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## **Recruitment System of Health Workers at Muna Barat Hospital, Indonesia**

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### **Abstract**

Successful development of the region especially in the district and city is determined by the quality of human resources and good participation of the community as the perpetrator of development, especially for the new division. As a first step to prepare health human resources, recruitment is a critical point to choose the right human resources according to hospital needs. Therefore, it is needed to monitoring the process of recruitment of human resources to ensure the process without any intervention from other parties. So, the good quality of human resources is achieved. Furthermore, this research was conducted in West Muna District Hospital from March to April 2017. This research used a qualitative research with case study approach. The 13 informants consisted of hospital directors, heads of administration and staffing, heads of planning and finance, head of the room, health workers and patients, and families of patients using health services at hospitals. Furthermore, purposive sampling is used to select the informants. The results revealed that the recruitment process is good. While the selection process for the interview test has not been maximized, because the substance of the question cannot be elaborated by the knowledge of applicants. Moreover, the written test is not done because there is already an interview test.

**Keywords:** recruitment; selection; health worker; hospital.

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## **1. Introduction**

Quality health services, equitable, and affordable start with the good arrangement of health care providers organizations such as health centers and hospitals. Hospital as an advanced service facility and a full-service healthcare provider must improve the quality and maintain health care standards based on [1]. West muna district hospital is the only hospital located in West Muna District. As a new hospital, there are many things that must be done to support fair, ethical, and professional health services, one of them is health workers.

Studies show that health workers are a key factor in the successful achievement of health development goals. Health workers contribute up to 80% in successful health development [2]. According Pudjirahardjo [3] in the management of resources, development and structuring of human health resources are very important and need to be prepared carefully. Based on the data from Dinas Kesehatan Kabupaten Muna Barat [4], health personnel in West Muna District Hospital consist of 3 doctors of civil servant, 3 civil servant midwives, and 11 civil servant nurses. To support health services assisted by honorary staff.

As an initial step to prepare health human resources, employee recruitment is a critical point to choose the right human resources according to hospital needs. Therefore, it is needed to monitoring the process of recruitment of human resources to ensure the process runs well without any intervention from other parties. So, the quality of human resources will be good. Policies in the process of recruitment and selection of human resources can run well if based on the needs of human resources. At the end, it will produce competent human resources and in accordance with the needs of the agency [5].

According to Robbins and Judge [6] stated that the implementation of practices in human resource management such as employee recruitment processes affect organizational effectiveness. With good human resource management, organizations can admit the right people, find out who the right person is, identify the right person is the goal of the recruitment process, which includes the characteristics of the individual (ability, experience, etc.) in accordance with the requirements work.

In line with Setiani [7] in order to enable the productivity of the institution/ organization to be smooth and successful, a number of employees are required which 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 [8-10].

In addition, according to Sujanto [11] to obtain human resources that really fit the required characteristics, the organization must apply the concept of competence in employee recruitment. Therefore, to achieve the needs of health personnel required a good recruitment system to get qualified health personnel so that not only the needs of health workers are achieved, but the services provided can provide satisfaction to the patients [10, 12].

The process of recruitment of health personnel conducted by the West muna district hospital since 2015 has only been done on a large scale, but until now the health personnel is still lacking. The process of recruitment and selection of health personnel conducted at the Muna Barat Hospital started by including administrative requirements, file selection and interviews, the making of task memos by department of health, and finally the

determination of health workers as volunteers at the hospital [13]. In the process, the hospital does not include written test for applicants in the selection phase, according to Sujanto [11] that competency-based recruitment provides several advantages, such as high accuracy level in assessing whether or not a person is placed on the job in accordance with their potential.

## **2. Materials And Methods**

### **Location and design**

This research conducted at the Regional General Hospital of West Muna Regency Southeast Sulawesi Province from March to April. This location was chosen because the West Muna District Hospital is a new hospital established in the year 2015, a year after the establishment of West Muna District as a New Autonomous Region (DOB). As a new hospital certainly a lot of things that must be addressed and improved to be able to support as an advanced service facility one of which is the recruitment of human health resources.

### **Population and sample**

The informants in this study were Hospital Director, Head of Planning and Finance of hospital, Head of Administration and Personnel, Head of Nursing Room, hospital health personnel, patient and patient family involved and know about hospital recruitment system of 13 people. In this study, purposive sampling was used to select the informants. According to Bungin [14] purposive procedure is a strategy to determine the group of participants who become informants in accordance with the selected criteria relevant to a particular research problem.

### **Method of data collection**

Data collection was conducted by researchers with face to face or interview. Interviews were conducted with unstructured and open-ended questions. Observations were made related to the results of the previous recruitment in this case the performance of health personnel. In addition, data collection was done by reviewing the documents in the form of data on the activities of the previous recruitment activities.

### **Data analysis**

Data interview in the form of recording was processed by transcribing manually and typed into Microsoft word program. Then coding it to create categories and themes based on the facts story presented by the informant. The interpretation of the meaning of the recruitment system process was narrative and supplemented with the quotation from the interview. The process to ensure the validity of the findings of this study was conducted with interview persistence, reference adequacy, and triangulation of interview results.

## **3. Results**

### ***Recruitment***

**a. Basic recruitment**

The background of the implementation of recruitment of health personnel is for West Muna District Hospital which is a new hospital which just inaugurated in 2015. Therefore it still needs many health workers to be able to support health services.

*"... When this hospital was inaugurated in 2015, a massive recruitment was held ..." (TS, 47 years old)*

Prior to the recruitment of health personnel, the number of health human resources in West Muna District Hospital reached 19 people with various educational backgrounds.

Until now the hospital still opens recruitment of health personnel that can be held at any time. For example for nurses, although nurses are the largest number of health workers in hospitals, but informants claim that they still need new nurses.

*"... The current midwifery is sufficient so no reception is held for now. Nursing staff is the most but if there are applicants nursing staff will still be accepted because it is still less ..." (HDY, 53 years old)*

The demand for additional health personnel may be performed by the service agency if the health worker is short. This request will be directly presented to the administrative and personnel sections.

**b. Recruitment constraints**

Recruitment of health workers conducted in West Muna District Hospital, based on interviews from informants known to be found no obstacles in the implementation.

*"... So far no one has. Hope it does not exist. But if there is a problem we have to solve it..." (HDY, 53 years old)*

Based on the statement of the informant, if there are any problems in the implementation of recruitment of health personnel, there will be immediately resolved and the authorities for policy making is the leader in this case the director of the hospital.

**Selection**

**a. Administrative Selection**

This activity is the beginning of the selection to the next phase, where the selection of administration is done by selecting an application letter, screening applicants who meet the qualifications determined by the District Hospital of West Muna. Administration selection is done by the Department of Administration and Personnel, if there are applicants not in accordance with the qualifications that have been determined then it cannot be proceeded to the next phase. Requirements to be considered include diplomas, transcripts, registration letters (STR), statement of the ability not in salary, letter of application, and provisions that appropriate with the standards of the hospital.

*"... Always include all applications with all administrative requirements such as diplomas, transcripts, and everything and the most important things is the Registration Certificate (STR)..." (HDY, 53 years old)*

After entering the file, then the recruitment team conducts administrative selection and who responsible for this, is the Head of Administration and the Chief of Staff.

*"... My specific job is on the files selection, employee files, honorary and devotee ..." (TS, 47 years old)*

In addition to administrative requirements such as transcripts and diplomas, another consideration for administration selection is the applicant's domicile, where other considerations of the recruitment team are applicants domiciled in West Muna District. This consideration is not only meant for quick time travel, but also local government programs to prioritize the human resources of the region itself.

#### **b. Written test**

Based on the results of interviews for recruitment of health workers conducted in West Muna District Hospital since inaugurated in 2015 in the selection of health personnel has not held written examinations for both general selection and for selection at any time. The informant believes that with the Registration Certificate (STR) attached to the administrative requirements, the applicant is qualified to provide health services. The informants also argued that conducting of interviews in the selection of health workers could represent written exams.

*"... The written test is not done, because there is already a Registration Certificate (STR). So if there is STR, it could represent a written test. If you already have an automatic STR, that is mean we already have competence, anyway ..." (TS, 47 years old)*

#### **c. Interview test**

Interview tests in the general selection of health workers at the West Muna District Hospital are conducted in different rooms. The interview test has not been based on the interview guidelines because the hospital does not yet have SOP related to the implementation of recruitment. Interviews to applicants are used as a substitute for written exams, other than that the interview aims to ensure the ability of applicants to work without any reward or voluntary.

*"... If administration is not fulfilled, during the interview there will be part for checking the file administration of the applicants. If not eligible, it will be not filed in the Health Office ..." (HDY, 53 years old)*

Implementation of the selection of the file is actually done along with interviews. Where the interview took place, the recruitment team will conduct the selection of applicant files. In addition, in the course of the interview only contains an affirmation of the applicant's readiness to work without salaries.

#### **d. Selection Decision**

Selection decisions are given after file selection and interview tests are conducted. Files that passed both of

these requirements were made recommendations and sent to the West Muna District Health Office collectively for an assignment.

*"... Creating a recommendation to the health office, because health department has regulation for organizing it. After from the Health Office if it is approved there with a memorandum assigned to the hospital ... "(HDY, 53 years old)*

Another informant explained that the names of applicants recommended collectively in the Health Office were all assigned duties. The informant said that although the Health Department issued a memorandum of assignment, it was related to the number of health personnel in need always to be the authority of the hospital. In this case the Health Department cannot reduce the number of applicants who have been recommended. In addition, the recruitment team believes that the decision to receive health workers is based on the quality and objectiveness.

*"... as far as I am able to judge, they made it for us, because before it sent, we have calculated earlier; because we understand how the technical planning here and then the right appointment. Because if the effort increases it will be difficult for the planning and financial sections to seek funding as a salary / substitute for transport ... "(KDR, 45 years old)*

#### **4. Discussion**

The basic implementation of recruitment of health workers conducted in West Muna District Hospital is the lack of human health resources when it was inaugurated in 2015. Since the inauguration of the number of human health resources as much as 19 people consisting of 3 general practitioners, 1 dentist, 5 Public health personnel, 4 ners, 1 nursing diploma, 1 from Vocational high School (SPK), 1 midwife, 1 pharmacist, and 2 pharmacy [13]. According Hasibuan [15], the basis of withdrawal of prospective employees must be set first so that applicants who enter the application in accordance with the job or occupation of interest. The basis of withdrawal shall be guided by the specified occupational specification to occupy the position. Job specifications should be elaborated in detail and clear so that applicants know the qualifications demanded by the job vacancy. For example, age limit, education, gender, and health. If the job specification is the basis and guideline, the human resources received will be in accordance with the job description of the job title or job. Specification of work that became the basis in the recruitment process then the health personnel received will be in accordance with job description and the required positions. It means that the hospital must establish both rights in more detail and clear so that applicants can enter the application in accordance with the work it wants. This is in line with previous research Setiani [7] that for productivity within an organization / company, required a number of employees or employees in accordance with needs. In meeting the needs of employees / companies can be done by way of recruitment. Based on the results of interviews of recruitment of health workers in West Muna District Hospital, now there are no obstacles in the application. In every activity the existence of obstacles is actually considered normal, but omission of it may affect the course of the activity. Several informants said that although so far there are no problems in the implementation, but there is already preparations for getting done. The results of interviews with one informant said that if there are obstacles in the implementation of the

recruitment of health workers, there will be quickly accessed and is responsible for handling is the head of the hospital. Administrative selection is an early stage in the implementation of recruitment and selection of health personnel. At this stage explain in writing about the qualifications of the applicant. In the research Sujanto [11] revealed that the accuracy in recruiting and selecting an organization's workforce greatly determines the effectiveness of the organization, both in terms of individual and organizational performance, the profitability generated and the achievement of the organization's long-term goals. Meanwhile, according to Savitri, Tarigan [9] showed that an effective selection process will affect the work of employees in the organization. Based on the results of the interview, the selection of administration of applicants in the District Hospital of West Muna is done by the Administration and Civil Service Division. Requirements to be fulfilled include diplomas, transcripts, registration certificates (STR), statements of non-salary, letter of application, and stipulations that are in accordance with the standard of the hospital if applicants do not meet the qualifications specified, Proceed to the next stage. According to Hariandja [16], selection is a process for deciding the right employees of a pool of prospective employees obtained through the recruitment process, both internal and external recruitment. Selection is based on certain specifications of each company concerned. Implementation of the selection must be done carefully, honestly, and objectively so that the accepted employees are fully qualified to shake and carry out the work. With the implementation of good selection, employees who received will be more qualified so that coaching, development, control, and organizing employees easier. Administrative selection is conducted simultaneously with an interview test. By looking at the above, then the early stages of the selection process health personnel run well that is by grouping a letter of application that is eligible and that does not meet the requirements. According Hasibuan [15] written test aims to test the skills of the applicant in accordance with the needs of positions to be filled. Based on the results of interviews, in the selection of health personnel in West Muna District Hospital written test has not been done. The recruitment team believes that with the Registration Certificate (STR) attached to the administrative requirements, it can explain the applicant's skill. Some informants also said that the interview test performed could represent a written test. Interviews in this case mean question and answer with the intention of obtaining data or more in-depth information directly from applicants. The above facts are not in accordance with the results of research conducted by Setiani [7] that the more effective the process of recruitment and selection, the more likely to get the right employees for the company. In this case the results of written tests can be created as the basis of decision-making by the recruitment team. This is in accordance with Sujanto [11] study that competency-based recruitment provides several advantages, including: a high degree of accuracy in assessing whether or not a person is placed in a different job according to his or her potential, facilitating conformity between a person's skill with interests And employment needs, preventing interviewers and assessors from making temporary assessments of prospective workers only by looking at their appearance and outward characteristics. Interview tests for the selection of health workers at the Muna Barat District Hospital were conducted simultaneously with file selection. According to Hasibuan [15], with a live conversation, an experienced and observant interviewer can explore the ability of an applicant. In the interview will be obtained information from each applicant, then compared one by one who is the highest ability to do the job. In the interview process, the team will re-affirm to applicants about the applicant's willingness to work without any rewards / salary. If applicants are willing, a recommendation will be made to the West Muna District Health Office for a memorandum of understanding. However, the recruitment team believes that interviews are conducted in the selection process of qualified health personnel. This fact is not in line with the

results of research conducted by Sujanto [11] that in the interview process should include backward looking meaning based on past performance as a predictor for future behavior and forward looking means related to future planning and aspirations for the progress of the organization. The selection decision as the final series of recruitment process and the selection of health personnel in Hospital of West Muna Regency ended with the sending of health staff recommendation to the Health Service of West Muna Regency to make the task note. Based on the results of the interviews, although the Health Office has the authority to issue task notices for health workers but the addition and reduction of the number of personnel will not be done because it is related to the number of health personnel in need always be the authority of the hospital. In this case the recruitment team has considered the number and qualifications of health personnel because if there is a change in the number of personnel then it will have an impact on the planning and finance programs that have been set. According to Notoatmodjo [17], at this last stage, applicants will accept the fate of "accepted" which means to work in the organization, or "rejected" which means having to find work in other organizations. Top managers will decide on acceptance or disapproval of applicants after obtaining the results of previous selection. Applicants who do not meet specifications are rejected, whereas applicants who graduate from each selection are decided to be accepted into prospective employees with employee status on probation. Furthermore they are required to fill out the form and complete the full terms [15].

## **5. Conclusion**

The implementation of recruitment of health personnel conducted in West Muna District Hospital implementation of recruitment is done because health workers are still lacking and there are no obstacles and implementation. At the stage of selection of health personnel all stages have been done, but in the interview stage the substance of the question is still lacking, because it only contains the affirmation that the health workers received can work but without salary, in addition to written tests have also not been applied by the hospital. To maximize the recruitment implementation, the hospital should improve the substance in the interview test and write a written test in the recruitment of health personnel.

## **Conflict Interest**

Authors declared there is no conflict interest

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