

THE RELATIONSHIP BETWEEN RECRUITMENT AND SELECTION PRACTICES AND EMPLOYEE PERFORMANCE: A STUDY AT THE MARGAYA COMMUNITY HEALTH CENTER IN MAJALENGKA

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Abstract

Recruitment and selection of human resources are crucial factors in ensuring the quality of public services, particularly within primary health care. The urgency of this study arises from the case of Puskesmas Margaya Majalengka, where employee performance is closely linked to recruitment and selection mechanisms that still face challenges of transparency and competency alignment. This research aims to analyze the relationship between recruitment and selection practices and employee performance, drawing on Human Capital, Person-Job Fit, and Merit System theories. The study employs a qualitative case study approach, utilizing in-depth interviews, observation, and document analysis. The findings reveal that non-merit-based recruitment and selection lead to decreased productivity, mismatched placement, and reduced service quality. The discussion highlights that strengthening competency-based recruitment and selection systems is essential for improving the quality of health services at the primary level.

Keywords: Recruitment, Selection, Employee Performance

A. INTRODUCTION

Human resource management is considered a crucial pillar in public organizations because it determines the success of achieving institutional goals (Dessler, 2017). The recruitment and selection process is a strategic initial step in acquiring a competent and well-suited workforce (Mondy & Martocchio, 2016). In the context of public organizations, recruitment failure can have serious implications, resulting in reduced service effectiveness (Noe, Hollenbeck, Gerhart, & Wright, 2017). Therefore, a competency-based recruitment and selection system is essential to ensure employee quality (Werther & Davis, 2019). Therefore, good human resource governance has a direct impact on the quality of public servant performance (Armstrong & Taylor, 2020).

In the healthcare sector, the quality of human resources is a key determinant of the quality of services received by the public (WHO, 2018). Community health centers, as the spearhead of primary healthcare services, are required to have a workforce that meets national competency standards (Ministry of Health of the Republic of Indonesia, 2019). Suboptimal recruitment and selection can create a gap between employee competency and healthcare service needs (Notoatmodjo, 2018). This impacts low public satisfaction and the effectiveness of health programs at the regional level (Dewi & Kurniadi, 2020). In other words, weak human resource management has the potential to hinder the achievement of national health development goals (Sulistiyani, 2017).

A similar phenomenon can be observed at the Margaya Community Health Center in Majalengka, where the quality of employee performance is significantly influenced by the

recruitment and selection processes implemented. Several employees have not demonstrated optimal service delivery, indicating problems at the recruitment and selection stages. This issue is all the more relevant given the Community Health Center's role as a primary healthcare provider for the community in the region. Given these conditions, this study focuses on examining the relationship between recruitment and selection practices and employee performance at the Margaya Community Health Center. This emphasis is intended to provide an empirical picture of the extent to which human resource governance influences the quality of primary healthcare services.

Several previous studies have demonstrated a close relationship between recruitment, selection, and employee performance. For example, research by Priyono (2020) found that competency-based recruitment practices significantly increased the productivity of public sector employees. Similar results were demonstrated by Sari (2021), who emphasized that a merit-based selection system can minimize job placement mismatches, thereby boosting organizational effectiveness. Meanwhile, a study by Wibowo (2022) on regional health institutions showed that the quality of recruitment and selection directly contributed to public satisfaction with health services. All three studies demonstrate that good HR management practices are fundamental to improving the performance of public organizations.

This study shares similarities with previous research in highlighting the importance of recruitment and selection practices in improving employee performance. However, it differs in its context and focus. While previous research has been conducted primarily on the public sector or regional health institutions, this study focuses specifically on the Margaya Community Health Center in Majalengka. Thus, this study provides a more contextual and in-depth examination of the relationship between recruitment, selection, and employee performance at the primary healthcare level.

The main difference of this study lies in its specific focus and analytical approach, which emphasizes the direct link between recruitment and selection practices and the quality of employee performance at the Margaya Community Health Center. This research not only describes the influence of variables but also reveals the practical dimensions of human resource management in the context of primary healthcare. Thus, this study provides an original contribution in the form of a more focused and relevant empirical understanding for strengthening recruitment and selection policies at the community health center level.

Based on the previous explanation, the urgency of this research lies in the need to strengthen human resource governance in the primary healthcare sector, which serves as the frontline of public services. Given that community health centers play a vital role in improving the quality of public health, appropriate employee selection, placement, and management are essential for providing quality services. Therefore, this study aims to analyze the link between recruitment and selection practices and employee performance at the Margaya Community Health Center in Majalengka, while also providing recommendations for improving human resource management systems in similar institutions.

B. LITERATURE REVIEW

Human Capital

Human Capital Theory emphasizes that the quality of individuals within an organization is an asset that determines productivity and work effectiveness (Becker, 1993). Investment in human resources through education, training, and appropriate selection processes is believed to improve individual competency. In the context of public organizations, this theory emphasizes that recruiting employees with appropriate competencies will result in more optimal performance. Recruitment and selection are considered a form of institutional investment in acquiring employees with the best abilities. Therefore, this theory emphasizes

the relationship between the quality of recruitment and selection and improved employee performance. Indicators:

- Employee education and skills
- Relevant work experience
- Technical and non-technical competencies
- Ability to develop

Person-Job Fit

The Person-Job Fit theory explains that a match between individual characteristics and job demands will result in better performance (Kristof-Brown, Zimmerman, & Johnson, 2005). Recruitment and selection play a crucial role in ensuring this fit from the outset of the hiring process. If there is alignment between employee abilities and organizational needs, job satisfaction and performance effectiveness increase. Conversely, a mismatch can lead to stress, low commitment, and decreased productivity. This theory emphasizes the importance of HR management in placing the right people in the right positions. Indicators:

- Matching skills to job duties
- Matching experience to organizational needs
- Matching work values and culture
- Comfort level in carrying out tasks

Merit System

The Merit System theory emphasizes that the appointment, promotion, and placement of employees in public organizations must be based on competence, qualifications, and performance, not on factors of proximity or nepotism (Rosenbloom, 2015). This system aims to create a professional, accountable, and service-oriented bureaucracy. In recruitment and selection, the merit system serves as an instrument to ensure a transparent and fair process. This theory also serves as an ethical and normative framework that guarantees fairness in human resource management. Thus, the implementation of the merit system encourages improvements in the overall quality of employee performance. Indicators:

- Transparency in the recruitment and selection process
- Fairness in the assessment of prospective employees
- Objectivity in decision-making
- Professionalism in carrying out duties

C. RESEARCH METHODOLOGY

This research employed a qualitative method with a case study approach, as this approach was deemed most appropriate for a deeper understanding of human resource management phenomena in the specific context of the Margaya Community Health Center in Majalengka. The qualitative method was chosen because the focus of this research was not simply to measure relationships between variables, but rather to comprehensively examine how recruitment and selection practices are implemented and their implications for employee performance. According to Creswell (2014), qualitative research allows researchers to explore processes, meanings, and subjective experiences that cannot be adequately captured through quantitative approaches. The relevance of this method lies in its ability to provide a contextual and in-depth picture of the dynamics of HR governance in primary healthcare institutions. Thus, the case study approach enabled this research to produce empirical findings that were not only descriptive but also reflective of real-world conditions.

Data collection in this study was conducted using three main techniques. First, in-depth interviews with the head of the Community Health Center, the personnel department, and several purposively selected employees to gain an understanding of the recruitment, selection, and work experience processes. Second, participant observation was conducted by observing

employee activities in providing healthcare services to understand the extent to which employee competencies matched job requirements. Third, a documentation study was conducted by reviewing various official documents such as personnel data, recruitment procedures, and performance evaluation reports. Triangulation of these three techniques was intended to ensure the validity of the data and enrich the interpretation of the research results.

Informants were selected using purposive sampling, which involves selecting respondents based on specific considerations consistent with the research objectives (Patton, 2002). Informants were selected from among employees directly involved in healthcare services and from management personnel involved in recruitment and selection decisions. This strategy ensured that the data obtained was relevant, in-depth, and representative of the actual dynamics at the Margaya Community Health Center.

Data analysis in this study employed thematic analysis, a systematic process for identifying, classifying, and interpreting meaningful patterns from qualitative data (Braun & Clarke, 2006). The analysis phase began with the transcription of interviews and observations, followed by an open coding process to identify initial categories. These categories are then organized into broad themes that reflect the dynamics of employee recruitment, selection, and performance. The results of this analysis are then interpreted within a conceptual framework of human resource management to address the research questions and provide theoretical and practical contributions to human resource management in the healthcare sector.

D. RESULT AND DISCUSSION

Effectiveness of Employee Recruitment Process

The recruitment process at the Margaya Community Health Center (Puskesmas) demonstrates that the recruitment mechanism remains limited and not fully transparent. This is evident in the selection process, which emphasizes administrative requirements rather than matching competencies to job requirements. Although some recruited employees have a background in health education, there is a mismatch between their academic qualifications and the areas of assignment they are assigned to. This situation results in employee placements that are not always aligned with their specializations, resulting in suboptimal work effectiveness. Therefore, recruitment that is not designed transparently and based on merit has the potential to undermine institutional performance.

Other obstacles that arise in the recruitment process are the limited number of applicants who meet the required positions, as well as lengthy bureaucratic procedures that delay staffing. This situation impacts the Puskesmas's inability to promptly address staff shortages in certain areas. As a result, the workload is unevenly distributed and reduces the quality of healthcare services provided to the public. In other words, recruitment effectiveness is directly relevant to the quality of services at the Puskesmas; when recruitment is conducted appropriately, service quality improves, but when it is ineffective, public service delivery is hampered and public satisfaction declines. The findings regarding recruitment effectiveness at the Margaya Community Health Center, which still faces limitations in transparency, competency alignment, and bureaucratic obstacles, align with previous research emphasizing the importance of merit-based recruitment in improving the performance of public organizations. For example, Priyono's (2020) research showed that recruitment that fails to consider the suitability of prospective employee qualifications to job requirements results in low productivity. Similarly, Sari (2021) found that unclear selection mechanisms can lead to inappropriate employee placement, thus hampering work effectiveness. Meanwhile, Wibowo (2022), in his study of regional health institutions, also emphasized that bureaucratic obstacles in recruitment have implications for the declining quality of health services to the public. Thus, these research findings reinforce the view that recruitment effectiveness is a strategic factor

determining the success of public organizations, particularly in the primary healthcare sector.

Selection and Placement as Performance Determinants

The employee selection process at the Margaya Community Health Center demonstrates that transparency and objectivity remain major challenges. The selection process is often more administrative than evaluative, resulting in a lack of clarity between initial assessments and actual employee performance. This creates a gap between the potential identified during the selection process and the employee's performance after placement. Selection that does not fully assess core competencies makes it difficult for some employees to adapt to their duties, impacting their work effectiveness. Therefore, weak selection has the potential to create a mismatch between employee abilities and organizational needs.

Furthermore, the post-selection placement process has also been shown to significantly impact employee performance and satisfaction. When placements are based on competencies and interests, employees tend to work more disciplined, professional, and responsibly. However, if placements are influenced by non-merit factors, such as personal relationships or considerations beyond qualifications, organizational effectiveness is hampered. This not only reduces productivity but can also undermine work motivation and a sense of fairness among employees. Therefore, implementing a merit system in selection and placement is crucial to ensuring consistent and sustainable performance improvement at the Margaya Community Health Center.

The findings of this study differ from those of Handoko (2019), who stated that the selection process in regional health institutions is merit-based and quite objective. These findings also contradict Lestari's (2020) findings, which emphasize that employee placement is generally based on competency, thus supporting work effectiveness. Conversely, research at the Margaya Community Health Center (Puskesmas) indicates that selection tends to be administrative and less relevant to actual performance. This aligns with Nugroho's (2021) view, which states that non-merit factors still have a significant influence on public employee selection. Therefore, this study confirms differences in local contexts that contribute to suboptimal selection practices.

The Impact of Recruitment and Selection on Service Performance

Service performance at the Margaya Community Health Center is inextricably linked to the effectiveness of employee recruitment and selection. Appropriate recruitment and selection results in employees with the appropriate competencies, enabling them to provide prompt, accurate, and satisfactory service. Conversely, if the process is suboptimal, service quality will decline due to employees being unprepared for the workload. To clarify this, the following data is presented on the relationship between recruitment and selection aspects and service performance indicators.

Table 1. Impact of Recruitment and Selection on Service Performance at Margaya Community Health Center

Recruitment and Selection Aspects	Employee Performance Indicators	Findings at the Margaya Community Health Center	Impact on Service
Qualifications Match to Position	Work Productivity	Not all employees have the appropriate educational background	Productivity is uneven across service units
Transparency of the Selection Process	Discipline and Professionalism	Selection is still administrative, less competency-based	Discipline and accountability among

Post-Selection Placement	Employee and Patient Satisfaction	Some employees are placed outside their field of expertise	some employees are low Employee satisfaction is declining, patient complaints are increasing
Merit System in Decision-Making	Healthcare Service Quality	Non-merit factors still influence	Service quality is inconsistent and uneven

Source: Processed by Researchers, 2023

The table shows that inaccuracies in recruitment and selection significantly impact various aspects of employee performance. Mismatching qualifications with work areas creates productivity disparities, while a lack of transparent selection process undermines discipline and professionalism. Placement of employees who do not align with competencies also leads to decreased employee and patient satisfaction, thus compromising service quality. Non-merit factors that continue to influence decisions exacerbate the situation by hindering the delivery of consistent and equitable healthcare services. Therefore, this table confirms that the success of Community Health Centers (Puskesmas) in improving the quality of public services is closely linked to competency- and merit-based recruitment and selection practices.

These findings align with research by Sari (2020), which shows that competency-based recruitment improves employee productivity. Research by Wibowo (2021) also found that transparent selection promotes discipline and professionalism in staff. A study by Dewi and Kurniadi (2020) confirmed that appropriate employee placement positively impacts patient satisfaction. Research by Priyono (2019) even suggests that non-merit practices reduce the quality of public services. Thus, the results of this study are consistent with previous literature which emphasizes the importance of merit-based recruitment and selection in improving service performance.

E. CONCLUSION

This study concludes that recruitment and selection practices at the Margaya Community Health Center in Majalengka directly impact employee performance. Limited transparency, inappropriate placements, and the persistence of non-merit factors are key barriers that reduce productivity and service quality. These findings confirm that the study's objective of uncovering the link between recruitment, selection, and employee performance has been achieved and provide an original contribution in the form of a contextual overview of primary health care at the community health center level. This study also adds to the literature by highlighting the relationship between HR practices and community satisfaction in the local context.

Based on these results, it is recommended that community health center management and local governments strengthen the implementation of merit-based, transparent, and competency-based recruitment and selection systems and reduce the dominance of non-merit factors that are detrimental to the organization. For future research, a mixed methods approach is recommended to capture both quantitative and qualitative dimensions more comprehensively, with a broader scope and thus more generalizable results. This study's limitation lies in its single-case study, which limits generalizability. However, these findings can serve as a starting point for improving HR management policies in the primary health care sector, making them more professional and service-oriented.

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