

Human Resource Management Strategy to Increase Employee Productivity

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Abstract. *This study aims to identify and analyze HR management strategies to improve productivity, and determine and analyze the right strategy in HR management to improve its productivity at Yapika General Hospital, Gowa Regency. This study is designed to direct strategic decisions of HR management in an effort to improve its productivity. Strategic decisions in this study include internal and external environmental analysis. Data analysis techniques use IFAS, EFAS, TOWS, and QSPM. The results of the study indicate that the right strategy in human resource management to improve employee productivity at RSUD Yapika Gowa Regency is to build strategic partnerships with Puskesmas in the surrounding area to strengthen health services collaboratively with the reason to create synergy in delivering health services collaboratively so that employees can work more efficiently and focused; increasing the capacity of human resources who can get training and skills development from collaboration with Puskesmas to improve HR competency which leads to increased productivity; through collaboration, the quality of health services provided can be improved because human resources who feel that they are part of a larger system tend to be more motivated and committed to their work; this partnership allows access to additional resources, such as medical devices and the latest information on health practices that can help human resources in carrying out their duties better; partnerships with Puskesmas allow RSUD Yapika to be more responsive to the health needs of the community because human resources involved in programs that have a direct impact on the community will feel higher job satisfaction.*

Keywords: *Management Strategy, Human Resources, Productivity, SWOT, and QSPM*

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INTRODUCTION

In the era of globalization and increasingly fierce competition, the healthcare sector is required to continuously innovate in providing quality services (Yeganeh, 2019; Vrontis et al., 2022). Hospitals, as primary healthcare providers, have a responsibility to not only meet patient needs but also improve overall operational efficiency. Ruef & Scott (1998) said that, a hospital's ability to adapt to changes in technology, regulations, and public expectations is key to success in facing these challenges. Furthermore, with the increasing complexity of public healthcare needs, hospitals need to optimize available resources to maintain competitiveness (Chang et al., 2017; Enthoven & Tollen, 2005).

They state that a patient-centered approach can improve satisfaction and productivity in healthcare services, which plays a crucial role in optimizing hospital resources. Furthermore, the World Health Organization (2020) emphasizes that efficient and adaptive human resource management is key to increasing productivity in facing the challenges of increasingly complex healthcare needs (Tursunbayeva, 2019; Sadikin et al., 2023).

A strategy is a long-term plan designed to achieve specific goals. In human resource management, this strategy should include critical elements such as identifying training needs, skills development, and improving employee well-being (Islam & Amin, 2022). A competency-based approach can help hospitals understand existing skills gaps and design relevant training programs. Furthermore, a good strategy must consider the individual needs of employees so they feel supported and motivated to reach their full potential (Armstrong & Taylor, 2023). Khalid (2024) said that, an effective human resource management strategy should also involve developing a fair and transparent reward system. This not only helps increase employee motivation but also creates a positive work culture. A structured reward system, whether financial or non-financial, can foster employee loyalty to the organization. As a result, organizations can build a more stable and productive workforce, which ultimately impacts the quality of patient care (Kovner, 2001; Glickman et al., 2007).

Human resource management plays a crucial role in creating a positive organizational culture. A supportive organizational culture enables employees to work more effectively, increases their engagement, and reduces workplace stress. A positive culture also encourages open communication and collaboration between individuals, which is particularly important in the healthcare sector (Upadhyay, 2024). In stressful environments like hospitals, a healthy culture can be a key factor in improving employee well-being and creating a harmonious work environment (Fan et al., 2014).

Effective human resource management enables the design of policies that support employee retention. One of the main challenges in the healthcare sector is high turnover rates due to intense work pressure (Salama et al., 2022). By providing training, recognition, and career development opportunities, organizations can help reduce turnover and create a more stable workforce. Success in retention directly impacts continuity of service and long-term relationships with patients (Cowie et al., 2009).

Employee productivity is a crucial indicator of a hospital's success in providing healthcare services. Productive employees are able to handle more cases with greater efficiency, enabling the hospital to increase service capacity without sacrificing quality (Bani & Anggiani, 2024). Productivity is also influenced by factors such as technology, training, and a supportive work environment. Hospitals that invest in human resource development tend to have more skilled and motivated employees (Wang et al., 2024). Other factors that influence employee productivity are job satisfaction and reward systems. Employees who feel valued and have high job satisfaction tend to perform better. A fair reward system not only increases motivation but also helps foster better relationships between employees and the organization. Therefore, managing employee productivity focuses not only on bottom-line results but also on improving the overall quality of the work environment (Rose et al., 2013).

Yapika General Hospital faces challenges in formulating and implementing effective strategies to support operational sustainability. The lack of long-term strategic planning that includes the development of community-based healthcare services is a key issue (Greenhalgh et al., 2016). Furthermore, the gap between the hospital's vision and the implementation of operational policies leads to a lack of synchronization in achieving organizational goals. The use of technology to support service efficiency is also still limited, resulting in suboptimal administrative and healthcare processes. Yapika General Hospital faces challenges in formulating long-term strategies and managing human resources, which directly impact service quality. Public dissatisfaction is evident in various complaints regarding the attitudes of medical staff, long waiting times, and inadequate facilities (Bhattacharyya et al., 2015). These negative perceptions reflect low organizational performance and declining public trust. Therefore, increasing employee productivity needs to focus on improving the HR management system, enhancing competency and work motivation, and strengthening a service culture oriented toward patient satisfaction.

HR management at Yapika General Hospital faces various challenges, including the lack of ongoing competency development programs for medical and non-medical staff. The high employee turnover rate, particularly in strategic positions and healthcare workers, indicates dissatisfaction that needs to be addressed. A non-transparent performance appraisal system is also a crucial issue, impacting work motivation and a sense of fairness among employees. Furthermore, high workloads, especially among medical staff, often cause stress and reduce job satisfaction. Poorly managed internal conflicts also contribute to a deteriorating work environment, hindering synergy between employees and management.

Employee productivity at Yapika General Hospital tends to be hampered by various factors, such as an imbalance in the distribution of workloads, which leaves some staff feeling overwhelmed while others have a lighter workload. Low work motivation due to a lack of recognition or incentives also impacts employee morale and efficiency. Ineffective communication between teams or departments also impairs coordination and creates misunderstandings that hinder productivity. Furthermore, high absenteeism rates due to employee physical and mental exhaustion indicate the need for greater attention to their well-being. A SWOT analysis can aid in developing human resource management strategies. This begins with identifying various aspects of the hospital, including strengths, weaknesses, opportunities, and threats. This analysis is then followed by the use of a SWOT matrix to formulate appropriate strategies to address the challenges faced. Experts state that the matrix is a tool that supports managers in developing four types of strategies: SO (Strength-Opportunity) Strategies, WO (Weakness-Opportunity) Strategies, ST (Strength-Threat) Strategies, and WT (Weakness-Threat) Strategies. This strategy is an effort to solve a company's problems in helping to achieve a goal.

METHODS

This research is an exploratory study by identifying and establishing human resource management strategies to improve employee productivity. This research is designed to be able to make decisions about strategies that should be implemented in human resource management to improve employee productivity. Mason et al. (2010) said that exploratory research is an approach that investigates topics and research questions that have not been previously studied in depth. Exploratory research is often qualitative. However, research with large samples conducted in an exploratory manner can also be quantitative. This research is also often referred to as interpretive research or a grounded theory approach because of its flexible and open nature. Kaae et al. (2010) revealed that exploratory research involves a systematic approach to understanding a problem that needs to be clearly defined, has not been sufficiently studied, or is better understood. Often referred to as grounded theory or interpretive research, this method focuses on gaining insights that can guide further and more focused investigations without having to reach definitive conclusions. The location of this research is Yapika General Hospital, which is located on Jalan Abd. Kadir Dg. Suro Number 140, Samata, Somba Opu District, Gowa Regency, South Sulawesi, with postal code 90235. The location was chosen based on the relevance of the hospital as a research site, considering its strategic role in providing health services to the community. This research was conducted over a period of two months, from February to March 2025, which included data collection, observation, and analysis of aspects of increasing productivity in human resource management at the hospital. The subjects in this study were leaders and managers working at Yapika General Hospital. The selection of research subjects was based on their role as the main element in the implementation of HR management at the hospital. The object of this research focuses on efforts to identify appropriate strategies to increase employee productivity. This process begins with analyzing internal and external factors of the organization using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. Furthermore, the results of the analysis are used to formulate the most relevant alternative strategies. The final strategy determination was carried out using the Quantitative Strategic Planning Matrix (QSPM) method, which allows the selection of strategies

based on the level of priority and their effectiveness in addressing the challenges faced by the hospital.

Data Analysis Techniques

The use of data analysis conducted in this study is based on the stages of formulating human resource management strategies, based on secondary data from internal and external sources at Yapika General Hospital using internal and external environmental analysis, TOWS analysis, and QSPM. The use of SWOT analysis to analyze internal factors at Yapika General Hospital to determine what factors are the strengths (Strengths) and weaknesses (Weaknesses). While external factors also analyze external factors to determine the opportunities (Opportunities) and threats (Threats) faced in order to increase employee productivity at Yapika General Hospital. So in the context of employee performance analysis, SWOT can be used as a tool to identify factors that influence the success or failure of employees in achieving the set goals and targets (Mashuri & Nurjannah, 2020). By understanding SWOT employee performance, the company can take strategic steps to increase the productivity and effectiveness of its employees. Based on the results of the SWOT analysis, a number of alternative policies were obtained that can be used as a basis for making strategic decisions for human resource development at Yapika General Hospital, Gowa Regency. In implementing a SWOT analysis, there are several important stages that must be carried out, namely: (1) identifying internal and external factors, (2) compiling a questionnaire, and (3) conducting data analysis. The strategic decision-making process is always related to the organization's vision, mission, and goals, current conditions, future projections, and strategies and policies to be implemented. In order for decisions made through a SWOT analysis to be more effective, it is necessary to follow these stages systematically. Based on the results of interviews and observations later with several employees who work at Yapika Hospital, it can be concluded that the internal and external factors in the hospital are then analyzed using a SWOT analysis (Rachmawati & Susanti, 2022).

RESULTS AND DISCUSSION

Limited Human Resource Development Budget

One of the main challenges facing RSU Yapika is the limited budget for human resource development. Ideal human resource development requires sufficient funding for training, further study, seminars, and incentives for high-performing medical personnel. In reality, budget allocations are often focused on operational aspects and infrastructure. This situation can hinder the improvement of workforce quality and slow adaptation to changes in the healthcare system. Employees who do not receive regular development are at risk of decreased motivation and productivity, as well as a competency gap compared to medical personnel in other hospitals. To address this issue, RSU Yapika needs to find alternative solutions such as establishing partnerships with health training institutions, accessing government training programs, or developing internal training based on knowledge sharing among staff. Creative management can maximize existing resources to continue providing development opportunities for the hospital's human resources.

Lengthy HR Bureaucratic Process

The bureaucratic process in human resource management at Yapika General Hospital remains lengthy and inefficient. This is evident in the lengthy processes for appointments, promotions, transfers, and requests for training or leave. A rigid bureaucratic structure often hinders a rapid response to organizational and employee needs. This can lead to frustration among employees, especially those who feel hindered in their career development or administrative rights. Furthermore, the non-adaptive bureaucracy also makes it difficult for management to adjust the number and competency of the workforce to meet service dynamics. To address this issue, the hospital needs to evaluate its personnel system and introduce digitization of HR administration services. The use of a human resource information system

(HRIS) can speed up processes and reduce manual administrative burdens. This step will strengthen internal efficiency and improve overall employee satisfaction.

IFAS and EFAS analysis

In this section, an analysis is conducted on all internal conditions that have been collected to obtain appropriate and relevant conditions as Strengths and Weaknesses, which will then become input for developing new strategies. The internal conditions of the Yapika Hospital in Gowa Regency are as follows.

Table 1. IFAS Analysis

Internal	Code	Items of Strength / Weakness
Strength	S1	RSU Yapika regularly conducts training and competency development programs for all healthcare personnel and staff.
	S2	A strong culture of patient safety is embedded in every procedure and medical action carried out at RSU Yapika.
	S3	RSU Yapika has a good reputation in the community regarding the quality of its services and the professionalism of its medical personnel.
Weakness	W1	Budget constraints are the main obstacle in the development of human resource competencies at RSU Yapika.
	W2	Lengthy bureaucratic processes in human resource management hinder effective decision-making at RSU Yapika.

Source: Primary Data Processing Results (2025)

Based on the external conditions of Yapika General Hospital, Gowa Regency, the Opportunities (O) and Threats (T) are described as follows:

Table 2. EFAS Analysis

External	Code	Items of Opportunity / Threat
Opportunity	O1	Current national health policies support the development of services and human resources at RSU Yapika.
	O2	The growth of the national and regional health sector positively impacts RSU Yapika's competitiveness and innovation.
	O3	The healthcare workforce demographics in the region are favorable for meeting RSU Yapika's medical staffing needs.
	O4	RSU Yapika has implemented an integrated human resource management system to enhance employee efficiency and performance.
	O5	National hospital accreditation standards have become the main reference for service quality management at RSU Yapika.
	O6	Increasing public awareness of environmental health encourages RSU Yapika to actively engage in promotive and preventive programs.
Threat	T1	Regional political instability affects strategic planning and decision-making at RSU Yapika.
	T2	Rising operational costs pose a major challenge in maintaining service sustainability and human resource management at RSU Yapika.

Source: Primary Data Processing Results (2025)

TOWS Strategy

In this section, strategies will be developed based on the results of a descriptive-qualitative analysis of internal and external conditions. The TOWS matrix consists of four matrices: SO-WO-ST and WT, each with the following meaning: (1) SO (strength-opportunity): Using internal strengths to exploit external opportunities; (2) WO (weakness-opportunity): Improving internal weaknesses by exploiting external opportunities; (3) ST (strength-threat):

Using internal strengths to avoid external threats; (4) WT (weakness-threat): The most defensive strategy, avoiding threats and minimizing weaknesses.

Based on the four strategy matrices (SO, WO, ST, and WT), the most effective strategy is selected. To determine the most effective strategy, each strategy is weighted and rated. The weighting is calculated from 0.0 (unimportant) to 1.0 (important), with the total weighting being 1.0. The rating is determined from 1 (very below average), 2 (below average), 3 (above average), and 4 (very above average). It is assumed that all condition items have equal strength, so the weighting and rating are assigned the same value to all items. The results of the weighting and rating calculations for the strengths and weaknesses conditions in the form of scores are presented in the following table.

Table 3. Calculation Results for Internal Factors

Key Factors of Internal Strategy	Weight	Rating	Total
Strength			
Yapika Hospital regularly holds training and competency development programs for all healthcare workers and staff.	0,321	3,714	1,192
A culture of patient safety is deeply embedded in every procedure and medical treatment performed at Yapika Hospital.	0,333	3,857	1,286
Yapika Hospital has a strong reputation in the community for the quality of its services and the professionalism of its medical staff.	0,346	4,000	1,383
Total	1		3,861
Weakness			
Budgetary constraints are a major obstacle to developing human resource competencies within Yapika Hospital.	0,479	3,286	1,574
Lengthy bureaucratic processes in human resource management hamper effective decision-making at Yapika Hospital.	0,521	3,571	1,860
Total	1		3,435

Source: Primary Data Processing Results (2025)

Table 3 shows that the strengths score is 3.861, while the weaknesses score is 3.435.

Table 4. Calculation Results for External Factors

Key Factors of External Strategy	Weight	Rating	Total
Opportunity			
Current national health policies support the development of services and human resources at Yapika General Hospital.	0,198	3,571	0,709
The growth of the national and regional health sector has positively impacted Yapika General Hospital's competitiveness and innovation.	0,183	3,286	0,600
The demographics of the healthcare workforce in this region are quite supportive of meeting the need for medical personnel at Yapika General Hospital.	0,198	3,571	0,709
Yapika General Hospital has utilized an integrated human resource management system to improve employee efficiency and performance.	0,206	3,714	0,766
National hospital accreditation standards have become the primary reference for service quality management at Yapika General Hospital.	0,214	3,857	0,827

Increasing public awareness of environmental health has encouraged Yapika General Hospital to actively participate in promotive and preventive programs.	0,214	3,857	0,827
Total	1		4,437
Threat			
Political instability at the regional level has impacted strategic planning and decision-making at Yapika General Hospital.	0,452	2,714	1,228
Rising operational costs pose a significant challenge to maintaining the sustainability of services and human resource management at Yapika General Hospital.	0,548	3,286	1,799
Total	1		3,027

Source: Primary Data Processing Results (2025)

Table 4 shows that the opportunity score is 4.437, while the threat score is 3.027. This analysis consists of SO, WO, ST, and WT matrices, with the meaning of each strategy as follows: (1) SO (Strength-Opportunity): Using internal strengths to take advantage of external opportunities; (2) WO (Weakness-Opportunity): Improving internal weaknesses by capitalizing on external opportunities; (3) ST (Strength-Threat): Using internal strengths to avoid external threats; (4) WT (Weaknesses-Threat): The most defensive strategy, avoiding threats and minimizing weaknesses. Based on the results obtained from the internal and external analysis in the table above, the results can be summarized as follows: (1) Total Strengths Score 3.861; (2) Total Weaknesses Score 3.435; (3) Total Opportunities Score 4.437; (4) Total Threat Score: 3.027. Based on these calculations, strategic calculations require confirmation of the Cartesian diagram's position between strengths and weaknesses, as well as opportunities and threats, all of which are depicted by positive and negative lines. Coordinate determination can be done based on the following calculations: (1) Internal Analysis Coordinate $(3.861-3.435) = 0.426$; (2) External Analysis Coordinate $(4.437-3.027) = 1.410$

QSPM Analysis

The next step in formulating an effective human resource strategy is the decision-making stage or the selection of alternative strategies using the Quantitative Strategic Planning Matrix (QSPM). The QSPM matrix serves to objectively assess various available strategic alternatives and is designed to determine the relative attractiveness and feasibility of strategic actions based on the results of the previous TOWS analysis. Furthermore, the QSPM is also used as a basis for recommending strategies for Yapika General Hospital, Gowa Regency, to implement in the future. The QSPM analysis is presented as follows:

Table 5. QSPM Analysis Results

Quantitative Strategic Planning Matrix			Strategy					
			Strategy 1		Strategy 2		Strategy 3	
Factors		Rating	AS	TAS	AS	TAS	AS	TAS
Strength	S1 - Yapika Hospital regularly conducts training and competency development programs for all healthcare workers and staff.	3.714	4.000	14.86	3.714	13.79	3.571	13.26
	S2 - A culture of patient safety is firmly embedded in every procedure and medical treatment performed at Yapika Hospital.	3.857	3.714	14.32	3.714	14.32	3.714	14.32

	S3 - Yapika Hospital has a strong reputation in the community for the quality of its services and the professionalism of its medical staff.	4.000	3.714	14.86	4.000	16.00	3.857	15.43
Weakness	W1 - Budget constraints are a major obstacle to developing human resource competencies within Yapika Hospital.	3.286	3.000	9.86	2.857	9.39	3.143	10.33
	W2 - Lengthy bureaucratic processes in human resource management hinder effective decision-making at Yapika Hospital.	3.571	3.143	11.22	3.143	11.22	3.571	12.75
Opportunity	O1 - Current national health policies support the development of services and human resources at Yapika General Hospital.	3.571	3.286	11.73	3.571	12.75	3.714	13.26
	O2 - The growth of the national and regional health sector has positively impacted the competitiveness and innovation of Yapika General Hospital.	3.286	3.286	10.80	4.000	13.14	3.714	12.20
	O3 - The demographics of the healthcare workforce in this area are sufficiently supportive of meeting the need for medical personnel at Yapika General Hospital.	3.571	3.429	12.24	4.000	14.28	3.571	12.75
	O4 - Yapika General Hospital has utilized an integrated HR management system to improve employee efficiency and performance.	3.714	3.857	14.32	4.000	14.86	3.714	13.79
	O5 - National hospital accreditation standards have become the primary reference for service quality management at Yapika General Hospital.	3.857	4.000	15.43	3.714	14.32	3.714	14.32
	O6 - Increasing public awareness of environmental health has encouraged Yapika General Hospital to actively participate in promotive and preventive programs.	3.857	3.714	14.32	3.857	14.88	3.571	13.77

Threat	T1 - Political instability at the regional level impacts strategic planning and decision-making at Yapika Hospital.	2.714	3.143	8.53	3.000	8.14	3.286	8.92
	T2 - Rising operational costs pose a major challenge to maintaining the sustainability of services and human resource management at Yapika Hospital.	3.286	3.429	11.27	3.429	11.27	3.571	11.73
Total Scor TAS		163.77		168.38		166.86		

Source: Primary Data Processing Results (2025)

Based on the QSPM calculations in Table 4.7, the second alternative strategy (168.38) is to build strategic partnerships with community health centers in surrounding areas to strengthen collaborative health services.

The findings of this study establish a strategy for building strategic partnerships with community health centers (Puskesmas) in the surrounding area to strengthen collaborative healthcare services as an appropriate strategy for increasing employee productivity at Yapika General Hospital, Gowa Regency. This is further supported by previous research such as that by Lasyera. Using the EFE Matrix, IFE Matrix, IE Matrix, and QSPM Matrix formulation tools, organizations can choose the best strategy for human resource development. Meanwhile, Jansen, & Kalas (2020) stated that effective multi-stakeholder partnerships focus on systemic change, institutional transformation, stakeholder empowerment, conflict resolution, communication, leadership collaboration, and participatory learning.

However, the hospital also possesses several important strengths, including the availability of competent medical personnel, a well-organized organizational structure, and management commitment to improving service quality. Externally, government support through the BPJS program, hospital accreditation, and attention to healthcare workforce deployment represent opportunities that can be maximized. Using the SWOT approach and the QSPM (Quantitative Strategic Planning Matrix) method, the most relevant strategy to implement in this context is the Strength-Opportunity (SO) strategy, which leverages internal strengths to seize opportunities available in the external environment.

The novelty of this research lies in the in-depth application of the SWOT analysis method combined with a quantitative approach through the QSPM to select priority strategies most appropriate to the conditions at Yapika General Hospital. This approach provides a more measurable and strategic overview of human resource management steps to increase employee productivity. Furthermore, this research makes a scientific contribution by focusing on the context of a private hospital in a regional area, which has not received much attention in academic studies. By adapting strategies to specific internal and external conditions, the results of this study are expected to serve as a reference for similar hospitals in designing and implementing effective and sustainable HR management strategies.

The results of this study also explain the conditions for using alternative Strategy 1 (Cooperating with the Ministry of Health to become a center of excellence, conducting nationally certified training, and obtaining government assistance). This strategy is implemented when RSU Yapika has competent medical personnel and wants to systematically improve the quality of its human resources. By becoming a training center, the hospital not only improves internal competency but also obtains assistance and recognition from the government. This strategy supports increased productivity through professional and sustainable employee capacity development. Strategy 2 (Building strategic partnerships with Community Health Centers in the surrounding area to strengthen health services collaboratively) This strategy is suitable for

implementation when RSU Yapika wants to build an efficient referral network and strengthen service coordination. Partnerships with community health centers allow for a more proportional distribution of workload and increased service effectiveness. This has a positive impact on human resource management, especially in organizing workflows and workforce efficiency, thereby encouraging employee productivity.

Strategy 3 (Launching promotive-preventive socialization (such as “RSU Yapika Goes Green”) in schools, offices, and surrounding areas, utilizing training teams to conduct education) This strategy is used to empower employees in educational activities for the community. By involving staff in health promotion programs in schools, offices, and surrounding areas, RSU Yapika builds a positive image while increasing employee motivation and communication skills. This strategy contributes to increased productivity by strengthening employee involvement and self-development. The program implemented by RSU Yapika Gowa Regency in relation to the established strategy (Building strategic partnerships with Community Health Centers in surrounding areas to strengthen health services collaboratively) is described as follows: (1) RSU Yapika collaborates with the nearest Community Health Center in the form of exchange of medical and non-medical personnel for field training and competency strengthening; (2) RSU Yapika and partner Community Health Centers hold joint training on health service standards, emergency management, and service quality management; (3) A coordination team was formed between the RSU and the Community Health Center to handle patient referrals, including referral information systems and case management; (4) Yapika RSU provides internship opportunities for health workers from the Community Health Center and vice versa. From here, the hospital can recruit potential job candidates.

CONCLUSION

Based on the results of the SWOT analysis at Yapika General Hospital, Gowa Regency, the scores obtained for each factor were: strengths of 3.861, weaknesses 3.435, opportunities 4.437, and threats 3.027. Strengths reflect positive internal factors that help the organization in acquiring and retaining the best employees. Conversely, weaknesses indicate internal obstacles that can hinder the acquisition of superior workers and need to be immediately addressed. Opportunities refer to external factors that can be utilized to support talent acquisition strategies, while threats are negative external factors that have the potential to disrupt organizational performance. Based on the results of the IFAS and EFAS, several alternative strategies were generated, including: collaborating with the Ministry of Health to become a center of excellence through nationally certified training and gaining government support; building strategic partnerships with Community Health Centers (Puskesmas) around the operational area to strengthen health services collaboratively; and launching promotive-preventive socialization programs such as "Yapika General Hospital Goes Green" in schools, offices, and surrounding areas through education by the training team. The results of the QSPM analysis show that the second strategy, namely initiating a partnership with the nearest Community Health Center, has the highest score of 168.38, so it is considered the most superior strategy compared to the other two alternatives.

SUGGESTION

Yapika Hospital is advised to immediately establish strategic partnerships with community health centers (Puskesmas) in the surrounding area to strengthen collaborative healthcare services, including the exchange of medical personnel and joint training. This will enhance the competency of healthcare workers and improve patient referral flows. Management needs to continue developing flexible, online-based training programs to enhance employee skills, particularly in response to technological and regulatory changes. A more transparent and equitable reward system is needed to increase employee motivation. This could include performance-based incentives that can boost productivity. Yapika Hospital should regularly monitor and evaluate the implementation of its strategies. This is crucial to ensure that the strategies are effective in increasing employee productivity and service quality. Building stronger

collaborations with stakeholders, including the government and other healthcare institutions, to gain support in human resource development and improving service quality.

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