

Human Resource Planning at Special Growth and Development Hospital: Realizing Optimal Service

*Human Resource
Planning at Special
Growth and
Development
Hospital*

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399

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ABSTRACT

Human Resource (HR) planning in healthcare service management at the Growth and Development Special Hospital in Region X focuses on workforce development to meet future service needs. This study analyzes the implementation of BPJS-based healthcare services for child growth and development, and evaluates its long-term sustainability. This study uses a qualitative method with a descriptive approach through literature studies, observations, interviews, surveys, and documentation. The analysis focuses on internal and external factors that influence the success of healthcare services. The Growth and Development Special Hospital implements a strategy based on the McKinsey 7S model to ensure alignment of values, organizational culture, and HR management practices with the hospital's vision and mission. The servant leadership approach is applied to create a positive work environment that encourages innovation and collaboration. Through a transparent recruitment system, needs-based competency development, and ongoing training, this hospital seeks to improve the competitiveness and quality of healthcare services for pediatric patients with growth and development disorders, while supporting government programs in reducing stunting rates and realizing Indonesia's golden generation.

Keywords: *Human Resource Planning, Health Management, BPJS, Servant Leadership, McKinsey Model*

ABSTRAK

Perencanaan Sumber Daya Manusia (SDM) dalam manajemen layanan kesehatan di RS Khusus Tumbuh Kembang di Wilayah X berfokus pada pengembangan tenaga kerja untuk memenuhi kebutuhan layanan di masa depan. Studi ini menganalisis penerapan layanan kesehatan berbasis BPJS untuk pertumbuhan dan perkembangan anak, serta mengevaluasi keberlanjutan jangka panjangnya. Penelitian ini menggunakan metode kualitatif dengan pendekatan deskriptif melalui studi literatur, observasi, wawancara, survei, dan dokumentasi. Analisis difokuskan pada faktor internal dan eksternal yang mempengaruhi keberhasilan layanan kesehatan. RS Khusus Tumbuh Kembang menerapkan strategi berbasis model McKinsey 7S untuk memastikan keselarasan nilai, budaya organisasi, dan praktik manajemen SDM dengan visi dan misi rumah sakit. Pendekatan servant leadership diterapkan guna menciptakan

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lingkungan kerja positif yang mendorong inovasi dan kolaborasi. Melalui sistem rekrutmen transparan, pengembangan kompetensi berbasis kebutuhan, serta pelatihan berkelanjutan, rumah sakit ini berupaya meningkatkan daya saing dan kualitas layanan kesehatan bagi pasien anak dengan gangguan tumbuh kembang, sekaligus mendukung program pemerintah dalam menekan angka stunting dan mewujudkan generasi emas Indonesia.

***Kata kunci:** Perencanaan SDM, Manajemen Kesehatan, BPJS, Servant Leadership, Model McKinsey*

INTRODUCTION

Hospitals are public health facilities that are essential to every human being. According to the Regulation of the Minister of Health of the Republic of Indonesia Number 986/Menkes/Per/11/2006, public/government hospital services under the Ministry of Health and Regional Governments are classified into classes/types A, B, C, D, and E. Health services in Region X are specialized health facilities that focus on growth disorders. Modern facilities and advanced medical equipment are utilized to ensure optimal care (Usak et al., 2020). A holistic approach is implemented to support children's growth and development effectively. With a strong commitment, this hospital strives to provide the highest quality care for every patient.

This approach emphasizes high-quality services that prioritize customer satisfaction, along with a structured organizational strategy to support efficient operations. The implemented system includes human resource regulations covering recruitment, training, and performance management. Workforce skills are enhanced through ongoing training programs, reinforced by a strong organizational culture. Additionally, staff dynamics and leadership styles contribute to fostering a positive and collaborative work environment. Effective leadership plays a crucial role in building motivation and enhancing team performance through strong communication and an adaptive approach. Consequently, the organization can ensure that every aspect of its operations runs optimally and aligns with its strategic goals. The integration of systems, human resources, and effective leadership establishes a strong foundation for organizational sustainability and enhances competitiveness in an increasingly challenging industry (Menna & Temesvari, 2022).

Future projections for the Human Resource aspect of Health Service Management in Region X involve developing a workforce to anticipate future staffing needs. This plan includes projections of the number of employees required by each department, associated costs, and RS Khusus Tumbuh Kembang's ongoing investment in human capital to ensure long-term success. Human Resources in Health Services in Region X is a comprehensive and well-developed plan designed to support the strategic goals of the hospital. It focuses on developing and maintaining expert and skilled personnel who are prepared to provide high-quality services (Utama et al., 2012). Human resource planning is an integral part of the management process, guiding the movement of human resources within the organization. This study aims to investigate and implement Social Security Administrator (*Badan Penyelenggara Jaminan Sosial/BPJS*)-based health services for Child Growth and Development, offering an in-depth understanding of human resource planning in the healthcare sector, particularly in Health Services in Region X. This initiative supports the evaluation of its long-term sustainability.

METHODS

This study uses a qualitative method to analyze health strategies, especially in hospitals. Using a descriptive approach, this study integrates various data collection techniques, including library observation, observation, interviews, surveys, and documentation (Achjar et al., 2023). Human resource planning in hospitals, especially in the Special Hospital for Growth and Development, is an important factor in service delivery. This emphasizes the importance of the role of professional staff in providing

comprehensive, sustainable services and achieving service excellence (Schunk & DiBenedetto, 2020). Productivity in terms of recruitment, training and development, and career advancement must be mutually sustainable to achieve quality health services and in line with the Vision and Mission of health services in Region X. To foster a broad understanding of effective service delivery, HR management in Region X. This approach is in line with professional recruitment practices, ensures consistency with organizational culture, and supports the overall HR management strategy in health services in Region X.

RESULTS

Human Capital (HC) Planning is a structured process to optimize human resources as the company's key asset. Its goal is to align workforce quantity and quality with the required tasks (Schein & Schein, 2004). In hospitals, HC planning aims to meet HR targets in Health Services for Region X, supporting the realization of a Center of Excellence with qualified and competent staff.

Table 1. Target and objective goals

	Target	Objectives
Short Term Goals	Recruitment of experts with qualifications and minimum 1 year experience in the hospital, according to the hospital's needs.	Provide health workers in accordance with the needs
	Conduct monthly training to improve technical and soft skills in health services, especially related to technological innovation.	Improve the competence and abilities of human resources (through training or certification) twice a year.
	Develop and implement clear SOPs for each service from the first year, and adjust as changes occur.	Develop Key Performance Indicator
	Mengadakan pertemuan rutin antara tim medis, non-medis, dan manajemen untuk meningkatkan komunikasi dan koordinasi, minimal seminggu sekali.	Conduct regular training to improve soft skills and hard skills. Developing career and annual performance evaluation.
Medium Term Goals	Provide ongoing career development programs, promotion opportunities, rotations and financial support for staff study or training.	Improving competency through external training from Government or Ministry of Health programs twice a year.
	Form a team of experts who focus on specific areas according to superior services (doctors, support, management).	Implement career development
	Cooperation with educational institutions for joint research in improving the quality of growth and development services.	Evaluasi kinerja tahunan untuk meningkatkan kualitas layanan dan kinerja.
	Conduct periodic performance evaluations at least once every year to measure individual and team achievements.	Conduct regular in-house training to improve employees' soft and hard skills. Analyzing HR needs in recruiting both medical and non-medical workers
		Increase the workforce for new branches or as needed
Long Term Goals	Establish a training center for medical and non-medical personnel in child growth and development.	Increase the workforce for new branches or as needed
	Become a national reference in organizing training and development for human resources through the superior services they provide.	Include medical personnel in webinars, seminars and special international trainings
	Ensure every quarter or 1 period about the effectiveness of the programs that have been implemented	Implementation of Career Development 100%
	Sending health workers to conduct comparative studies on child growth and development every year.	Annual employee evaluation to improve service quality and performance. Maintaining the quality of human resources to provide excellent service.

Health Services in Region X implemented a Differentiation Focus strategy using McKinsey's 7S model. The organizational value (shared values) applied focuses on providing the best service for children. Operational systems (systems) are designed to be efficient and support innovation in health services. The organizational structure (structure) is designed to support flexibility in order to provide optimal growth and development services. The management style, skills, and staff ensure good coordination in achieving the hospital's goals.

Table 2. Mc Kinsey 7S implementation

Mc Kinsey 7S	Implementation
Shared Values	Health Services in Region X prioritizes and upholds human values.
Strategy	By implementing Market Development from the HR side, Health Services in Region X aims to improve customer satisfaction through the support of medical personnel and management. The goal is to provide the best service, while improving employee skills through training. In addition, medical personnel are also involved in marketing health service products through seminars and visits.
Structure	The organizational structure of health services in Region X is designed for business development, with the aim of realizing the existing vision and mission and achieving comprehensive business goals.
System	The existing innovations are sustainable and interrelated with each other in the processes of recruitment, assessment, evaluation, training, and development of human resources. The preparation of development programs is based on assessments from various relevant divisions and is carried out regularly.
Skill	Improve communication skills (Handling Complaints) and patient safety skills for all staff and employees. Add and update the competencies and skills that have already been acquired to ensure they can provide satisfactory services in accordance with existing SOPs.
Staff	A transparent recruitment system through structured selection, along with a professional and competent workforce, in accordance with experience and educational background.
Style Leadership	Health Services in Region X applies the Servant Leadership style, which fosters an open attitude and provides space for each staff member to contribute good ideas and input. It also prioritizes effective communication and deliberation in resolving disputes, while offering a forum for employees to continue their development.

The implementation of the McKinsey 7S model in Health Services in Region X reflects the organization's efforts to improve service quality and internal management. This hospital upholds human values as the main foundation of its operations. In terms of strategy, it implements Market Development by prioritizing customer satisfaction through excellent service, HR training, and the involvement of healthcare workers in marketing. The organizational structure is designed to comprehensively support the vision, mission, and business development (Zibrán et al., 2024; Gandhi et al., 2024). Staff skill development is also a priority, particularly in improving communication (handling complaints), patient safety, and competency updates according to operational standards. Manpower recruitment is conducted transparently and in a structured manner, ensuring professionalism and alignment with educational backgrounds. From a leadership perspective, Servant Leadership is applied by emphasizing openness, effective communication, deliberation, and providing space for employees to develop and contribute.

Collaboration between culture and corporate values enhances organizational effectiveness (Schein, 2010). The organizational culture of Health Services in Region X emphasizes collaboration, with a focus on delivering excellent patient service and achieving both Center of Excellence and Service Excellence. The primary goals are to ensure high-quality service, prioritize patient needs, and maintain professionalism with trained personnel. Continuous innovation in services is encouraged, adapting to evolving healthcare needs and incorporating updated service types. Employee involvement plays a key role in achieving service excellence, with ongoing training and development designed to improve skills, productivity, and work effectiveness (Elshifa et al., 2024; Jurnalita et al., 2024; Rizqulloh et al., 2024). Patient satisfaction is regularly

measured to gather feedback for continuous improvement. A strong culture of discipline, teamwork, and responsibility is cultivated, fostering collaboration and coordination across teams. Employees are expected to demonstrate positive attitudes and a strong work ethic to meet patient expectations. The organization is committed to long-term relationship-building with both patients and employees, ensuring enduring connections and sustained service quality.

In an organization, core values play a crucial role in shaping its culture and driving positive outcomes (Purwanti & Indradewa, 2022). Health Services in Region X emphasize values such as integration, professionalism, commitment, caring, friendliness, safety, and competence. These values guide their approach to delivering integrated and effective health services, ensuring that all employees exhibit integrity and honesty. The staff and management of Health Services in Region X are dedicated to providing services professionally and responsibly, upholding customer trust and fostering trust among employees. Their services are characterized by dedication, honesty, and comprehensive care, with a strong focus on patient safety and friendliness. Additionally, Health Services in Region X strives to provide inclusive care to all groups, employing professional, skilled personnel to ensure high-quality and leading services. This approach ensures that the organization delivers the best possible care to its patients.

Assumptions play a crucial role in shaping the culture of a group and sustaining its continuous development. These underlying beliefs significantly influence changes in corporate culture. In the context of Health Services in Region X, specific assumptions guide decision-making and operational strategies. These assumptions contribute to the establishment of a shared understanding and collective behavior among staff. As these assumptions evolve, they can directly impact the effectiveness and adaptability of health services in the region.

Table 3. Believe/ Assumption

Value	Assumption
Dedication	The services provided by Health Services in Region X are in accordance with the Standard Operating Procedure (SOP), which prioritizes friendliness, enthusiasm, empathy, and patience in delivering the best services.
Inovation	All forms of services provided incorporate various ideas, methods, and technologies to achieve effective, efficient, and high-quality services. Hospital services must keep up with technological advancements.
Commitment	Health Services in Region X is committed to providing excellent service and maintaining good communication to establish strong relationships between divisions and sections within the organization. This ensures the delivery of high-quality services that meet consumer needs. Health workers (specialist doctors) must provide timely services, as they are committed to patients who require care. Additionally, they must fulfill service promises in accordance with the standards set by BPJS.
Competence	The Health Services in Region X are supported by both medical and non-medical personnel, all of whom possess the highest competence in their respective fields, serving as the foundation for achieving service excellence.

Health Services in Region X uphold four main values in their services. Dedication is reflected in services that comply with Standard Operating Procedures (SOP), prioritizing friendliness, enthusiasm, empathy, and patience. Innovation is realized through the implementation of the latest ideas, methods, and technologies to improve the effectiveness, efficiency, and quality of services. Commitment is demonstrated through a dedication to providing excellent service, maintaining good communication between divisions, and ensuring that specialist doctors serve patients on time in accordance with BPJS standards. Meanwhile, competence serves as the main foundation for providing superior services, supported by medical and non-medical personnel with the highest levels of competence in their fields. Good service leads to patient satisfaction and trust, enhances the effectiveness and efficiency of services, and builds a positive reputation (Sutriani et al., 2024).

Hospitals must enhance service quality, including human resource (HR) development, to remain competitive in healthcare services and adapt to technological advancements (Longge et al., 2021). In Region X, several strategies are implemented to support the healthcare system, focusing on human capital management through recruitment, training and development, career development, employee status, and performance evaluation. The recruitment process in Region X follows two methods: internal and external recruitment. Internal recruitment is conducted through the job posting method, where available job vacancies are announced to existing employees (Faroman Syarief, 2022). This process ensures that current employees have opportunities for career growth, while external recruitment brings in new talent. Training and development play a crucial role in improving employee performance. Effective training helps employees develop the skills and knowledge necessary for their duties (Karyono et al., 2020). The training program in Region X follows three stages: assessment, teaching/coaching, and implementation. The training begins with assessing employee needs, followed by structured training activities such as onboarding, clinical simulations, and orientation. The final stage involves evaluating training effectiveness using five indicators: reactions, learning, behavior, organizational outcomes, and cost-effectiveness (Adzansyah et al., 2023).

The career development scheme in Region X aims to enhance employee competencies through continuous training, professional certification, and opportunities for advanced education. Regular training sessions allow both medical and non-medical personnel to develop their skills with full institutional support. Employees are encouraged to obtain professional certifications relevant to their roles. Additionally, the institution provides further education programs that enable stakeholders to advance their careers. Career progression is determined based on tenure, performance evaluations, and employee loyalty (Wau, 2021). Employee status in Region X follows the guidelines set by Law No. 11 of 2020 concerning Job Creation. Article 56, paragraph (1), states that work agreements may be for a definite period (PKWT) or an indefinite period (PKWTT) (Indonesia, 2021). This regulation ensures that employment contracts align with national labor laws and provide security for workers in the healthcare sector. Performance evaluation in Region X follows the Balanced Scorecard approach, which assesses employees based on individual and departmental goals. The evaluation process includes setting weightings and targets for each employee, derived from departmental and organizational objectives. Additionally, a detailed analysis of job descriptions is conducted to determine key performance indicators (Matama et al., 2012).

Table 5. Employee Salary Costs

Assumptions	Year									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Employee and doctor salary	12.404.832.00	14.682.786.800	16.655.851.063	17.824.205.455	17.920.825.875	20.116.610.015	23.566.012.602	24.679.592.805	25.567.330.067	27.964.560.692
BPJS	214.457.760	214.457.760	222.011.803	231.889.008	236.526.788	241.257.324	246.082.470	251.004.120	256.024.202	261.144.686
THR	146.925.005	460.700.045	493.413.646	502.981.919	512.741.557	522.696.388	532.850.316	543.207.322	553.771.469	564.546.898
Training	124.048.320	146.827.868	166.558.511	184.413.299	346.074.029	402.332.200	471.320.252	493.591.856	511.346.601	559.291.214

The projection of resource costs for 10 years is presented. This projection includes employee and doctor salary costs, as well as additional components such as BPJS, THR, and training. Salary increases occur annually with varying patterns. Factors influencing salary increases include inflation, company policies, workforce expansion, and adjustments to industry standards. Company performance and profitability also play a

role in determining the extent of salary increases (Nițescu, 2021; Susilowati & Fadli, 2023).

CONCLUSION

Human resource planning in Health Services in Region X focuses on recruiting competent professionals and developing skills through on-going training. This hospital implements a strategy based on the McKinsey 7S model to ensure alignment between values, organizational culture, and HR management practices with its vision and mission. The hospital's HR strategy includes short-, medium-, and long-term planning, which focuses on recruiting quality workers, career development, and performance evaluation. The implementation of routine training aims to improve the competence of health workers so they can provide the best service. In addition, Health Services in Region X collaborates with BPJS *Kesehatan* to support government programs that increase access to health services, reduce stunting rates, and realize Indonesia's golden generation. In managing human resources, the hospital implements a transparent recruitment system, competency-based career development, and a work culture that supports innovation and collaboration. Using a servant leadership approach, the hospital creates a positive work environment, motivates staff, and improves team performance. This overall strategy aims to ensure the sustainability and competitiveness of the hospital in the healthcare industry while providing high-quality services for pediatric patients with developmental disorders.

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