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November 11-12, 2017

PROCEEDINGS OF THE 2ND INTERNATIONAL  
SYMPOSIUM OF PUBLIC HEALTH

## Achieving SDGs in South East Asia: Challenging and Tackling of Tropical Health Problems

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I Wayan Gede Artawan Eka Putra  
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Darrimiya Hidayati

Editor on Board: Febi Dwirahmadi

Organized by  
Faculty of Public Health, Universitas Airlangga



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## FOREWORD

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The point of Sustainable Development Goals (SDGs) has been determined in the consistent meeting in all countries. The health sector position is one of the key components in achieving the indicators. Special attention to the health sector focuses on community nutrition, national health systems, access to reproductive health and family planning and sanitation and clean water.

Based on that, Southeast Asian countries are seen as important part in formulating strategic and policy efforts to improve the effectiveness and efficiency of achieving the various goals of the SDGs. Therefore, the Doctoral Program of Health Science, Faculty of Public Health, Universitas Airlangga held The 2nd International Symposium of Public Health. This remarkable event is in collaboration with Faculty of Medicine, Widya Mandala Catholic University Surabaya and Magister Program of Public Health, Jember University. It's an honour to present **“Achieving SDGs in South East Asia: Challenging and Tackling of Tropical Health Problems”**.

We have tried to give our best contributing of our knowledge in the field of public health especially our contribution to help the problems on tropical health, health equity and quality of health care, clinical and community relationship to enhance public health, emerging and re-emerging diseases, nutrition-enhancing as strategic investment, global strategy framework for food security and nutrition, environmental and occupational health and mental health for achieving SDGs in South East Asia.

The aim of this symposium is to disseminate knowledge and share it to the public, especially in the scientific community, such as academics and practitioners in the field of health. The symposium focusing on formulation of policy recommendations for related parties to accelerate the achievement of the target of SDGs in the field of health. The results of this symposium are also expected to be an input for policy makers, from various levels in formulating programs to accelerate the SDGs goals' achievement. This international symposium will help us, to grasp and share more knowledge especially in public health science.

At last, we would like to acknowledge for all parties which are provide the valuable materials as well as financial support for the successful symposium. As chair of organizing committee, I would also like to say deep thank you for all committees; my colleagues, and also students in faculty of Public Health Universitas Airlangga, who have been working to be part of a solid team and amazing committee.

I am looking forward to seeing you at ISoPH in the near future.

Rachmad Suhanda  
Chairman of the Committee



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# Management and Development of Human Resources to Improve The Quality of X Hospital Services in Universal Health Coverage Era

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**Keyword:** Human resources management, hospital quality, human asset

**Abstract:** To achieve the Universal Health Coverage (UHC) in 2019, hospitals need to to prepare it. In addition to joining *BPJS* Health Insurance, hospitals must improve the quality of service to become the people's choice. It takes the commitment of all stakeholders hospital management, staff and medical personnel. This research was a qualitative research on human resource management in Hospital X related to the high competition in improving the quality of hospital services in Jember. Informants in this study were all top management of the hospital from director to the head of departments of the hospital. The result showed that the asset of human resources can improve the quality of hospital X because these human assets had more knowledge and social complexity that were difficult for competitors to imitate. It is known that there are several things that concern the employees, namely job security, selectivity in recruitment, high wages, incentive pay, training and skills development, and promotion. This research can be concluded that hospital must analyse and design the application of new human resource management system to improve the quality of service and should give more attention to the employees, make employees as an asset and not as a burden.

## 1 INTRODUCTION

Human resource is an important element because the quality of the case is to determine the performance of a hospital. Management and development of human resource are an investment for the hospital for the necessary costs to support it, but in line with this, the benefits derived by the hospital is also great for the workers and employees themselves for their professionalism and reliability in doing all the work in the hospital. Thus, management and development of human resources determine the success of a hospital or business units, especially in the era of national health insurance where the competitors are not only coming from the sector of the government hospitals but also that of private hospitals that participate to enliven the competition to attract interests of consumers. The increasingly fierce competition is what makes the business must have qualified human resources in the hospital so that it has a good services process. The service process is usually associated with productivity. When the productivity increases, the performance of the hospital increases as well. Then the process of development and management of human resources is a key to the success of the hospital in order to

increase the competition on the hospital itself and increase reputation of the hospital. The powerful human resource management will help the hospital to achieve organization's goals. Operationally, the organization's goals include the interest of the community, objectives of the organization, destination function, and personal goals. A human resources department should have the ability to develop, use, and maintain the human resources functions of an organization that can run with a balance (Sedarmayanti, 2009). Human resources must be considered to take the employees' skills, the employees' ability, and employees' capabilities management. According to Cahayani (2005), to determine the level of skills and abilities of employees, the hospital can determine the direction of the human resource strategy. Three main concepts of human resource strategy proposed by Cahayani (2005) covering the competitive advantage, the special capability, and the appropriateness of the strategy. The concept should really be noted that the strategy chosen or set by a hospital to be effective. Therefore, the authors are keen to discuss the specifics of how to manage human resources to improve the quality of Hospital X.

To improve the quality of Hospital X, there are several actions that should be considered, such as taking into account the internal and external factors that will be faced by the hospital. Responding to the development of the external environments of Hospital X for economic development, markets, technology, social trends, and social environment, the hospital is required to adapt to the environments in order to survive the increasingly competitive business environment. Because the environment is very dynamic, turbulent, difficult and even unpredictable, Hospital X needs to make breakthroughs by the motivation to improve its quality. Change is unavoidable and absolutely must be implemented within the hospital to respond to changing business environment there.

## 2 METHODS

This research was a qualitative research on human resource management of Hospital X related to the high quality of service competition in Jember. The preferred hospital for research was the second hospital with the highest average number of visits of both general patients and the *JKN* (National Health Insurance) patients for 2 consecutive years. The first hospital was not willing to be the object of research. Informants of this research were the top management (hospital's director), middle management (head of departments), and lower management (8 hospital employees).

## 3 RESULTS

The result showed that fundamental changes in the business environment had caused a shift in the order of importance of human resource management and human resource functions. Assets of human resources could improve the quality of hospital X because these human assets had more knowledge and social complexity that was difficult for competitors to imitate. It is known that there are several things that concern the employees, namely job security, selectivity in recruitment, high wages, incentive pay, training and skills development, and promotion

They can be obtained by applying the following practices that are interrelated because they are difficult to handle an action when only applied separately.

### 3.1 Employment Security

Employment security faces the pressure of the need for caution and a high selectivity in hiring human. Further, employment security encourages the employee involvement because employees are more motivated to give their contribution to the work process.

### 3.2 Selective in Recruiting

It is a guarantee in the work and trust of human resources owned by Hospital X to improve the quality of the hospital. It means that the attention is needed in choosing the right person, in the right way. In its practice, Hospital X performed a meticulous recruitment process which was based on the desire of the hospital's success in the competition. On the other hand, there are many screening process carried out to find people who can work well, learn, and develop in a new environment, thus it requires less supervision.

### 3.3 High Wages

Hospitals wish to employ a highly competent workforce. Remuneration or giving a higher wage is one of the key factors. High wage rates will give more selective in finding people who can be trained and are responsible to the organization. High wage is the most important thing because it will give the impression that the organization is very appreciative to the employees.

### 3.4 Incentive Pay

It has been a tendency that the money is often used to solve organizational problems. Employees are motivated by factors beyond money, such as recognition, security, and fair treatment that provide a considerable influence on the individual. If the resources of the hospital are a source of hospital quality improvement, it is clear that they should have the information that is necessary to do what is hinted to achieve the success. One potential reason for the Hospital X to not disclose any information on a large number of employees is that there is a possibility that the information will be leaked to competitors.

### 3.5 Training and Skill Development

It is an integral part of most new work system for a greater commitment to the importance of training and human resources development. Training will

give positive results only if workers are trained to get the opportunity to use those skills. Besides the necessity of training and development for workers and managers, it is also required the changes in the structure of the work by giving them the flexibility to do things differently. Training not only shows the commitment of the Hospital X to the employees but also ensures that the facility will still be equipped with people who have high qualifications who more specifically have been trained for their new job.

### 3.6 Promotion

It needs to encourage the training and skill development due to the availability of opportunities and chances of promotion in Hospital X for workers. Promotion of the work will facilitate decentralization, participation, and delegation as it helps promote a sense of trust between levels of the hierarchy. Promotion from the hospital can be interpreted that the supervisor is responsible for coordinating the efforts of subordinates. Promotion of Hospital X also offered an incentive to work better and provide a fairness and privacy in the workplace. Another advantage that can be gained through the marketing of the Hospital X is the ability to ensure that people in a management position actually know anything about business, technology and operational they face and do.

Achieving a good quality of a hospital through the practices of human resource management and the process takes time. If the goal of Hospital X has been achieved, then the quality of the hospital is acquired through human resources that can last substantially longer and more difficult to be imitated by competitors.

## 4 DISCUSSION

### 4.1 Opinions About the Hospital Quality and Human Resources

Changes in the business environment indicated by the development of communication technology and information technology are major challenge faced human resources today. Rapid advances in technology that create easiness in the operations of a hospital lead workers, who have a low potential, not to compete due to technological developments. The hospital no longer requires manual labours but those who are capable in mastering the existing technological development and have managerial talent. Hospital X required competent human resources. Human resources are required to have a

good support profile in terms of the ability to think, analyse problems, obtain and use information, initiate, take decisions, plan, communicate, cooperate with other people and groups, and the evaluate performance.

The importance of the role of human resources of Hospital X, in responding business environment developments occurred, caused it to pay attention to the importance of human resource management programs to improve the quality of human resources so that it won the competition of the business environment. The improvement of the quality of human resources will be achieved if they have good knowledge, skills, and capability. The program for training, education, and human resource development needed to be applied in Hospital X. The emergence of a new paradigm in human development, where there had been a paradigm of shift and personnel division into divisions of human resource development (HRD), was a proof that human resources issues had received a special attention from the hospital management. Personnel division was oriented to the control and supervision, had a planning of top down model which introduced a system of one-way communication; an accentuating structure of centralization; and the involvement of line management. While, HRD division was more oriented to the development of human resources, creativity, flexibility, and proactive management with decentralize structures; and it gave priority to cooperation, implemented two-way communication system and provided a major concern over the issue of human resources, planning, and bottom-up model implementation. This shows that the Hospital X was aware of the important role of quality human resources and components (competency-based human resources) in an effort to gain a competitive advantage.

### 4.2 Changes in Business Environment, Importance of Labour, and Employment Uncertainty

Fundamental changes in the business environment demand a greater role of HRM. Dramatically, changing business environment marked by volatility in the business environment, increasingly complex and unpredictable business conditions, and the rising of operating costs, and competitive pressures creates challenges for organizations that want to achieve a competitive advantage. The rapid development of technology, especially in the field of information and communication, has been narrowing the gap between nations. With the development of technology, the competition is increasingly opened and the business is increasingly complex. The

demand for labour with skills, knowledge, and high capability is increasing as well. This demand can be met by outsourcing, education and re-training. Organizations have been increasingly complex in terms of products, operations, technology, business functions, and breakthroughs in marketing. Since 1990s, it has appeared more flat, leaner, and more flexible organizational trends that created challenges for managers and human resources staff (Walker, 1990). Aspects of demographic and labour availability have changed. A greater response has been given to the external forces (legislation, regulation, judicial and trade union relations). Changes in the business environment, that have occurred, lead to the recognition of the importance of human resources.

Human resource is a part of the strategic planning process and of the policy of development organization, planning expansion of its line. A small part of things that have been done without involving human resources organizations in planning, making policies, and establishing organizational strategy. If organizations do strategic planning line, managers more likely to see important properties of human resource issues that exist. Human resource issues continue to rise, especially with regard to the supply of skilled labour, to have adequate adaptation capability, and be able to deal with existing ambiguity. Human resources have a large contribution to the success of the business. Human resource issues, covering business issues, is related to the employment of labour, and these issues affect the essence of the business such as profitability, survival, competitiveness, adaptability and flexibility.

The critical role of human resources is not accompanied by a certain nature of labour. On the contrary, there is an increase in labour uncertainty faced by the organization. Organizations cannot determine certain matters relating to the supply of labour, namely how to attract, retain and motivate increasingly diverse human resources, how to get those who have skills, knowledge, and appropriate ability, and how to direct human resources in order to become a source of competitive advantage of Hospital X, both domestically and internationally.

### 4.3 Human Resource Management to Improve Quality of Hospital X

The successful competition of hospital organization can be achieved with the HR management of its potential. HR can be used as a source of sustainable competitive advantage and which is not easily imitated by competitors because (Preffer, 1995): 1.

A successful competition is derived from effective HR management which is not transparent to manage human resources, such as the look of computerized information system consisting of a semiconductor and a number of machine controllers, 2. How HR is managed influenced by culture. Organizational culture affects the skills, human resource capabilities, and compatibility with existing systems. Furthermore, Preffer (1995) asserted that the quality of the hospital can be achieved through the management of human resources which are effectively owned by the hospital.

## 5 CONCLUSION

Human resources are a way to improve the quality of hospitals, in addition to the physical resources (infrastructure), technology, and systems. In the era of JKN, Hospital X should pay attention to the quality and competence of the human resources in an appropriate manner to manage human resources. There are at least 7 HR management practices that should be applied by Hospital X as an effort to improve its quality, including work safety; selectivity and recruitment; high wage rates; incentives; information sharing; training and development; and promotion.

From those seven HR management practices, Hospital X should really apply an ongoing basis in order that hospital quality can be maintained. HR should be regarded as a hospital asset and investment and not a mere financing costs. If symbiotic mutualism between management and employees is formed in the hospital, the quality of Hospital X will be good, so that it automatically brings loyal customers.

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