

# **Analysis of Human Resources Competence in the Digital Era As Staff Qualifications and Education in Quality Improvement at Kartika Husada Hospital in 2023**

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## **Abstract**

The purpose of this study was to analyze the level of human resource (HR) competency in supporting hospital management information systems, and to understand the qualifications and impacts of the digital era on HR performance, including management strategies for facing structural transformation and work culture in the digital industry. This study employs a qualitative, descriptive exploratory approach to investigate the correlation between job satisfaction, hospital service quality, and HR competency. This method uses semi-structured interviews and open-ended questionnaires to collect data from human resources at the hospital, as well as from ten families of patients who have completed treatment. This study also collected secondary data through documents such as company profiles and websites. The researcher acted as a "key instrument" in the study, focusing on an in-depth understanding of service quality, job satisfaction, and HR competency in the context of the hospital. HR competency in the digital era affects job satisfaction and service quality, as evidenced by the expertise, nature, and motivation of good doctors and nurses, so that the quality of service provided to patients is better. The job satisfaction felt is caused by healing, compensation, and praise, so that doctors and nurses provide better service quality to patients. The results of the study indicate that the research model is acceptable. Competence of digital-era human resources, as demonstrated by education and competence, good and appropriate human resources, and better patient services, influences the quality of hospital services.

**Keywords:** HR competence, hospital management information system, digital era, hospital service quality.

## **INTRODUCTION**

Human resources play an important role in the success of a company. They are responsible for various vital functions, including creating innovation, producing high-quality products, and designing attractive and functional designs. This strategic role makes human resources a key asset in facing the challenges and opportunities that continue to grow in the business world. The fourth industrial revolution, known as the 4.0 era, has brought major changes to almost all aspects of life, including the business world. Advanced technologies such as the Internet of Things (IoT), artificial intelligence, and big data have changed the way companies operate and interact with the market. This era not only drives efficiency and automation but also demands human ability to adapt and develop new, relevant skills. Interestingly, business life is one of the main drivers of the birth of the 4.0 era. Companies that are able to integrate the latest technology with the capabilities of their human resources can create innovations that disrupt the market and strengthen competitiveness. Therefore, the

development of human resources that focuses on creativity, flexibility, and mastery of technology is the key to success in facing the 4.0 industrial revolution.

Before the 4.0 era, there were certainly previous eras. Many argue that the discovery of steam power and the weaving machine in 1784 marked the beginning of the industrial revolution. Steam power and the weaving machine were the forerunners of the mechanization system in the 1.0 era of industry. Currently, the style of health services has changed from conventional (standard/general) services to digital. As we can see, the public chose to use telemedicine services during the Covid-19 pandemic, which allowed them to easily and quickly access examination services and consultations by contacting health services online. Furthermore, the health sector, which encompasses hospitals, health centers, and pharmacies, as well as the distribution sector and pharmaceutical industry, is currently implementing digitalization extensively in the production process and management of pharmaceutical supplies.

Businesses in the current digitalization era face numerous challenges, such as staff shortages and delays. The impact of the current digitalization era will be significant, as certain competencies required for different jobs will alter the functioning of the workplace. HR strategy is closely related to the digitalization era because digital systems and devices cannot assess and analyze the personality, expertise, or skills and attitudes of employees towards their work. A hospital is an organization that functions and aims to help and serve the community regarding health problems. The challenge in assessing the quality of hospital services in Indonesia lies in the fact that many patients still perceive these services as inadequate. Differences in thinking and opinions about the services patients experience or receive during each treatment, whether inpatient or outpatient, necessitate BPJS or, in general, these complaints are not only about infrastructure but also HR services. Therefore, it is essential for hospitals to continue to monitor the level of patient satisfaction, which will definitely increase. This is crucial to prevent any significant errors or misunderstandings about the expected service quality standards. The quality-of-service influences patient satisfaction, making measurement crucial (Duggirala et al., 2008; Thai, 2008).

The criteria that are elements of assessing the quality of hospital services can change at any time according to patient perceptions. This requires hospitals to continue to adapt and ensure that the quality of services provided always meets, or even exceeds, patient expectations. Enhancing the competence of human resources (HR) is a strategic step that hospitals can take. This competency includes the knowledge, skills, and abilities of employees in providing superior service to patients, as highlighted in various reviews. According to Shi (2007), patient service does not only depend on a person's technical skills and knowledge but also involves personal traits and feelings in service interactions. Empathy, caring, and the ability to communicate with patients are important elements in creating a positive experience. Therefore, HR development that focuses on technical and emotional aspects is key to ensuring quality service and building patient trust in the hospital.

## **METHOD**

This research is qualitative. Due to its recent rise in popularity, this method is considered new. We call this method post positivistic because it adheres to post positivity. We call this study the artistic method due to its more artistic (less patterned) process, and we refer to it as the interpretive method due to its results' greater resemblance to field data. People often refer to qualitative research as the naturalistic method due to its conduct in a natural environment, the ethnographic method due to its initial use in cultural anthropology research, or the qualitative method due to its more qualitative data collection and analysis. Tools such as cameras, interview guides, and recordings assist the researcher in qualitative research.

Therefore, the researcher, acting as a tool, needs to "validate" the preparedness of qualitative researchers to conduct research in the field. The validation encompasses the researcher's comprehension of qualitative research methods, their proficiency in the studied field, and their readiness to engage with the research object, both academically and logistically. Qualitative researchers must determine the focus of their research, select informants to collect data, assess the quality of the data, analyze the data, interpret the data, and draw conclusions about the results of their research. The researcher acts as a "key instrument" in this research.

This study utilized descriptive exploration. Yin (1994) stated that this study used a qualitative approach to study the relationship between job satisfaction, hospital service quality, and HR competency. The study's focus on a private general hospital led to its classification as a case study. The study collected primary data through interviews and open-ended questionnaires, and collected secondary data from various documents, including company profiles and websites. We used open-ended questionnaires for semi-structured interviews. For this type of exploratory research, direct face-to-face interviews are best because researchers can adjust questions as needed, clarify them, and find out service quality, job satisfaction, and HR competency (Sekaran, 2000). Researchers can also investigate the subjects that respondents are concerned about through interviews. In this study, we conducted semi-structured interviews with the hospital's human resources department. Ten families of patients who had completed treatment received questionnaires or open-ended interviews.

## RESULT AND DISCUSSION

The results of the patient interviews show that most of them said the service was good and appropriate. The examination process still involves a slight waiting time. The service at this hospital is generally good. Currently, the hospital has full accreditation. The hospital will continue to improve the quality of its services with this rating. The hospital pays close attention to management, human resources (doctors and nurses), standards of care, and service facilities to improve the quality of service. Infrastructure in this case study refers to the patient's response to the facility. "Patients receive facilities in accordance with applicable procedures." Patients rarely complain about their inpatient care because the difference in these facilities is considered reasonable. All inpatient classes share common factors such as the registration and care process, treatment technology, and pharmacy availability. The patient's experience with the various types of care provided during treatment is known as the care process. This process includes the service delivery system, front office work, and various physical forms related to the organization and its services. Respondents reported that the hospital provides prompt assistance to patients, both when placing them in the treatment room and during the care process. While the assistance is straightforward, the punctuality of doctor's appointments occasionally falters.

We prepare for the arrival, treatment, and discharge of patients. The hospital responds to administrative procedures by stating that the procedures for admission, discharge, and various examinations proceed relatively quickly. Security Assurance: Part of the hospital's security assurance is the various rules, facilities, and treatment procedures that the hospital uses to physically protect patients. Another comment about the administrative process is, "The rooms in this hospital are easy to find, so procedures are faster." For each class, there is an alarm button to call the nurse if you need assistance. Before giving certain drugs to patients, nurses perform allergy tests by injecting them under the skin. Nurses can use this to assess the drug's safety for the patient. Generally, class 3 inpatients experience more issues with the quality of nurses' services due to their untimeliness. This hospital's medical audit division oversees medical services both operationally and directly. The medical committee oversees

this section and strives to improve the quality of services. One statement that can be used to describe the positive response of patients to the quality of service provided by doctors is "Patients feel comfortable and calm when doctors pay attention and the doctor's ability to answer patient questions."

The hospital has a social responsibility to provide fair services to all levels of society. Additionally, the hospital ensures a reasonable cost of care, which can even be free for patients who truly cannot afford it. This hospital carries out its operations by paying attention to patient privacy and confidentiality and fulfilling several social responsibilities. If a patient is truly unable to pay, the hospital releases them from their obligation to do so. This hospital pays exceptional attention to patient privacy and confidentiality. The special skills or abilities that HR possesses are extremely important and must align with the standards required by the hospital. Why is HR expertise so important? Patients can directly observe and feel the impact of expertise. A doctor or nurse in a hospital serves as an example; patients require not only medical or nursing expertise, but also effective communication skills. Many patients think that they are very happy if a doctor or nurse tries to communicate well with them. This ensures their comfort during their illness. With such communication, many patients feel very satisfied in receiving hospital services, because communicating with patients is a form of attention from doctors or nurses to them.

Researchers have conducted interviews and concluded that hospitals always evaluate HR competencies before making decisions about work contracts. Hospitals consistently strive to enhance HR competencies by providing training that aligns with their current needs, aiming to enhance the quality of hospital services. A person's personality instills unique perceptions or self-values. People who work in hospitals must demonstrate positive self-confidence. The hospital considers this a top priority because they realize how important self-concept is in providing patient care. Through regular spiritual meetings, the hospital tries to improve the self-confidence of doctors and nurses. Every morning before starting work, nurses engage in this activity for 30 minutes.

The doctors and nurses at Hospital X differ from one another. However, in general, all employees try to show positive qualities when they do their jobs. The egocentric nature of a small number of employees has not affected the quality of service. When an employee experiences problems in the organization or personally, the negative qualities usually do not disappear. Due to the short duration of this study, the characteristics of current hospital employees remain unclear. We need further research to determine whether these two behaviors stem from the employee's personality or are solely a result of their work responsibilities. Additionally, statements such as "The doctor is quite friendly and willing to listen" should be further investigated. The nurse is more attentive than the doctor, or maybe because we interact more with the nurse, we feel that the nurse is more attentive than the doctor, or "The doctor is friendly, friendly, and willing to spend a lot of time chatting with us. The nurse exhibits the same traits of friendliness and attentiveness, which may reflect the nature of the employee.

Motivation is the drive that propels an individual to accomplish their tasks. Three types of needs, according to David McClelland, drive the desire to work. Achievement (need for achievement), power (need for strength), and affection (need for commitment) are three essential needs. The primary motivators for workers at Hospital X are a sense of security and affection. Several nurses expressed their enjoyment of working here due to the positive environment. According to a doctor, "I enjoy working here because of the friendly atmosphere." I need a workplace that can not only meet my financial needs but also allow me to work comfortably and build social relationships. Evaluation factors are still relevant to the job satisfaction of doctors and nurses. The responses of doctors and nurses at Hospital X

demonstrate their enjoyment of their work. The cognitive component remains low because doctors and nurses, particularly those who continue to work as contract employees, require a sense of security. Employees are less satisfied affectively. The Influence of Digital Era HR Competence on Hospital Service Quality Group discussions and interviews reveal that digital era HR competence generally influences hospital service quality; the higher the HR competence, the higher the service quality.

Research on the influence of HR competencies on improving the quality of hospital services shows that although HR competencies are considered very important, they still do not meet satisfactory standards. This supports the findings of Karassavidou et al. (2009). There is evidence that employees working in health services are happier if they are involved with nurses and doctors. Daft (1998) agrees with this and is in line with F. Herzberg's motivation theory, which states that work is something that makes someone feel satisfied with their work. The results of the study showed that hospitals have the opportunity to improve their employees' abilities by providing them with regular training. Subordinates have the opportunity to voice their opinions and ideas at these meetings. Additionally, they appreciate leaders who always listen and strive to listen as best they can. Employees have better self-confidence and abilities as a result of this perception. Ultimately, this perception motivates employees to deliver high-quality patient services (Wickramasinghe and Zoyza, 2007). When we use HR competencies as motivation, satisfaction becomes more stable. If an individual strives to enhance their competence, they will continue to experience high-quality service. Therefore, improving the quality of service in the digital era should be a top priority for leaders. Enhancing the capabilities of human resources in the digital era can achieve this. Of course, there are limitations in this study, especially in terms of the time spent and the methods used to analyze the data. This is due to the fact that obtaining a more comprehensive understanding of human resource capabilities in the digital era requires a longer time frame and a broader scope of analysis.

## CONCLUSION

The competence of digital era HR influences job satisfaction and service quality, as demonstrated by the expertise, nature, and motivation of skilled doctors and nurses, thereby improving the quality of service provided to patients. Healing, compensation, and praise contribute to job satisfaction, enabling doctors and nurses to deliver superior patient care. The results of the study showed that the research model was acceptable. The competence of digital-era HR, characterized by education and competence, good and appropriate human resources, and better patient services, influences the quality of hospital services. As the digitalization era progresses, we hope that the educational qualifications of staff will play a pivotal role in determining and enhancing the competence of human resources, thereby positively impacting the quality of hospital services.

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