



## HEALTH HUMAN RESOURCE STRATEGY FOR IMPROVING THE QUALITY OF HEALTH FACILITY SERVICES IN THE BPJS ERA

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### Abstract

Human resources are an important factor for an institution. Health human resources in Indonesia have their own problems and challenges, such as availability, accessibility, acceptability, quality and distribution which are not yet optimal, thus affecting the quality of services in health facilities, especially in the BPJS era which demands an understanding of management by health workers in serving patients. The scientific reading sources obtained are still very minimal regarding human resource management, especially regarding the strategies used in managing management policies. The aim of this research is to find out what strategies can be used to improve health human resource management so that it can improve the quality of service in health facilities. This study uses a research design in the form of content analysis by analyzing data obtained from various journal sources, scientific articles, and other relevant sources searched. The selected journals were obtained which will be analyzed by creating a journal matrix. The indicators displayed are, topic/strategy used, research methods, research instruments, year of research, research subjects, results or research progress. Based on data analysis, it was found that the type of research used was dominated by a qualitative approach, with systematic review methods, and with literature review research instruments. The strategies used are training and education, but most journals do not reveal the human resource development strategies used to improve the quality of services in health facilities in the BPJS era.

**Keywords:** Health HR Strategy, Quality of Health, Facility Service, Health Services, BPJS Era

**JEL Code :** I13, I18, K31, K32, M54

## INTRODUCTION

Health Human Resources (HRH) is a very important component for health development in Indonesia and is included in one of the components of the National Health System (SKN) which has a role in implementing comprehensive health efforts. The definition of HRH according to the Regulation of the Minister of Health (PERMENKES) Number 33 of 2015 concerning Guidelines for the Preparation of HRH Needs Planning, HRH is someone who works actively in the health sector, either having formal or non-formal education, which in certain types requires authority in carrying out health efforts.

SDMK is a very important component for health development in Indonesia and is included in one of the SKN components that plays a role in implementing comprehensive health efforts. To improve access to health services and equity, the government has implemented the National Health Insurance (JKN) program. This JKN program is run by the Social Security Administering Agency (BPJS) through access to Family Doctor services, Primary Clinics and Health Centers as First Level Service Providers (PPK1) and Hospitals as Advanced Level Service Providers (PPK2). With the implementation of this program, it will have an impact on increasing access to health services which will result in an increase in the number of patients. Therefore, adequate Health Human Resources (HR) are needed both in terms of quantity and quality.

Current challenges faced in relation to Health Human Resources include the availability, accessibility, acceptability, and quality of health human resources. According to data from the Ministry of Health, Indonesia is currently still experiencing a shortage of health workers. This shortage of health workers mainly occurs in island, remote and border areas. This will result in an imbalance in the distribution of health workers which will have an impact on access to health services. The problem of maldistribution of health workers faced, where on the one hand the distribution of health workers in urban areas and Java is very sufficient or even excessive, while in several areas, especially in island, remote and border areas, there is still a shortage of health workers.

Some health workers are reluctant to work in remote areas due to less than ideal working conditions, limited facilities, and limited access to career development. Health workers are more interested in working in urban areas, considering more complete infrastructure, easier access, and better career opportunities. This results in unequal access

to public health services. Another problem related to health human resources that needs attention is the quality of health workers. Not all health human resources have the skills and competencies that are in accordance with the standards and needs in the workplace. Therefore, education and training are needed so that health workers are able to meet existing standards (Oky et al.,2021)

Sustainable and integrated Health Human Resource Management strategies are needed to overcome these challenges. The implementation of Health Human Resource Management (HRM) is very important to plan the needs and performance of existing health resources. This study focuses on the strategy of health worker HRM management in an effort to improve the quality of health services in the BPJS era. By examining various aspects of HRM management related to accessibility, acceptability, availability and quality, it is hoped that effective solutions can be found to overcome the challenges faced by health workers in providing quality services (Zikri et al, 2021).

## **RESEARCH METHODOLOGY**

### **Research Design**

This study uses a research design in the form of content analysis by analyzing data obtained from searching various journal sources, scientific articles, and other relevant sources. This research method is similar to that used by Susetyarini and Fauzi (2020).

### **Data source**

Data were collected from the results of content analysis of articles on SDMK strategies in improving the quality of health services in the BPJS era. All articles were taken from various journal search platforms such as Google Scholar, Science Direct, and so on. In total, there are 16 journal articles related to the topic. The articles analyzed in this study have been published online within the last 5 years. These articles will be analyzed by creating a journal matrix table.

### **Research Instruments**

The instrument used in this study is a matrix table containing a collection of journals related to previously determined topics. Furthermore, the matrix table is used as a guide in

analyzing data. There are several aspects that will be reviewed for data analysis in this study. These aspects include (1) year of publication; (2) type of research; (3) research subjects; (4) topics; (5) data collection instruments; (6) analysis methods; and (7) research results. Aspect (1) is not displayed in the table because the year of publication has been explained previously, namely the last 5 years, while aspect (7) is not displayed in the table because it will be discussed further in the results section.

Table 1

Indicators and Categories used in Data Analysis Research

Indicators	Categories
Types of Research	A.1-Qualitative Research A.2-Quantitative Research
Research Subject	B.1-Hospital Employee B.2-HealthCenter/Clinic Employee B.3-BPJS Employee B.4-Patient B.5-Hospital Health Workers B.6-Health Center/Clinic Health Worker B.7-Clinic Owner, Foundation Chairman, Head of Health Center
Topic	C.1-Manajement C.2-Service Quality C.3-Strategy/Planning
Data Collectiion Instrument	D.1-Interview D.2-Literature Review D.3-Partisipant Observation D.4- Questionnaire
Method of Analysis	E.1-Systematic Review E.2- Planning Analysis E.3- Descriptive Analysis E.4- Operational research E.5-Chi-square Cross Sectional E.6.-Unidentified

### Data Analysis

Each article used in this study is classified into a specific category based on several aspects that meet the specified category. This is based on information shared by the authors in the abstract, methods, and discussion sections.

## RESULT AND DISCUSSION

### Number of publications

The number of article publications indicates how frequently research was conducted during certain periods. Referring to the graph shown in Figure 1, the articles related to human resource management in healthcare were published from 2019 to 2024. The number of publications did not follow a specific pattern of increase or decrease over the years. However, the data show a significant increase in publications in 2022, which had the highest number of publications (5 articles). This suggests an increased focus on human resource management and healthcare topics during that year. In contrast, 2019 and 2020 had the fewest publications, with only one article each, showing less research activity in these earlier years.

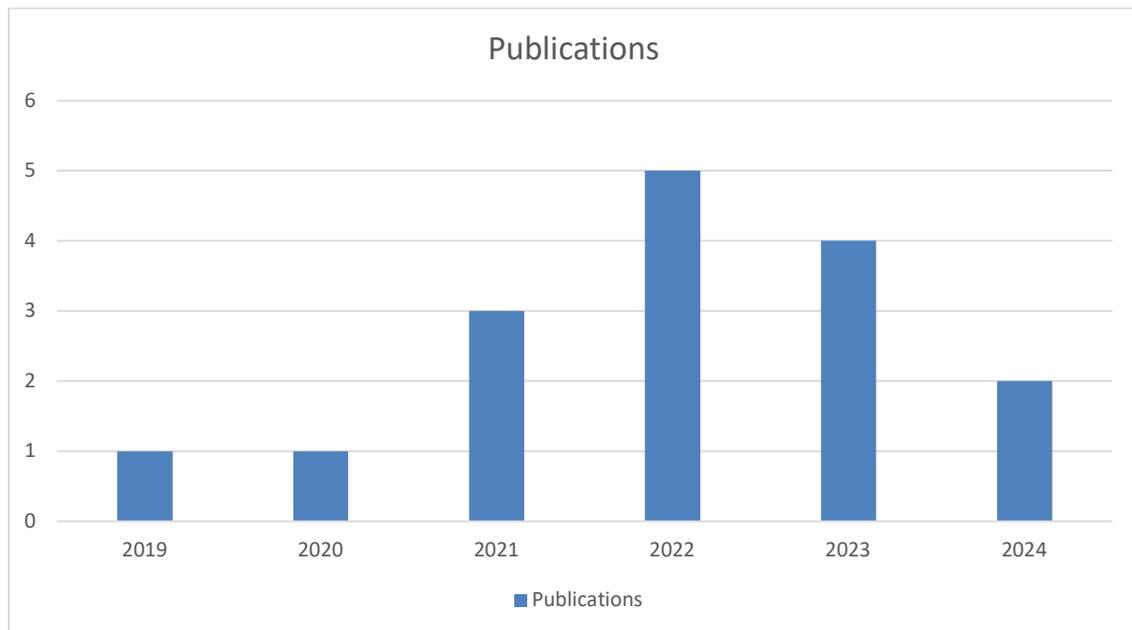


Figure 1

Trends in scientific publications regarding health human resource management in the last 5 years in Indonesia

Most of the research publications were driven by the researchers' awareness of pressing issues in human resource management within the healthcare sector. One of the key issues that frequently arose was the need to optimize healthcare services through effective human resource strategies. Addressing these challenges through research has been viewed as a strategic way to improve the quality and management of healthcare services. By

conducting research, the researchers were able to identify effective management strategies that could enhance the performance and efficiency of healthcare systems.

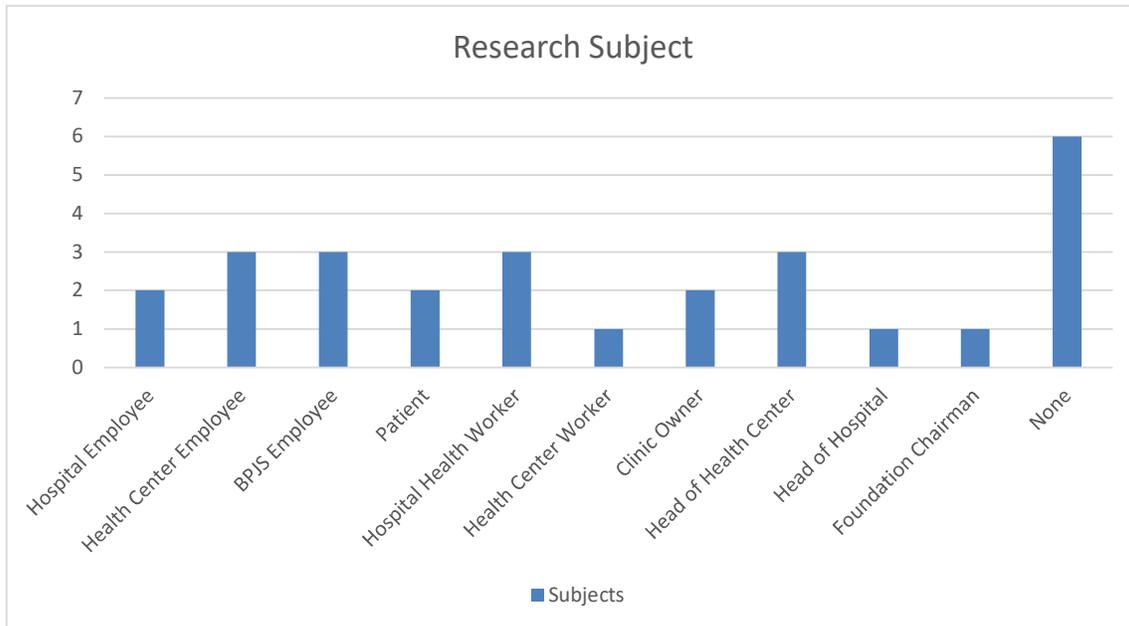
The increase in the number of studies focused on human resource management in healthcare reflects a growing recognition of its critical role in improving health services. This aligns with the premise that the ultimate goal of research is to improve healthcare practices. Research findings serve as credible information that can be implemented by healthcare administrators, inform policy decisions at various institutional levels, and influence the overall management approach within healthcare facilities.

### **Types of Research**

The research methodology employed in the studies analyzed predominantly utilized qualitative designs. Among the 16 publications reviewed, the majority adopted qualitative research methods, including in-depth interviews, literature reviews, and observational studies. This is evident in studies like Pratiwi et al (2022), Syarifuddin et al (2021), and Hasibuan et al (2024) where qualitative approaches were used to explore various aspects of human resource management in healthcare settings. The qualitative method allowed for a comprehensive understanding of the phenomena by exploring in-depth experiences and management practices. There were fewer quantitative studies compared to qualitative ones. For instance, Adinda et al (2024) conducted a quantitative study using questionnaires and employed statistical analysis methods like chi-square to analyze the relationship between healthcare workforce planning and service quality.

### **Research Subjects**

The research on human resource management in healthcare mainly focused on different groups involved in healthcare service delivery. Based on the data, most of the research subjects consisted of healthcare professionals and administrators. For instance, Pratiwi et al (2022) and Adinda et al (2024) focused on healthcare employees in hospitals, while Zannah et al (2022) investigated the role of human resource management in improving the performance of employees at BPJS Ketenagakerjaan. Additionally, studies like Hasibuan et al (2024) involved staff at public health centers (Puskesmas), showing a strong emphasis on understanding the dynamics within healthcare settings. In terms of scope, several studies also focused on government officials and managers, such as Lokan et al (2023), which



analyzed strategies for improving service quality in healthcare centers with the involvement of regional government officials. The selection of these subjects reflects the focus on understanding the role of management and staff in enhancing healthcare service quality. There was minimal focus on patients as research subjects. However, Wahyuningtyastutik (2020) conducted a study involving both healthcare staff and patients to evaluate service quality and patient satisfaction in public hospitals.

Figure 2

Distribution of Research Subjects in Several Researches on Health Human Resource Management as a Main Concern in Indonesia

### Data collection Instruments

In conducting research, researchers require instruments to assist them in collecting data. Various instruments were used across the 16 studies to gather data on human resource management in healthcare settings. The most commonly used instrument was in-depth interviews, which allowed researchers to explore detailed insights from participants. Studies such as Pratiwi et al (2022), Zannah et al (2022), Lokan et al (2023), and Hasibuan et al (2024) utilized this method to collect qualitative data on management practices and healthcare service quality. Literature reviews were another frequently employed instrument, particularly in studies like Syarifuddin et al (2021) and Rimavilia (2023), where systematic reviews of previous research were conducted to analyze strategies in healthcare human resource

management. Observational methods and document studies were used to collect data in research such as Hasibuan et al (2024) and Ginting et al (2022), where the focus was on evaluating practices in healthcare institutions. These methods provided an objective way to assess management procedures. For quantitative research, questionnaires were used, as seen in Adinda et al (2024) where chi-square analysis was conducted to examine the relationship between human resource management functions and healthcare service quality.

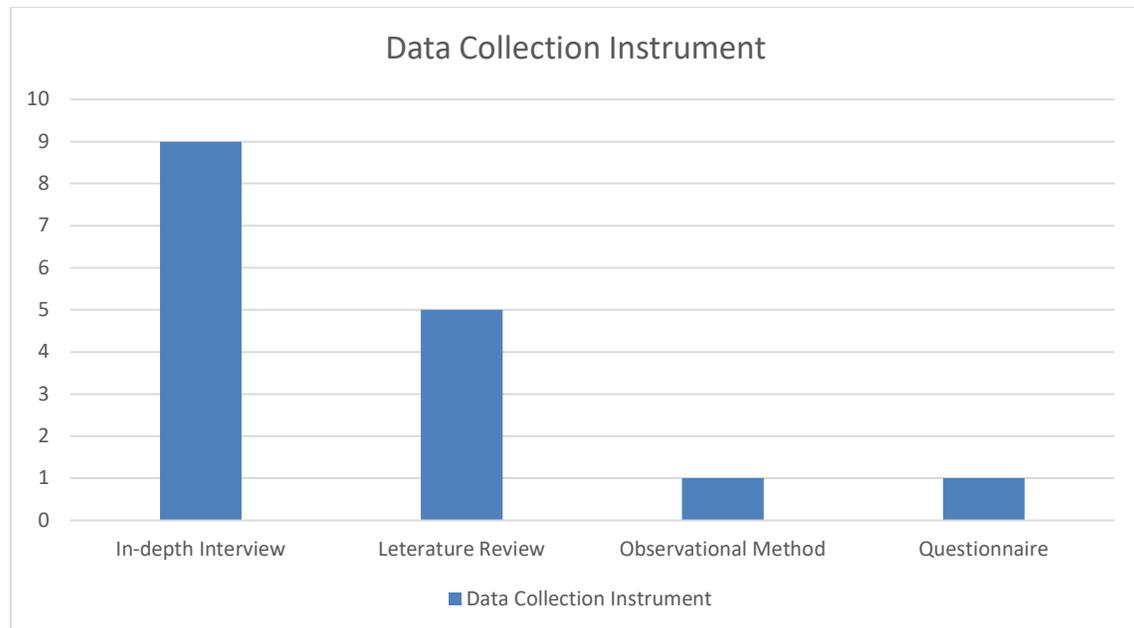


Figure 3  
Distribution of Data Collection Instrument Selection in Several Researches on Health Human Resource Management as a Main Concern in Indonesia

### Data Analysis Methods

The selection of data analysis methods plays a crucial role in determining the validity of a study's findings. Based on the analysis of the 16 studies, the majority of the research employed descriptive analysis as the primary method for qualitative studies. This method was commonly used in studies such as Pratiwi et al (2022), Zannah et al (2022) and Hasibuan et al (2024) where descriptive techniques were applied to interpret data gathered through in-depth interviews and observations. For quantitative studies, chi-square analysis was used, particularly in Adinda et al (2024) which examined the relationship between human resource management functions and the quality of healthcare services. This method provided insights

into the statistical significance of the relationships between variables. Some studies also employed systematic reviews, especially in literature review-based studies such as Syarifuddin et al. (2021) and Rimavilia (2023). This method involved synthesizing findings from previous research to draw conclusions on human resource management strategies in healthcare settings.

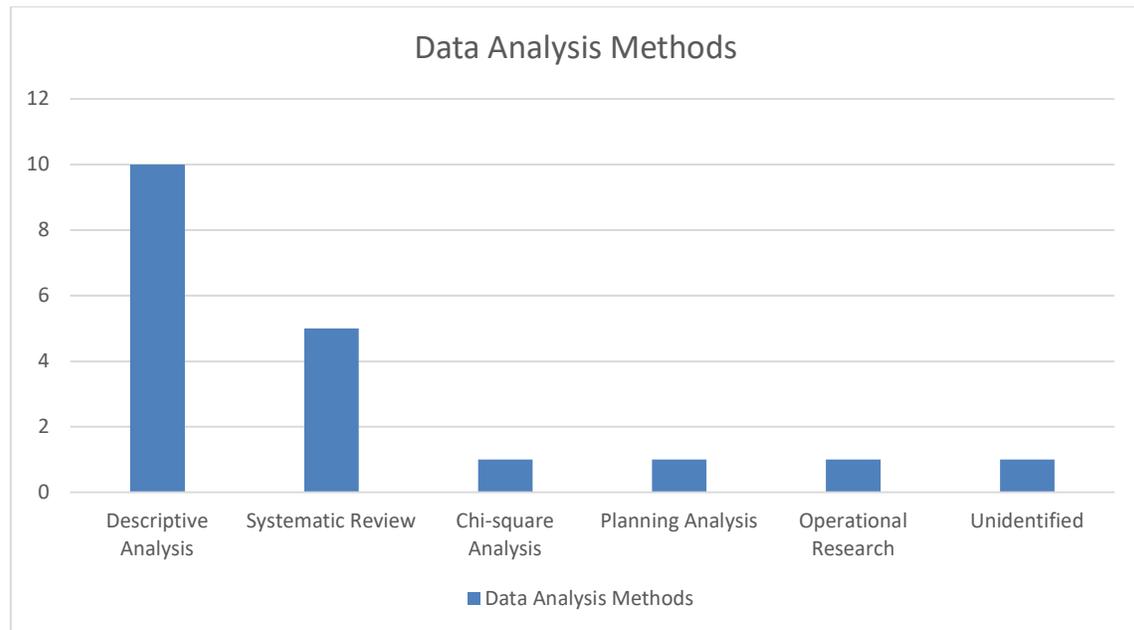


Figure 4

Distribution of Choice of Data Analysis Methods in Several Research Management of Health Human Resources as a Main Concern in Indonesia

The most frequently employed method is Descriptive Analysis, used in 10 studies. This method is commonly applied in qualitative research to provide a detailed and comprehensive description of the data collected, allowing researchers to summarize and interpret complex information effectively. Descriptive analysis is particularly useful for studies involving in-depth interviews and observational methods. Systematic Review was the second most frequently used method, appearing in 4 studies. Systematic reviews allow researchers to synthesize findings from existing literature, providing a comprehensive understanding of a specific topic. This method is especially useful in healthcare management research, where existing studies can offer insights into best practices and strategies for improving service quality. Chi-square Analysis, used in 1 study Adinda et al (2024) is a statistical method employed in quantitative research to determine the relationship between categorical variables. In this particular study, chi-square analysis was used to explore the association between human resource

management functions and the quality of healthcare services, allowing for statistical testing of hypotheses.

## **CONCLUSION**

In this current study, data analysis was conducted on 16 journal articles on health human resources in the BPJS era from 2019 to 2024. Based on the data above, there was an increase in the number of articles in 2022. Meanwhile, according to the research type data, the majority of the articles analyzed used qualitative research. The research subjects that were most widely used in the analyzed journal articles were healthcare professionals and administrators, while only one article used patient as research subjects. In-depth interviews were the most widely used data collection instrument, while the analysis method used most was descriptive analysis.

Based on the findings of this study, there are several suggestions or recommendations that can be used for further research. First, it is necessary to increase the type of quantitative research in order to find out the relationship between health human resources and the quality of patient service in more depth. Second, research subjects must be more varied so that they can find out the perspectives of other subjects such as patients to evaluate the quality of service and the level of patient satisfaction. Finally, further researchers are advised to choose the best research design and test to examine the hypothesis in conducting future research.

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