



The manager strategy on developing human resources of nursing in the hospital

Tri Harwanto^{1*)}; Septo Pawelas Arso²; Madya Sulisno³

^{1, 2, 3}Universitas Diponegoro Semarang

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ABSTRACT

Hospital management must have a strategy to increase nursing resources to provide quality, effective and efficient nursing services. The purpose of this study is to determine the manager's strategy in developing human resources of nursing to improve professional competency education. This type of research used in this research is qualitative research. The subject and object of this research include the place, namely the situation and condition of the hospital environment, the nurses as the perpetrator and the parties around them, including the leader and the head of the room, the activity that is the development of nurse resources that has been carried out. This research was conducted at Limpung Regional Hospital of Batang Regency in August 2019 - November 2019. This research instrument uses in-depth interviews using interview guidelines and documentation to collect profiles of Limpung Regional Hospital, Batang Regency, and information data from various media sources related to the focus research. The data analysis used in this research is the Colaizzi model. This study's research results obtained 3 themes: strategies to improve nursing education, strategies to improve nurse competence and strategy to enhance professionalism and maintain nurse performance. The managers' strategy in developing human resources is needed to improve health services, especially nursing services.

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Strategi manager dalam mengembangkan SDM keperawatan di Rumah Sakit

ABSTRAK

Manajemen rumah sakit harus memiliki strategi dalam upaya peningkatan sumber daya keperawatan sehingga mampu memberikan pelayanan keperawatan yang berkualitas, efektif dan efisien. Tujuan dalam penelitian ini adalah mengetahui strategi manager dalam mengembangkan SDM keperawatan untuk meningkatkan pendidikan kompetensi profesional. Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian kualitatif. Subjek dan objek penelitian ini meliputi tempat yaitu situasi dan kondisi lingkungan Rumah Sakit, pelaku yaitu perawat dan para pihak yang ada di sekitarnya yang meliputi pimpinan dan kepala ruang, kegiatan yaitu kegiatan pengembangan sumber daya perawat yang telah dilakukan. Penelitian ini dilakukan di RSUD Limpung Kabupaten pada Bulan Agustus 2019 - November 2019. Instrumen penelitian ini menggunakan wawancara mendalam dengan menggunakan pedoman wawancara dan dokumentasi yang digunakan untuk mengumpulkan profil RSUD Limpung Kabupaten Batang, dan data-data informasi dari berbagai sumber media yang terkait dengan fokus penelitian. Analisa data yang digunakan dalam penelitian ini adalah model Colaizzi. Hasil penelitian dalam penelitian ini diperoleh 3 tema yaitu strategi untuk meningkatkan pendidikan keperawatan, strategi untuk meningkatkan kompetensi perawat dan strategi untuk meningkatkan profesional dan mempertahankan kinerja perawat. Strategi manager

Kata kunci:

Strategi manager
Sumber Daya Manusia
Keperawatan
Rumah Sakit

*) corresponding author

Student of Program Studi Magister
Keperawatan Universitas Diponegoro

Email: tryharwanto@yahoo.co.id

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dalam mengembangkan SDM Keperawatan sangat diperlukan untuk meningkatkan pelayanan kesehatan khususnya pelayanan keperawatan.

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Introduction

The hospital is a complex organization with human resources from various professions and is associated with community health service activities.

Nurses as the spearhead and the largest group of health professionals in hospitals are expected to provide quality, effective and efficient nursing services. The goals of developing nursing resources include problem-solving skills, applying critical thinking, making decisions and increasing competence (Swansburg, 2011).

There are 3 (three) main functions in human resource development which include career development, organizational development, education and training (Dharma, 2014). Meanwhile, aspects and components in human resource development include the placement of employees in accordance with their positions, giving apparent authority, support for employees, leadership, motivation, trust in the employees concerned, clear employee responsibilities, and increased competence (Priyono and Marnis, 2008).

Competence is a determining element and the main requirement for improving organizational performance. Nurses as the human resources in the hospital must have useful competence to achieve maximum hospital performance (Setyowati, 2010., Muarif, A., & Adiyanti, M. (2020).

Professional development and nurse's competence are concerns in human resource management on healthcare systems around the world. The World Health Organization (WHO) requires all member countries to report and implement their plans to strengthen nurses and equip nurses with competencies (WHO, 2009).

Research by (Badjamal, 2014) states that competence is one factor needed by nurses in carrying out nursing duties, to provide service satisfaction to patients. Based on the results of the study, competence has a significant effect on the satisfaction of inpatients in class 3 of Undata Hospital Palu.

Competence is the skills and abilities of a nurse in carrying out their duties.

One of the nurse competencies can be measured through the educational qualifications they have. Based on the data obtained at Limpung Regional Hospital, the number of nurses is 57 people spread over four rooms. Of the 57 nurses, academic qualifications include 9 nurses with SI + Professional education and 48 nurses with Diploma III education.

The development of nursing human resources in hospitals are put on the policies of managers, such as the Director (top manager), the Section Head (middle manager) and the Head of the Room (low manager). In this regard, the Director, Head of Nursing Section and Head of Room at Limpung Hospital must have a nursing staff development strategy to achieve the hospital's mission and vision.

The preliminary survey results on March 11-17 2019 showed that 2 doctors in charge said they were not satisfied with nurses' performance who were not responsive to the delegations given to nurses. 1 doctor in charge said that he

often reprimanded nurses because they thought nurses were not good enough to provide services to patients. Nursing principals often received complaints of doctor's dissatisfaction with the performance of nurses who were considered less competent.

Related to the problems that arise in the nursing field, the manager's role is needed in finding the right solution by increasing the competence of nurses in carrying out their duties. So this research wants to know the output of human resources development for nurses at Limpung Regional Hospital by taking the title "The manager strategy in the development of human resources in nursing at Limpung Hospital"

Method

Research Type and Design

This type of research is qualitative research. This research is qualitative naturalistic research because it aims to describe and analyze human resource development planning for nurses in Limpung Regional Hospital, Batang Regency. The study was conducted by interviewing the informants one by one. Researchers conducted in-depth interviews with informants to explore the information that was needed. Interviews were conducted using interview guidelines so, the interviews were directed and focused. However, the interview guidelines only contain important things, and the form of questions in the interview will be developed during the interview. The interview results were then made in the form of the transcript of the interview results for further data analysis.

Research Subjects and Objects

The subjects and objects of this study include: (1) place, namely the situation and environmental conditions of Limpung Regional Hospital Hospital, Batang Regency; (2) The perpetrator, namely nurses and the parties around them, including the leadership and head of the room at Limpung Regional Hospital, Batang Regency; (3) Activities, namely the development of nursing resources carried out at Limpung Regional Hospital, Batang Regency.

Place and time of research

The research site was conducted at Limpung Regional Hospital, Batang Regency in August 2019 – November 2019. Researchers conducted interviews with participants after obtaining research permission from the hospital. Then the researcher conducted interviews with participants and recorded the results of the interview using a tape recorder. Then the results were transcribed in writing.

Data Analysis

The data analysis used in this study is the Colaizzi model. The Colaizzi data model method is one method of validating by returning the findings of the theme to informants (Nursalam, 2011).

Results and Discussion

Table 1 Characteristics of Informants

I	Gender	Education	Position
R1	Female	S2 Public Health	Director
R2	Male	S2 Health Law	Head of Nursing
R3	Female	D3 Nursing	Head of the IGD
R4	Male	D3 Nursing	Head of IBS
R5	Female	D3 Nursing	Head of HCU
R6	Female	D3 Nursing	Head of Inpatient

Table 2 Nurse Characteristic (N= 58)

Variable	F	Percentage
Gender		
Male	21	36,2
Female	37	63,8
Education		
S1 Nere	13	22,4
D3	45	77,6
BTCLS Training		
BTCLS	58	100
Not Certified	0	0
Training		
BSCORN	8	88,8
Not Certified	1	11,2
Training		
HIPERCCI	3	30
Not Certified	7	70

Manager's Strategy in Developing Nursing HR at Limpung Regional Hospital

Based on the results of interviews with informants, there are 3 themes, namely strategies in improving nurse education, strategies for increasing nurse competence and strategies for improving nursing professionals at Limpung Regional Hospital.

The results of the interviews conducted related to strategies to improve education are as follows

... We are collaborating with academics in implementing nursing education at Limpung Regional Hospital....(R1)

... we have carried out study assignments and study permits every year both in Pekalongan and in Semarang....(R2)

To continue education for nurses, the hospital facilitates nurses to study again, as long as it doesn't interfere with their work, the hospital will give permission " (R4)

The results of interviews conducted related to strategies to improve nurse competence are as follows

... their respective fields by conducting coordination performance evaluations with the nursing committee and the head of the care unit ... " (R1)

"... There is always an In House Training (IHT) regularly ... (R5)

"... To improve the competence of nurses in accordance with their fields, this has been done by holding trainings, ..." (R6)

The results of interviews conducted related to strategies to improve nursing professionalism are as follows

"... efforts to develop the professionalism of nurses are carried out by holding regular meetings for **guidance and direction** of nurses and conducting internal audits of the nurse professionalism ..." (R1)

"... the efforts to develop the professional nurse in a sustainable manner are carried out by providing **rewards and punishments**"

"... Give **rewards** to the nurse...." (R5)

"... Efforts for the professional development of nurses are carried out by providing opportunities for each nurse to continue their education" (R6)

Discussion

Overview of nurse characteristics

Currently, 77.6% of the nursing human resources at Limpung Regional Hospital have D3 nursing education. The nurses who served in the room did not match the competencies required by the nursing committee of Limpung Regional Hospital, as many as (70%) of the nurses who served in HCU did not have a HIPPERCCI training certificate, (11.2%) the nurses on duty at IBS did not have BSCORN training. All of the nurses who served as heads of rooms had not participated in ward management training. The head of the room complained about the number of nurses who were lacking in attitude and responsibility because it was often found that nurses were not there during working hours.

The regulation held by the nursing committee states that the qualification of the head of the room includes a minimum education of D3 with a work period of 5 years and nurses with a service period of 3 years, has a ward management training certificate. Referring to this regulation, it means that all room heads have not met the specified qualifications. Permenkes (Minister of Health Regulation) 26 of 2019 about Implementation Regulation of Law Number 38 of 2014 concerning Nursing that nurses consist of vocational and professional nurses. With the enactment of this nursing law, nurses must improve their knowledge and skills about nursing. The manager as the person in charge of nursing human resources development must immediately find a solution with the current nursing conditions to make it more professional.

Manager's Strategy in Nursing Human Resource Development to Improve Nursing Education at Limpung Regional Hospital

Based on the study result, it shows that the strategy to improve nursing education at Limpung Regional Hospital is to collaborate with educational universities to open classes for nurses, study assignments, study permits and facilitate continuing studies.

The education level of a nurse will influence the decision to conclude a problem. Meanwhile, education itself will make someone's knowledge better. With good knowledge, a caretaker is able to decide and carry out his work in a professional manner (Koentjaraningrat, 2011).

The research from Tri Rini Puji Lestari's (2014) states that to produce quality nurses requires quality nursing education as well because nursing education is an important process that every nurse must go through. Education is an effort to guarantee the quality of nursing education where a standard

of nursing education and development is needed (Dpr, Ri, Gatot, & Senayan, 2014).

Manager's Strategy in Nursing Human Resource Development to Improve Nurse Competence at Limpung Regional Hospital

Based on the study result, it shows that the strategy to improve the competence of nurses at Limpung Regional Hospital is by conducting training, in-house training, workshops, competency assessment (clinical authority) and performance evaluation.

The nurse competence has always been the main concern of the nursing profession. Competence can be defined as an observable person's ability to include knowledge, skills and attitudes in completing a job or task with a set performance standard. Nurse competency standards reflect the competencies expected to be possessed by individuals who will work in the field of nursing services (Indonesian National Nurses Association (PPNI), 2013).

Based on Health Law number 36 of 2009 in Article 34 paragraph 1, it explains the importance of a nurse's self-competence with the duties they carry. Nurses as the spearhead and the largest group of health professionals in hospitals are expected to be able to provide quality, effective and efficient nursing services.

Manager's Strategy in Nursing Human Resource Development to Improve Nurse Professionalism at Limpung Regional Hospital

Based on the study results, it shows that the strategy to improve nurse professionalism at Limpung Regional Hospital is an effort to develop professional nurse by conducting regular meetings for guidance and direction of nurses, conducting internal audits, giving rewards and punishments to nurses, conducting training and workshops and continuing education for nurses.

The strategies to measure, improve and maintain nurse performance are very important. One form of this strategy is the implementation of a rewards and punishment system.

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