


Human Resource Strategy Management In Industrial Relations Or Labor (Case Study: Analysis Of Human Resource Needs And Industrial Relations Management For Administrative Employees At Bandung Kiwari Regional Hospital)

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Article Info	ABSTRACT
<p>Keywords: Management Strategy, Human Resources, Industrial Relations, Employment.</p>	<p>A healthy relationship between management and workers is the key to creating a productive and minimally conflicted work environment. Effective management not only focuses on achieving business targets, but must also ensure that workers feel motivated, involved in decision-making, and given space to grow. Open, collaborative communication, and a fair reward system can increase employee loyalty and motivation, which ultimately has a positive impact on company performance. RSUD Bandung Kiwari is one of the regional public hospitals that serves the community with various health services. As a hospital that provides various medical services, the operational success of the hospital is highly dependent on the existence of competent human resources (HR) and effective industrial relations management, especially in the administration sector. This study aims to determine the Strategic Management of Human Resources Industrial Relations or Employment (Case Study: Analysis of Human Resource Needs and Industrial Relations Management in Employee Administration at RSUD Bandung Kiwari). The method used is qualitative. The results of this study are Increasing the number of employees, qualifications, and improving industrial management relations will have a positive impact on employee productivity and the quality of hospital services.</p>
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INTRODUCTION

In the era of globalization and digitalization, employment regulations continue to experience dynamic changes to reflect the needs of the labor market and provide better protection for workers. Companies must be able to adapt to these changes, such as those related to minimum wages, employment contracts, work safety, and social protection, to avoid negative impacts that can affect business continuity and the company's reputation.

A healthy relationship between management and employees is key to creating a productive and conflict-free work environment. Effective management focuses not only on achieving business targets, but also ensures that employees feel valued, involved in decision-

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making, and given space to grow. Open, collaborative communication, and a fair reward system can increase employee loyalty and motivation, which ultimately has a positive impact on company performance.

In addition, compliance with labor laws is mandatory for every company. Regulations governing working hours, wages, occupational health and safety, and workers' rights must be complied with to create a safe and fair working environment. Compliance with these laws is not only to avoid legal sanctions, but also to strengthen the company's reputation as a responsible entity that cares about the welfare of workers. These three aspects are interrelated and play an important role in supporting the sustainability of the company. By understanding and implementing changes in labor regulations, fostering good working relationships, and complying with labor laws, companies can create a conducive, productive, and regulatory-compliant work environment.

RSUD Bandung Kiwari is one of the regional general hospitals that serves the community with various health services. As a hospital that provides various medical services, the success of hospital operations is highly dependent on the existence of competent human resources (HR) and effective industrial relations management, especially in the administrative sector. Administrative employees have an important role in supporting the smooth operation of the hospital, including in terms of patient data management, medical schedule arrangements, as well as finance and other administration. Therefore, the need for HR and industrial relations management for administrative employees needs to be analyzed to ensure the efficiency and welfare of employees in this hospital.

Based on the explanation above, the purpose of analyzing human resource needs in the administration section of RSUD Bandung Kiwari, especially related to the number of employees, qualifications, and training required. Assessing industrial relations management in maintaining harmonious relations between hospital management and administrative employees, and assessing whether there are problems in terms of negotiation, fulfillment of employee rights, or conflict resolution.

RESEARCH METHODS

This study employs a qualitative approach with in-depth interview methods aimed at gathering insights from various key stakeholders. Interviews are conducted with the head of administration, the HRD (Human Resources Department), and several representatives of administrative employees to gain a comprehensive understanding of the existing challenges and opportunities in human resource management within the hospital. These interviews are designed to explore their perspectives, identify gaps in the current system, and collect suggestions for potential improvements. The selection of respondents ensures a diverse range of inputs, reflecting the different roles and responsibilities within the administrative department.

In addition to interviews, direct observation is conducted to obtain a more thorough understanding of the day-to-day operations and workflows in the administrative section. This

method allows researchers to observe real-time processes, employee interactions, and potential bottlenecks that might not be fully captured through interviews alone. By being present in the workplace environment, the study gains valuable insights into the practical challenges faced by administrative staff and the dynamics of their working conditions. This hands-on approach provides a clearer picture of the operational realities and helps in identifying areas where interventions are most needed.

Furthermore, documentation studies are utilized to complement the data collected through interviews and observations. These studies involve analyzing relevant documents, such as employee performance reports, administrative policies, training records, and job descriptions, to provide a solid foundation for the research findings. By triangulating data from interviews, observations, and documentation, the study ensures a robust and holistic analysis. This comprehensive approach not only enhances the credibility of the research but also allows for well-informed recommendations aimed at improving human resource management and overall administrative efficiency at RSUD Bandung Kiwari.

DISCUSSION

Industrial relations in Indonesia, as regulated in the Manpower Law and the Job Creation Law, are an important framework in creating synergy between employers, workers, and the government to support productivity and social welfare. These regulations govern employment relations with the main objective of protecting workers' rights, supporting the business climate, and ensuring a healthy work environment. Changes to the provisions in the Job Creation Law, such as rearranging procedures for termination of employment, regulations on fixed-term employment contracts, and provisions on outsourcing, reflect the government's efforts to adjust employment regulations to developments in the modern world of work. In addition, effective communication between management and workers is an important aspect in industrial relations to avoid communication gaps that can lead to conflict and employee dissatisfaction. With a good approach to communication, both formal and informal, the relationship between management and workers can be more harmonious.

Human Resource (HR) Needs Analysis

The results of the analysis show that the administrative employees of RSUD Bandung Kiwari experience a fairly high workload, especially in the patient data management and financial administration sections. Although there are a number of fairly skilled employees, with the increasing number of patients and the ever-growing operational demands, the hospital needs additional manpower and regular training to improve the performance of administrative employees. Some aspects to pay attention to are:

- a. Number of Employees: Additional number of administrative employees is needed to reduce excessive workload.
- b. Qualifications and Competencies: The need for training and development programs to improve the skills of administrative employees, especially in mastering hospital information systems and the latest technology.

- c. Employee Welfare: Providing adequate benefits and a conducive working environment to enhance motivation and job satisfaction.
- d. Industrial Relations Management: Industrial relations management at RSUD Bandung Kiwari is generally running well, but there are several challenges that need to be overcome to create more harmonious working relationships.

Some of the problems found include:

- a. Ineffective Communication: Despite formal channels of communication, some employees feel less involved in decisions related to their work.
- b. Working Conditions: Some employees feel that working conditions are still less than supportive, especially in relation to high workloads and inflexible working hours.
- c. Conflict Resolution: Even though there are conflict resolution procedures in place, often the issues that arise are not resolved quickly and effectively, which can reduce employee motivation.

Based on the analysis conducted, several recommendations for improving HR management and industrial relations at Bandung Kiwari Regional Hospital are:

- a. Improving the Quality and Quantity of Human Resources: Increasing the number of employees in the administration department and providing regular training so that employees have better skills in using technology and handling increasing volumes of work.
- b. Strengthening Industrial Relations Management: Improving communication between management and employees, and developing programs to listen to employee aspirations more openly.
- c. Evaluation and Improvement of the Conflict Resolution System: Improve the effectiveness of the conflict resolution system so that problems that arise can be resolved quickly and fairly.

CONCLUSION

Bandung Kiwari Regional General Hospital (RSUD Bandung Kiwari) needs to focus more on addressing the human resource needs in its administrative department, given their critical role in supporting overall hospital performance. Currently, increasing the number of employees, enhancing their qualifications, and upgrading their competencies are top priorities to ensure smooth administrative operations. Effective management in this area relies heavily on having skilled and well-trained personnel capable of handling complex tasks such as patient data management, scheduling, and interdepartmental coordination. By addressing these needs, the hospital can boost operational efficiency and ensure optimal service delivery to patients. In addition, fostering healthy industrial relations is essential for achieving effective hospital management. A harmonious working relationship between employees and management not only creates a conducive work environment but also enhances employee loyalty and motivation. Through communication training, conflict management, and the development of fair and transparent policies, RSUD Bandung Kiwari can cultivate a workplace atmosphere

that supports teamwork and collaboration. This, in turn, will lead to increased employee productivity, ultimately contributing to the overall improvement of hospital service quality.

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