

Human Resource Management Analysis (Hospital Nurse Performance Case Study)

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ABSTRACT

Organizations such as Regional General Hospitals (RSUD) are inseparable from implementing human resource management to take advantage of every opportunity to achieve organizational goals. In this study, the author analyzed the hospital's human resource management application. The purpose of this study is to find out the factors that become the study of the RSUD in the application of management analysis of the application of human resources in organizations. This research method is a descriptive qualitative method. The data in this study was obtained by interview, observation, and secondary data techniques from the hospital. The results of this study show that RSUD has implemented ISO 31000-based human resource management and compiled it by considering balance scorecards and key performance indicator factors.

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1. INTRODUCTION

Human resource management is a vital function in organizations that focuses on managing the most valuable assets, namely employees [1]. It involves various activities such as recruitment, selection, training, and development of employees, managing their performance and ensuring employee satisfaction. The role of human resource management is critical in aligning organizational goals with the skills and capabilities of its workforce, ultimately contributing to the overall success and growth of the organization [2][3].

In addition to these core responsibilities, human resource management is important in creating a positive and inclusive work culture [4]. By fostering a supportive environment, HR professionals can increase employee engagement and productivity [5]. They are responsible for implementing policies and procedures promoting diversity, equity, and inclusion, ensuring all employees feel valued and respected. This boosts employee morale and helps attract and retain top talent, giving organizations a competitive advantage in the marketplace [6]. Furthermore, human resource management is essential in handling employee relations and resolving conflicts in the workplace. HR professionals function as mediators, working to maintain harmony [7].

A fertile and productive work environment is important in promoting effective communication and addressing employee complaints or concerns. By providing a platform for open dialogue and offering guidance and support, HR professionals can help prevent and resolve conflict, developing a positive and collaborative workplace culture. In addition, they are responsible for ensuring compliance with labor laws and regulations, safeguarding the rights and welfare of employees. This includes overseeing a fair and impartial hiring process, conducting regular performance evaluations, and implementing appropriate disciplinary measures when necessary.

Hospital as a Regional Public Service Agency for its implementation is very complex, involves various parties, and is loaded with various uncertain conditions originating from both internal and external both directly and indirectly [8]. To realize efficient, effective, economical credibility of financial statements, security of state assets, and compliance with laws and regulations become fundamental in the hospital's internal control system. The majority of JKN (National Health Insurance) patients are treated as part of a government program in the field of health services with a strategy of expanding targets and benefits, as well as quality control and costs [2][10].

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Based on a literature review, Julianry et al. in the public sector, Riani and Putra in the private sector manufacturing industry [5], and Anisya et al. in educational institutions [12]. The three studies concluded that training significantly positively impacts HR performance. In line with the study, In terms of individual competency certification, Schroeter reported his research on health care competency certification data which concluded that certification improves the quality of care, showcases the nurses' knowledge and competence, helps establish confidence and credibility in their professional talents, and shows a commitment to nursing as a profession [13].

In this case study, we will examine the performance of hospital nurses and the factors that contribute to their effectiveness in providing quality patient care. The role of a nurse in a hospital environment is crucial, as they are responsible for monitoring patients, administering medications, and providing emotional support to patients and their families. Understanding the factors that influence nurse performance is critical to improving patient outcomes and overall hospital efficiency.

2. METHOD

This study used a descriptive qualitative methodology for data collection and analysis. The descriptive technique investigates the current standing of a certain group of individuals, an item, a set of circumstances, a line of thinking, or a category of occurrences [14]. Research is expected to be able to research and describe the subject of research. Thus, this research was designed using a case study. Case studies of a qualitative nature are quite helpful when it comes to applying solutions to ongoing issues based on previous experiences of successfully resolving issues. Interviews and secondary data gathered from healthcare organizations are both employed in the data gathering process.

3. RESULTS AND DISCUSSION

Understanding Balanced Scorecard

The Balanced Scorecard is a tool for analyzing strategic choices performed by firms based on preset indicators. These judgments must penetrate through at least four different dimensions, including finances, customers, internal processes, and learning and development [9][16]. This research will focus on learning and human resource growth. The benefits of a balanced scorecard include:

1. Businesses are able to establish robust frameworks for constructing and presenting their strategies if they improve and organize their strategy planning using tools like balanced scorecards [17]. Business models are visualized in strategy maps that help managers think about cause-and-effect relationships between several strategic objectives [18]. The development of a strategy map assures that the success of an organization may be accomplished via the completion of a number of interconnected strategic goals [19]. This indicates that performance outcomes as well as supporting elements are recognized in order to generate a comprehensive picture of the company's strategy.
2. Improve strategy communication and execution accuracy. The existence of a comprehensive and interrelated strategy picture certainly opens up opportunities for companies to communicate strategy internally and externally [20]. With a balanced scoreboard, each division in the company is encouraged to collaborate to achieve company goals which will impact a more open and dynamic company performance system [21].
3. Make it simple for workers to understand how their particular objectives connect with the overall plan of the organization. A balanced scorecard, thanks to the structure that it establishes, will assist workers in aligning their ambitions with the goals of the firm [16][17][23].
4. Ensuring the strategy stays on track. With a balanced scorecard, companies can measure and monitor the company's progress toward goals. So that if something happens outside of planning, the company can immediately respond to try how conditions can be controlled again [24].

Balanced Scorecard Perspective

The balanced scorecard is a strategic management system that defines a strategy-based accountability accounting system [25]. The balanced scorecard translates the organization's mission and strategy into operational objectives and performance measures in 4 perspectives: financial, customer, internal business process, and learning and growth [26]. Some measurements of learning perspectives and human resource growth are 1) Human Resource Recruitment; 2) Human Resource Competence; 3) Human Resource Productivity; 4) Human Resources Code of Ethics; 5) Human Resource Satisfaction [27].

Understanding Key Performance Indicators (KPI)

KPIs are financial or non-financial metrics used to help a company determine and measure performance in terms of meeting strategic objectives in the company's operations [28]. There are 2 (two) key performance indicator measures, as follows: 1) Measurement of results or consequences (Lagging Indicator) which is to measure success in achieving strategy objectives; 2) Measuring performance drivers (Leading Indicator), i.e., to measure causes to achieve results [29]. There are 5 (five) Key Performance Indicator parameters, as follows: 1) Specific means that there is only one clear goal and can be described in a KPI; 2) Measurable means that the KPI determined must be measurable; 3) Attainable means realistic and achievable; 4) Relevant means considering the relevance between KPIs and the strategy to be implemented; and 5) Time-based, meaning it has a clear and measurable time limit range [10].

The results of the study used *the Risk Register* which can be seen at https://drive.google.com/file/d/1AefKPwbf8XZTXQSj_XQw6aM34fiBiEc/view?usp=sharing and analyzed by researchers so as to find research results, namely 1) HR management in providing radiology specialists can be fulfilled through the recruitment process, but radiology specialists are still lacking because there are no applicants who apply for jobs to become radiology specialists due to the location of the hospital far from the city and low salary standards determined; 2) Improve the quality of human resources by 20% of the ratio of growth and learning of human resources through increasing the competence of human resources in the health sector by training and increasing knowledge in the field of health skills; 3) Improve health service performance by 10% of the ratio of health service performance in 2021 by increasing human resource productivity to services; 4) Improve the welfare of hospital human resources by increasing employee salaries and benefits.

4. CONCLUSION

From the analysis above, it can be concluded that mitigation has been carried out effectively and efficiently. However, it is still necessary to perform optimal mitigation follow-up by the target level of hospital risk appetite set. The follow-up plan is to conduct regular monitoring and evaluation in the second semester by juxtaposing the financial portfolio based on the performance realization report and the 2023 budget.

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