

Career Development of Health Workers at the Kawarang Regional General Hospital

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Abstract

This paper aims to analyze the career development of health workers at the Karawang Regional General Hospital (RSUD Karawang) to assess how career development initiatives have enhanced the quality of healthcare services and increased the motivation of health workers. Data was collected through observations, interviews, and document analysis to describe the characteristics, behaviour, and conditions of health workers at RSUD Karawang. A literature review was also conducted to obtain information about career development theory from reliable sources. The research results indicate that RSUD Karawang employs nurses with the highest level of education, being a D3 in Nursing. Periodic performance assessments of nurses are conducted to evaluate their achievements and assist managers in making decisions regarding employee development. According to data from nurse midwives continuing their education, RSUD Karawang plans to add 42 medical personnel by 2024. Career development for health employees at RSUD Karawang has improved employee performance, productivity, and motivation. This research demonstrates that RSUD Karawang has the potential to improve the performance, productivity, and motivation of health workers through better career development initiatives. This underscores the importance of career development in improving the quality of health services and increasing the motivation of health workers.

Keywords: Career development; Health workers; Healthcare services; Motivation

A. INTRODUCTION

Human resource development is a crucial aspect of the management process that focuses on the organization's human, financial, physical, and informational resources. HR management aims to enhance the motivation of the organization's human resources by maintaining departmental contributions at a higher level, thereby enabling the organization to achieve its goals and become more effective. Human resources, including hospitals, are vital in any company or organization. The success of a hospital in providing services depends on the quality of its HR. Health workers, the most significant human resource in hospitals, play a crucial role in maintaining and improving the quality of healthcare services.

Employee career development is essential to human resource management (HRM). This can enhance employee performance, increase productivity, and boost HR motivation. In order to achieve the goals of an organization, company, or institution, performance must be recognized by all involved parties. Employees' performance should benefit the organization now and in the future. According to

(Yadnya, 2022), performance can be viewed from two perspectives: individual performance and organizational performance. Individual performance refers to the results of the organization's work, while organizational performance is the total output achieved by the organization over a specific period.

The stages of employee career development include the initial, advanced, and retirement phases. Indicators of career development encompass employee assessments and competencies, educational background, training undertaken, work experience, and loyalty to the company. Therefore, competency is the essential ability or knowledge required to advance in various careers or jobs. Competency is an inherent trait in individuals that leads to effectiveness and success in their jobs. By utilizing the competencies inherent in individuals, we can determine how effectively they work. The education and training can enhance knowledge and skills (Yusup, 2021).

HRD is conducted through various methods, including descriptive research at the Karawang Regional General Hospital. This method involves collecting data to describe or explain a specific population or phenomenon's characteristics, behaviour, and conditions. In the context of HRD, this method is used to comprehensively understand various aspects of health and medical services within the hospital environment (Muslim & Sutinah, 2020). This article analyses the career development of Karawang Regional General Hospital health workers. The reason for choosing to analyze the workforce's competencies at Karawang Regional General Hospital is to understand the extent of career development or competencies possessed by health workers at Karawang Regional General Hospital.

B. METHODS

The descriptive research method commonly used at the Karawang Regional General Hospital (RSUD Karawang) involves collecting data to describe or explain a particular population or phenomenon's characteristics, behaviour, and conditions. This method may involve observations, interviews, or document analysis to understand specific health situations or issues within the hospital environment. Additionally, literature studies are utilized to gather information from reliable sources related to career development theory. Thus, the descriptive research method at RSUD Karawang is generally used to comprehensively understand various aspects of health and medical services within the hospital environment.

C. RESULTS

The results of the practical work at the Karawang Regional General Hospital (RSUD Karawang) include acquiring new knowledge, skills, and attitudes. This was achieved through field studies and direct involvement in activities within the training department at RSUD Karawang. The tasks involved using computers to input data on students who will conduct studies at RSUD Karawang. The practical work included preparing training facilities for permanent and non-permanent healthcare staff at RSUD Karawang, participating in new employee orientations, and developing an automated system for creating certificates. These certificates are issued to those who have completed training and to students who have completed their field practice. This hands-on experience has allowed the interns to gain valuable knowledge beyond their academic discipline.

Furthermore, the practical work has provided insights into hospital management's operational and administrative aspects. By engaging in tasks such as data entry, preparation of training materials, and development of automated systems, the interns have enhanced their technical skills and understanding of effective workplace practices. The experience has also emphasized the importance of collaboration and teamwork in a healthcare setting, as they worked alongside various hospital staff and contributed to the smooth execution of training programs and administrative processes.

Overall, the practical work at RSUD Karawang has been instrumental in equipping interns with practical experience and professional skills that are crucial for their future careers. The new knowledge, skills, and attitudes gained from this experience will undoubtedly benefit them in their professional development and contribute to their overall growth as competent individuals in the healthcare industry.

D. DISCUSSION

To ensure that services run smoothly, the role and function of human resources as organizers and implementers of activities are crucial. Quality human resources are necessary to determine the quality of healthcare services, as good human resources must precede good service quality. The performance, productivity, and motivation of all healthcare workers, particularly nurses, must be improved to enhance service quality, as nurses play a more significant role as practitioners than other healthcare professionals.

Hospital human resources consist of various workers collaborating to provide a wide range of services. According to Article 1 of the Republic of Indonesia Law No. 23 of 1992 concerning Health, healthcare workers dedicate themselves to the health field and possess the necessary knowledge and skills in healthcare through required education to perform health efforts.

Nurses are one of the healthcare workers in hospitals who provide nursing services. They have the special ability to care for and serve patients in hospitals. Nurses perform nursing care, also known as nursing practice. According to (Nursalam, 2007), nurses always interact with patients and provide hospital care. Nursing is the spearhead of healthcare services and is often used to measure good healthcare quality and client satisfaction (Yuniarti, 2012). Good nursing services influence patient satisfaction levels and impact the quality of hospital services (Butar-butur & Simamora, 2016; Mawikere et al., 2021).

In delivering professional services, nurses must be responsible according to their authority. Optimal contribution to healthcare services is necessary to achieve quality nursing services. Therefore, continuous and consistent evaluation of the implementation of all nursing management functions is essential. One of the primary strategies to improve employee performance is to implement job-related training. Employee training aims to make employees more productive, resilient, and capable of handling difficult tasks while maintaining composure under pressure. Employee training provides knowledge and skills so that employees become knowledgeable and capable of handling tasks diligently and with commitment. Effective employee training is expected to increase productivity and manage work-related stress (Enjang Suherman & Suroso, 2019).

Based on the secondary data, the number of nurses with a D3P education level is dominant, totalling 63 individuals; those with a D3B education level amount to 24 individuals, and there are 18 individuals with a nurse education level. Performance assessment of nurses is an effort to evaluate their performance in the workplace. This assessment is conducted periodically and provides information about the specific capabilities of nurses, assisting managers in making decisions regarding employee development.

Furthermore, it is known that RSUD Karawang will continue to develop healthcare personnel (nurses) by 42 individuals in 2024. The number of nurses with an education level of S1+Ns is 27, S2 in Nursing Management is 1, Nurses (Ners) are 6, and S1 in Nursing Education (S1 Keb) are eight people. In other words, work motivation directly influences performance; nurses consciously perform their duties based on their willingness and enthusiasm to carry out their work as nurses. In essence, nurses' levels of work motivation affect their performance, with higher levels of motivation indicating higher performance and lower levels of work motivation indicating lower performance. This finding is consistent with (Bahri, 2019), stating that motivation is the drive to perform work. According to Bahri,

internal or external motivations will push workers to perform well. Ultimately, internal and external motivations will result in good performance and conversely (Attriani, 2023).

The issues or constraints experienced when analyzing career development at Karawang Regional General Hospital are 1) Limitations in Education and Training: Some healthcare personnel lack adequate access to the education and training needed to enhance their competencies. This may occur due to insufficient budget allocation or allocated resources for human resource development; 2) Lack of Career Development Opportunities: Many healthcare workers feel few opportunities to advance their careers. This could be because the hospital does not offer many training programs or opportunities for further education.

Solutions to these issues include: 1) Access to Additional Training: Providing healthcare personnel with opportunities to pursue formal education such as undergraduate, master's, or specialization programs through scholarships or educational assistance can enhance their skills and qualifications; 2) Increasing Employee Participation and Engagement: Involving healthcare workers in decision-making processes regarding their career development. This can be achieved through discussion forums, employee surveys, or work groups focused on human resource development.

These solutions aim to address the identified issues and enhance the career development opportunities and capabilities of healthcare personnel at RSUD Karawang, ultimately improving their performance and the quality of healthcare services provided.

E. CONCLUSION

Based on the analysis conducted during the practical work at the Karawang Regional General Hospital, it can be concluded that this experience significantly contributes to skill development, understanding of real work environments, and applying theories learned in the classroom. The training provided to human resources at the training facility of RSUD Karawang supports the creation of competent and outstanding resources. Recommendations to enhance the practical work experience at RSUD Karawang include the importance of continuously training and developing interpersonal skills, crucial for interaction in the workplace, and providing more opportunities for students to gain relevant information and experience in their field of study during their practical work.

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