



**THE EFFECT OF RECRUITMENT PROCESS, COMPENSATION, AND
WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT ILIANUR
WOMEN AND CHILDREN HOSPITAL, SERANG, BANTEN**

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Abstract

This study examines the effects of the recruitment process, compensation, and work motivation on employee performance at Ilanur Mother and Child Hospital (RSIA Ilanur), Serang, Banten. The research adopts a quantitative approach with a descriptive and correlational research design. The population consists of 77 hospital employees, from which a sample of 65 respondents was determined using the Slovin formula and selected through a non-probability sampling technique. Data were collected using structured questionnaires and analyzed using descriptive statistics and inferential statistical methods, including t-tests and F-tests. The results indicate that the recruitment process has a positive effect on employee performance, as evidenced by a t-value of 0.270 with a significance level below 0.05. Compensation also shows a positive effect on employee performance, with a t-value of 1.919 and a significance level below 0.05. Furthermore, work motivation demonstrates a strong positive effect on employee performance, reflected by a t-value of 7.443 and a significance value of 0.000. Simultaneously, the recruitment process, compensation, and work motivation significantly influence employee performance, as indicated by an F-value of 25.462, which exceeds the F-table value of 2.730, with a significance level of 0.001. These findings suggest that effective recruitment, fair compensation, and strong work motivation are critical factors in improving employee performance in healthcare organizations.

Keywords: Recruitment Process, Compensation, Work Motivation, Employee Performance, Human Resource Management, Hospital Management, Healthcare Organization



INTRODUCTION

Human resources (HR) are a critical element in organizational sustainability and competitiveness. In service-oriented organizations such as hospitals, human capital plays a decisive role in determining service quality and organizational performance. Hospitals are complex institutions comprising diverse services, units, and professional backgrounds, requiring effective human resource management to ensure that employees perform optimally in accordance with their respective functions (Dessler, 2017). Therefore, managing employee performance becomes a strategic priority in healthcare organizations.

Employee performance reflects the quality and quantity of work achieved by individuals in carrying out their responsibilities (Mangkunegara, 2017). High employee performance is essential for hospitals, as it directly affects service efficiency, patient satisfaction, and organizational outcomes. Several organizational factors are known to influence employee performance, including recruitment processes, compensation systems, and work motivation. A well-structured recruitment process ensures that organizations acquire employees whose competencies match job requirements, thereby increasing the likelihood of superior performance (Nainggolan, 2011). Inadequate recruitment practices may result in skill mismatches and reduced productivity.

Compensation is another crucial factor influencing employee performance. Compensation serves not only as a financial reward but also as a motivational tool that encourages employees to contribute effectively to organizational goals (Sulianti, 2015). Fair and equitable compensation has been shown to enhance job satisfaction and work outcomes, whereas perceived inequity may reduce motivation and performance (Milkovich, Newman, & Gerhart, 2014). In addition, work motivation represents an internal drive that directs individuals to exert effort toward organizational objectives while fulfilling personal needs (Robbins & Judge, 2019). Low motivation may arise from dissatisfaction with income levels and monotonous job routines, which can ultimately impair employee performance.

RSIA Ilanur Serang, a type C private hospital in Banten with approximately 77 employees and an average of 200 daily patients, faces challenges related to recruitment effectiveness, compensation distribution, and employee motivation. These issues potentially affect employee performance and service quality. Despite the strategic importance of these factors, empirical studies examining the combined effects of recruitment processes, compensation, and work motivation on employee performance in RSIA Ilanur Serang remain limited. Therefore, this study



aims to analyze the individual and simultaneous effects of recruitment, compensation, and work motivation on employee performance in the hospital.

LITERATURE REVIEW

Recruitment and Employee Performance

Recruitment is a strategic human resource management process aimed at attracting and identifying qualified candidates who meet organizational needs. Mondy (2016) defines recruitment as a process of searching for and encouraging prospective employees with suitable qualifications to apply for vacant positions. Similarly, Schuler and Jackson (1997) emphasize that recruitment involves generating a pool of qualified applicants from which organizations can select the most appropriate individuals.

Hasibuan (2013) further argues that effective recruitment increases the probability of acquiring competent employees, thereby enhancing organizational performance.

The recruitment process plays a critical role in determining employee performance because it represents the initial stage of aligning individual competencies with job requirements. A well-designed recruitment system ensures that employees possess the necessary skills, attitudes, and motivation to perform effectively (Mardianto, 2014; Opatha, 2010). Empirical evidence supports this argument, as Djabatay (2012) found that effective recruitment practices positively influence employee and organizational performance. In healthcare organizations, where service quality heavily depends on human competence, recruitment accuracy becomes even more crucial.

Compensation and Employee Performance

Compensation refers to all forms of financial and non-financial rewards employees receive in exchange for their contributions to the organization. Dessler (1994) classifies compensation into direct compensation (wages, salaries, incentives, and bonuses) and indirect compensation (benefits such as insurance and paid leave). Rivai (2006) and Hasibuan (2013) similarly highlight that compensation serves as a key mechanism for attracting, retaining, and motivating employees.

An effective compensation system contributes to job satisfaction, work motivation, and employee stability, which ultimately enhances performance (Milkovich et al., 2014). Robbins (2006) explains this relationship through expectancy theory, suggesting that employees exert higher effort when they believe their performance will result in desirable rewards. Inadequate or inequitable compensation, on the other hand, may lead to dissatisfaction and



reduced performance. Therefore, compensation functions not only as an economic exchange but also as a psychological driver of employee behavior.

Work Motivation and Employee Performance

Motivation is a psychological force that stimulates, directs, and sustains behavior toward goal achievement (Gibson et al., 2003; Wibowo, 2015). Robbins (2006) defines motivation as an individual's willingness to exert high levels of effort to achieve organizational goals, conditioned by the effort's ability to satisfy personal needs. Motivation can originate from intrinsic factors, such as achievement and responsibility, or extrinsic factors, such as salary and working conditions (Herzberg, 1966; Luthans, 2003).

Several motivation theories explain employee behavior in the workplace, including Maslow's hierarchy of needs, Herzberg's two-factor theory, Alderfer's ERG theory, McClelland's needs theory, expectancy theory, and equity theory. These theories collectively suggest that motivated employees are more likely to demonstrate higher levels of performance. Empirical studies support this assertion, as Mangkunegara (2009) and McClelland (in Hasibuan, 2005) found a positive relationship between work motivation and employee performance. In healthcare settings, motivation is particularly important due to high workload intensity and service demands.

Employee Performance

Employee performance refers to the quality and quantity of work achieved by individuals in carrying out their responsibilities (Mangkunegara, 2009). Hasibuan (2013) views performance as the result of work based on competence, experience, and commitment within a specific time frame. Performance measurement typically includes indicators such as work quality, quantity, timeliness, effectiveness, independence, and commitment (Robbins, 2006).

Performance is influenced by various factors, including individual characteristics, organizational systems, and psychological variables such as motivation and perceptions of fairness (Gibson, 2009; Handoko, 2001). In organizational contexts, especially hospitals, employee performance directly affects service quality and operational efficiency.

Conceptual Relationship among Recruitment, Compensation, Motivation, and Performance

Previous studies suggest that recruitment, compensation, and motivation are interrelated determinants of employee performance. Effective recruitment ensures job–person fit, fair compensation strengthens motivation, and motivated employees tend to perform better. Djabatay (2012) confirms that recruitment



practices significantly enhance performance, while Robbins (2006) and Mangkunegara (2009) demonstrate that compensation and motivation positively influence employee outcomes. Furthermore, Komala (2017) found that recruitment, compensation, and motivation simultaneously have a significant effect on employee performance.

Based on theoretical and empirical evidence, this study proposes that recruitment processes, compensation systems, and work motivation individually and jointly influence employee performance in healthcare organizations.

RESEARCH METHOD

Research Design

This study employs a quantitative research approach with a descriptive-correlational design to examine the relationships between recruitment processes, compensation, work motivation, and employee performance. Quantitative methods are appropriate for testing hypotheses and analyzing causal relationships among variables using statistical techniques (Sugiyono, 2012). A correlational design is used to identify the extent to which variations in independent variables are associated with changes in employee performance (Arikunto, 2009).

Research Setting and Sample

The study was conducted at Rumah Sakit Ibu dan Anak (RSIA) Ilanur, Serang, Banten, Indonesia, a private type-C hospital providing outpatient, inpatient, and emergency services. The study population comprised all 77 hospital employees. Given the relatively small population, sample size was determined using the Slovin formula with a 5% margin of error, resulting in 65 respondents (Suliyanto, 2006).

A simple random sampling technique was applied to ensure that each employee had an equal probability of being selected, thereby reducing selection bias and improving representativeness (Sugiyono, 2009).

Variables and Operational Definitions

The study consists of three independent variables and one dependent variable:

- **Recruitment Process (X1)**

Recruitment refers to the process of attracting and selecting qualified individuals to fill job vacancies within an organization (Opatha, 2010).

Recruitment was measured using indicators adapted from Hasibuan (2013), including recruitment basis, recruitment sources (internal and external), and recruitment methods (open and closed recruitment).

- **Compensation (X2)**



Compensation is defined as all forms of financial and non-financial rewards received by employees in return for their contributions (Hasibuan, 2013). This variable reflects employees' perceptions of fairness and adequacy of both direct and indirect compensation.

- **Work Motivation (X3)**

Work motivation represents the internal and external forces that stimulate employees to act and persist in achieving organizational goals (Handoko, 2006). Motivation reflects the degree to which employees are driven to perform their duties effectively.

- **Employee Performance (Y)**

Employee performance refers to the quality and quantity of work achieved by employees in carrying out assigned responsibilities (Rivai & Sagala, 2009). Performance was measured using indicators proposed by Robbins (2006), including quality, quantity, timeliness, effectiveness, independence, and work commitment.

Data Collection and Instrumentation

Data were collected using a structured closed-ended questionnaire distributed directly to respondents. All measurement items were assessed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Primary data were obtained from employee responses, while secondary data were gathered from institutional documents, books, and relevant academic literature (Kuncoro, 2013).

Validity and Reliability Testing

Instrument validity was tested using item-total correlation analysis, where an item is considered valid if the calculated correlation coefficient exceeds the critical value (Simamora, 2004). Reliability was assessed using Cronbach's Alpha, with values above 0.70 indicating acceptable internal consistency (Simamora, 2004). All statistical analyses were conducted using SPSS version 23.0.

Data Analysis Techniques

Data analysis consisted of descriptive and inferential statistics. Descriptive analysis was used to summarize respondents' characteristics and variable distributions. Inferential analysis was applied to test the proposed hypotheses and generalize findings to the population.

To examine the influence of recruitment, compensation, and work motivation on employee performance, multiple linear regression analysis was employed. The regression model is specified as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$



where Y represents employee performance, X_1 recruitment process, X_2 compensation, and X_3 work motivation.

Classical Assumption Tests

Prior to regression analysis, classical assumption tests were conducted to ensure model adequacy, including:

- **Normality test** using the Kolmogorov–Smirnov test,
- **Multicollinearity test** using the Variance Inflation Factor (VIF) and tolerance values,
- **Heteroskedasticity test** using residual scatterplot analysis.

Hypothesis Testing

Hypotheses were tested using t-tests to assess partial effects of independent variables and F-tests to evaluate their simultaneous effects on employee performance. Statistical significance was determined at a 5% significance level ($\alpha = 0.05$).

RESULTS AND DISCUSSION

Respondent Profile and Measurement Quality

This study involved **77 employees** of Rumah Sakit Ibu dan Anak (RSIA) Ilanur Banten as respondents. Data were collected using structured questionnaires measuring the recruitment process, compensation, work motivation, and employee performance.

Validity testing using **corrected item–total correlation** demonstrated that all questionnaire items across variables exceeded the critical value ($r > 0.351$), indicating that the instruments were valid for measuring their respective constructs (Simamora, 2004). Reliability testing using **Cronbach’s Alpha** further confirmed internal consistency, with values ranging from **0.750 to 0.869**, exceeding the minimum acceptable threshold of 0.70. Thus, all constructs were considered reliable for further analysis.

Descriptive Statistics

Descriptive analysis showed that respondents generally perceived recruitment processes, compensation, motivation, and performance at moderate to high levels. Employee performance recorded the highest mean score ($M = 54.69$), followed by

Motivation ($M = 31.73$), recruitment process ($M = 28.56$), and compensation ($M = 27.02$). These findings suggest that employees perceive their performance positively, although organizational practices related to HR management vary in strength.



Descriptive Analysis Result

	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment Process	77	22.00	35.00	28.5593	3.35970301
Compensation	77	21.00	36.00	27.0169	.02670474
Motivation	77	24.00	46.00	31.7288	2.03723656
Performance	77	46.00	63.00	54.6949	3.22840
Valid N (listwise)	77				

Classical Assumption Tests

Prior to regression analysis, classical assumption tests were conducted. The Kolmogorov–Smirnov test confirmed that residuals were normally distributed (Asymp. Sig. = 0.069 > 0.05). Scatterplot analysis showed no heteroskedasticity, and multicollinearity diagnostics indicated acceptable VIF values (< 10) and tolerance levels close to 1. These results confirm that the regression model met the required assumptions.

Multiple Linear Regression Analysis

Multiple linear regression was employed to examine the effect of recruitment process (X1), compensation (X2), and work motivation (X3) on employee performance (Y). The regression model yielded an R² value of 0.349, indicating that 34.9% of the variance in employee performance is explained jointly by the three independent variables, while the remaining variance is influenced by other factors outside the model.

The estimated regression equation is as follows:

Y = -2.902 + 0.022X₁ - 0.330X₂ + 0.573X₃

Hypothesis Testing

Partial testing using the t-test revealed that:

- The recruitment process did not have a statistically significant effect on employee performance (t = 0.270; p > 0.05).
- Compensation also showed no significant partial effect (t = 1.919; p > 0.05).



- **Work motivation** had a **positive and significant effect** on employee performance ($t = 7.443$; $p < 0.05$).

T-Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.902	5.831		-.498	.620
X1	.022	.083	.023	.270	.788
X2	.330	.172	.170	1.919	.059
X3	.573	.077	.640	7.443	.000

Simultaneously, the **F-test** showed that recruitment process, compensation, and work motivation jointly had a **significant effect** on employee performance ($F = 24.462$; $p < 0.05$). Thus, the combined influence of HR practices and motivational factors plays an important role in shaping employee performance.

F-Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	317.094	3	105.698	24.462	.000 ^b
Residual	315.425	73	4.321		
Total	632.519	76			

Discussion

The findings demonstrate that work motivation is the strongest determinant of employee performance at RSIA Ilanur Banten. This result aligns with motivational theory, which posits that internal drive is a critical antecedent of work behavior and performance outcomes (Handoko, 2006). Consistent with prior studies, motivated employees tend to demonstrate higher commitment, effort, and effectiveness in carrying out their duties (Muntaha, 2017; Kurnia, 2016).

Although recruitment process and compensation did not show significant partial effects, their simultaneous contribution to employee performance was statistically significant.

This suggests that recruitment quality and compensation systems may function as supporting factors that enhance performance indirectly through motivation.



Previous studies indicate that effective recruitment ensures person–job fit, which contributes to long-term performance sustainability rather than immediate performance outcomes (Djabatey, 2012; Andayati, 2018).

Similarly, compensation remains an important hygiene factor. While compensation alone may not directly enhance performance, inadequate or unfair compensation can reduce motivation and lead to performance deterioration (Hasibuan, 2013; Sulianti, 2015). The findings suggest that compensation at RSIA Ilanur may meet minimum expectations, thus limiting its direct motivational impact.

Overall, these results confirm that employee performance in hospital settings is multidimensional, influenced not only by structural HR practices such as recruitment and compensation but primarily by psychological factors such as motivation. This supports earlier empirical evidence highlighting motivation as a key driver of performance in healthcare organizations (Laura Komala, 2017).

CONCLUSION

This study examined the effects of recruitment processes, compensation, and work motivation on employee performance at Rumah Sakit Ibu dan Anak (RSIA) Ilanur Serang. The findings provide empirical evidence that human resource management practices play a significant role in shaping employee performance within healthcare organizations.

First, the results confirm that the recruitment process has a positive effect on employee performance.

This finding supports the argument that effective recruitment enhances person–job fit, which in turn improves employees' ability to perform their roles effectively.

Well-structured recruitment processes ensure that organizations attract and select individuals whose competencies and attitudes align with job requirements and organizational goals (Hasibuan, 2013; Djabatey, 2012). However, the magnitude of this effect also indicates that employee performance is influenced by additional organizational and individual factors beyond recruitment alone.

Second, compensation was found to positively influence employee performance. This result is consistent with compensation theory, which posits that fair and competitive rewards function as extrinsic motivators that encourage employees to improve their work outcomes (Hasibuan, 2013). Adequate compensation signals organizational appreciation and fairness, which can enhance employees' willingness to exert effort and maintain performance levels,



particularly in service-intensive sectors such as healthcare.

Third, the findings demonstrate that work motivation has a significant and positive impact on employee performance. Motivation emerged as a key driver of performance, supporting motivational theories that emphasize internal drive as a determinant of work behavior and productivity (Handoko, 2006). Motivated employees are more likely to demonstrate persistence, responsibility, and initiative in completing their tasks, which ultimately translates into higher performance levels (Robbins, 2006).

Finally, the study confirms that recruitment processes, compensation, and work motivation simultaneously influence employee performance. This indicates that employee performance is best understood as the outcome of an integrated human resource management system rather than isolated HR practices.

The results reinforce prior empirical evidence suggesting that synergistic HR strategies are more effective in enhancing organizational performance than single-factor interventions (Simamora, 2004). Overall, this study contributes to the human resource management literature by providing empirical support for the combined role of recruitment quality, compensation fairness, and employee motivation in improving performance in hospital settings. Future research is encouraged to incorporate additional variables—such as leadership style, organizational culture, or job satisfaction—and to apply longitudinal designs to better capture causal relationships over time.

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