

## **The Effect of Management Audits, Recruitment, and Training on Employee Performance at The Ismail Medika Clinic in Depok**

**Ismail Kusumah\*, Eddy Hermawan Hasudungan, Irawan R.D Budianto**

Universitas Mitra Bangsa, Indonesia

Email: [ismailkusumah10@gmail.com](mailto:ismailkusumah10@gmail.com)\*, [eddypanjaitan997@gmail.com](mailto:eddypanjaitan997@gmail.com),

[irawanrenataduta@gmail.com](mailto:irawanrenataduta@gmail.com)

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**ABSTRACT**

Employee performance is a critical factor in maintaining service quality, operational efficiency, and patient satisfaction in healthcare institutions. At Ismail Medika Clinic in Depok, employee performance is influenced by the effectiveness of human resource governance, particularly management audits, recruitment, and training. This study aims to analyze the partial and simultaneous effects of management audits, recruitment, and training on employee performance. The research employed a quantitative cross-sectional approach with a census sampling technique involving all 45 employees, consisting of both medical and non-medical personnel. Data were collected using a structured questionnaire and analyzed through multiple linear regression using SPSS version 27. The findings show that management audits have a positive and significant effect on employee performance, with a t-value of 4.344 and a significance value below 0.001. Recruitment also has a positive and significant effect, with a t-value of 3.074 and a significance value of 0.004. Training, however, has a positive but statistically insignificant effect, with a t-value of 0.314 and a significance value of 0.755. Simultaneously, the three variables significantly affect employee performance, with an F-value of 10.737 and an  $R^2$  of 0.440. The study concludes that effective audits and competency-based recruitment are essential drivers of employee performance, while training programs require more careful planning and systematic evaluation.

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### **INTRODUCTION**

In the increasingly competitive world of health services, the success of a clinic is not only determined by the completeness of its medical facilities and infrastructure, but also by the organization's ability to manage its human resources effectively and sustainably. Human resources are intangible assets that determine service quality, operational efficiency, and organizational image in the eyes of the public (Barney, 2021; Madiistriyatno, 2025). Employees are strategic assets that determine service quality, work efficiency, and the reputation of the institution. Therefore, improving employee performance is a top priority for every health organization, including Ismail Medika Clinic, Depok.

High employee performance reflects the extent to which an organization's management system is functioning well. According to Campbell et al. in Reig-Botella et al.

(2024), employee performance consists of two aspects: task performance (core work results) and contextual performance (behaviors that support the work environment). The Resource-Based View (RBV) theory advanced by Barney in E.H.H. Panjaitan (2023) explains that human resources are strategic assets capable of creating competitive advantage when managed effectively through sound management practices, such as management audits, selective recruitment, and continuous training. Employee performance is thus not only determined by individual competence, but also by organizational systems that are able to create synergies among abilities, motivation, and job opportunities (Budianto, 2024; Madiistriyatno, 2025).

However, the reality on the ground shows that many health institutions, including Ismail Medika Clinic, still face challenges related to performance effectiveness. Internal evaluation reveals a gap between the organization's strategic plan and the actual work results of employees (Al-Dhaafri & Alosani, 2020; Chakraborty & Biswas, 2019). Some of the contributing factors are suspected to include unsystematic implementation of management audits, a recruitment process that is not fully competency-based, and employee training that remains incidental and has not been planned on a continuous basis (Predescu et al., 2025; Surono, 2024; Susanti, 2023). These three factors are believed to affect overall employee productivity and performance.

Management audits are an important factor in ensuring that organizational activities operate in accordance with the principles of effectiveness, efficiency, and accountability. According to Madiistriyatno (2025), a management audit is a systematic evaluation of the implementation of managerial functions to ensure that organizational activities align with established goals and principles of accountability. A sound management audit not only checks administrative compliance but also measures the effectiveness of HR policies such as recruitment and training (Panjaitan, E.H.H., 2023). Through audits, management can assess the extent to which implemented policies and procedures have delivered the expected results. Without effective audits, organizations risk wasting resources, making procedural errors, and exercising weak oversight of employee performance. In the context of Ismail Medika Clinic, management audits are needed to assess whether the implementation of human resource functions — such as recruitment and training — has made a meaningful contribution to improving service quality (Cvetković et al., 2024; Musa et al., 2023; Untari, 2019).

The findings of Irmayanti and Rismayadi (2023) show that HR management audits have a significant effect on improving employee performance by clarifying roles, responsibilities, and work evaluation systems. Mediana and Hwihanus (2024) found that management audits integrated with HR functions increase organizational efficiency by up to 27%. The findings of Awaluddin and Mahsuni (2020) in regional general hospitals further corroborate that HR management audits improve work effectiveness through enhancements to the internal control system. However, at Ismail Medika Clinic Depok, management audits have not been carried out periodically or in a structured manner. Audits still tend to be administratively oriented and have not been used as a strategic evaluation tool for the HR system. As a result, audit findings have not been fully utilized as a basis for decision-making to improve employee performance.

Meanwhile, recruitment is the starting point that determines the quality of human resources in an organization. Based on HR System Theory, the success of an organization is determined by the alignment between recruitment strategies and organizational competency

needs (Madiistriyatno, 2024). Objective, competency-based recruitment ensures the appropriate placement of employees in accordance with the principle of "the right man in the right place."

Research by Wahyuni and Astuti (2021) shows that competency-based recruitment has a positive effect on employee performance by creating a match between employees' abilities and job demands. Pahlevi (2019) found that selection based on position analysis increased employee productivity by 19% in the health sector. The findings of Sitorus and Manurung (2022) also confirm that professional recruitment has a direct impact on the loyalty and work motivation of clinic employees.

Recruitment processes that are not grounded in an analysis of positional needs and competencies often result in a mismatch between employees' abilities and job demands. This can lead to low productivity, high error rates, and diminished work morale. Therefore, an objective, transparent, and competency-based recruitment system is an important factor in building solid and professional employee performance. However, the recruitment process at Ismail Medika Clinic Depok remains short-term in orientation and has not been based on a systematic analysis of positional needs. In some cases, employee placement has not been fully aligned with educational background and work experience, creating an imbalance between workload and competencies.

## **METHOD**

This study employed a quantitative research method with a cross-sectional explanatory design to examine the influence of management audits, recruitment, and training on employee performance at Ismail Medika Clinic in Depok. The quantitative approach was appropriate because the study aimed to test causal relationships among measurable variables through statistical analysis. The research population consisted of all employees of Ismail Medika Clinic Depok, including medical personnel such as doctors, nurses, laboratory analysts, and pharmacists, as well as non-medical personnel such as administrative staff, receptionists, finance staff, hygiene workers, and security personnel. Based on the clinic's official 2025 personnel data, the total population comprised 45 employees. Because the population size was relatively small and fully accessible, this study used a saturated sampling, or census, technique, meaning that all 45 employees were included as respondents. This sampling technique ensured that the data represented the entire organizational structure and minimized sampling bias in the analysis of management audit, recruitment, training, and employee performance variables.

The research instrument was a structured questionnaire developed based on indicators of management audit, recruitment, training, and employee performance. The questionnaire applied a Likert scale to measure respondents' perceptions of each variable, ranging from strongly disagree to strongly agree. Prior to the main analysis, the instrument was subjected to validity and reliability testing to ensure that each item accurately measured the intended construct and produced consistent results. Validity was assessed using item-total correlation, with items considered valid when the correlation value exceeded the required threshold. Reliability was assessed using Cronbach's Alpha, with a value above 0.70 indicating acceptable internal consistency. Data collection was conducted by distributing questionnaires

directly to employees of Ismail Medika Clinic Depok after obtaining permission from clinic management and ensuring that respondents understood the purpose of the study.

The research procedure began with identifying the research problem, determining the variables and indicators, preparing the questionnaire, collecting responses from all employees, coding the data, and processing the results statistically. The data were analyzed using SPSS version 27. The data analysis technique used was multiple linear regression to examine the partial and simultaneous effects of management audits, recruitment, and training on employee performance. Partial effects were tested using the t-test, while simultaneous effects were tested using the F-test. The coefficient of determination ( $R^2$ ) was used to measure the proportion of variance in employee performance explained by the independent variables. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity, were also conducted to ensure that the regression model met the required statistical assumptions. Ethical considerations were maintained by ensuring voluntary participation, confidentiality of respondent identities, and the use of data solely for academic research purposes.

## RESULTS AND DISCUSSION

### Uji Hypothesis

**Table 1. Results of the t-test (Partial test)**

Variabel	t-count	Sig.	Remarks
Management Audit	4.344	<0.001	Significant effect
Recruitment	3.074	0.004	Significant effect
Training	0.314	0.755	No significant effect

### The Influence of Management Audits on Employee Performance

The t-count value of 4,344 with a significance of <0.001 shows that the management audit variable has a positive and significant influence on employee performance. A regression coefficient of 0.476 means that every one unit increase in the effectiveness of a management audit will increase employee performance by 0.476 units, assuming other variables are constant.

This finding strengthens the opinion of Madiistriyatno (2025) that management audits function as a monitoring and evaluation tool to ensure that all HR functions run according to procedures, efficiently, and transparently. Regular management audits allow organizations to identify weaknesses, improve the effectiveness of work processes, and increase accountability.

In the context of Ismail Medika Clinic, these results show that the better the implementation of internal audits of the employee work system, the higher the performance produced, especially in terms of discipline, service, and compliance with medical standards.

### The Influence of Recruitment on Employee Performance

The t-count value of 3.074 with a significance of  $0.004 < 0.05$  shows that recruitment has a positive and significant influence on employee performance. The regression coefficient of 0.331 means that improving the quality of recruitment will increase employee performance by 0.331 units. This finding is in line with Wibowo's (2021) theory which emphasizes that the right recruitment process is the starting point for the formation of superior performance.

Recruitment based on the principle of the right man on the right place allows organizations to acquire employees with competencies and personalities that suit the needs of the job position.

At Ismail Medika Clinic, the recruitment process based on competencies and work experience has proven to be effective in improving employee performance because it is able to minimize placement errors and accelerate the adaptation of new employees to the clinic's work culture. This view is also reinforced by Panjaitan (2023) who explains that the success of an organization is largely determined by the quality of an objective, transparent, and results-oriented recruitment process.

### **The Effect of Training on Employee Performance**

The t-count value of 0.314 with a significance of  $0.755 > 0.05$  indicates that training does not have a significant effect on employee performance. Although it has a positive regression coefficient of 0.036, the contribution of training to performance improvement has not been statistically significant.

This indicates that the training program carried out at the Ismail Medika Clinic has not run optimally. It is possible that training is still routine and administrative and has not been focused on improving technical competencies and soft skills that are relevant to daily work needs.

According to Dessler (2019), training will only have a significant impact if it is designed based on the real needs of the organization and followed by the evaluation and application of learning outcomes in the workplace. In line with that, Madiistriyatno (2025) added that the effectiveness of training is not only measured by the number of activities, but also by behavioral changes and performance improvements after the training is carried out.

The results of the partial test showed that two main variables, namely Management Audit ( $X_1$ ) and Recruitment ( $X_2$ ), had a significant effect on Employee Performance ( $Y$ ), while Training ( $X_3$ ) did not have a significant direct effect.

This means that the improvement of employee performance at Ismail Medika Clinic is more determined by the quality of HR governance through an effective audit system and the right recruitment process, not just by short-term training activities.

According to Wibowo (2021), organizations that implement performance-based auditing and recruitment will find it easier to build a productive work culture because these two aspects create a measurable and results-oriented system. On the other hand, Madiistriyatno (2025) emphasized that training that is not integrated with performance evaluation often loses its impact on employee productivity.

Thus, the results of this study provide empirical evidence that Ismail Medika Clinic needs to strengthen its internal audit system and competency-based recruitment mechanism, while optimizing training to be more applicable and directed at improving the quality of health services.

The results of data analysis that have been carried out through processing with SPSS version 27 show that the variables Management Audit ( $X_1$ ), Recruitment ( $X_2$ ), and Training ( $X_3$ ) have a strong relationship with Employee Performance ( $Y$ ), both partially and simultaneously. Each variable contributes differently to the formation of employee performance at the Ismail Medika Clinic. The interpretation of these results can be explained based on the following theoretical, empirical, and contextual approaches to the organization.

### **The Influence of Management Audits on Employee Performance**

The results showed that the Management Audit variable ( $X_1$ ) had a positive and significant influence on Employee Performance (Y), with a significance value of  $< 0.001$  and a regression coefficient of 0.476. This means that the better the implementation of management audits, the higher the level of employee performance.

These findings illustrate that management audit activities at Ismail Medika Clinic play an important role in ensuring the effectiveness of the work of all organizational elements. Management audit is not only an administrative supervision activity, but also a means of organizational learning that allows leaders to improve their work systems based on the audit findings.

Theoretically, these results are in accordance with the view of Madiistriyatno (2025) who explains that human resource management audits function to assess efficiency, effectiveness, and compliance with performance standards. A systematic audit helps organizations identify areas for improvement and provide recommendations for continuous improvement. In addition, Wibowo (2021) emphasized that employee performance will improve when there is a transparent, fair, and work-oriented supervision and evaluation mechanism.

In the context of Ismail Medika Clinic, these results indicate that the audit culture carried out by the leadership and quality department has created higher work discipline and responsibility, both in the medical and non-medical teams. Consistent audit implementation is able to strengthen accountability and minimize work errors that can affect the quality of health services.

### **The Influence of Recruitment on Employee Performance**

The test results showed that the recruitment variable ( $X_2$ ) also had a positive and significant influence on employee performance (Y), with a significance value of 0.004 and a regression coefficient of 0.331. This means that the better the quality of the recruitment process, the higher the performance of employees.

These findings confirm that the success of Ismail Medika Clinic in maintaining service quality is largely determined by how the organization selects and places employees in accordance with the competencies and work characteristics required. A recruitment process carried out on the basis of competency standards and professional ethics will produce a high-performing workforce.

These results are consistent with Dessler's (2019) theory, which explains that recruitment is a strategic process of identifying and attracting potential candidates who best match the needs of the organization, and represents the primary foundation for building a productive and professional work culture.

Meanwhile, Panjaitan (2023) stated that a competency-based recruitment system not only improves individual quality but also strengthens team synergy and reduces employee turnover rates.

In practice at Ismail Medika Clinic, the selection process is conducted objectively through interviews, technical ability assessments, and work attitude evaluations. This approach has proven effective in building a cohesive and adaptive work team capable of meeting the demands of fast and precise healthcare services. Thus, the results of this study

demonstrate that sound recruitment practices are the foundation of sustainable organizational performance.

### **The Effect of Training on Employee Performance**

In contrast to the previous two variables, the results of the analysis showed that Training ( $X_3$ ) had a positive but insignificant effect on Employee Performance ( $Y$ ), with a significance value of 0.755 and a regression coefficient of 0.036.

Although training still shows a positive influence direction, the impact is not strong enough to make significant changes to overall employee performance.

These findings show that the training program implemented at the Ismail Medika Clinic has not been optimal in improving employee performance. Possible causes include: (1) the frequency of training that is still limited, (2) material that is not specific to the technical needs of the work, or (3) the results of training that have not been evaluated measurably.

Conceptually, Wibowo (2021) emphasized that the effectiveness of training is not only measured by the number of activities, but also by the extent to which the training results are applied in daily work. Similarly, Dessler (2019) stated that training will have an optimal impact if it is integrated with career development and performance appraisal systems. Therefore, the results of this study are an indicator that clinic management needs to review its training methods, so that HR coaching activities really produce behavioral changes and relevant competency improvements.

### **The Simultaneous Influence of Management Audits, Recruitment, and Training on Employee Performance**

The simultaneous test (Test F) showed that the three independent variables Management Audit ( $X_1$ ), Recruitment ( $X_2$ ), and Training ( $X_3$ ) together had a significant effect on Employee Performance ( $Y$ ), with an F-count value of 10.737 and a significance of  $<0.001$ .

This indicates that employee performance is not only determined by a single factor, but is the result of the integration of an interconnected HR management system.

According to Sugiyono (2020), a simultaneously significant regression model shows that the independent variables collectively have strong predictive power over the bound variables. In other words, organizational effectiveness in achieving optimal work results is a combination of coordinated planning, supervision, and human resource development.

In a theoretical framework, Madiistriyatno (2025) explained that modern health organizations must build an integrated HR management cycle starting from audits, recruitment, training, to performance evaluation so that service quality can be maintained.

Ismail Medika Clinic is a concrete example of how consistent management in implementing a quality-based HR system can create work stability, reduce service error rates, and increase patient satisfaction.

Overall, the results of this study confirm that Management Audit and Recruitment are the two dominant factors in influencing Employee Performance, while Training still needs to be improved in effectiveness. These findings make it clear that improving employee performance cannot be done partially, but requires a planned and sustainable HR strategy.

Wibowo (2021) underlined that performance is a reflection of a consistent managerial process between planning, implementation, and evaluation. Meanwhile, Madiistriyatno (2025) added that the synergy between audit, recruitment, and training creates a work ecosystem that supports innovation and organizational commitment.

In the context of Ismail Medika Clinic, this means that a transparent, selective, and adaptive HR management system is the main key in maintaining the sustainability of health service quality.

## CONCLUSION

Based on the results and discussion of the study on the influence of management audits, recruitment, and training on employee performance at Ismail Medika Clinic Depok, several conclusions can be drawn. Management audits have a positive and significant effect on employee performance, as evidenced by the partial t-test showing a significance value of  $< 0.001$  and a calculated t-value of  $4.344 > t\text{-table } 2.019$ , with a correlation coefficient (r) of 0.663, indicating a strong and unidirectional relationship. This demonstrates that effective management audits improve efficiency, clarify work standards, and enhance accountability, thereby boosting employee performance. Recruitment also has a positive and significant effect on employee performance, with a significance value of 0.004, a t-value of  $3.074 > 2.019$ , and a correlation coefficient of 0.588, indicating that competency-based, transparent recruitment produces employees who are well-matched to job requirements, thereby enhancing productivity, work effectiveness, and service quality.

In contrast, training has a positive but non-significant effect, as the t-test shows a significance value of 0.755, a t-value of  $0.314 < 2.019$ , and a very weak correlation coefficient of 0.052, suggesting that training programs are not yet sufficiently planned, not grounded in needs analysis, and not integrated with performance evaluation, thereby limiting their impact on actual performance improvement. Simultaneously, management audits, recruitment, and training have a significant combined effect on employee performance, as indicated by the F-test ( $F = 10.737 > F\text{-table } 2.83$ ,  $\text{sig} < 0.001$ ) and a coefficient of determination of  $R^2 = 0.440$ , meaning that 44% of the variation in employee performance is explained by these three variables together. This confirms that enhancing employee performance requires an integrated human resource management approach that combines supervisory functions, effective employee selection, and competency development, rather than addressing each element in isolation.

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