

## Human Resources Transformation in Medical at Sidoarjo Citra Medika Hospital Research

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**Keywords:** Transformation of HRM, SDM Medical Hospital Citra Medika, Medical Industry.

**Abstract:** Research Aims The human resource transformation (SDM) that has taken place in the medical manufacturing sector has resulted in the formation of capabilities that are both innovative and effective, leading to an increase in the quality of services. Research is being conducted on Citra Medika Hospital in Sidoarjo because of its significant role in the Indonesian population's health. When it comes to the management of SDM, medical imaging hospitals face a unique challenge, particularly when it comes to integrating advances in medical technology with rapidly expanding patient service requirements. Citra Medika Hospital was selected because of its reputation as a forward-thinking hospital in medical technology and the management of the SDM. Furthermore, the continuous occurrence of academic degree fraud constitutes unethical behavior, which is why the decision was made to select this hospital. The purpose of this study is to gain an understanding of the internal and external dynamics that impact the management of SDM in the medical imaging hospital, as well as the strategies utilized to confront and manage changes of this nature. Using qualitative methods and descriptive analysis, this research methodology will be developed to investigate and comprehend human resources transformation at the Citra Medika Hospital in Sidoarjo.

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### Introduction

A well-organized system of work management cannot function without human resources. When it comes to running a successful business, human resources are king. In response to the dynamic and ever-changing nature of the modern workplace, the organization is expanding rapidly, which in turn improves the quality of its human resources and allows it to grow more efficiently (Nizar et al., 2022). The growth of the healthcare sector during the COVID-19 era led to the digitization of all services and activities, allowing for remote work. Given the rapid pace of technological change and variations in business climates over the past decade, HRM transformation in the medical manufacturing sector has emerged as a hot subject. The medical manufacturing sector, which has experienced tremendous transformation due to technological developments, shifting regulations, and the difficulties presented by the worldwide pandemic, is the subject of the research. Health service quality, sustainability, and innovative capacity are all impacted by SDM management that is both effective and adaptive in this context.

The term "hospital" refers to a specific type of healthcare facility that offers home and street care in addition to providing the exceptional level of services that are typically associated with hospitals. To enhance the quality of services provided to the community, one of the initiatives being undertaken is to enhance the performance of hospitals professionally and independently. According to (Kemenkes RI., 2017), hospitals have the obligation and responsibility to implement organizational and structural changes both within the institution and with individuals from the outside. A hospital that provides a comprehensive range of medical services, including general services, specialized services, and medical assistance around the clock, Sidoarjo Medical Hospital is a hospital that comes highly recommended. Citra Medical Hospital first opened its doors on August 8, 2007, and was initially owned by Tjiwi Chemical Corporation. However, on August 31, 2019, the ownership of the hospital was transferred to Citra Medical Hospital, which was approved on September 1, 2019. Now, Citra Medical Hospital serves as the location where Dr. Hospital Type C of Dr. Wahidah Rachmaniyah, M. Kes., interacts with the administrator of the hospital. Health services, nursing, emergency management, medical records, and management were the five fundamental services that were authorized in 2012. It was decided during the SNARS Plenary Session for the First Year 2019 that Sidoarjo Medical Imagery Hospital should be approved (Rachmaniyah, W., 2023).

The patient receives full medical management when they return from the hospital, which provides all medical services, medicines, and equipment. Sidoarjo Citra Medical Research Hall (RS Citra Medika) is a leading Indonesian healthcare research project that integrates medical technology and patient needs. Citra Medika Hospital's research on innovative health technology and SDM management positions provides unique insights into how SDM innovation can be applied in practice and the importance of healthcare organizations adapting quickly and effectively to changing circumstances. Healthcare organizations must integrate innovative technologies through automation and process optimization to provide quality medical services and become smart hospitals as digital technology advances (Frick et al., 2021). The philosophy of caring and serving with a heart is

crucial, especially in health, education, and public service. Empathy, integrity, and commitment are stressed in every service interaction (Rachmaniyah M., 2023). On February 2, 2023, the hospital passed the complete service test. Here, we can see the competence in primary service. Although this hospital is still developing, it has been able to adapt to the digitalization of services to facilitate service anywhere for the administration of patients usually served by affiliates. Most Tjiwi Chemistry employees.

Human resource development (HRD) requires special management, planning, and coordination. To ensure that these developments are driven, the first step is to organize programs that can develop the strengths and skills of the current labor force. Human resource development is closely linked to the availability of training, learning, and development opportunities, including planning, preparation, implementation, and management or evaluation. When designing a talent development program, it is best to plan it scientifically by studying the strengths of the facility or organization, both now and in the future. This development includes improving human resource skills or capabilities through theoretical, theoretical, and moral skills to improve performance and optimal results (Hasibuan Bey Nurul Abidin., 2022).

A phony doctor suddenly appears. Even among doctors, Susanto has become something of a divisive figure. His reputation took a hit after he was involved in multiple accidents. While working as a doctor at multiple clinics, Susanto—also known as the "Fake Doctor"—performed illegal medical procedures. On the contrary, he used his fraudulent claims to defraud at least seven different pharmacies. While Susanto oversaw Sidoarjo's Medical Imaging Hospital, one of the most well-known things happened. A highly contentious appointment has been made to the position of chief executive officer, which is a crucial one in the medical field. Because he did not grasp the importance of good medical and professional ethics, the hospital's policies and procedures were closely monitored throughout his time there (Fitri, H.F., 2023).

On the other hand, the assumptions that underpin this study are different; they are more concerned with the transformation of health-related human resources, particularly at Sidoarjo Medical Imaging Hospital, and they may even be contagious. Improving healthcare quality and management efficiency through changes in human resources in a hospital context is the focus of the study. This research by Susanto focuses on healthcare reforms and improvements that can be made, despite her earlier work discrediting the medical industry. This study's overarching goal is to get a better grasp of the internal and external factors influencing SDM management at Medical Imagery Hospital, along with the tactics employed to deal with and oversee these shifts. Hence, other healthcare organizations can apply these best practices in human resource management in this ever-changing era, and this research also gives academic insights.

## Research Method

The Methods of Research

A qualitative methodology will be utilized for the research that will be conducted at Citra Medica Hospital regarding human resource management (HRM) in the medical establishment. The selection of this method was since it enabled us to gain a comprehensive and specific understanding of the phenomena that are associated with the evolution and development of SDM. Data will be collected for the study through a combination of in-depth interviews, participatory observations, and document analysis throughout the research. The Medical Imaging Hospital will conduct interviews with a wide range of stakeholders, including management, medical staff, and non-medical staff. These interviews will be conducted with management. Using participatory observation, we will be able to gain a better understanding of the day-to-day work practices and interactions of employees, as well as their reactions to the SDM transformation initiatives.

Research on Data, Population, and Samples

The research focuses on the transformation of human resources in the medical industry in Sidoarjo, Indonesia. More specifically, the research examines the implementation of the SDM program, training and development programs, and the early transformation that was initiated by hospitals. Annual reports, strategic planning, and documentation of the SDM program are examples of data that meet the criteria for relevance. Examples of primary data sources include the Strategic Plan 2023–2025, work reports, and unstructured work plans. These documents will be considered primary data sources. Information regarding the strategic areas of hospital plans to provide consulting services, SDM requirements, and the development of online applications will also be included in the research. Furthermore, information regarding the accreditation of hospitals and the collaboration with educational institutions in the field of health care will be considered information of critical importance. All individuals who were involved in the process of transforming SDM were included in the population that was investigated for this study. These individuals included hospital management, medical staff, non-medical staff, and government officials. A special sampling approach will be utilized for this research, and individuals who possess knowledge and experience concerning the SDM transformation will be included in the sample.

This research will provide an in-depth understanding of the process of change management (SDM) in the Medical Image Hospital by utilizing the Kurt Lewin Change Model (Lewin K., 1990).

This model will show how the process begins with the recognition of the need for change, continues through the implementation of change strategies, and culminates in the consolidation of such change as a part of the organization's structure and culture.

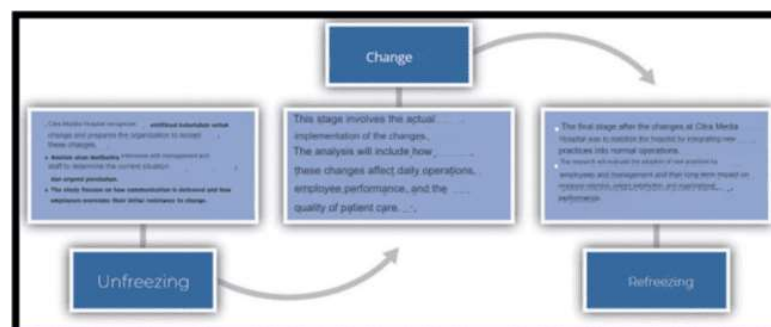


Figure 1. Model analysis: Unfreeze, Change, and Refreeze. (Lewin K, 1990)

The Sidoarjo Citra Medkal Hospital conducted a structured interview concerning the system of human resource management (SDM). This set of questions pertains to a variety of topics, including management change in SDM, the difficulties and approaches to change, the efficiency of employee training and development, the introduction of new technologies, and the role of leadership in facilitating these changes. Specifically, the purpose of these questions is to gain an understanding of how the changes will impact employee performance, as well as the perception that hospitals have of SDM management practices. Using descriptive analysis techniques that are based on Kurt Lewin's theory, it is necessary to follow the three main stages of the Lewin cycle to analyze this article. These stages are "freezing" (which means preparing for change), "changing" (which means applying change), and "frozen" (which means confirming change has occurred). The analysis enables us to see how each of these tasks is accomplished through the actions and strategies described in the interviews, as well as how employees and managers of Sidoarjo Medical Imaging Hospital accept and adapt to the changes that have occurred (Lewin K., 1990).

Unfreezing: Sidoarjo Medical Imaging Hospital acknowledges the necessity of change and is preparing for its organization to conform to the new circumstances. Interviews with management and staff are conducted as part of this process to gain an understanding of their perspectives regarding the current needs and the urgency of change. The delivery of communication and the methods by which employees overcome early resistance to change are the primary focuses of this discussion. The implementation of the change itself is the focus of this stage of the process. This analysis pertains to how these alterations impact day-to-day operations, the performance of employees, and the quality of service provided to patients. This is the stage in which new strategies are put into action and employees start to adjust to the new procedures and systems that have been implemented. Refreezing: Following the implementation of the changes, the Medical Imaging Hospital reaffirmed as part of their standard operating procedure the newly implemented procedure. Implementing new routines into daily activities and incorporating change into the culture of an organization are both required steps in this process. According to Lewin K. (1990), several key indicators, including patient satisfaction, employee performance, and employee attachment, are monitored to guarantee that changes are accepted and widely adopted. It is possible to analyse and coordinate the transcripts of previous interviews to demonstrate how Sidoarjo Medical Imaging Hospital is progressing through these stages, overcoming challenges, and achieving transformation in its SDM management to advance hospitals in the future.

## **Result and Discussion**

In the medical industry, a description and analysis of the transformation of human resources. Based on the interpretation of the annual report of Hospital Citra Medika Sidoarjo, it can be deduced that the hospital has made efforts to transform its human resources (SDM). Training and human resource development programs are carried out by the hospital in the area of human resources. These programs include, among other things, training in the utilization of SIMRS applications and the acquisition of medical equipment, both of which are intended to assist in the enhancement of the quality of health services. The hospital's dedication to enhancing the capabilities of its staff and the quality of the services it provides is demonstrated by this.

Table 1. Results of Annual Report 2023 – 2025 Citra Medical Hospital

Kategori	Sub-kategori	2023				2024				2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Analisis Implementasi	Business Requirement Analis (BRA)												
	Pengumpulan Alur Pelayanan yang ada di Rumah Sakit												
	Pengumpulan permasalahan yang sering muncul												
	Pengumpulan data master dan laporan per-unit												
Desain	Pengumpulan SOP pelayanan terkait sistem yang ada di Rumah Sakit												
	Tahapan untuk pembuatan sistem yang dilakukan oleh programmer ataupun developer berdasarkan hasil dari BRA												
	Instalasi master data yang akan dimasukkan ke dalam database												
	Konfigurasi dan kecupan sistem yang akan berjalan di Rumah Sakit												
Uji Acceptance Test (UAT)	Uji Acceptance Test (UAT)												
	Tahapan uji fungsi yang dilakukan oleh pihak Rumah Sakit terhadap sistem yang telah dibangun dan akan dijalankan di Rumah Sakit												
Pelatihan (Training) User	Pelatihan cara penggunaan aplikasi SIMRS kepada seluruh karyawan Rumah Sakit / peraktilah yang ditunjuk oleh Rumah Sakit												
	Pelatihan meliputi: cara setting master data, transaksi, informasi, dan laporan serta cara troubleshooting untuk kasus-kasus tertentu												
Migrasi Data	Migrasi Data												
	Tahapan ini instalasi Master Data yang akan dimasukkan ke dalam database												
	Konfigurasi kebutuhan sistem yang akan berjalan di Rumah Sakit												
	Pengolahan master data yang di dapatkan dari tahapan Pengumpulan master data												
Dukung	Uji coba SIMRS dengan menggunakan data real dan kasus-kasus yang ada di lapangan												
	Uji dilakukan dengan menggunakan data real secara acak atau dengan skenario tertentu												
Dukung	Dukung												
	Tahapan ini adalah semua transaksi menggunakan SIMRS inovasi eHospital dengan cara mereplace atau menggantikan langsung aplikasi yang lama (Cut-Off)												

According to Lewin's theory, the alterations that took place at Sidoarjo Citra Medika Hospital can be observed through the processes of drying, melting, and freezing. The hospital's understanding of the need for change can be diluted in several different ways, including through the expansion of patient areas and the implementation of full authorization. The implementation of new systems and the acquisition of medical equipment are characteristic of the phase of change that is currently taking place. The freezing process takes place when these changes are implemented into the operations of the hospital, which are reflected in training programs and the utilization of new equipment.

In the context of the theory of organizational change, which encompasses both structural and cultural shifts (Reksohadiprodjo and Handoko., 2000), changes in human resources in hospitals can be understood as a result of the theories. It came into existence because of the establishment of facilities and procedures with an emphasis on providing honest service and the provision of hospitality. According to Herzberg's theory of motivation, factors such as building repairs and business branding have the potential to serve as motivating factors for employees (Hasibuan.,2013). The hope theory emphasizes the connection that exists between performance, effort, and the outcomes that are anticipated. In the context of Sidoarjo Medical Imagery Hospital, this can be seen from the many projects that have been completed in the past. To demonstrate its dedication to enhancing the quality of medical services, Sidoarjo Medical Imaging Hospital has made investments in the acquisition of various pieces of medical equipment. These pieces of equipment include fans, patient monitoring, and echocardiography. This program has the potential to raise staff expectations for improved performance and improved service outcomes, which ultimately motivates staff to work more efficiently and effectively. An additional benefit of full accreditation is that it demonstrates that hospitals have achieved certain standards that are acknowledged on a national level. This, in turn, boosts the confidence and motivation of staff members because they are part of an organization that is well-known for its high level of quality. Similarly, it is comparable to the valence component of the hope theory. Employees become more motivated in this setting when the results of their work are recognized and appreciated.

Table 2. Processing Indicators Based on Anova 2023



No	Indicator	Year		
		2020	2021	2022
1	Number of Beds(TT)	129	129	129
2	BOR %	48 %	47 %	58 %
3	ALOS	3.39	4.46	3.92
4	TOI	5.35	4.93	2.52
5	BTO	41.52	36.91	56.45
6	GDR ‰	36.02	58.18	19.46
7	NDR ‰	20.42	29.09	10.60

According to the findings of Anova's analysis of the performance of employees at Citra Medica Hospital, the annual report also discovered training and development, job satisfaction, hospital facilities, payment systems, and dynamics. These findings were based on supporting information. On the other hand, the data does not contain any specific information that is accurately reflective of the performance of the employees. Most of the data that is currently available pertains to the operations of hospitals, accreditation, and improvements to infrastructure. There is a need for additional data on employee performance, such as performance assessment reports, employee satisfaction surveys, absence rates, and employee turnover rates, to conduct a more in-depth analysis.

On the other hand, hospitals can assert that they have satisfied human resources management criteria and measures when they have received full accreditation from the Hospital Accreditation Certificate (KARS). Obtaining this certification can serve as evidence of a quality management system that is effective and incorporates staff performance management. Furthermore, investments in the purchase of new medical equipment and the improvement of facilities can demonstrate the hospital's commitment to improving the quality of services. These investments will also have a positive impact on employee performance by providing better equipment and a better working environment. A hospital that makes these investments can demonstrate its commitment to improving the quality of services. According to the difficulties that were encountered in the process of implementing the new system, it may be an indication that employees have difficulty adapting to change, which may lead to the loss of jobs.



Figure 2. Voyant.com Qualitative Analysis Final interview results

The graph that has been loaded displays an estimated frequency of five keywords across ten text categories that are included in the query result. The terms "interview" and "SDM" are the keywords. The terms "management," "management," and "employees" refer to "human resources." The research project titled "Human Resource Transformation in the Health Service Industry: Sidoarjo Hospital Citra Medica Study" can be analyzed with the help of Kurt Lewin's

theory, which is frequently utilized in the field of change management. Another application of this theory is to analyze the data. Several references to "management" are found in this interview, as shown by the graphical analysis of the data. Certain sections may contain discussions about the management of human resources in the context of change. Not only does the abundance of the word "regulation" at the beginning and end of the interview reflect the early discussions about the necessity of political and legal reform, but it also represents an affirmation of the significance of law as a supporter of change at the end of the interview. Throughout the entirety of the research project, the frequency of "interviews" has become more consistent, which may reflect the method of data collection. Most likely, "SDM" is the topic of human resource reform that receives the most attention. According to (Rahmaniyah, W.,2023), the term "workers" is used repeatedly, which suggests that the theme of employment and the well-being of employees is a recurring one throughout the interview process.

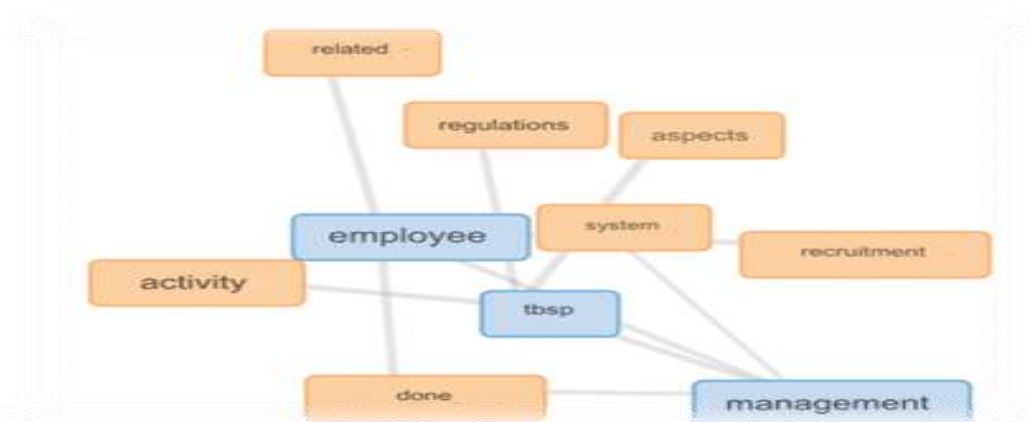


Figure 3. Voyant.com Employee Performance Effects based on interviews

To analyze the performance of Citra Medika Medical School, including teaching and training staff, data related to education and training provided by medical staff and initiatives by schools should be analyzed. The school has taken several steps to improve the quality of healthcare and staff performance. This includes gaining accreditation from the Hospital Accreditation Commission (KARS), which demonstrates that the school meets national standards in health care, and focuses on teaching and skills development for staff, such as doctors, to improve the quality of health care. In addition, the school participates in educational programs such as the Clinical Program and the Physician Internship Program (PIDI), which aim to make the school a part of specialized medical education and provide a platform for doctors to gain practical experience. To evaluate the number and composition of medical employees at Citra Medika Hospital, we need to consider various aspects such as the number of specialist doctors available, the working hours of specialist polyclinic services, as well as the hospital's involvement in medical education programs. Based on the available data, we can see some initiatives that have been taken by Citra Medika Hospital related to medical employees.





Figure 4. Employee Evaluation Based on the Annual Report of the Strategic Plan 2023 – 2025

The working hours of the specialist polyclinic services at Citra Medika Hospital have been optimized, and they are now available from 7:00 a.m. to 9:00 p.m. Eastern Daylight Time. This indicates that there is an effort being made to improve the accessibility and availability of healthcare for patients, which also indicates that there is an increased need for specialists to cover longer working hours. Additionally, the hospital has increased the number of specialists, particularly permanent specialists, through the addition of new specialists and the commitment of existing specialists. It is essential to take this step to guarantee that hospitals have enough medical staff members and comprise them in such a way that they can fulfill the requirements of patients and keep the quality of health services intact (Rachmaniyah, W., 2023).

Citra Medika Hospital is also involved in medical education programs, such as being a vehicle for the Clinical Registrar Program and partners of other health education institutions, as well as a vehicle for the Indonesian Doctor Internment Program (PIDI). This engagement demonstrates the hospital's commitment to contribute to the education and training of young doctors, which in turn can enrich the composition of medical employees with trained and experienced doctors. From the point of view of evaluating the number and composition of medical employees, the steps that have been taken by Citra Medika Hospital (Rachmaniyah, W., 2023).



Figure 5. Employee Performance Results (Doctor) Voyant.com

From this word cloud analysis, Wang (2010: 258) emphasized various words related to "Employee Performance Results (Doctors)" using descriptive analysis in the context of human resource transformation in the medical industry, especially in a study at Citra Medika Hospital Sidoarjo. From this word cloud, words like "employee," "HR," "management," "performance," and "done" stand out, indicating that the study may focus on evaluating and improving

physician performance through human resource management. The word "transformation" denotes a systematic and strategic change or improvement in the way human resources are managed. Words like "regulation," "training," "selection," and "development" may refer to a variety of factors that affect physician performance, such as internal policies, professional development programs, the hiring process, and retention strategies. "Questions," "respondents," and "data" refer to methods of gathering information, which could be through surveys or interviews with medical staff. The emphasis on "service," "patient," and "medical" signifies that healthcare quality and patient satisfaction may be important indicators in measuring physician performance. Overall, this word cloud describes the elements used to analyze and describe the performance of doctors at Citra Medika Sidoarjo Hospital, focusing on how HR management can contribute to improved medical services and patient satisfaction. Descriptive analysis in this study may involve qualitative and quantitative evaluation of data related to medical practice, professional competence, and clinical outcomes achieved by physicians (Rionanda, F.S, 2013).



Figure 6. Results of Interview Management on Performance Updates

The results of the 2nd word cloud analysis and the title of the theory "Participatory Observation of Human Resource Transformation in the Medical Industry: A Study at Citra Medika Hospital Sidoarjo," can be interpreted that this study may be related to the process of human resource management (HR) in the medical environment, especially at Citra Medika Hospital Sidoarjo. Participatory observation may refer to a research method in which the researcher is actively involved in the environment under study, which in this case is a hospital. HR transformation can refer to efforts to develop or change the workforce management in hospitals, which include recruitment processes (such as interviews), training, career development, and employee retention. Other words that look like "regulation," "performance," and "stages" may refer to different aspects and steps in the transformation process. Overall, the word cloud shows a focus on aspects of HR management and how this is implemented at Citra Medika Sidoarjo Hospital, perhaps to improve the performance of the institution and the quality of medical services provided.

Human Resource Transformation in Medical Industry Study at Citra Medika Hospital, Sidoarjo

Citra Medika Hospital located in Sidoarjo has shown its ability to improve the quality of health services and human resource development. As a fully accredited institution, we strive to meet rigorous medical standards and provide care to all patients. In its annual report, Citra Medika Hospital presents important development plans, including the construction of health centers, hospital development, and the provision of aesthetic clinic services. This plan reflects the hospital's vision to continue to expand and enrich the services offered to the community

(Wuryo, D., W. 2023). In addition, the hospital demonstrates its commitment to the field of medical education and research. These efforts not only improve the quality of health services but also ensure that health workers working at the hospital can keep up with the latest advances in medicine and research. Citra Medika Hospital also shows strategic planning and good financial management when planning its activities and budget for the 2023-2025 period. With inpatient and outpatient income statements for the period January to October 2023, hospitals show transparency and accountability in their operations (Wuryo, D., W. 2023).



Figure 7. Results of Presentation of Performance Report Document 2023 – 2025

## Conclusion

The management of human resources in the field of medicine has undergone significant transformations because of the implementation of RS Citra Medika Sidoarjo. The findings of this study highlight the significance of human resource transformation within the context of the medical industry, particularly at Citra Medika Hospital Sidoarjo. The management of human resources (HR) aspects, particularly those related to employee management, including doctors, is the focus of human resource transformation, which is an effort that is both systematic and strategic. In the context of RS Citra Medika Sidoarjo, the findings of the descriptive analysis indicate that factors such as internal regulations, training, selection, development, and retention strategies play a significant role in the process of enhancing the performance of physicians. Additionally, the study demonstrates that medical service and patient satisfaction are significant indicators that can be used to evaluate the performance of physicians. The research may suggest modifications to internal policies that support physician professional development, as well as improvements in staff selection and training, to accomplish the objective of successfully transforming the staff. The results of this study will provide RS Citra Medika Sidoarjo and the medical community in general with valuable insights that can be used to enhance the quality of medical services and achieve higher levels of patient satisfaction.

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