



Literature Study: The Role of Effective Human Resource Management in Improving the Quality of Health Services

Dewi Agustina^{1*}, Nadilla Fitri Yanni², Aura Dwi Rahman³, Layla Maznun Br Ginting⁴, Hasnah Aullia⁵, Adinda Mulpira Br Tanjung⁶, Mutya Purnama Ramadhani⁷, Nadya Elya Syahraini Br Saragih⁸, Nazla Ayumna Putri⁹, Ummu Mawaddah Ikrimah Damanik¹⁰, Audya Putri Az-Zahra¹¹, Nur Indah Hasibuan¹²

¹⁻¹²Fakultas Kesehatan Masyarakat, Universitas Islam Negeri Sumatera Utara

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ABSTRACT

The quality of healthcare is one of the main indicators of the success of a national healthcare system. However, to date, many healthcare facilities still face challenges in maintaining service quality and patient satisfaction due to weak human resource management. This study aims to analyze the role of effective human resource management in improving healthcare quality and patient satisfaction. The method used is a literature study by reviewing eight national and international journals published in the last five years. The results of the review show that the effectiveness of HR management has a significant influence on the quality of health services. The main factors that contribute to increased patient satisfaction include the competence of health workers, professional attitudes, work motivation, continuous training, performance appraisal systems, and good HR management. Effective HR management has been proven to increase productivity, improve communication between health workers and patients, and create a positive work environment. Conversely, weak HR management has an impact on low service quality and patient satisfaction. Therefore, the implementation of planned, sustainable, and competency-based HR management strategies is an important step in realizing quality, efficient, and patient-oriented health services.

*Corresponding Author:

Dewi Agustina

Fakultas Kesehatan Masyarakat, Universitas Islam Negeri Sumatera Utara

Email: dewiagustina@uinsu.ac.id

INTRODUCTION

Health services are one of the important indicators in assessing the degree of public health and the success of development in the health sector. Good service quality is not only determined by the availability of facilities and infrastructure, but is also greatly influenced by the effectiveness of human resource management within health organizations. Human resources are a key element that plays a direct role in providing services to patients, so effective HR management is a determining factor in achieving optimal quality of health services (Agung Saputra et al., 2024).

In the context of hospitals or other healthcare facilities, HR management not only covers the recruitment and selection process for healthcare workers, but also includes competency development, work motivation, performance appraisal, and the creation of a conducive working environment. Ineffective human resource management can lead to low performance among healthcare personnel, increased work stress, and decreased patient satisfaction with the services provided. Therefore, effective human resource management is an aspect that must be given serious attention by every healthcare institution (Hadi et al., 2022).

The World Health Organization (WHO) highlights that the quality of health services remains a major challenge in many countries, both developed and developing. The WHO emphasizes that poor-quality health services are one of the main causes of death and health inequality worldwide (Elungan & Tjenreng, 2025). According to a 2018 report by the WHO and World Bank entitled Delivering Quality Health Services: A

Global Imperative for Universal Health Coverage, it is estimated that more than 5 million people die each year in low- and middle-income countries due to poor or ineffective health services. This number is even higher than the number of deaths due to lack of access to health services (WHO, 2018).

The WHO recommends a minimum ratio of 45 health workers per 10,000 population. Indonesia has indeed reached 54.2 health workers per 10,000 population in 2023 (WHO, 2025), but the distribution is very uneven. Urban areas such as DKI Jakarta and West Java have an abundance of health workers. A public satisfaction survey by the Indonesian Ombudsman (2024) shows that although the Ministry of Health received a high compliance score (86.39), many people still complain about long waiting times, the lack of friendliness of medical staff, and uneven service between regions (World Health Organization, 2025).

The quality of healthcare services in Indonesia still faces serious challenges despite various efforts made by the government through the National Health Insurance (JKN), accreditation, and digital transformation. The main problems include the uneven distribution of healthcare workers, low implementation of patient safety standards, and ineffective facility management and governance. In addition, uneven quality of healthcare human resources, high workloads, and lack of training further reduce service performance. Public satisfaction also remains low due to long waiting times and unfriendly staff, while service digitalization is not yet optimal due to limitations in integrated information systems (R et al., 2025).

According to modern management theory, the effectiveness of human resources can be seen from an organization's ability to manage individual potential to achieve organizational goals efficiently and sustainably. In the health sector, this includes the ability of health workers to provide fast, accurate, friendly, and patient safety-oriented services. Quality services can only be achieved if health workers feel valued, empowered, and facilitated by a management system that supports their welfare and professional development (Sulaeman, 2021).

Based on this description, it is important to further examine how effective human resource management can improve the quality of healthcare services. This study is expected to contribute to the development of more effective management strategies, in order to realize professional, high-quality healthcare services that are oriented towards patient satisfaction.

RESEARCH METHOD

This study uses a literature review method that aims to examine and analyze various previous research results related to the topic of human resource management effectiveness and health service quality. Data collection was carried out through searching scientific journals, books, official reports, and other credible sources, both at the national and international levels. Furthermore, the data obtained was analyzed systematically to identify key findings, research gaps, and the role of HR management in improving the quality of health services.

RESULTS AND DISCUSSION

Human resource management is a strategic process that includes planning, organizing, directing, and supervising the workforce so that they can work effectively and efficiently to achieve organizational goals. In the context of healthcare, HR management plays an important role in ensuring that medical and non-medical personnel have optimal competence, motivation, and performance. Good HR management includes activities such as proper recruitment, ongoing training, performance appraisal, rewards, and career development. Through the implementation of effective HR management, healthcare facilities can improve work productivity, patient satisfaction, and overall service quality.

Based on a review of several previous journals, various findings were obtained that indicate the important role of human resource management in improving the quality and effectiveness of health services in various service facilities. The findings can be seen in the following table:

Table 1. Literature Results

Author and Year	Method	Findings
(Fajrin, 2024)	Quantitative — cross-sectional design; inpatient sample; logistic regression analysis	The quality of human resources has a significant effect on patient satisfaction with inpatient services improving the competence and attitude of relevant staff increases the probability of patient satisfaction.
(Silitonga & Saragi, 2020)	Quantitative (Puskesmas study) — survey/cross-sectional design	The quality of human resources has a positive and significant effect on the quality of service at the Siempat Rube Community Health Center.
(Sarah Odorvia, Sri Rochani Mulyani, 2025))	Analysis/exploration (national article) — quantitative study & secondary data review	Good human resource management (planning, training, distribution) correlates with improved service quality; however, distribution and training are not yet evenly distributed.

(Oktaviani et al., 2024)	Quantitative — relationship surveys/analytics	A significant relationship was found between the quality of human resources (motivation, training) and service performance in the ahospitals/health centers studied.
(Kawi & Keni, 2024)	Quantitative — cross-sectional in inpatient units (regional general hospitals)	Service quality (human resource dimension: friendliness, competence) has a significant effect on patient companion satisfaction and loyalty.
(Palijama, 2023)	Quantitative/quasi-qualitative (regional hospital study)	Human resources (management, recruitment, training) affect service effectiveness; recommendations for improving human resource management in regional hospitals.
(Putri Priyono et al., 2024)	Literature review (2019–2024) with synthesis of empirical findings	Emphasizing the role of performance appraisal, supervision, and training in maintaining service quality; best practices vary between facilities.
(Hasibuan et al., 2024)	Case study/qualitative analysis with secondary quantitative data	Human resource conditions directly affect the quality of health center services; main issues: distribution and funding of training.

Overall, this shows that human resources play a very important role in determining patient satisfaction levels. These roles can be explained as follows:

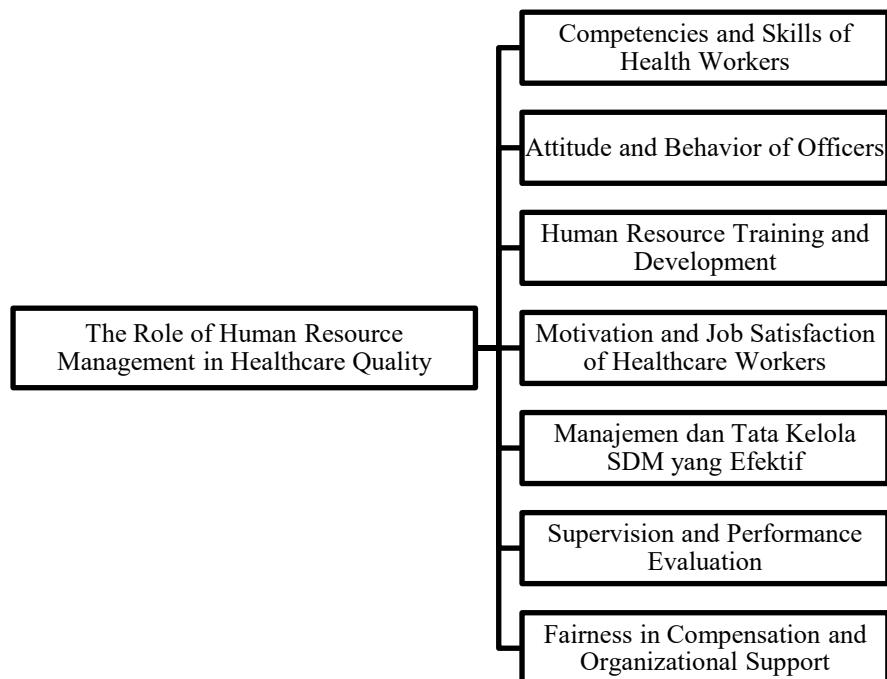


Figure 1. Literature Findings

Based on the results of several previous studies, it was generally found that human resources (HR) have a significant influence on service quality and patient satisfaction levels in health care facilities. Research conducted by Z. Fajrin (2024) shows that the quality of human resources, especially in terms of staff competence and attitude, plays a major role in increasing patient satisfaction with inpatient services. Similar results were also reported by S.F.M. Silitonga (2020), who found that HR quality was positively and significantly related to service quality at the Siempat Rube Community Health Center. This indicates that the abilities and performance of health workers are the main factors that determine patients' positive perceptions of the services they receive.

Meanwhile, Febrianti I.T.D. (2022) emphasizes that effective human resource management, including planning, training, and distribution of health workers, is directly correlated with improved service quality. However, she also notes that the implementation of training and equitable distribution of health workers remains a challenge in many regions. Research by R. Oktaviani (2024) reinforces these findings by showing a significant relationship between the motivation and training of health workers and improved service

performance in hospitals and community health centers. Thus, work motivation and opportunities for self-development are important factors in maintaining consistent quality service.

Furthermore, research by J.S. Kawi (2024) highlights the behavioral dimensions of human resources, such as friendliness and interpersonal competence, which have a significant impact on the satisfaction and loyalty of patients and their companions. These behavioral factors reflect that patient satisfaction is not only determined by technical competence, but also by the quality of interaction between staff and patients. F. Palijama (2023) in his research in regional hospitals also found that human resource management, which includes recruitment, training, and a structured managerial system, has a positive impact on the overall effectiveness of health services.

In addition to individual research, the International Journal of Health Science (IJHS, 2024) found through a literature study that good HR management practices, such as performance appraisals, ongoing supervision, and competency training, play an important role in maintaining service quality. These findings emphasize the importance of systematic HR management to ensure the sustainability of service quality. In line with this, Indah Doanita Hasibuan (2024) highlights that the condition and distribution of health workers greatly affect the quality of services in community health centers. The main problems found are the uneven distribution of workers and limited funds for training, which have an impact on service quality, especially in remote areas.

Overall, the results of the study show that effective human resource management is a key factor in improving service quality and patient satisfaction. Important aspects such as competence, professional attitude, work motivation, continuous training, and a regular performance appraisal system have been proven to have a significant effect on patients' perceptions of service quality. Thus, increasing capacity and optimizing human resource management should be a strategic priority in efforts to realize professional, high-quality, and patient satisfaction-oriented healthcare services.

CONCLUSION

Based on the results of various studies, it can be concluded that human resource management plays a very important role in improving service quality and patient satisfaction. Factors such as competence, professional attitude, work motivation, continuous training, and an effective performance appraisal system have been proven to have a significant impact on the quality of health services. Good HR management not only improves the performance of healthcare personnel, but also builds trust, comfort, and patient satisfaction with the services provided. Therefore, improving the effectiveness of HR management needs to be a strategic priority for every healthcare facility in order to provide professional, equitable, and patient satisfaction-oriented services.

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