

# Recruitment System for Human Resources in the Medical Records Units a Private Hospital's Medan City in 2024

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**Abstract.** Hospital's must provide adequate human resources to ensure optimal and high-quality health services. Establishing a medical records unit is one of the supporting efforts for health in hospitals. Managing a medical records unit that produces quality health information requires adequate resources, including human resources, facilities, and equipment. One crucial step in managing human resources effectively is recruitment. This study aims to understand the Human Resources Recruitment System for the Medical Records Unit at Private Hospitals in Medan City in 2024. This research is a qualitative study with a naturalistic approach to obtain in-depth information. The sampling technique used is purposive sampling. Data collection is done through in-depth interviews. In this study, the researcher acts as the primary research instrument, with informants 1, 2, 3, 4, 5, and 6 serving as supporting instruments using interview guides and voice recording tools (mobile phones). The research informants are HRD personnel and Heads of the Medical Records Unit at each hospital (RSU Imelda Pekerja Indonesia, RS Advent, and RSU Eshmun). The results show that there are no Standard Operating Procedures (SOPs) or policies related to the recruitment of human resources for the Medical Records Unit at the hospitals studied. The sources of job vacancy information used at the three hospitals are internal sources, and some employees do not have a background in medical record education. It is recommended that these hospitals establish SOPs or specific policies for the recruitment of human resources in the medical records unit to ensure a structured recruitment process and that recruited employees meet the qualifications in medical record education.

**Keywords :** Medical Record Unit, Recruitment, Human Resources, Educational Qualification

## I.BACKGROUND

Hospital is a healthcare institution that provides comprehensive personal healthcare services, including inpatient care, outpatient care, and emergency services. [8] Every hospital must provide adequate human resources to ensure optimal and high-quality healthcare services. The human resources in question are productive individuals who work as the driving force of an organization, whether within the institution itself or in companies that serve as assets and therefore must be trained and developed. The establishment of a medical records unit is one of the supportive efforts for healthcare in hospitals. [19] The Medical Records and Health Information Unit is a crucial subunit in every healthcare facility. The success and quality of the services provided can be evaluated based on the management of the medical records and health information unit by professional staff. To manage a medical records unit that produces high-quality health information, adequate resources are necessary, including human resources, facilities, and infrastructure. [19] One important step in managing human resources effectively is recruitment. Recruitment is the process of searching for candidates who meet the required qualifications in the necessary quantity and type. [3] Common challenges that typically occur in an organization include difficulties in attracting qualified candidates, mismatches between individual skills and job requirements, and delays in the recruitment process. This can lead to many applicants withdrawing suddenly, often because recruitment is conducted by family and close friends without prior evaluation of their suitability for the vacant positions. [19]

Generally, there are two sources of information in recruitment: internal and external sources. Internal sources come from data within the organization's human resources division, primarily information about permanent employees or contract workers who are employed for a specific duration. External sources come from outside the organization and include advertisements in newspapers, radio, television, educational institutions, employee referrals, labor departments, the internet, job fairs, and professional associations. [3] Research conducted at RSIA Muslimat Jombang found that the recruitment process was ineffective due to a small number of applicants who did not meet the target. This was because the job vacancy information was only disseminated through Facebook and referrals from friends working at the hospital. As a result, the hospital experienced a shortage of qualified and experienced candidates. [7]

According to previous research at Rumah Sakit Wijaya Kusuma Kebumen, the recruitment process is open to everyone, but employment opportunities are not widely accessible. Applicants are restricted and prioritized based on their residence in Kebumen, which affects the number of candidates applying to the hospital and can negatively impact employee performance. Additionally, there are no established standards or coordination for the interview process, which reduces the objectivity of the assessment and results in less accurate outcomes. [16] Previous research at Rumah Sakit Awal Bros found that the human resources in the hospital's administrative unit are insufficient and require additional staff. There is also a lack of specialized training for the Hospital Information Management System (SIMRS) within the administrative unit. Although the recruitment process for new employees follows the established Standard Operating Procedures (SPO), the hospital lacks a dedicated room and written tests to expedite the results in the recruitment process. [20]

Meanwhile, previous research at Rumah Sakit Manado Medical Centre found that the recruitment process lacks a clear framework or objectives. As a result, many essential steps in the recruitment process are often skipped. Proper steps are crucial as they allow interviewers to gather more comprehensive information about applicants and assist the recruitment team in determining whether candidates are suitable for employment at Hospital Manado Medical Centre. [15]

Initial surveys conducted by researchers at RSU Imelda Pekerja Indonesia, RS Advent Medan, and RSU Eshmun revealed that although the recruitment process is open to everyone, job opportunities are not widely accessible. Applicants are prioritized based on their affiliations with higher education institutions that have partnerships or good relationships with the three hospitals. This practice results in a relatively small pool of candidates, often consisting of friends or acquaintances of existing employees, limiting the exchange of knowledge, experience, and ideas. It also leads to significant investment in developing employee potential. Furthermore, the existing recruitment Standard Operating Procedures (SPO) do not involve the Head of Medical Records, resulting in selected candidates often lacking a background in medical records. Consequently, if staff in the medical records unit do not have a background in this field, it may lead to delays in patient registration, accumulation of medical records in storage, errors in record placement, and duplication of medical record numbers. Based on the above description, the author is interested in conducting research at the three hospitals with the title "Recruitment System for Human Resources in the Medical Records Unit a Private Hospital's Medan City in 2024."

## II.METHOD

The method used in this study is descriptive research with a qualitative approach where the data collected is in the form of words or pictures so that it does not emphasize numbers. The data collection technique is carried out by the purposive sampling method, which is a sampling technique for data sources with certain considerations. Data analysis is carried out using descriptive analysis, namely analysis by describing or describing data that has been collected through observation and interviews.

## II.RESULTS AND DISCUSSION

### Policy / (Standard Operating Procedures)

Based on the research results, it was noted that the Standard Operating Procedures (SOP) regarding human resource recruitment, particularly in the medical record unit at RSU IPI Medan, are still documented but have not been disseminated. Meanwhile, RS Advent and RSU Eshmun do not have SOPs concerning human resource recruitment specifically for the medical record unit. When a hospital lacks an SOP for employee recruitment, it leads to unclear recruitment processes, resulting in inconsistencies and a lack of structure in the recruitment process. This is in line with research conducted by Abd Rohman Taufiq on the Implementation of Standard Operating Procedures and Accountability in Hospital Performance, which states that SOPs are intended to establish a well-organized, systematic, and accountable work system and workflow. The SOP also provides an overview of the necessary steps required to perform tasks to achieve the hospital's objectives, including improving profitability.

### Source of Information

Based on the research findings, it is noted that the sources of job vacancy information at Imelda Worker General Hospital Medan, Advent Hospital Medan, and Eshmun General Hospital primarily use internal sources. Applicants or candidates come from acquaintances, close contacts, referrals, and recommendations from current employees at these hospitals. If a hospital only recruits people based on employee recommendations, it may result in a mismatch between the applicants' skills and the available job positions. This aligns with research by Yuliana F. Lilistian (2020), which suggests that

companies must be cautious with this process, as employees might provide recommendations that do not meet the actual criteria of the skills possessed by the workforce.

Internal sources of information are important to consider, especially in conditions of high unemployment, as there may be highly skilled and capable workers who are currently unemployed. However, there are several disadvantages to relying solely on internal sources for recruitment, including a lack of new ideas from outside sources, internal competition for certain positions, and the need for management to invest energy and finances in developing internal candidates to compete with skilled external candidates (Esraida Simanjuntak, 2021).

The research indicates that Imelda Worker General Hospital Medan and Advent Hospital prioritize candidates from specific universities with established collaborations. In contrast, Eshmun General Hospital does not prioritize candidates from specific universities. Job opportunities are generally open, but the chances of employment are not widely available, with candidates often coming from the close circles of current employees. Imelda Worker General Hospital Medan and Eshmun General Hospital use social media platforms such as Instagram and Facebook for job vacancy announcements, while Advent Hospital rarely disseminates job information through social media. 3. Recruitment Goals (The right man in the right place)

Based on the research findings, it is noted that in the medical record units of Imelda Worker General Hospital Medan, Advent Hospital Medan, and Eshmun General Hospital Medan, there are still some employees without a background in Health Record and Information Education. This misalignment in educational qualifications can have significant impacts, as highlighted by Anita Dilly (2021). A mismatch between educational qualifications and job positions can lead to difficulties for workers, such as facing unfamiliar tasks and not being able to fully utilize their competencies due to limited knowledge and skills in the job they are performing.

According to the Minister of Health Regulation No. 55 of 2013, Article 3, the qualifications for medical record education are: Associate Expert in Medical Records and Health Information, Applied Bachelor in Medical Records and Health Information, Bachelor in Medical Records and Health Information, and Master in Medical Records and Health Information.

The research indicates that all three hospitals provide training periods for employees who pass the recruitment process. The training duration at Imelda Worker General Hospital is 3 months, while at Eshmun General Hospital it is 6 months. Interviews with six informants revealed that the three hospitals do consider the educational background in relation to the positions held. However, observations showed that there are still some staff members at Imelda Worker General Hospital and Advent Hospital who do not have a background in medical record education. Additionally, the three hospitals do not prioritize hiring employees with prior work experience, meaning job vacancies are open to fresh graduates.

### III. CONCLUSIONS AND SUGGESTIONS

Based on the results of the research on the Recruitment System for Human Resource in the Medical Record Unit a Private Hospital's Medan City in 2024, it can be concluded that General Hospital Imelda Pekerja Indonesi Medan already has an SOP related to HR recruitment in the medical records work unit, but it is only written and has not been socialized, while Medan Adventist Hospital and Eshmun Hospital do not yet have a special SOP (Standard Operational Procedure) for human resource recruitment in the medical records work unit. The sources of information used at the Imelda Buruh Indonesia Medan General Hospital, Adventist Hospital and Eshmun General Hospital are internal sources of information, where applicants come from among colleagues or close relatives of employees who are already working. Job opportunities are open to the public, but job opportunities are prioritized from universities that have good cooperative relationships with the Hospital. The educational background of employees in the medical records work unit at the Imelda Buruh Indonesia General Hospital, Medan, Adventist Hospital and Eshmun General Hospital found several employees who did not meet the competency standards for medical recorders.

General Hospital Imelda Pekerja Indonesia Medan It is suggested to conduct socialization related to SOP for HR recruitment in the medical records work unit. Medan Adventist Hospital and Medan Eshmun General Hospital are suggested to create a special SOP (Standard Operating Procedure) related to the human resources recruitment system in the medical records work unit. The dissemination of information on job vacancies for medical records units at the General Hospital Imelda Pekerja Indonesia Medan, Adventist Hospital and Eshmun General Hospital should be disseminated widely so that job opportunities and chances are open to the public for anyone who wants to apply according to the medical recorder competency standards. For General Hospital Imelda Pekerja Indonesia Medan, Adventist Hospital and Eshmun General Hospital, it is recommended that future recruitment of medical record officers be medical record graduates and are required to have a competency certificate and work permit so that the work carried out is in accordance with the abilities and expertise they

have. For Medan Adventist Hospital, it is recommended to provide further training and education to a higher level with a major in medical records for employees who are high school graduates. For Adventist Hospital and Eshmun General Hospital, it would be better if the registration unit was integrated into the medical records unit because patient registration activities are part of the implementation of medical records.

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