

ANALYSIS OF THE RECRUITMENT AND SELECTION PROCESS OF HUMAN RESOURCES (HR) AT PERMATA PAMULANG HOSPITAL

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ABSTRAK

Kebutuhan Sumber Daya Manusia sangat diperlukan untuk mengisi jabatan-jabatan yang dibutuhkan suatu fasilitas pelayanan kesehatan baik lingkup pegawai, tenaga medis, pimpinan, dan pekerja lainnya. Dalam mendapatkan pegawai yang berkualitas, pihak rumah sakit akan menyeleksi pelamar ketika rekrutmen telah selesai. Seleksi sendiri merupakan kegiatan memisahkan pelamar menjadi dua bagian antara diterima dan tidak diterima. Penelitian ini bertujuan untuk melihat gambaran proses seleksi atau rekrutmen sumber daya manusia (SDM) RS Permata Pamulang pada tahun 2022. Penelitian ini menggunakan pendekatan kualitatif dengan metode deskriptif. Penelitian ini dilakukan dengan menggunakan wawancara mendalam terhadap informan tentang pandangan, keyakinan, pengalaman, dan pengetahuan perilaku informan mengenai suatu hal secara keseluruhan. Informan dalam penelitian ini berjumlah 3 orang yaitu informan kunci, informan utama, dan informan pendukung. Penelitian ini dilakukan di RS Permata Pamulang pada bulan Oktober 2022 hingga Februari 2023. Hasil penelitian ini menyatakan bahwa perencanaan rekrutmen akan dimulai ketika suatu unit meminta penambahan pegawai karena adanya beban kerja. Setelah perencanaan, RS Permata Pamulang akan mulai merekrut dan menyeleksi sumber daya manusia yang diinginkan. RS Permata Pamulang melakukan seleksi lamaran yang dilakukan oleh pejabat tinggi seperti HR, koordinator, dan user dari unit yang membutuhkan pegawai baru.

Kata Kunci: Rekrutmen, seleksi, sumber daya manusia

ABSTRACT

The need for Human resources is needed to fill the positions needed by a health service facility for the scope of employees, medical personnel, leaders, and other workers. In getting qualified employees, the hospital will select applicants when the recruitment is complete. Selection itself is an activity of separating applicants into two parts between being accepted and not being accepted. This research aims to look at the description of the selection or recruitment process for human resources (HR) at Permata Pamulang Hospital in 2022. This research uses a qualitative approach with a descriptive method. This research was conducted using in-depth interviews with informants about the views, beliefs, experiences, and knowledge of the informants' behavior regarding a matter as a whole. 3 informants in this study were key informants, main informants, and supporting informants. This research was conducted at Permata Pamulang Hospital from October 2022 to February 2023. The results of this study stated that recruitment planning would begin when a unit requested additional employees due to workload. After planning, Permata Pamulang Hospital will begin recruiting and selecting the desired human resources. Permata Pamulang Hospital conducts a selection of applications made by high-ranking officials such as HR, coordinators, and users from units that require new employees.

Keywords: Recruitment, selection, human resources

INTRODUCTION

Various fields and parts of human life have changed in the current era of globalization. The most frequent change is the importance of human needs. All agencies, especially healthcare facilities, also need human resources (HR) that must be met (1). The need for human resources is needed to fill

the positions needed by a health service facility both for the scope of employees, medical personnel, leaders, and other workers (2).

Available human resources also determine the success of a health service facility. In addition, human resources who have good personal qualities, have broad insight, and are productive and healthy are the most valuable assets in healthcare facilities (3). Because without human resources health service facilities cannot run as they should (4).

In activities related to human resources, an administration is needed which is referred to as human resource management (HRM). Human resource management in every healthcare facility, especially hospitals, has an important role in managing the available human resources. In addition to managing human resource management, it also has a role in planning, managing, controlling, ensuring the availability of human resource needs, providing special training, and providing good motivation so that available human resources can create quality services (3).

In meeting HR needs, the hospital will usually carry out recruitment activities. Recruitment is a series of activities carried out to fill the required position by looking for applicants who have the ability and have passed the selection. Recruitment activities themselves have the aim of providing advice in increasing human resources to receive prospective applicants who are professional and can make many contributions to hospitals (5).

In Government Regulation No. 32 Article 3 of 1996 regarding health workers, health workers must have knowledge and skills in the health sector as stated by a diploma from an educational institution. Whereas Article 21 paragraph (1) states that every health worker in carrying out their duties is obliged to comply with the professional standards of health workers. Based on this government regulation, the human resources needed by a hospital are human resources who have the ability and quality which includes skills and level of education, because in carrying out their responsibilities they are required to comply with applicable standard operating procedures (SOP) (6).

However, before carrying out recruitment and selection, a hospital will usually carry out recruitment planning in advance. Recruitment planning is usually done to meet future human resource needs in hospitals. Recruitment planning is done by calculating the number of human resources and types of staff needed by a hospital (7). When a hospital has sufficient human resources, this human resource adequacy can reduce the workload that causes employee fatigue. In addition, the adequacy of human resources can also improve the quality of services provided at the hospital. To meet HR needs, recruitment is needed (6).

The Permata Pamulang Hospital is a privately owned public hospital located in the Pamulang area that operates in the health service sector. Based on the results of observations, Permata Pamulang Hospital in fulfilling HR needs is carried out by the HR and General Affairs units. Apart from that, in distributing information on job vacancies at Permata Pamulang Hospital, they only spread it through

the website and there is no other dissemination via social media, but there is talk of job vacancies by word of mouth.

METHOD

This research uses a qualitative approach with descriptive methods. This research was conducted to understand more deeply and explain the experiences experienced by individuals through in-depth interviews. This in-depth interview method was carried out so that the researcher obtained verbal information from the informant, for the information needed in the informant's research, to obtain more specific answers. In determining The informants in this study were determined by the purposive sampling method. The selection of informants was chosen with certain considerations (Hadi, 2021). Based on this principle, the informants in the study were divided into 3, namely key informants, main informants, and supporting informants. The key informant in this study was the HR coordinator at Permata Pamulang Hospital. The main informants were HR employees at Permata Pamulang Hospital and the supporting informants were coordinators at Permata Pamulang Hospital.

RESULTS AND DISCUSSION

Before carrying out recruitment activities at Permata Pamulang Hospital, planning was carried out in advance, but planning was carried out only when there was a request from a unit that needed new employees. In this plan, the hospital chose to find applicants who were able to use the medical devices available at Permata Pamulang Hospital. Apart from that, in this planning stage, Permata Pamulang Hospital is also looking for applicants who are disciplined, enterprising, and full of innovation, as well as work experience.

According to Priyono, this is also said when planning, there is an HR assessment that includes skills, competence, performance, and work experience (8). In addition, according to Setiyati & Hikmawati, planning is carried out when there is an employee request. Based on this, it can be said that Permata Pamulang Hospital has carried out a recruitment plan according to existing theory, but this planning is only done when a request occurs, not in a fixed time, like research conducted at Stella Maris Hospital.

Table 1. Interview Results Regarding Recruitment Planning

Informant 1	Informant 2	Informant 3	Conclusion
Based on the results of interviews with informant 1, it can be concluded that Permata Pamulang Hospital carried out recruitment planning when there was one unit that requested additional employees. In this planning, the skills	Based on the results of interviews with informants 2, it can be concluded that the planning was carried out depending on requests from units that needed it. Meanwhile, in terms of skills, it is hoped that they can master the	Based on the results of interviews with informants 3, employee planning is usually carried out when the patient is already overloaded and the applicants are expected to have the abilities and	The conclusions obtained are based on the three informants, Recruitment planning at Permata Pamulang Hospital will be carried out when a unit requests additional employees.

Informant 1	Informant 2	Informant 3	Conclusion
that must be possessed by applicants are the position applied for and a strong character, willingness to fight, tenacity, and most importantly the same vision and mission.	technology and knowledge they have in the position they have registered for.	skills according to the unit.	

For the recruitment analysis process carried out at Permata Pamulang Hospital, there is an explanation between the applicant and the interviewer regarding the job analysis where the discussion is carried out to explain what they will do while working and how the work system is at Permata Pamulang Hospital.

This is also said in Stewart & Brown's theory of job analysis, namely determining the tasks that must be carried out, the tools and equipment that will be needed to carry out these tasks, and the conditions under which they are required to work (9).

Based on this explanation, Permata Pamulang Hospital has conducted a job analysis to obtain the required human resources. However, in practice, the job description at Permata Pamulang Hospital has not been fully carried out as it should, such as including determining job duties, obligations, and responsibilities, as well as knowledge, abilities, and skills. Because the purpose of the job analysis itself is to place the workforce according to ability and create a positive working environment and conditions (10).

Table 2. Interview Results Regarding Recruitment Analysis

Informant 1	Informant 2	Informant 3	Conclusion
Based on the results of interviews with informant 1, it can be concluded that there is a job analysis regarding the job between the applicant and the recruiter.	Based on the results of interviews with informant 2, it can be concluded that there was a discussion between the applicant and the recruiter regarding the analysis of the job being applied for.	Based on the results of interviews with informants 3, it was found that there was an analysis of the work system that occurred at Permata Pamulang Hospital.	The conclusions obtained are based on the three informants, job analysis before the recruitment process at Permata Pamulang Hospital

As for the job description, an explanation of the job description is also given, but in this discussion, it is only explained about the series of tasks in general, the details will be seen when starting the job because from the discussion regarding the elaboration there will be several descriptions of the series of tasks that were previously given. An explanation of the job description is done to make it easier for applicants to understand the job. The job description describes the qualifications required. Because without a job description, HR practitioners cannot filter existing applications (8).

When compared to this explanation, Permata Pamulang Hospital has not done well regarding job descriptions, because during discussions between applicants and recruiters, it was only explained in

general, not in detail. This will make applicants feel confused about the work they will do. The discussion regarding job descriptions at Permata Pamulang Hospital was not explained in detail because the unit requiring new employees expects the prospective employee to be able to do all the work related to the unit that needs it.

Table 3. Interview Results Regarding Job Descriptions

Informant 1	Informant 2	Informant 3	Conclusion
Based on the results of interviews with informant 1, it can be concluded that there is an explanation regarding job descriptions, but only in general terms.	Based on the results of interviews with informant 2, it can be concluded that there was an explanation of the job description twice, namely during the selection process and after being accepted as an employee.	Based on the results of interviews with informants 3, it was found that there was an explanation regarding the job description, but only in general terms.	The conclusions obtained are based on the three informants where there is an explanation regarding the job description to the applicant, but it is not explained in detail.

For staff specifications in recruiting, there is a minimum requirement for age and education, namely 21 years. This is because 21 years is the age where the minimum education requirements are met, namely graduating from DIII. In addition, 21 years old is the age when the applicant is still energetic and has a lot of innovation and work experience is only seen for certain positions.

Job specifications describe a statement of qualifications or requirements needed such as age, education, level of experience, and skills to do a job (11). This is needed to make it easier for HR practitioners to filter existing applications. Based on the explanation above, Permata Pamulang Hospital has minimum requirements regarding age and education for each existing position, and work experience is also something that is highly considered by Permata Pamulang Hospital.

Table 4. Interview Results Regarding Power Specifications

Informant 1	Informant 2	Informant 3	Conclusion
Based on the results of interviews with informant 1, it can be concluded that Permata Pamulang Hospital has a minimum requirement of 21 years of age, and a minimum DIII education for service, while other positions have different requirements.	Based on the results of interviews with informant 2, it can be concluded that Permata Pamulang Hospital has different minimum requirements regarding age, education, and work experience for certain positions	Based on the results of interviews with informants 3, it was found that Permata Pamulang Hospital had different minimum requirements for age, education, and work experience for different positions.	The conclusions obtained are based on the three informants at Permata Pamulang Hospital having different minimum requirements for each existing position.

According to research conducted by Sitanggang, the recruitment methods used in companies are external and internal. Prospective applicants can find out about job vacancies at the company because the company posts job vacancy announcements. Internal recruitment is also possible if the employee to be appointed is considered capable of filling the vacant position (12).

Based on this research, Permata Pamulang Hospital also does the same thing because Permata Pamulang Hospital gets prospective applicants through social media such as Instagram, LinkedIn, or its website pages, The hospital also distributes it through associations or universities in collaboration with Permata Pamulang Hospital. The method used is the open and closed method because Permata Pamulang Hospital disseminates job vacancies through social media and makes it possible to disseminate only internally if there are employees to be reassigned.

Table 5. Interview Results Regarding Recruitment

Informant 1	Informant 2	Informant 3	Conclusion
Based on the results of interviews with informant 1, it can be concluded that the recruitment process at Permata Pamulang Hospital is carried out openly and closely because recruiting is carried out through social media and internally.	Based on the results of interviews with informants 2, it can be concluded that internal recruitment methods take precedence when compared to applicants who register through social media	Based on the results of interviews with informants 3, it was found that recruitment sources at Permata Pamulang Hospital were obtained through social media or universities in collaboration with universities	The conclusions obtained are based on the three informants at Permata Pamulang Hospital getting applicants from various candidates and using recruitment methods depending on the position needed.

According to the theory of build, the selection process is divided into several stages, namely, receiving job applications, preliminary interviews, psychological tests, reference checks, selection interviews, approval of direct superiors, medical examination tests, and orientation (13).

When compared with the theory of waking, during the selection process at Permata Pamulang Hospital several tests were carried out such as psychological tests, interview tests, and medical tests. This psychological test is carried out to find out the character possessed by the applicant and for an interview test conducted to see his ability to communicate his knowledge and his abilities. Based on this aspect, there is a minimum score that must be obtained to be accepted by Permata Pamulang Hospital, which is 70. Meanwhile, medical tests, physical checks, radiology tests, and laboratory tests are carried out, but Permata Pamulang Hospital does not have a narcotics test. During the selection process, there were also obstacles. Obstacles that often occur are usually in the form of a long distance from their house, however, the Permata Pamulang Hospital will first discuss these obstacles with applicants.

Table 6. Interview Results Regarding Selection

Informant 1	Informant 2	Informant 3	Conclusion
Based on the results of interviews with informant 1, it can be concluded that the selection that took place consisted of several stages including	Based on the results of interviews with informant 2, it can be concluded that before the recruitment process, the application files had to be selected. For	Based on the results of interviews with informants 3, it was found that there were several stages of selection in obtaining human resources	The conclusions obtained are based on the three informants, The selection at Permata Pamulang Hospital has several stages and obstacles in the selection

Informant 1	Informant 2	Informant 3	Conclusion
psychological tests which were used to find out details of personality, interview tests to determine communication skills to knowledge until medical tests were carried out to obtain quality human resources. Meanwhile, the obstacle that often occurs is the distance to the Permata Pamulang Hospital	assessment standards. And the obstacles that often arise are problem no. hard-to-reach phone.	according to what was needed. As well as the distance between the house and the hospital	process, but all of them can be overcome.

The main objective of any recruitment effort is to fill the vacant positions with the most suitable candidates to perform the tasks involved (4). Based on Hidayatullah's research, the recruitment and selection process has produced satisfactory results, namely obtaining the human resources needed by the hospital by the requirements that have been given (2).

Based on this explanation, Permata Pamulang Hospital has the most important aspect of the desired *output, namely skills*. Apart from that, the hope that Permata Pamulang Hospital wants in this recruitment and selection activity is to fulfill the positions needed according to their abilities and to be able to work together in advancing Permata Pamulang Hospital.

Table 7. Interview Results of Recruited HR

Informant 1	Informant 2	Informant 3	Conclusion
Based on the results of interviews with informant 1, it can be concluded that Permata Pamulang Hospital has succeeded in meeting the needs of the vacant positions as desired, taking into account important aspects such as education and skills.	Based on the results of interviews with informant 2, it can be concluded that Permata Pamulang Hospital has succeeded in meeting the needs of vacant positions by paying attention to basic skills	Based on the results of interviews with informants 3, it was found that Permata Pamulang Hospital was successful in fulfilling the required human resources by paying attention to abilities.	The conclusions obtained are based on the three informants at Permata Pamulang Hospital who managed to get the desired human resources by looking at aspects of education and skills.

CONCLUSION AND SUGGESTIONS

From the results of research that has been done based on the analysis above, it can be concluded as follows: Permata Pamulang Hospital has planned recruitment before recruitment by evaluating skills, competencies, performance, and work experience, Permata Pamulang Hospital has carried out a job analysis to get the desired human resources, even though the job analysis was not carried out in detail, Permata Pamulang Hospital has carried out a job description, but it's just not done in detail, Permata Pamulang Hospital has several requirements such as age, education, and work experience which will be considered based on the position needed, The recruitment process carried out by Permata Pamulang

Hospital is internal and external, Permata Pamulang Hospital has several stages of selection such as interview tests, psychological tests, to medical tests to find employees who are as expected, Permata Pamulang Hospital managed to get the human resources needed through the aspects provided by the hospital.

Based on the research, the authors provide suggestions that are expected to be useful for the hospital: Permata Pamulang Hospital is expected to further expand cooperation with universities and other associations to obtain more quality human resources, Permata Pamulang Hospital is expected to carry out recruitment planning regularly to make it easier to evaluate employee performance, Permata Pamulang Hospital is expected to be able to provide more detailed job descriptions to applicants to make it easier for applicants to understand the tasks they will be carrying out.

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