

ANALYSIS OF HUMAN RESOURCE MANAGEMENT ON THE QUALITY OF HOSPITAL SERVICES

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Abstract

Human resource management is an important part. The human resources that hospitals must have are in principle regulated through hospital accreditation. Efforts to improve the quality of human resources and the quality of service on public trust in public services must be made. The public questions the quality and effectiveness of public services. The quality of service in a hospital is a reflection of all the systems that are running within it. Apart from that, service quality is also the conformity of health services with professional standards by making good use of existing resources, so that all customer needs and goals for achieving optimal levels of health can be achieved. The human resources that hospitals must have are in principle regulated through Hospital accreditation is in determining the number and specifications of personnel and service supporting facilities that a hospital must have. Education and training are efforts to develop human resources, especially to develop intellectual abilities and personality. Education is generally related to preparing prospective workers for use by an organization, while training is more related to improving the abilities or skills of workers who already occupy a certain position or task.

Keywords: Management, Human Resources, Hospital Services

INTRODUCTION

Human resources are very important for every organization so they need to be managed, regulated and utilized so that they can function productively to achieve organizational goals. Likewise, the human resources owned by an organization need to be managed professionally to create a balance between employee needs and the demands and capabilities of the organization. The importance of humans as a resource in organizations is increasingly recognized, thus increasingly encouraging the development of

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knowledge about how to utilize human resources to achieve optimal conditions (Snell, S. A., et al, 2005). Various management approaches are used in managing human resources which develop following the development of the management philosophy that is being developed, namely human resource management. The success and successful performance of an organization is determined by the quality of its human resources.

Human resource management is part of macro management which regulates people or employees in an organization to achieve a goal within the organization. Human resources or employees are the main asset of every organization or company, because employees determine the success or failure of the organization in achieving organizational goals. To obtain the expected employees, one way is through developing the quality of human resources based on calculating needs in accordance with job analysis and employee needs analysis, in order to obtain employees who are truly qualified in accordance with the needs of the organization (Al-Ayed, S. I, 2019).

Every human being needs service, in the extreme it can even be said that service cannot be separated from human life (Sinambela, 2010). Therefore, the services provided to the community require a certain quality. Services provided by managers through their officers, although not aimed at making a profit, must still prioritize service quality that is in line with the demands, hopes and needs of the people served. In increasingly critical conditions in society, the public bureaucracy is required to be able to change its position and role (revitalization) in providing public services. From those who like to manage and rule, they change to those who like to serve. From those who like to use a power approach, they change to those who like to help towards a flexible, collaborative and dialogical direction. From sloganeering ways to realistic, pragmatic ways of working (Gile, P. P., et al, 2022).

Poor public services have been one of the variables that has led to a crisis of public trust in the government. The crisis of public confidence is actualized in the form of protests and demonstrations which tend to be unhealthy, showing the public's frustration with their government. Therefore, improving the quality of services, human resources and organizational performance is absolutely necessary so that the public's bad image of the government can be repaired, because by improving the quality of services and better human resources, it can influence public trust so that public satisfaction with the government can be rebuilt.

According to Sihombing & Verawati (2020) the success of an organization really depends on its HR standards (Gustiana, R., et al, 2022). Human resources (HR) are a very vital hospital asset which has an important role in managing and managing it. Human resources are so functional that they cannot be replaced by other resources. Even in the era of modern technology that is commonly used, or how much funding is adequate, without professional human resources everything becomes meaningless, including the management and quality of the hospital information management system (Nobakht, S., et al, 2018).

Human resources (HR) act as implementing subjects in providing health services to patients (Acosta-Prado, J. C., et al, 2020). The quality of service in a hospital is a reflection of all the systems that are running within it. Apart from that, service quality is also the conformity of health services with professional standards by making good use of existing resources, so that all customer needs and goals for achieving optimal health can be achieved (Sarma, A., & Barua, P, 2018) . Regarding the responsibility point for planning and placing the required human resources, the hospital must provide medical and medical support personnel, nursing personnel, pharmaceutical personnel, hospital management personnel and non-health personnel.

RESEARCH METHOD

The study in this research is qualitative with literature. The literature study research method is a research approach that involves the analysis and synthesis of information from various literature sources that are relevant to a particular research topic. Documents taken from literature research are journals, books and references related to the discussion you want to research (Earley, M.A. 2014; Snyder, H. 2019).

RESULT AND DISCUSSION

Human Resource Management

A. Understanding Human Resources Management

Human resources management is a series of organizational activities directed at attracting, developing and retaining an effective workforce. Managers have a big role in directing people in the organization to achieve the expected goals, including thinking about how to have human resource management (HRM) that is able to work effectively and efficiently (Bratton, J., et al, 2021). Indeed, it has become the general goal of the HRM department to be able to provide maximum job satisfaction to company

management which is further able to have an impact on company value, both in the short and long term.

Sihotang (in Sinambela, L. P, 2021) defines that human resource management is the entire process of planning, organizing, directing and supervising the activities of selecting, training, placing, providing compensation, developing, integrating, maintaining and releasing human resources to achieve various objectives of individuals, communities, government customers and relevant organizations. Marwansyah (in Cahyawening, 2019) said that human resource management is planning, organizing, directing and supervising procurement, development, compensation, integration, maintenance and termination of employment relations with the aim of achieving organizational goals of change in an integrated manner. Simamora (in Ivancevich, J. M., & Konopaske, R, 2013) states that human resource management is the utilization, development, assessment and management of individual members of an organization or group of employees. A.F. Stoner expressed the opinion that human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right positions and positions when the organization needs them (Larasati, S, 2018).

B. Human Resource Management Components

Stewart, G. L., & Brown, K. G. (2019) said that the components in human resource management are as follows:

1. Entrepreneur

People who invest their capital to obtain income or profit.

2. Employees

Human resources (employees or staff or workers) are the main core of a company and are the main wealth of a company, because without employees, management will not function. Employees play an active role in establishing plans, systems, processes and goals that a company wants to achieve.

3. Leader or Manager

People who use their authority and leadership to direct, command, control other people and are responsible for the work carried out by their subordinates.

C. Human Resource Management Approach

DeCenzo, D. A., et al (2016) said that in managing and managing the workforce there are several approaches in a company, namely:

1. Paternalist Approach

Managers act as fathers to employees, subordinates are treated well and given facilities. This approach causes problems, namely employees become spoiled, lazy, and work productivity decreases (company profits decrease).

2. Human Resources Approach

Employees are considered as human beings who have dignity and life interests that must be considered in order to live a decent and prosperous life.

3. Managerial Approach

Organizations are highly dependent on managers. The work life and achievements of employees are very dependent on their direct superiors.

4. Social Systems Approach

An organization is successful if there is an integrated & harmoniously intertwined social system (internal & external systems). The internal system involves employees and superiors and the external system involves labor unions, government and society.

5. Proactive Approach

Human resource management can increase its contribution to employees, managers and organizations, through anticipating problems that will arise. If it is not anticipated, the problem will be more difficult to solve.

The Role of Human Resources in Improving the Quality of Hospital Services

In today's developments, companies are required to have creativity and innovation in their business processes, especially in hospital services (Elarabi, H. M., & Johari, F, 2014). If hospital human resources have appropriate educational background, knowledge and skills, these human resources cannot be said to have high competence because high competence does not only involve knowledge/education (knowledge) and skills (skills) but also involves many conditions. Quoting Spencer et al's statement, the competency characteristics that a person must have in order to do a job well based on predetermined criteria, including motives, innate traits, self-concept, knowledge and skills (skills) (Gile, P. P., et al, 2018).

Hospital human resources consist of health and non-health workers. Hospital human resources are a very valuable hospital asset because humans control all activities in the hospital. The core activities of hospitals, namely

health services, are carried out by health workers, while management and technical activities that are not directly related to health services are carried out by non-health workers. Hospitals are very complex organizations, especially their human resources. Hospitals are service organizations that have a variety of human resources, infrastructure and equipment used (Apornak, A., et al 2021).

Human resource management is an important part, it can even be said that management is essentially human resource management which is identical to management itself. In principle, the human resources that hospitals must have are regulated through hospital accreditation, namely determining the number and specifications of personnel and service support facilities that a hospital must have. Standardized resources such as human resources, management and standardized technology are components that are very necessary to face competition and create hospitals that have quality health services which are indicators for improving the hospital's image and profitability (Nica, E, 2013).

Health workers consist of various health professions, and those served are individual patients. Health workers work in teams consisting of various professions, namely doctors, specialist doctors, nurses, laboratory assistants, nutritionists, pharmacists or pharmacists and pharmacist assistants and so on. The success of health services is if patients who have received services are cured or recovered and become healthy, and become healthier, the patient's understanding of their health increases as a result of providing education during their treatment at the hospital (Surji, K. M., & Sourchi, S. M, 2020).

A hospital can be successful, inseparable from hospital management as a supporting function to its main function, namely health services. Supporting functions consist of human resource management, financial management, marketing management, operational management, information systems management, research and development, and purchasing management (Androniceanu, A., et al, 2020). As a service facility, hospitals must be able to improve quality and affordable services for the community in order to create the highest possible increase in the level of health of the Indonesian people. Various components play a role and support quality health services. One of the main elements supporting the quality of health services is Human Resources (HR).

According to Mondy, R.W., Noe, R.M., Premeaux, S.R., (Mojibian, M., et al, 2017) as follows: "Human resources development is a planned, continuous effort by management to improve employee competency levels and

organizational performance through training, education, and development programs” (HR development is a planned and sustainable effort carried out by an organization to improve employee competency and organizational performance through training, education and development programs).

Human resource development is a lifelong process, therefore related to adult education and lifelong learning. This development is also a process of helping and sharing which gives rise to competence and satisfaction with both the process and the results. As one of the main elements, nurses are human resources who color health services in hospitals. Therefore, nursing services contribute to determining the quality of service in hospitals (Nobakht, S., et al, 2018). Nurses spend more time with patients than other health care providers do. Improvements in patient safety can be achieved by improving nurse performance (Sharma, D. K., & Goyal, R. C, 2010). As one of the health workers, nurses play an important role in achieving health development goals. Nurse participation in providing quality care for clients supports the success of health services.

This is related to the presence of nurses on duty continuously for 24 hours divided into three shifts and the number of nurses who dominate health workers in hospitals, namely around 40-60% (Nafari, E., & Rezaei, B, 2022). The positive impact of excess nurses in terms of number and time of service on the quality of health services provided is very dependent on the performance of nurses.

Performance is quoted from English, performance or job performance, which means success/failure in doing work (Uno, 2012:117-118). A person has the ability, will, effort and support from the environment so that they can produce good performance. Performance is a real form of personal success and failure in showing the results of their work. A person's performance in an organization/company is assessed through performance appraisals. Whether a company/organization is developing or not is reflected in the performance assessment of employees/personnel (Johansen, M. S., & Sowa, J. E, 2019).

Performance assessments are carried out to determine appropriate job training needs, provide appropriate responsibilities to employees so that they can carry out better work in the future and as a basis for fulfilling policies in terms of promotion or determining rewards (Mobasher, Y. A, 2022) . The performance appraisal system is a medium for obtaining general information, salary systems, promotions, disciplinary enforcement actions and termination (Mojibian, M., et al, 2017). Whether a person's lack of work results or performance is influenced by several factors, including: skills, perception,

work motivation, job satisfaction, organizational structure, career development and training, leadership and rewards. The results of the performance assessment can show whether Human Resources (HR) have met the demands desired by the company/organization, both in terms of quality and quantity. The function of human resource management consists of job analysis, HR planning, recruitment, selection and placement, education and training, performance appraisal, compensation, career development, work welfare and safety, industrial relations, and termination of employment.

Human Resources (HR) development is one of the important factors that influences performance. This HR development includes: education and training development, career or employee development, competency and promotion. Human resource development is very significant in improving organizational performance and is a management tool for realizing personality and professionalism (Androniceanu, A., et al, 2020).

Hospitals that think about their employees' careers certainly have more value in the eyes of employees than those that don't. A hospital that has a clear and open career system for all employees is sure to be a target for potential talents to join. In order for the team to be more loyal and solid, the hospital should formulate a career system that suits its goals and conditions. The career system itself is a system that regulates the movement/transfer of employees from one position to another within a hospital organization (Ebrahimi, E., et al, 2020). There are many things that must be formulated in creating a good career system, one of which is the formulation of employee groups based on certain criteria. The class or grade itself is the level/level of position classification which is arranged based on the severity of the duties and responsibilities of the position in a hospital organization.

The existence of competent human resources and good systems is an important factor in determining the success of the hospital industry. Seeing the importance of these factors, it is necessary to have an effective competency preparation and competency management process method. Competency-based HR development is carried out in order to provide results in accordance with the organization's goals and objectives with predetermined performance standards. Competency concerns the authority of each individual to carry out tasks or make decisions in accordance with their role in the organization which is relevant to the skills, knowledge and abilities they possess (Apornak, A., et al, 2021).

Human Resource Management Process in Hospitals

An important resource in management is human resources. The importance of human resources needs to be realized by all levels of management because of today's technological advances, human factors still play an important role in the success of an organization. When managing people, you must pay attention to important human resource management practices, namely job analysis and design, determining HR planning, recruitment, selection, training and development, compensation, performance appraisal, employee relations (El-Jardali, F., et al, 2009).

Human resources within an organization need to be developed to a certain level in accordance with organizational development. If an organization wants to develop, it must be followed by human resource development. This human resource development can be carried out through continuous education and training.

Education and training are efforts to develop human resources, especially to develop intellectual abilities and personality. Education is generally related to preparing prospective workers for use by an organization, while training is more related to improving the abilities or skills of workers who already occupy a certain position or task.

The characteristics of knowledge and skill competencies are relatively easier to develop through training in the most effective way to ensure employee abilities. Knowledge and skill competencies tend to be more visible and easier to improve compared to other competency characteristics that are deeper and hidden within a person. The characteristics of HR competencies in the form of knowledge and skills are fundamental competencies that HR must possess to move towards deeper and hidden competencies (Gile, P. P., et al, 2018). This means that employees will not have the self-concept, motives and innate traits/characteristics to become quality human resources, if they do not have good knowledge and skills.

In carrying out training and development of human resources involved in carrying out activities, namely directors, deputy directors, administration/finance, training, heads of training sections, namely new employee orientation training which is carried out every year, excellent service training, management training for room heads every two months . The employee performance assessment stage is by filling in the DP3 instrument and the people involved in the HR assessment, namely the head of the section who assesses his staff, the head of the field who assesses the head of the section or head of the room, the head of the field is assessed by the deputy

director (Buchelt, B. I., et al, 2017). The results of this assessment are documented and an evaluation is held to find solutions for improving the quality of human resources in the future. Performance assessments are carried out every year. The obstacle faced is that the assessment is subjective and the assessment variables can be said to be still abstract (difficult to measure).

CONCLUSION

Human resource management is an important part, it can even be said that management is essentially human resource management which is identical to management itself. In principle, the human resources that hospitals must have are regulated through hospital accreditation, namely determining the number and specifications of personnel and service support facilities that a hospital must have. Education and training are efforts to develop human resources, especially to develop intellectual abilities and personality. Education is generally related to preparing prospective workers for use by an organization, while training is more related to improving the abilities or skills of workers who already occupy a certain position or task. The characteristics of HR competencies in the form of knowledge and skills are fundamental competencies that HR must have in order to move towards deeper and hidden competencies. This means that employees will not have the self-concept, motives and innate traits/characteristics to become quality human resources, if they do not have good knowledge and skills.

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