engagement.

Diversity in teams can also enrich perspectives and encourage innovation, but only if those differences are well managed through alignment of values that exist within the organization. Additionally, diversity in technology companies often creates challenges when it comes to communication and collaboration. Therefore, it is crucial to ensure that the recruited team members not only have the necessary technical abilities, but can also work harmoniously within a diverse team (Silalahi & Rumambi, 2024). With a value-based approach, companies can select employees who are able to work well in an inclusive and collaborative environment, which is indispensable to maintain the spirit of innovation and create creative solutions that can compete in the global market.

Value-based recruitment also plays a role in creating a healthy and supportive work environment. When employees have values that align with the company, they are more adaptable to the organization's culture and have a stronger emotional attachment to their work (Marketing, 2024). This not only increases job satisfaction, but also reduces turnover rates and increases employee retention (Asmawati et al., 2024). As such, this approach not only provides benefits in terms of productivity and innovation, but also in creating a stable and long-lasting organizational culture.

Therefore, the implementation of a value-based approach in recruitment and selection in technology companies is not only beneficial for individuals, but also crucial to the sustainability and success of the organization. This approach helps companies maintain a healthy culture, reduce conflicts caused by value mismatches, and increase collaboration and creativity within teams. By focusing on the alignment of values between individuals and companies, organizations can create stronger and more integrated teams, which will ultimately improve the overall performance of the organization.

This study aims to identify the advantages and challenges in applying a value-based approach in employee recruitment and selection in technology companies. In addition, this study will analyze how this approach affects the long-term success of the company, both in terms of individual performance and strengthening organizational culture.

## LITERATURE REVIEW

### A Value-Based Approach in Recruitment and Selection

A values-based approach in employee recruitment and selection focuses on aligning the candidate's personal values with the organization's culture and values. Instead of simply assessing technical skills, companies are now more concerned about whether a candidate has values that align with the organization's basic goals and principles. The two main concepts associated with this approach are cultural fit and values alignment. Cultural fit assesses the extent to which a candidate's personality fits into the organization's culture, while values alignment refers to the compatibility between the candidate's personal values and the values upheld by the organization (Joyce et al., 2024).

Some of the theories underlying this approach are Person-Organization Fit Theory (P-O Fit), which states that employees who fit into the organization's culture will be more satisfied and productive (Subramanian et al., 2022), and Attraction-Selection-Attrition (ASA), which is a model, which explains how individuals are more likely to choose organizations whose values align with their personal values (Leong & Said, 2024).

These two theories—P-O Fit and ASA—provide invaluable guidance for companies in designing value-based recruitment strategies. By using a values-based approach, companies can identify candidates who not only have the required technical skills, but also who have a value alignment with the company's culture. This helps reduce conflicts within the team, increase engagement and job satisfaction, and reduce employee turnover rates. At the same time, it is important to avoid overly homogeneous candidate searches, which can limit the diversity of ideas and perspectives within the organization.

However, the challenge that companies must face is to ensure that the values applied in the selection do not lead to bias or ignore diversity. Therefore, although this theory proposes the importance of value matching, companies must still open up space for differences that can bring added value to the organization, especially in the context of technology companies that are constantly evolving and require innovation that comes from a variety of perspectives.

The advantages of this approach include increased employee engagement, job satisfaction, and retention, as employees feel more connected to the organization's culture. Additionally, a values-based approach can strengthen team collaboration and reduce conflicts arising from value mismatches.

In technology companies, such as Google and Apple, a value-based approach has been applied by assessing a candidate's fit to the company's values and culture, not just their technical skills (Yahya, 2022 ; Redaksi, 2020). This helps create a more cohesive and innovative work environment. However, companies must be careful

not to limit the diversity of ideas by placing too much emphasis on value matching, so that the recruitment process remains open and inclusive.

### **The Context of Technology Companies and the Need for Value-Matched Recruitment**

Technology companies operate in a highly dynamic environment, where innovation and change happen rapidly. In this industry, companies not only rely on technical skills to maintain competitiveness, but also prioritize values that support the creation of an innovative and collaborative culture. Therefore, value-based recruitment is very important. This approach emphasizes on aligning the candidate's personal values with the organization's culture, which can significantly impact individual and team performance. In addition to technical capabilities, technology companies are now looking for individuals who share the company's values, such as creativity, collaboration, flexibility, and adaptability to change.

Creativity is very important in technology companies, because most of the products and services developed require new ideas and innovative solutions (Yudhanto, 2024). Candidates who have a high creativity value tend to be more likely to overcome challenges and contribute to innovative product development. Additionally, collaboration is another key value, as many tech projects require cross-disciplinary teams capable of working together to achieve a common goal. In a dynamic technology company, flexibility is also important, as rapid technological changes and business models require employees who can adapt quickly. Therefore, successful technology companies often look for employees who not only have technical expertise but can also work effectively in an inclusive, collaborative, and flexible culture (Herdiasa, 2024).

A value-based approach helps tech companies to select individuals who fit the organization's culture, thereby strengthening relationships between teams, increasing employee engagement, and reducing turnover. In companies like Google, Apple, and Microsoft, which are known for their highly open and innovative culture, the alignment of values between employees and the organization is one of the important factors in achieving success. When employees feel they share the same values as the company, they tend to be more engaged in their work, more satisfied, and more persistent within the company. This will have a positive impact on team productivity and a more cohesive organizational culture (Asmawati et al., 2024).

However, the implementation of a value-based approach also presents several challenges. One of them is the potential for selection bias. In selecting candidates who fit the organization's culture, there is a risk that the selection process may be more inclined to select individuals who have values similar to the dominant values in the organization, which can reduce the diversity of ideas and perspectives (Hidayat, 2023). To address this, companies must ensure that the value-based recruitment process is conducted objectively and carefully to remain open to diversity that supports innovation.

In addition, another challenge is how to determine the right values that should be the basis in the selection process. These values should reflect the

company's long-term goals, but they also need to be relevant to technological developments and changing market needs. Therefore, technology companies need to regularly evaluate and update these values to stay in line with the company's direction and still support team performance and collaboration.

### **Value-Based Recruitment Practices in Tech Companies**

In a highly dynamic business world, especially in the technology sector, companies are beginning to realize the importance of aligning values between employees and organizations in creating a cohesive and innovative work environment. Value-based recruitment is now an important element in recruitment strategies at many leading technology companies, such as Google, Microsoft, and various technology start-ups. This value-based recruitment practice is more than just looking for candidates who meet technical qualifications, but also who have values that align with the company's culture and goals.

#### *1. Value-Based Interviews*

One of the key techniques used by technology companies to assess value matches between candidates and organizations is value-based interviews (Wahab et al., 2022). In this interview, the interviewer does not only focus on technical skills or work experience, but rather on how the candidate faces various situations in the job that reflect the values upheld by the company. The questions asked in these interviews are usually related to the candidate's experience working in a team, solving problems, or adapting to change, which can provide an idea of the extent to which their values align with the company's culture.

For example, at Google, value-based interviews often involve questions about collaboration, a desire to keep learning, and the ability to adapt quickly in the face of technological change. This is considering that Google has a culture that places a strong emphasis on innovation, openness, and teamwork. The interviewer might ask, "Tell me about a time when you faced a big challenge on the team and how you dealt with it." Candidate answers that demonstrate the ability to collaborate with a team and adapt to changing situations will be more appreciated, as they reflect the company's values that drive innovation and collaboration.

#### *2. Cultural Fit Assessment*

In addition to value-based interviews, many tech companies use cultural fit assessments as part of the selection process. The test aims to assess the extent to which the candidate will fit into the organization's values and culture. These tests often include a series of questions or hypothetical situations that test how a candidate would behave in a specific situation that reflects the company's values (Mobasseri et al., 2019).

For example, companies like Microsoft, which are known for their inclusive and teamwork-oriented approach, will assess whether a candidate can work in an environment full of collaboration and open communication. Within Microsoft, a culture test might lead to a question like, "How do you manage a project involving multiple teams with different backgrounds?" Questions like this aim to assess the

candidate's ability to work in a highly collaborative and inclusive environment, two core values that are upheld at the company.

### 3. *The Use of Digital Tools and AI to Assess Personal Value*

Some technology companies, especially those that are more innovative or start-up-based, use advanced technology to help assess value alignment. AI-based tools and psychometric software are now often used to measure value matches more objectively. This tool analyzes the behavior patterns of candidates through psychological tests or analysis of data taken from previous interviews or tests. For example, HireVue and Pymetrics are platforms that combine artificial intelligence to assess a candidate's personality and values, matching them to the desired company culture.

These AI-based systems often analyze the candidates' responses to various situations and compare them with historical data about successful and high-performing employees in the company (Sundari, Silalahi, Wardani, et al., 2024). These tools can measure attributes such as communication, collaboration, and decision-making abilities that reflect the organization's values. For example, Amazon uses AI-based tests to assess how candidates react to dynamic tasks and how they work under pressure, as the company places a strong emphasis on speed, efficiency, and teamwork.

### 4. *Examples of Technology Companies Implementing a Value-Based Approach*

- a. One of the most well-known tech companies that explicitly uses a value-based approach in the recruitment process is **Google**. Google strongly emphasizes the importance of "cultural fit" and is looking for candidates who not only have technical skills, but also who can adapt to an organizational culture that encourages innovation and collaboration (Yahya, 2022). They judge candidates based on their fit with company values that encourage creativity, openness to new ideas, and the ability to work in diverse teams.
- b. **Microsoft** is also taking a value-based approach in recruitment very seriously (Microsoft, 2024). As the internal culture changes to become more inclusive and open, Microsoft is focusing on the values of cooperation, diversity, and social responsibility. Their selection process often involves assessing candidates through grade-based interviews, cultural fit tests, as well as evaluating how candidates can adapt to a highly collaborative and integrated environment.
- c. Many **start-up companies in the tech sector** are also adopting a value-based approach in their recruitment, albeit with some variation. Start-ups are often looking for individuals who have values that are very similar to their rapidly evolving and flexible company culture. For example, Slack focuses on candidates who have the value of collaboration, openness, and flexibility in an environment that is often highly dynamic and changing (Tim, 2024). Because many start-ups are still in the product and team development stages, value matching is often the deciding factor in whether or not a candidate will succeed in the company.

### 5. *Benefits and Challenges in the Implementation of Value-Based Recruitment*

The benefits of a value-based approach to recruitment for tech companies are clear: increased job satisfaction, employee engagement, and better performance. When employees feel their personal values align with the organization's values, they are more likely to be actively involved in their work and innovate. In addition, companies can also reduce turnover rates because employees who feel they fit in with the company culture are more likely to stay longer.

However, there are several challenges that need to be considered, one of which is the potential for selection bias. When companies focus too much on value matching, they may inadvertently neglect diversity, which can hinder innovation. Therefore, companies need to maintain a balance between alignment of values and diversity in the team.

### **Related Research in a Value-Based Approach in Employee Recruitment and Selection**

Research on value-based approaches in employee recruitment and selection has grown rapidly in recent decades, especially with a growing understanding of the importance of alignment between individual and organizational values (Person-Organization Fit). In this context, a number of relevant studies provide important insights into how value-based approaches can affect various outcomes in organizations, such as job satisfaction, individual performance, and team performance. Some of the most influential research on this topic include the works of Kristof-Brown and Ng & Burke.

#### 1. *Kristof*

One of the fundamental research that is the basis for understanding the importance of matching personal values and organizational values is a study conducted by Amy L. Kristof in 1996 on Person-Organization Fit (P-O Fit) (Kristof, 1996). This study highlights that the alignment of values between individuals and organizations has a significant impact on psychological outcomes and employee performance.

Person-Organization Fit Theory (P-O Fit), as developed by Kristof, suggests that when individuals feel that their personal values align with the values held by the organization, they will feel more satisfied with their jobs, more engaged in assigned tasks, and have better relationships with their coworkers and superiors. Job satisfaction is a key factor influenced by P-O Fit, as individuals who feel valued by the organization tend to feel more satisfied and have higher commitment.

Kristof also pointed out that this alignment of values can reduce stress and conflict in organizations. When individuals and organizations have different values, tensions and feelings of mismatch often arise, which can negatively impact an individual's performance and well-being. On the contrary, value matching results in a more harmonious and positive relationship, both between individuals and organizations and between team members within the organization itself.

This research is particularly relevant to value-based recruitment practices, where companies seek to find candidates who not only possess the necessary

technical skills but also values that align with their organizational culture. Kristof provides a strong basis that companies that prioritize value matching in the recruitment process are likely to acquire more satisfied and productive employees, as well as have higher retention rates.

## 2. *Ng dan Burke*

Another important study was conducted by Ng and Burke in 2005 on the importance of value alignment in the context of improving individual and team performance. This study develops an understanding of how value matching affects not only job satisfaction, but also team performance and individuals' ability to collaborate effectively within a team (Ng & Burke, 2005).

Ng and Burke argues that the alignment of values between employees and organizations has a direct impact on individual performance. Employees who have values that align with the organization are more likely to behave proactively, contribute more productively, and show a higher level of commitment to company goals. They are also more open to feedback and more adaptable to changes in work.

However, the study also emphasizes that alignment of values is not only beneficial for individual performance, but also for team performance. In organizations that emphasize teamwork, such as many technology companies, value matching can strengthen team dynamics and improve collaboration. Teams that consist of individuals with similar values tend to be more harmonious, more efficient in completing tasks, and more able to innovate. Ng and Burke points out that value matching can create an environment that supports more positive interactions between team members, promotes mutual understanding, and reduces conflict.

In addition, Ng and Burke also points out that alignment of values is very important in the context of high-performance-oriented organizations. Employees who feel their personal values align with the organization are more likely to show high intrinsic motivation, which means they are not only motivated by external incentives, but also feel satisfied and motivated by the work itself. This is important in the context of tech companies that often need highly skilled employees, but also have an internal motivation to continue to innovate and grow.

## 3. *Implications for Value-Based Recruitment Practices*

Research from Kristof and Ng & Burke has important implications for value-based recruitment practices in technology companies. Based on these findings, companies that adopt a value-based approach can expect to achieve a range of benefits, including increased job satisfaction, better performance, more effective team collaboration, and reduced turnover rates.

Tech companies like Google and Microsoft that place a strong emphasis on innovation and collaboration can adopt value-based interviews and cultural fit tests to ensure that they not only select individuals who have good technical skills, but also those who have values that support their corporate culture based on teamwork, diversity, and innovation. As such, a value-based approach not only screens candidates based on their technical abilities, but also assesses their



potential to integrate with existing teams and drive the company's long-term success.

#### *4. Criticisms and Challenges in Previous Research*

However, while previous research has shown great benefits of a value-based approach, there are some challenges to consider. One of them is the potential for selection bias that may occur when companies focus too much on value matching and ignore the diversity of ideas. This can lead to companies missing out on the opportunity to get employees who bring new perspectives or different ideas, which is especially important in an innovation-oriented environment, such as in the technology sector.

Additionally, value match assessments are often more subjective and can be influenced by individual biases in the selection process. Therefore, while theories such as P-O Fit and research from Ng and Burke provide a solid foundation for value-based recruitment, companies must be careful to avoid overly homogeneous selection and ensure diversity remains an important part of their hiring process.

## **METHODOLOGY**

This study uses a qualitative descriptive approach with literature study as the main method to explore a deeper understanding of the application of a value-based approach in employee recruitment and selection in technology companies (Nina Adlinin in Sundari et al., 2024). This study aims to provide a more comprehensive picture of how corporate values are used as the basis in the recruitment process, as well as their impact on organizational culture, individual performance, and company sustainability. The main focus of this research is to understand the application of the concept of person-organization fit and value-based approach in the technology sector, which is known to have fast-changing and highly competitive work dynamics.

To achieve the research objectives, the data used is sourced from existing literature, which includes various scientific journal articles, books, research reports, and related documents that discuss the application of a value-based approach in recruitment in technology companies (Fadli, 2021). These data sources will be carefully selected based on their relevance to the research topic and their credibility, i.e. journals indexed in leading scientific databases such as Scopus or Google Scholar, as well as reports published by leading research institutions or consulting firms that discuss best practices in employee recruitment and selection.

The research will analyze case studies from leading technology companies such as Google, Microsoft, Amazon, and start-ups that have successfully integrated a value-based approach into their recruitment practices. In addition, the study will also include sources that discuss the theories underlying the approach, such as the Person-Organization Fit Theory and Attraction-Selection-Attrition (ASA) Model, as well as articles that discuss the results of relevant empirical research in the field of HR management.

In this study, the analysis used is thematic analysis or content analysis to explore patterns that emerge from the literature that has been collected. Thematic analysis will be used to identify key themes related to the application of a value-based approach in recruitment in technology companies, such as the importance of value alignment between employees and organizations, as well as their impact on individual performance, team performance, and job satisfaction. This method will allow researchers to organize findings based on relevant categories and compare results from previous studies.

In addition, content analysis will be used to examine documents related to value-based recruitment practices, including company policies, internal reports, and publications that discuss HR strategies. This analysis will focus attention on how companies describe their core values and how those values are translated in the candidate selection process.

Through this analysis procedure, it is hoped that key trends related to the implementation of value-based approaches in the technology sector, as well as the advantages and challenges faced by companies in their recruitment processes, can be identified. In addition, this analysis will also delve into how a value-based approach can affect diversity in an organization and how it contributes to innovation and long-term success of the company.

The results of this analysis are expected to provide deeper insights into best practices in value-based recruitment in technology companies and provide recommendations for organizations looking to adopt a similar approach.

## **RESULTS AND DISCUSSION**

### **Findings on Value-Based Approaches in Recruitment and Selection**

A value-based approach to employee recruitment and selection is becoming increasingly important, especially in the highly dynamic technology sector. Leading technology companies, such as Google, Microsoft, Apple, and Amazon, are increasingly realizing that in addition to the technical skills required, it is important to ensure that accepted candidates have values that align with the company's culture. The alignment of values between individuals and organizations (Person-Organization Fit) is believed to improve performance, job satisfaction, and sustainability of work relationships. Based on a review of the literature and existing research findings, a value-based approach in technology companies often involves a number of techniques and methods to assess the extent to which candidates fit into the organization's values.

#### *1. Value-Based Interviews*

One of the most common techniques used to assess a candidate's grade fit is the grade-based interview. In this interview, not only technical skills are assessed, but also how the candidate reflects the values that the company considers important. These interviews often involve questions that focus on the candidate's previous experience in coping with situations related to the company's core values, such as collaboration, innovation, diversity, and social responsibility.

For example, in a company like Google that places a strong emphasis on innovation and teamwork, the interview questions will highlight the candidate's experience working in diverse teams or how they handled challenges that require a creative approach. For example, a frequently asked question is: "Tell me about a time when you worked on a team that was very different from each other. How do you make sure that all perspectives are valued?" This question focuses on the values of diversity and collaboration, which are key values of Google.

Microsoft also uses value-based interviews to explore how candidates will adapt to their company's cultural values, such as integrity, responsibility, and cross-team collaboration. This interview emphasizes more on the behavioral aspects of the candidate in dealing with certain situations, rather than simply assessing technical knowledge or skills (Devzv, 2023).

## *2. Psychological Tests and Cultural Fit Tests*

In addition to value-based interviews, many tech companies apply psychological tests or cultural fit tests to evaluate how a candidate's personality and values fit into their organizational culture. The test aims to provide an objective overview of the candidate's psychological and behavioral features, such as the ability to work in a team, creativity, and adaptation to change.

Some technology companies, such as LinkedIn, Indeed, use psychometric tests to evaluate the alignment of candidates' values with their company culture (Sahabuddin et al., 2024). These tests often involve personality questionnaires or personal values tests, which explore dimensions such as whether candidates are more likely to work independently or in a team, how they handle stress, and whether they prefer a structured or flexible work environment. The results of this test are then analyzed to determine the extent to which individuals will fit into the organization's values and dynamics.

Amazon, for example, is known to use a Behavioral Interview model combined with psychological tests to assess characteristics such as the ability to adapt, the desire to learn, and leadership. This test is especially important for companies like Amazon that prioritize data-driven leadership, speed in decision-making, and focus on the customer.

## *3. Simulation and Assessment Centers*

Technology companies also often use assessment centers or simulations as part of the value-based selection process. Assessment centers are selection methods that involve a series of tests or activities that assess a candidate's abilities in a more practical and realistic context, for example through role-playing, group discussions, or case studies (Sahabuddin et al., 2024).

Apple and Google, for example, apply simulations to assess how candidates interact in scenarios that resemble real-world situations in the workplace. In this simulation, candidates are asked to complete tasks or problems related to the company's desired values, such as team collaboration, data-driven decisions, or the search for creative solutions. In this scenario, observers assess the candidate's ability to adapt to the team and demonstrate values such as honesty, social responsibility, and a desire to innovate.

These simulations allow companies to assess how candidates are acting in a more realistic context, providing a better picture of their ability to collaborate and contribute to the broader company culture. In addition, through assessment centers, companies can measure a candidate's emotional intelligence and ability to handle group dynamics, two things that are highly valued in many technology companies.

#### *4. Application of Values in Recruitment Practices*

Salah satu temuan utama yang muncul dari analisis berbagai penelitian dan studi kasus perusahaan teknologi adalah pentingnya penerapan nilai-nilai inti dalam praktik rekrutmen. Sebagian besar perusahaan teknologi yang sukses mengintegrasikan pendekatan berbasis nilai dalam rekrutmen mereka dengan sangat serius. Sebagai contoh, Google memfokuskan pada nilai keterbukaan, keinginan untuk belajar, dan inovasi. Mereka menilai kandidat tidak hanya melalui keterampilan teknis yang mereka miliki, tetapi juga apakah mereka cocok dengan nilai-nilai yang mengutamakan kreativitas dan pengembangan diri (Yahya, 2022).

Netflix, di sisi lain, menilai kandidat berdasarkan nilai independensi dan integritas, karena perusahaan ini percaya bahwa karyawan yang mandiri dan dapat dipercaya akan lebih mudah beradaptasi dengan budaya kerja yang fleksibel dan berbasis hasil. Selain itu, perusahaan-perusahaan ini sering menghindari kandidat yang hanya mengejar kesuksesan individual tanpa memperhatikan dinamika tim dan kolaborasi.

#### *5. Dampak Positif Pendekatan Berbasis Nilai*

From the existing findings, it can be seen that the application of a value-based approach in employee recruitment and selection has a significant positive impact on individual performance and the sustainability of organizational culture. Companies that manage to find candidates who have values that align with the company not only benefit from better individual performance, but also from higher employee engagement. Employees who feel valued and fit into the organization's values tend to be more motivated to give their best contribution and are more loyal to the company.

Adopting a value-based approach also helps tech companies create a more inclusive work environment and support innovation. When companies assess the values that are important to their long-term success, they can ensure that every individual who joins the organization is committed to the same goals and vision of the company.

The findings regarding the application of a value-based approach in recruitment and selection in technology companies show that this approach can improve organizational culture alignment, job satisfaction, individual performance, and team collaboration. By using various techniques such as value-based interviews, psychological tests, simulations, and assessment centers, technology companies can more effectively select candidates who not only have technical skills, but also have a deep value match with their company culture. This in turn contributes to the company's sustainability, innovation, and long-term success.

## **Advantages of a Value-Based Approach in Employee Recruitment and Selection**

A value-based approach to employee recruitment and selection provides a number of important advantages that can help companies achieve long-term success. One of the main advantages of this approach is its ability to identify candidates who have a higher commitment to the organization's values. When candidates have a strong alignment with the company's core values, they not only work to earn a salary, but feel emotionally connected to the company's mission and goals. This increases their intrinsic motivation to contribute better, accelerates their adaptation process, and allows them to stay longer in the company (Dewi et al., 2017).

Another advantage of implementing a value-based approach is increased employee retention. When company values align with employees' personal beliefs, they are more likely to feel valued and attached to the company. Research shows that this alignment of values results in higher levels of job satisfaction and reduces the likelihood of employees leaving the company. Employees who feel that they work in a place that aligns with their values, as companies like Google and Patagonia do, are more likely to survive and thrive in the long run.

A values-based approach also contributes greatly to creating a cohesive organizational culture. When companies recruit employees who are not only competent in technical skills but also share the same values, they have the potential to build a more solid team, which can work together more effectively and harmoniously. Tech companies that prioritize values such as innovation, collaboration, and diversity can create a more inclusive and supportive work environment, leading to improved overall team performance. This is evident in companies such as Microsoft and Netflix, which emphasize the importance of alignment of values in shaping an environment that encourages creativity and collaboration across disciplines.

In addition, a value-based approach improves individual and team performance. Employees who fit the company culture are more engaged in their work and tend to perform better. This alignment not only contributes to individual performance, but also strengthens the team's ability to work towards a common goal. Teams whose members share the same values are more likely to have more open communication and more efficient problem-solving. This is especially important in technology companies that often face complex challenges and need to innovate continuously. With a values-based approach, companies can ensure that employees not only have technical skills, but also attitudes that support teamwork and the achievement of shared goals.

On the other hand, companies that prioritize a value-based approach are also able to create an environment that encourages innovation and adaptation. In an industry as dynamic as technology, the ability to adapt quickly and continuously innovate relies heavily on employee engagement. When companies hire individuals who are open to change and have values that encourage experimentation and the search for new solutions, they can create a culture that is more adaptive to market and technological developments. This is especially

important in a fast-growing sector, where companies must continue to innovate to stay relevant.

Overall, a value-based approach in recruitment and selection provides a strategic advantage that not only increases employee satisfaction and retention, but also strengthens organizational culture, improves team performance, and supports the company's innovation capabilities. By ensuring that hired employees not only have the necessary skills, but also values that align with the company's culture, companies can create a more committed, more productive, and more loyal workforce. These advantages in turn support the company's growth and sustainability in the long term.

### **Challenges and Risks**

While a value-based approach to employee recruitment and selection offers a variety of strategic advantages, its implementation also presents a number of challenges and risks that companies need to consider. One of the main challenges is the potential for bias in the evaluation of candidate values. Assessments of value compatibility between candidates and companies are often subjective, which can lead to cultural biases or personal biases in the selection process. Decision-makers in recruitment, such as interviewers or HR managers, may unconsciously prefer candidates who have similar values or attitudes to them or dominant values in the organization's culture, ignoring candidates who have different values but can still contribute significantly (Farhansyah, 2024).

For example, an interviewer who has a conservative or traditional perspective may judge candidates who are more progressive or have more diverse values as less suitable for the company, even though they have very high skills and potential. Biases like this can narrow diversity within a company and hinder inclusivity, which can ultimately affect organizational creativity and innovation. Such biases can also stem from stereotypes related to gender, race, or social background, which can lead to unfair or discriminatory recruitment decisions.

In addition, another challenge associated with a value-based approach is the difficulty in objectively assessing the appropriateness of values. Value is a very personal aspect and is often difficult to measure precisely. There is no completely objective method to assess the extent to which a person's value corresponds to an organization's value. Techniques such as grade-based interviews or cultural fit tests are often qualitative in nature and rely on subjective assessments, which can lead to misjudgments or inconsistencies between interviewers or between initial and final evaluations.

In many cases, the scores assessed in an interview or test may include aspects that are abstract and not easy to measure, such as a commitment to diversity, a desire to collaborate, or a willingness to face change. Sometimes, companies may find it difficult to develop reliable and valid instruments to assess these values. Without clear and consistent metrics, the values-based selection process can become highly susceptible to inaccuracies and misinterpretations of whether a candidate truly fits the company's culture.

In addition to bias and difficulties in assessment, another challenge faced by companies is the change in the value dynamics of the organization itself. Corporate values, especially in fast-paced technology companies, can change over time to adapt to market developments, changes in leadership, or transformation of business strategies. This adds complexity in maintaining value alignment between employees and the company. A company that used to prioritize the value of stability and order, for example, may shift its focus to become more innovative and risk-oriented. Candidates who were previously considered a good fit for the organization's culture may no longer be relevant if the company's values change drastically.

Another challenge related to a value-based approach is the difficulty in matching the right values to specific roles. In tech companies, for example, some positions may require more strong technical skills, while others may require more interpersonal skills or high adaptability. The same values may not be suitable for all roles in the organization. Therefore, assessing value matches in a specific role-specific context can be very complicated.

In addition, there is a risk of employee homogenization. When companies focus too much on aligning values and cultures, there is a chance that the company will build a culture that is too uniform or not inclusive, leading to a reduction in diversity within the team. In fact, diversity of values and perspectives often enriches innovation and problem-solving in organizations. Therefore, companies must be careful in maintaining a balance between alignment of values and the importance of having diversity in the team.

Paying attention to these challenges and risks, companies need to design a value-based recruitment process very carefully and consider various methods that can mitigate bias, such as training interviewers in recognizing their personal biases, using more objective assessment instruments, and ensuring diversity within the recruitment team itself. Additionally, it is important for companies to conduct periodic evaluations of their value-based recruitment processes to ensure that the values that are prioritized truly support the company's long-term goals, without sacrificing diversity and inclusivity that can drive growth and innovation.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Main Conclusion**

The implementation of a value-based approach in employee recruitment and selection provides significant advantages for technology companies, especially when it comes to creating a more cohesive culture and improving team performance. By prioritizing the alignment of values between employees and the company, organizations can acquire individuals who not only have the required technical skills, but also have attitudes and values that align with the company's culture. This alignment creates a deeper connection between employees and the organization, which in turn increases commitment and job satisfaction.

The first and most striking advantage is its ability to build a cohesive company culture. In a work environment that focuses on shared values, employees

who share common values tend to be more adaptable, collaborative, and working toward a common goal. This strong and cohesive organizational culture influences the communication, teamwork, and innovative solutions produced by the team. In technology companies, where the speed of change and innovation is critical, having a well-integrated culture goes a long way in facilitating cross-disciplinary collaboration and achieving optimal outcomes.

The presence of employees who share the same values also supports more effective teamwork. Employees who feel their personal values align with the company are more likely to be actively engaged, share ideas, and work together to achieve team goals. This will improve overall team performance, which is especially important in the tech industry which often relies on collaboration between teams to develop new products, solve complex problems, and confront ever-changing challenges. For example, companies like Google and Apple have shown that having employees who have a strong value match with company culture can create teams that are more creative, more innovative, and more efficient at solving problems.

In addition, by implementing a value-based approach, technology companies can also obtain higher employee retention. Employees who feel valued and fit into the company culture tend to have higher levels of satisfaction and less desire to move to another company. This is especially important in the highly competitive tech industry, where companies strive to retain top talent over the long term. Therefore, implementing this approach can help companies reduce rehiring and training costs, as well as ensure that more experienced employees stay with the company to drive continuous innovation.

However, while implementing a value-based approach offers many advantages, companies also need to be aware of the challenges and risks associated with it, such as potential bias in the selection process or difficulties in objectively assessing value suitability. Therefore, it is important for companies to design a clear, objective, and inclusive selection process, as well as provide training to interviewers to minimize unconscious bias. In addition, companies need to ensure that diversity of values is still valued, so as not to sacrifice the aspects of diversity that are essential for creating innovative solutions and maintaining organizational flexibility.

Overall, a value-based approach to employee recruitment and selection has the potential to strengthen company culture, improve team performance, and create a more cohesive and long-term goal-oriented work environment. By implementing this approach wisely, technology companies can maximize the potential of employees and ensure that they remain leaders in innovation and industry development.

### **Research Limitations**

In every study, including literature studies, there are various limitations that need to be considered to understand the scope and validity of the findings produced. One of the main limitations in this study is the dependence on available sources (Ahmad & Muslimah, 2021). Literature studies rely on existing literature, be it scientific journal articles, books, research reports, or other documents relevant to the topic being studied. This limitation means that only previously published



studies can be utilized, and this can limit the perspectives that can be obtained. Newer research or unpublished studies are not accessible in this literature study, so it is possible that some of the latest findings or approaches in the implementation of value-based recruitment in technology companies are not covered.

In addition, limitations in the diversity of sources are also a problem. Much of the research in this field comes from the same region or culture, or focuses on large companies with similar organizational structures. This can lead to gaps in the generalization of findings, especially when trying to draw conclusions that apply to different types of technology companies, be it large corporations, start-ups, or companies with different business models. Therefore, it is possible that the value-based approach applied in large tech companies such as Google or Microsoft may not be fully applicable in small or new companies that have different cultures and challenges.

The lack of empirical data is also a significant limitation in this literature research. The study focuses on literature and theoretical analysis, but does not involve primary data collection or empirical studies that can provide a more concrete picture of the application of a value-based approach in recruitment and selection. Without empirical data, it is difficult to draw more in-depth conclusions about the direct impact of this approach on organizational performance, employee satisfaction, or employee retention in real-world contexts. Many literature studies only provide an ideal theoretical and conceptual picture, but do not reveal the challenges or outcomes faced by companies that implement them in real life.

Furthermore, there are limitations in the scope of research related to the conditions of different companies and socio-economic environments. Tech companies in developed countries may have greater resources and more mature infrastructure to implement value-based approaches compared to companies in developing countries. This can create bias in the findings produced, given that most of the existing literature may have come from more established companies in large markets. Additionally, differences in the context of local culture or markets can affect how value-based approaches are implemented and accepted by employees.

In addition, the value-based selection process in technology companies is often very dynamic and can change rapidly as the organization and technology itself develop. A company's values can transform as business strategies change or shifts in market trends. This means that the findings resulting from literature studies may reflect a value-based approach that is relevant only for a given period, and do not necessarily reflect the latest practices adopted by technology companies that are highly adaptive to change.

Other limitations include the possibility of bias in literature selection. This literature study relies solely on works published in indexed journals and available academic sources, which may ignore unpublished research, field research, or reports derived from real company practices. In addition, authors who conduct literature studies can also have certain preferences or perspectives in selecting and

assessing the sources used, which can affect the quality and objectivity of the analysis.

Finally, methodological limitations also need to be considered. Literature study is a research method that prioritizes literature analysis rather than primary data collection or direct observation. Therefore, while the findings from this literature study can provide a fairly clear picture of the application of value-based approaches, they cannot replace empirical evidence derived from field research or more in-depth experiments regarding the real impact of these approaches in different types of technology companies.

Overall, while this literature research provides valuable insights into the application of a value-based approach in employee recruitment and selection in technology companies, these limitations point to the need for further empirical data-driven research to confirm findings and address existing gaps.

### **Recommendations for Further Research**

For further research, there are several recommendations that can deepen the understanding of the application of a value-based approach in employee recruitment and selection in technology companies. One of them is to use a quantitative approach that can provide more measurable and objective data, such as the relationship between value alignment and job satisfaction, employee retention, and team performance. By using surveys or statistical analysis, this research can confirm the real impact of applying a value-based approach on business outcomes and employee performance.

Additionally, company case studies can provide more in-depth insights into the value-based recruitment practices implemented at specific tech companies, such as Google or Microsoft, as well as the challenges they face in implementing these approaches. Case studies can further explore how companies integrate values in selection and how they affect organizational culture and team performance in day-to-day practices.

A mixed approach that combines quantitative and qualitative methods can also be an alternative to obtain more comprehensive data. This makes it possible to gather more objective numerical data, while gaining in-depth insights through interviews or direct observation in the company.

In addition, cross-cultural research that includes technology companies in different countries can help identify how organizational values are applied in different cultural contexts. This is crucial to understanding whether a values-based approach is effective in different regions or is simply limited to specific contexts.

Finally, research also needs to examine the long-term impact of value-based approaches, not only on short-term outcomes such as individual performance, but also how this affects company culture and competitiveness in the long term.

Overall, further research with a more practical, empirical data-driven approach could enrich understanding of how value-based approaches affect technology companies as a whole.

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