Enhancing the Performance of Medical Teams through Recruitment and Selection Processes

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Abstract

This study aims to analyse the recruitment and selection process on project employee performance in the nurse function at Klinik Pertamedika IHC. This research will focus on evaluating the effectiveness of the current recruitment and selection process in identifying and hiring qualified project employees. The research will also examine the impact of these processes on the performance of project employees in the nursing function. This research will utilise a qualitative method approach. The research will involve in-depth interviews with key stakeholders and analysis of performance data. This study adopts a qualitative research approach with a descriptive nature. It focuses on the recruitment and selection process of employees and their impact on performance within Klinik Pertamedika IHC. The research was conducted at Klinik Pertamedika IHC from February to May 2023, and the data collection process involved both offline and online interviews. The findings from this research will provide insights into the effectiveness of the recruitment and selection process in the nursing function and inform recommendations for improving this process to enhance project employee performance.

Keywords: Recruitment, Selection, Employee, Performance, Pertamedika.

1. Introduction

The recruitment and selection process plays a crucial role in the overall success of an organization. In the healthcare industry, where employee performance directly impacts patient care and outcomes, the importance of effective recruitment and selection becomes even more prominent. The nursing function, in particular, holds a vital position in healthcare organizations as nurses are responsible for delivering quality care to patients.

Recruitment is a series of activities aimed at searching for and attracting job applicants with the required motivation, abilities, skills, and knowledge to address identified staffing needs within workforce planning. The benefits of effective recruitment are to ensure "The Right Man on The Right Place," which is a crucial factor in placing employees within the organization. Additionally, recruitment is a decision made by the Human Capital function to fill positions within the company's organizational structure and meet user requirements for a project. Recruitment is the process of attracting a number of applicants who are interested and qualified to apply for desired qualifications [1]. Another perspective states that recruitment is the process of attracting individuals or applicants with the right interests and qualifications to fill specific positions or roles [2]. The sources of recruitment for potential employees consist of internal and external to the company. The recruitment process plays a crucial role in attracting, identifying, and hiring candidates suitable for specific job positions. In the context of project employees in the nursing function at the Klinik Pertamedika IHC, understanding the impact of recruitment on their performance is crucial. An effective recruitment process contributes to organizational success by ensuring that the right individuals are selected for specific roles. Research findings indicate that a well-designed recruitment process positively influences employee performance and reduces turnover rates [3]. Furthermore, a good fit between job requirements and candidate skills enhances job satisfaction [4]. Identifying appropriate recruitment sources, such as online job boards, social media, and referrals, can impact the quality and quantity of candidates [5]. The concept of fit is essential in recruitment, matching individuals with jobs by assessing the alignment between individual skills and job requirements. Other studies show that higher levels of fit improve job satisfaction, organizational commitment, and performance [6].

The selection process plays a crucial role in identifying and hiring competent employees who can contribute to organizational success [7]. In the healthcare sector, particularly in clinics like IHC Pertamedika, the selection of project employees in the nursing function becomes highly important to ensure the provision of quality care and efficient project management. The selection process serves as the foundation for building a skilled and competent project workforce [8]. The selection process involves various stages such as job analysis, recruitment, screening, assessment, and final selection [9], [10]. By implementing a rigorous and comprehensive selection process, organizations can

identify individuals who possess the qualifications, skills, and attributes required to excel in their roles [2]. Effective selection can enhance employee performance, improve patient outcomes, and increase organizational productivity [11]. Several factors influence the selection process and subsequently impact the performance of project employees in the nursing function [12]. These factors include: a) Comprehensive job analysis helps identify the specific knowledge, skills, and abilities required for project employees in the nursing function. Clearly defining roles and responsibilities ensures that the selection process focuses on finding candidates with the necessary competencies. b) The selection process relies on effective recruitment strategies to attract qualified applicants. Implementing targeted recruitment methods such as online job portals, social media platforms, and professional networks can help reach a larger pool of talent and increase the chances of finding suitable candidates. c) Using valid and reliable selection methods and techniques is crucial for accurately evaluating candidates. Techniques such as interviews, cognitive ability tests, situational assessments, and behavioral assessments can help assess candidate competencies, personality traits, and suitability for the nursing function in a project setting.

Performance is what an employee does or doesn't do. A good employee performance is seen through their commitment to work, the skills and competencies they possess, their readiness to work in any assigned location or area determined by the company, creating harmony in the work environment, being responsible and optimal in performing their tasks, loyalty to the company, and collaborating effectively [13]. If an organization can select employees who meet these criteria, the company's conditions will develop well [14]. Employee performance is a crucial aspect of organizational success. The recruitment and selection process is the process by which recruiters identify, engage, recruit, and hopefully hire qualified candidates for specific job vacancies [15]. A good selection process is the key to finding talent and being the backbone of effective performance management. After employees are hired, it is important to manage their performance effectively. Effective performance management involves setting clear goals, providing regular feedback, and offering opportunities for development and growth [16]. To improve employee performance, it is important to provide regular feedback and coaching. This can help employees understand their strengths and weaknesses and identify areas for improvement. Additionally, providing opportunities for development and growth can help employees build new skills and enhance their performance. Employee performance is a crucial aspect of organizational success. A good selection process is the key to finding talent and being the backbone of effective performance management. Effective

performance management involves setting clear goals, providing regular feedback, and offering opportunities for development and growth [17]. To improve employee performance, it is important to provide regular feedback and coaching and provide opportunities for development and growth.

Klinik Pertamedika IHC, a leading healthcare institution, is dedicated to providing comprehensive healthcare services. As the clinic often involves project employees to supplement the existing workforce, it is important to assess the impact of the recruitment and selection process on the performance of these project employees, particularly in the nursing function. The effectiveness of the recruitment and selection process affects several key aspects of employee performance. Firstly, a well-designed recruitment process ensures that the organization attracts highly qualified and competent candidates. By carefully assessing the skills, knowledge, and experience of candidates, the organization can select individuals who possess the necessary attributes to excel in their roles as project nurses at Klinik Pertamedika IHC. This, in turn, can contribute to better outcomes for patients and overall healthcare service quality.

The recruitment and selection system implemented by Klinik Pertamedika IHC is not only aimed at hiring permanent employees but also ensuring the effectiveness and smooth operational continuity of the company, as well as filling vacant positions in the organizational structure resulting from transfers, demotions, promotions, and retirements. The Human Resources function at Klinik Pertamedika IHC handles the recruitment and selection process for contract workers in the nursing function internally and externally, while overseeing and ensuring that the recruitment and selection processes run smoothly, following the defined stages and maintaining objectivity. Selection is the process of choosing candidates who meet the established requirements or standards. Failure in the recruitment process can have an impact on the achievement of the company's goals, as Klinik Pertamedika IHC, as a service-oriented company, needs to maintain employee productivity, customer satisfaction, and preserve the company's reputation.

The interconnection between recruitment, selection, and performance of prospective employees at Klinik Pertamedika IHC shows that after conducting the recruitment process through open or external methods, such as interviews (qualitative technique), the researcher can select several applicants who meet the company's expectations. An appropriate recruitment process with job specifications based on job descriptions created through a series of job analysis stages greatly assists the company in finding candidates who meet the job requirements, possess skills, creativity, dynamism, initiative, and the ability to work

together. The analysis reveals that the employee in question is capable of performing all assigned tasks and responsibilities according to the company's expectations and standards, leading to high performance automatically. In addition to having expertise and skills in their field, employees can also perform tasks beyond their functions, making them multitasking employees. Consequently, the company will consider that the prospective employees who will be accepted are ready to be placed anywhere, which will affect their future performance positively.

The purpose of this study is to explore and provide potential solutions in the recruitment and selection process for Klinik Pertamedika IHC to enhance its employees' performance. This study aims to provide valuable insights and recommendations to Klinik Pertamedika IHC in improving the performance of its employees through a more effective recruitment and selection process.

2. Research Method

This study adopts a qualitative research approach with a descriptive nature. It focuses on the recruitment and selection process of employees and their impact on performance within Klinik Pertamedika IHC. The research was conducted at Klinik Pertamedika IHC from February to May 2023, and the data collection process involved both offline and online interviews. In qualitative research, data are presented in narrative form. Data in qualitative research refers to information that reflects the accuracy of the sources used to support the study [18]. Therefore, the researcher sought relevant data to be used as study material. The data collection methods employed in this study include literature review, documentation, observation, and interviews.

3. Result and Discussion

The following discussion will focus on the importance of the recruitment and selection process, challenges faced in recruitment, and potential solutions to overcome these challenges.

3.1 The Importance of Recruitment and Selection Process

A good recruitment and selection process is crucial in ensuring that the right employees are hired for the right job. This process plays a role in selecting individuals who possess the qualifications, skills, and abilities that align with the organization's needs. Firstly, through an effective recruitment process, an organization can attract quality candidates [19]. By using appropriate methods and strategies, the organization can reach a wide audience and attract individuals with the potential and expertise required. This helps ensure that qualified candidates enter the selection stage. Furthermore, a thorough selection process allows the organization to evaluate and compare potential employees [20].

Through interviews, assessments, tests, and references, the organization can gather the necessary information to make informed decisions. A good selection process aids in identifying the best candidates who fit the job requirements and organizational culture. A sound recruitment and selection process also helps mitigate the risk of placement errors [21]. By selecting the right employees for suitable roles, the organization can avoid negative consequences such as decreased productivity, cultural misalignment, or failure to achieve organizational goals. Having employees who are well-suited to their jobs and work environment has a positive impact on overall organizational performance and efficiency. Moreover, an effective recruitment and selection process also builds the organization's reputation as a competent and professional workplace. Potential candidates will be attracted to organizations that have fair and transparent selection processes [22]. This contributes to the organization's attractiveness and enables them to choose from a pool of qualified candidates. Overall, a good recruitment and selection process is an important initial step in building a strong and successful team of employees. By attracting, selecting, and placing the right employees, organizations can achieve competitive advantage, improve performance, and fulfill their strategic objectives [23].

It is important for Klinik Pertamedika IHC to have a well-planned recruitment and selection process to ensure that the right nurses are recruited for the appropriate positions. With a structured and objective process, the clinic can increase the chances of finding high-quality nurses who can provide optimal care to patients. Additionally, a careful selection process also helps reduce the risk of mismatched hires, which can avoid negative consequences such as high turnover or low-quality care. In conclusion, recruitment and selection are crucial stages in building a quality nursing team in the healthcare context. With a well-planned recruitment and selection strategy, Klinik Pertamedika IHC can ensure that the right nurses are recruited and placed in positions that match their skills and qualifications. This will have a positive impact on the quality of care provided and increased patient satisfaction.

3.2 Challenges Faced in Recruitment

In the recruitment process, there are several challenges that organizations often face. First, a shortage of qualified workforce is a common problem. The demand for skilled employees often exceeds the number of individuals available in the labor market [24]. This can occur due to various factors, such as increased demand for specialized skills or a lack of new graduates in specific fields. Additionally, intense competition in recruiting employees is a significant challenge. Organizations have to compete with other companies to attract and recruit the best candidates

[10]. This competition is particularly evident in rapidly growing industries or popular career destinations. Another challenge is finding employees who have the qualifications and experience that align with the organization's needs [25]. Sometimes, the supply of candidates with desired qualifications and experience may be limited. This can be due to a lack of appropriate training, a shortage of human resources with the right background, or high competition in the job market. Furthermore, geographical issues can pose challenges in recruitment. In remote or hard-to-reach areas, attracting quality employees may be difficult. Factors such as limited infrastructure, inadequate living facilities, or a lack of career opportunities in those areas can hinder the recruitment of qualified employees [26]. Other challenges include changing company or industry needs. Technological advancements, policy changes, or new trends in the industry can impact workforce requirements. Organizations need to anticipate and adapt to these changes, so they can recruit employees with relevant skills and knowledge. To overcome these challenges, organizations need to adopt effective recruitment strategies [8]. This includes enhancing organizational branding to attract candidate interest, developing networks and partnerships with educational or professional institutions, providing attractive training and career development opportunities, and flexibility in job requirements to encompass a larger pool of potential candidates [9].

There are several challenges faced in recruitment by Klinik Pertamedika IHC. One of the challenges is a lack of resources available to execute the recruitment process effectively. The clinic may have limitations in terms of budget, personnel, or infrastructure that can affect their ability to reach quality candidates and implement effective recruitment strategies. Additionally, a lack of adequate knowledge or understanding of effective recruitment practices within the healthcare service organization is a challenge. Klinik Pertamedika IHC may not have specifically trained workforce in recruitment, so they may not fully grasp the essential aspects of attracting, selecting, and recruiting high-quality nurses. Another challenge is the lack of an experienced clinical research coordinator in the recruitment process. The clinic may face difficulties in finding someone who has the required knowledge and skills to manage and coordinate the complex recruitment process. When there is no experienced clinical research coordinator, the risk of errors or inefficiencies in the recruitment process increases. To address these challenges, steps that can be taken include allocating sufficient resources to support the recruitment process, whether in terms of budget, personnel, or necessary technology. Additionally, training or educating existing staff on effective recruitment practices can help improve their understanding and enhance the recruitment process. Lastly, assigning an experienced clinical research

coordinator in recruitment will ensure that there is someone with the necessary knowledge and expertise to efficiently and effectively manage the recruitment process.

3.3 Potential Solutions to Address Recruitment Challenges

To address the challenges in the recruitment process, there are several potential solutions that can be implemented. One of them is leveraging technology in the recruitment process. By utilizing digital platforms and tools, companies can reach a wider audience and streamline the recruitment process [27]. For example, using company websites, online job portals, or specialized recruitment platforms can help efficiently reach potential candidates. Additionally, building and maintaining good networks and partnerships can also be a solution. Collaborating with educational institutions, professional organizations, or industry associations can provide access to a pool of quality candidates [7]. Through internships, seminars, or networking events, companies can establish relationships with potential employees and expand their recruitment network. Optimizing the selection and assessment process is also important. Implementing valid and objective selection methods, such as psychometric tests, structured interviews, or case studies, can help effectively evaluate the qualifications and capabilities of candidates. Conducting comprehensive assessments involving multiple stakeholders, such as management teams and relevant work teams, can also provide diverse perspectives in decision-making. Furthermore, companies can develop strong internal employee development programs. By identifying the potential and talents of existing employees, companies can provide opportunities to fill available positions through promotions or job rotations. This will not only enhance the retention of good employees but also create a motivated and sustainable work environment. Lastly, involving top management in the recruitment and selection process can also be an effective solution. Their involvement in understanding the organization's needs, determining recruitment strategies, and making final decisions will ensure that the recruitment process aligns with the company's vision and goals [2].

To address the challenges faced in recruitment, Klinik Pertamedika IHC needs to develop a well-planned recruitment plan. This involves planning concrete steps and strategies to be implemented in the recruitment process. One important step is assigning an experienced clinical research coordinator to be responsible for recruitment. A trained and experienced clinical research coordinator can help manage and execute recruitment steps effectively. Furthermore, Klinik Pertamedika IHC should learn and adopt proven resource recruitment concepts from healthcare service organizations. This may include studying best practices

in recruitment, company marketing strategies, and the use of modern technology in recruitment. By learning and adopting effective approaches, Klinik Pertamedika IHC can enhance its ability to attract qualified candidates. Additionally, Klinik Pertamedika IHC should focus on identifying knowledge gaps related to nursing practices. In the context of nurse recruitment, it is important to understand specific needs in terms of skills, knowledge, and required competencies. By identifying these gaps, Klinik Pertamedika IHC can plan necessary training or additional development for potential nurses or existing staff. Lastly, conducting a comprehensive literature review before implementing practice changes is important. By gathering and evaluating current knowledge about trends, methods, and best practices in recruitment, Klinik Pertamedika IHC can make more informed decisions and ensure that the steps taken are supported by strong evidence and research. By implementing these steps, Klinik Pertamedika IHC can address recruitment challenges and ensure that the right nurses are hired for the right job. This will contribute to improving the quality of healthcare services provided by the organization.

4. Conclusion

In this study, the recruitment and selection process for project employees in the nursing department at Klinik IHC Pertamedika has been analyzed. The research findings indicate that the recruitment and selection process plays a crucial role in improving employee performance in the nursing department. An effective recruitment process helps attract qualified candidates, while careful selection processes help identify the best candidates who fit the job requirements and organizational culture. Having employees who are well-suited to their roles and work environment has a positive impact on overall organizational performance and efficiency. However, the recruitment process also faces challenges. These challenges include a shortage of qualified workforce, intense competition in recruiting employees, difficulty in finding candidates with suitable qualifications and experience, geographical issues, and changes in company or industry needs. Klinik IHC Pertamedika also faces similar challenges, such as a lack of resources to execute the recruitment process effectively, a lack of understanding of effective recruitment practices in healthcare organizations, and a lack of experienced clinical research coordinators in the recruitment process. To address these challenges, there are several potential solutions that can be implemented. These solutions include leveraging technology in the recruitment process, building and maintaining strong networks and partnerships, optimizing the selection and assessment processes, developing internal employee development programs, and involving top management in the recruitment and selection process. Klinik IHC Pertamedika can also develop a well-designed recruitment plan by assigning an experienced clinical research coordinator, learning and adopting successful resource recruitment concepts from healthcare organizations, and focusing on identifying knowledge gaps related to nursing practices. By implementing these potential solutions, Klinik IHC Pertamedika can enhance their ability to attract, select, and place quality nurses in suitable positions. This will have a positive impact on the quality of care provided and patient satisfaction. Overall, this research demonstrates that a good recruitment and selection process is an important initial step in building a strong and successful team of employees. By employing the right strategies, addressing existing challenges, and implementing potential solutions, organizations can achieve competitive advantage through high-quality employees.

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