

Online Recruitment Processes, Online Selection and Human Resources Development: A Significant Influence on Quality of Health Personnel

Widya Sartika, Mohamad Reza Hilmy, and Erry Yudhya Mulyani

ABSTRACT

Background and Purpose Health workers are the main key to the success of achieving health development goals. As a very decisive first step for the availability of qualified health workers, the recruitment and selection process for health workers and the development of human resources is carried out. The purpose of this study was to analyze the effect of the recruitment, selection, and development of human resources together or partially on the quality of work of health workers at Citra Sundari Hospital. **Method;** The research method used is a quantitative approach with an associative correlation type. The population of this study was all health workers at Citra Sundari Hospital. The sample of this study was 80 health workers. The proposed hypothesis has an influence on the recruitment process, a system of selection and development of human resources independently or jointly on the quality of work of health workers. **Results;** The process of recruitment, selection, and development of human resources together partially affect the quality of work of health workers at Citra Sundari Hospital. **Implications;** The results of this study provide direction and input related to the recruitment, selection, and development of human resources so that hospitals have quality health workers.

Keywords: HR Development, Quality of Work, Recruitment, Selection.

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W. Sartika *

Program Pasca Sarjana, Universitas Esa Unggul, Jakarta, Indonesia.

(e-mail: widiasartika@gmail.com)

M. R. Hilmy

Program Pasca Sarjana, Universitas Esa Unggul, Jakarta, Indonesia.

(e-mail: mohamad.reza@esaunggul.ac.id)

E. Y. Mulyani

Program Pasca Sarjana, Universitas Esa Unggul, Jakarta, Indonesia.

(e-mail: mulyani@esaunggul.ac.id)

**Corresponding Author*

I. INTRODUCTION

Various studies show that health workers or medical personnel are the main keys in the success of achieving health development goals. The existence of health workers becomes a conflict mainly due to the presence of various personnel with educational backgrounds ranging from highly educated and skilled workers to two uneducated workers. Talented conflicts occur between the medical profession and the management profession because on the one hand it uses a medical technical approach (medical clinical approach) while on the other hand it uses a managerial approach.

Physical and mental health conditions for health workers because health workers are the most vulnerable subjects to feel anxiety. The emergence of stress-related reactions including changes in concentration, irritability, anxiety, insomnia, reduced productivity, interpersonal conflict, and in later cases can experience more severe psychiatric conditions such as excessive avoidance of family in abnormal conditions, increased exposure, and fear of transmission. Covid-19 in the current pandemic.

As a very decisive first step for the availability of quality, health workers is the recruitment process for health workers and the development of human resources, in meeting the needs of human resources in hospitals to carry out management processes and quality health services so that hospital productivity runs smoothly. and succeed in achieving the goals of health status in the community.

The recruitment process greatly affects the quality of health workers. With this recruitment, agencies can choose from a number

of applicants who come to get the best health workers, according to the criteria of the agency. Health worker turnover is the ratio between the entry and exit of workers from a company. The rotation is basically an indication of the stability of the health workers themselves. The higher labor turnover will result in frequent turnover (exit/in) of the workforce which means it will also harm the hospital management.

In addition to the recruitment process, the selection system also greatly affects the quality of the work of health workers, this is because the selection is a series of steps determined by the hospital to select prospective health workers to become workers in their agencies based on certain specifications in accordance with the required position.

The development of human resources in hospitals plays a role in creating quality health workers because the goals of Human Resource Development are basically related to knowledge, skills, and attitudes. The right method for Human Resource Development is to adjust to the needs, goals, and conditions. This is the responsibility of the top leadership of the organization or the manager who is assigned the task of Human Resource Development. Specifically, this official is responsible for all matters relating to Human Resources Development, such as determining the type and qualifications of the position to be developed, who is the target, and when to implement it.

In order for the productivity of the agency/organization to be smooth and successful, it takes a number of employees who are in accordance with the needs and quality that can be done through the

recruitment process. The more effective the recruitment and selection process, the more likely it is to get the right employees for the company (Pambagio *et al.*, 2013; Savitri *et al.*, 2013; Yullyanti, 2009).

Based on the results of the recap of the monthly performance appraisal documented by the management of Citra Sundari Hospital, it appears that many health workers still get poor marks. It is seen that there are health workers who have low productivity and low discipline as well as many absentees who are unable to attend, either with or without information. Although there are allegations of low productivity due to fatigue with the number of patients more than usual.

Based on the explanation above, the quality of the work of health workers is very important in health services, especially at this time Citra Sundari Hospital is a new hospital and many people in Cilegon City see the quality of this new hospital.

II. METHOD

A. Research Design

The research method used is a quantitative approach with an associative correlation type. More specifically, the descriptive method used in this study is a case study method.

B. Sample, Sample Size, Sampling Technique

The population is all health workers at Citra Sundari Hospital. It consists of 80 doctors, nurses, midwives, and pharmacists. Using the saturated sampling technique, the entire population is used as a sample, because the researcher assumes a population of 80 health workers to represent the conditions in the study. This is done because the population is relatively small to get a picture of conditions in the field if it is not taken as a whole.

C. Research Instrument

A demographic data questionnaire was used to see the characteristics of respondents. This instrument consists of age, gender, length of work, and last education.

The data in this study were collected through questionnaires distributed to respondents. The research questionnaire consisted of 15 question items on each research variable, namely the recruitment process, selection system, human resource development, and the quality of work of health workers. The research questionnaire was prepared by submitting a closing statement and answer choices to be submitted to the research sample with a Likert interval scale.

The questionnaire on the quality of work of health workers is used to measure the value of the combination of several knowledge, skills, and abilities of health workers at Citra Sundari Hospital in working, which is supported by the level of motives, self-image so that they can complete tasks quickly and with high responsibility according to plan, both of accuracy, completeness, and efficiency. The measurement scale of the questionnaire uses a Likert scale of 1-4. 1 = not good, 2 = quite good, 3 = good, 4 = very good.

The questionnaire on the recruitment process for health workers is used to measure how the process of assessing applicants who are qualified well for jobs in the company. The measurement scale of the questionnaire uses a Likert scale of 1-4. 1 = not good, 2 = quite good, 3 = good, 4 = very good.

where;

Endogenous variable (Y), namely: quality of work of health workers; Exogenous variables (X), namely: Online

Recruitment (X1), Online Selection (X2), and HR development (X3).

The health worker selection system questionnaire is used to measure how a series of steps are set by the hospital to select prospective health workers to become workers in their agencies based on certain specifications according to the position needed. The questionnaire measurement scale with a Likert scale of 1-4. 1 = not good, 2 = quite good, 3 = good, 4 = very good.

The questionnaire for developing human resources for health workers is used to measure planned and systematic efforts to improve the knowledge or skills of health workers both technically, theoretically, conceptually, and morally according to the needs in the workplace. The questionnaire measurement scale uses a Likert scale of 1-4. 1 = not good, 2 = quite good, 3 = good, 4 = very good

The research analysis model can be explained in Fig. 1.

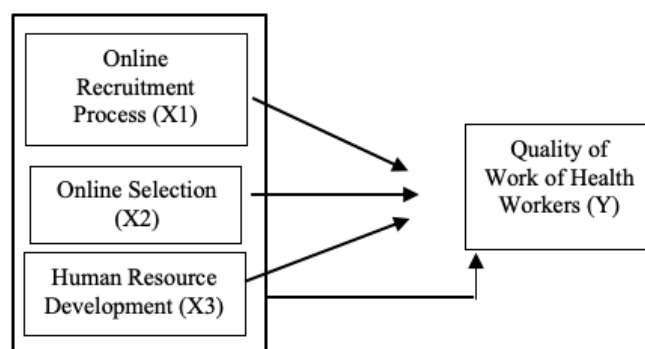


Fig. 1. Research Constellation.

III. RESULT

A. Demographic Data

Based on the age of the respondents, the majority were aged 20-29 years as many as 53 (66.5%), while based on the education of most respondents were S1 with a total of 40 people (50.00%), and gender of the respondents was female with a total of 60 people (75, 00%).

Validity testing will be carried out using the Pearson Product Moment correlation test. The test is carried out by correlating the score of respondents' answers for each question item. In this study, a reliability test was conducted using Cronbach's Alpha.

Based on the score index category based on the three-box method, the average is in the medium category. This study uses the method of multiple linear regression analysis intended to test how the influence of the independent variable on the dependent variable. In the analysis, there are three simple regression modeling, namely the influence of the recruitment process on the quality of work of health workers, the effect of selection on the quality of work of health workers, and the influence of human resource development on the quality of work of health workers.

Based on Table III, a regression equation can be formed with the value shown in.

TABLE I: VALUE OF VALIDITY AND RELIABILITY

Variable	R Count	Note:	Cronbach's Alpha	Note:
Work quality	0.734	Valid	0.947	Reliable
Online recruitment process	0.950	Valid	0.766	Reliable
Online selection system	0.839	Valid	0.932	Reliable
HR Development	0.686	Valid	0.953	Reliable

TABLE II: THE DISTRIBUTION VALUE OF RESPONDENTS' ANSWERS

Variable	Score			KET
	Low (10-40)	Currently (40.01-70)	Tall (70.01-100)	
Online recruitment process	-	61.00	-	Just according to SOP
Online selection system	-	61.25	-	Just according to SOP
HR Development	-	60.70	-	Lack of Procurement of short education
Quality of work of health workers	-	66.00	-	Enough in performance

TABLE III: SIMPLE REGRESSION VALUE

Variable	Coef. Regression	tcount	Sig.t	note
Constant	24,542	6,461	0.00	-
Online Recruitment (X1)	0.546	6,699	0.00	Significant
R Square	0.365	-	-	-
Fcount	44,870	-	0.00	-

Equation (1) has a value of 0 or a constant value of 24,542. This shows that if the independent variable is considered constant, then the recruitment process has an effect on the work quality of health workers by 24,542. With a coefficient value of $X = 0.546$, it shows that the recruitment process on the work quality of health workers is positive. The coefficient of the regression equation (X1) of 0.546 states that for every increase in X1, 1 unit than (X3) will increase by 0.546 times.

$$(Y = a + bX) Y = 24,542 + 0.546X \quad (1)$$

Based on Table IV, it can be seen that the regression equation can be formed with.

Equation (2) has a value of 0 or a constant value of 26,199. This shows that if the independent variable is considered constant, then the recruitment process has an effect on the work quality of health workers by 26,199. With a coefficient value of $X = 0.515$, it shows that the recruitment process on the work quality of health workers is positive. The coefficient of the regression equation (X1) of 0.515 states that for every increase in X1, 1 unit than (Y) will increase by 0.515 times.

$$value (Y = a + bX) Y = 26.199 + 0.515X \quad (2)$$

The results of the calculation of the correlation between human resource development and the quality of health workers can be obtained in (3) in the form of a value.

$$(Y = a + bX) Y = 19.402 + 0.652X \quad (3)$$

Equation (3) has a value of 0 or a constant value of 19,402. This shows that if the independent variable is considered constant, then the development of human resources affects the quality of work of health workers is 19,402. With a coefficient value of $X = 0.652$, it indicates that the development of human resources on the quality of work of health workers is positive.

TABLE V: SIMPLE REGRESSION VALUE

Variable	coef. Regression	tcount	Sig.t	note
Constant	19,402	4,832	0.00	-
HR Development (X3)	0.652	7,614	0.00	Significant
R Square	0.426	-	-	-
Fcount	57,969	-	0.00	-

TABLE IV: SIMPLE REGRESSION VALUE

Variable	Coef. Regression	tcount	Sig.t	note
Constant	26,199	6,858	0.00	-
Online Selection (X2)	0.515	6,224	0.00	Significant
R Square	0.332	-	-	-
Fcount	38,734	-	0.00	-

The coefficient of the regression equation (X3) of 0.652 states that for every increase in X3, 1 unit than (Y) will increase by 0.652 times. This is in accordance with the table which can be displayed in Table V.

The results of the calculation of the double correlation of the influence of the online recruitment process (X1), online selection system (X2), and HR development (X3) on the quality of the workforce (Y) are shown in Table VI.

Based on Table VI, the value of a multiple linear equation can be formed with (4).

Equation (4) has a value of 0 or a constant value of 17.522. This shows that if the independent variables are considered constant, then the recruitment, selection, and development processes of human resources together have an effect on the work quality of health workers by 17,522. With a coefficient value of $0.183X1 + 0.083X2 + 0.429X3$, it shows that the recruitment, selection, and development of human resources together on the quality of work of health workers is positive.

$$(Y = a + bx1 + bx2 + bx3) Y = 17.522 + 0.183X1 + 0.083X2 + 0.429X3 \quad (4)$$

TABLE VI: MULTIPLE REGRESSION VALUE

Variable	Coefficient Regression	t-count	Probability	SE	SR
Constant	17.522	4,312	0.000		
Online Recruitment (X1)	0.183	1,298	0.198	12.3	26.9
Online Selection (X2)	0.083	0.614	0.541	05.4	11.9
HR Development (X3)	0.429	3,113	0.003	28.1	61.5
F count			21.314		
R2 Square			45.7%		
Multiple R			67.6%		
Sig.f			0.00		

IV. DISCUSSION

A. The Influence of The Online Recruitment Process on The Quality of Health Workers

Based on the results of statistical calculations, there is a correlation between the recruitment process and the quality of health workers with a fairly good correlation value. Underlying this, the quality of work of health workers has elements of mastery of human resource competencies, namely: knowledge, skills, and attitudes. The success of the

quality of work of health workers according to professional standards is very dependent on the motivation and competence they have, underlying this, the recruitment process greatly affects the acquisition of health workers who have good competence and motivation, so it greatly affects the quality of work and performance. in carrying out their duties and responsibilities

The recruitment process is a process of searching for prospective workers who have the ability according to plans and needs, and Notoadmojo (2017) also explains that the recruitment process is a process of searching for prospective workers who have the appropriate abilities. needs. Meanwhile, Gary (Gibson, 1992) explains that the quality of employee work can be achieved if employees have the ability according to their needs. The recruitment process is carried out with the aim of accepting as many applicants as possible according to the qualifications of the company's needs, making it easier to make the final selection for the process of accepting new employees (Rivai, 2009). Recruitment techniques can be implemented through centralization or decentralization, depending on the company and the number of applicants needed (Mila, 2013). The Effect of Online Selection on the Quality of Health Workers

Based on the results of statistical calculations there is a correlation between the selection of the quality of health workers with a fairly good correlation value. Work quality has dimensions of work competence, namely knowledge (knowledge), skills (skills), and attitude (intelligence). The thing that underlies the competence of health workers is the knowledge gained from education, training, and a lot of reading of the required literature. From this knowledge will develop over time and experience at an advanced level, namely skills and intelligence. Because skills are obtained if someone trains continuously and repeatedly, while intelligence is obtained with a lot of experience gained. Having a workforce foundation or foundation, that is, this knowledge in the end greatly influences the election results after the recruitment process is carried out. So underlies this, the selection system is very influential on the quality of work of health workers.

Selection is a series of activities used to decide whether applicants are accepted or not after going through the testing process, both scientific and skill tests (Notoatmodjo soekidjo, 2017). Meanwhile, that selection is not only a process of selecting individuals who have relevant qualifications to fill positions in the organization, but also the selection of the best people from those available. While the quality of work will be achieved if employees have both scientific and skill abilities according to the needs of the company, as explained by Edwin and Filippo (2012) so that the quality of work is a multidimensional form related to one's abilities. The selection process is a combination of the job needs of applicants and the organization, so this process attracts those who are considered to be able to adapt to the work offered (Gibson, 1992), underpinning this, (Mangkunegara, 2012)Based on this theory, it can be concluded that there is an effect of selection on the quality of work of health workers at Citra Sundari Hospital. The management of Citra Sundari Hospital in selecting applicants correctly will have an impact on the quality of the work of health workers so that they can provide professional health public services to the community,

considering that Citra Sundari Hospital is one of the private health services, so it is very important for the operation of the hospital to have good health services. excellent for society.

B. Human Resource Development on the Quality of Health Workers

Based on the results of statistical calculations there is a correlation between the development of human resources on the quality of work of health workers with a large correlation value. This is in accordance with Parlan's (2007) theory that to encourage organizations to focus on the quality of their workforce is to focus on improving the competence of the workforce to achieve and succeed. One of the ways and strategies in improving this competency is a massive effort so that superior performance can only be achieved by investing through education and training or human resource development. So that the concept of the working relationship by itself has changed, being hired is no longer for a lifetime, but is employed as long as the company requires expertise.

HR development is a process in which employees in a company are assisted in a planned manner to improve their abilities so that they can complete various tasks related to their roles in the future (Rao, 2013). Not much different from Rao (2013), Gouzali (2013) also explains that HR development is an activity to increase their knowledge, abilities, and skills in accordance with the demands of the work they do (Kadarisman, 2013). Human resource development is an organizational planned effort to improve employee knowledge and skills (Mila, 2013). Judging from the goal of human resource development, namely, to improve the ability of employees, this greatly affects the quality of work as explained by Flippo (2012), stating that human resource development is very important to create an environment in achieving work quality, through a responsibility emphasis program. and the interests of the leadership to create an environment for quality improvement so that employees have the appropriate values, attitudes, and abilities in line with developments. Considering that human resource development is given to adjust the demands of the employee's work.

C. The Effect of the Recruitment, Selection and Development of Human Resources Together on the Quality of Work of Health Workers

Based on the results of statistical calculations there is a correlation between the recruitment, selection, and development of human resources together on the quality of health workers with a very large correlation value. This is in accordance with the theory of work quality, work quality has work competence which is a combination of some knowledge, skills, and intelligence of health workers at work supported by motivation, and self-image so that they can complete tasks and responsibilities according to plan. Underlying this, many factors are involved in obtaining health workers with these competencies, such as the recruitment process, gathering candidates or job candidates by setting academic requirements, and continuing to the selection system after the collection is complete, with the selection will get the best health workers from the best. After completing the selection process and determining the choice of selected health workers, hospital management provides human resource development by holding short education and

training in accordance with the targeted expertise, so the impact and results are very good to achieve the quality of work of health workers according to the plan.

The process of recruitment, selection, and development of human resources affects the quality of health workers at Citran Sundari Hospital, as evidenced by the statistical results mentioned above. This is also in accordance with the theory described by Edwin and Filippo (2012) which explains that the quality of work is a result that can be measured by the effectiveness and efficiency of a job done by human resources or other resources in achieving the company's goals or objectives properly and efficiently. The quality of work can be achieved based on the requirements of high suitability and readiness which in turn gives rise to rewards and progress by increasing knowledge and skills systematically, Dessler (2010), the quality of employee work can be achieved if employees can meet their needs. important to be able to work in the organization. With such an atmosphere, the quality of work can be realized so that it can determine the goals of the work in achieving the target or not. Employee performance is influenced by three factors, namely individual factors, which relate to the ability and knowledge, and psychological factors which relate to the attitudes and roles of employees, and organizational factors, which relates to the organization's efforts in developing its employees. Meanwhile, Wilson and Heyel (1987) said that "Quality of work (quality of work) shows the extent to which the quality of an employee in carrying out his duties includes accuracy, completeness, and neatness". Underlying the concept that the quality of work is something that can be measured, there are many factors that involve the quality of the work, this is because quality is a result of the process, in carrying out a process involves factors that support more than one factor. In a study conducted at Citra Sundari Hospital.

V. CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

Based on the results of the study, it was found that the process of recruitment, selection, and development of human resources directly affects the quality of health workers at Citra Sundari Hospital. Thus, the agency, in this case, the Citra Sundari Hospital, needs to choose the right method in the recruitment process. Meanwhile, to improve the quality of human resources (health workers) it is necessary to actively participate in training and education activities.

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