

Analysis of human resources governance system in the framework of increasing the business of PT. Rumah Sakit Mata Pekanbaru

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ABSTRACT

Keywords:

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The Pekanbaru Eye Hospital Eye Center (PBEC) is one of the Eye Hospitals that is quite famous in the city of Pekanbaru in particular and in Riau Province in general. It is a tertiary hospital located in the northern part of Indonesia. The eye hospital industry has a great impact on the quality of eye health services. This study aims to investigate how HR at PBEC Eye Hospital is managed to achieve high productivity and positive outcomes, such as consumer satisfaction and hospital business performance, positing that effective HR governance leads to better results, while poor governance has negative impacts. This research has two primary objectives: to fulfill a graduation requirement at Bina Nusantara University, Jakarta, and to offer insights to eye hospital managers on the role of Human Resource Governance in hospital development, particularly at the eye hospital. The findings of this study will provide an in-depth understanding of how HR governance can support the progress of the hospital's business, as well as strategic steps to improve HR governance that have the potential to improve hospital performance. The suggestions submitted include improving the process and quality of HR governance through improving SOPs, training, consulting, and technology.

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INTRODUCTION

Health is a crucial human need, as it allows individuals to perform various activities and contribute positively to society and the environment. A healthy body allows individuals to be productive and beneficial to themselves, their families, and the environment (Evans & Stoddart, 2017; Haslam et al., 2012; Henry & Stephens, 2013; Kodarlikar & Umale, 2020; Prilleltensky & Prilleltensky, 2021). Health services, particularly eye health, are essential for maintaining the health of the five senses of humans. Various health facilities and infrastructure, including medicines, clinics, and hospitals, are available to help maintain eye health, ensuring the community's well-being and promoting overall well-being (Braunstein & Lavizzo-Mourey, 2011; Evans & Stoddart, 2017; Jutte et al., 2021; Solomon et al., 2022; WHO, 2024).

Pekanbaru Eye Hospital Eye Center (PBEC) is one of the Eye Hospitals that is quite famous in the city of Pekanbaru in particular and in Riau Province in general. PBEC Eye Hospital was established in February 2012. In February 2013, this hospital obtained a temporary operational permit and then obtained a permanent operational permit as a Type C Special Hospital since April 2016. Legally, this hospital has the status of a Limited Liability Company (PT). The ownership of this hospital consists of several ophthalmologists and entrepreneurs. PBEC Eye Hospital is currently located on Jalan Soekarno Hatta No.236 Pekanbaru.

To encourage professional work behavior among all PBEC Human Resources (HR), the eye hospital has launched the motto "WE Care Your Eye," emphasizing their commitment to eye health. This motto is intended to resonate with all levels of HR, from top management to entry-level employees, influencing their behavior in patient service. The hospital management is highly attentive to the implementation of this motto, enforcing strict supervision and discipline, and addressing patient complaints with serious attention. Despite advanced equipment and technology, the human element—comprising doctors, nurses, and auxiliary personnel—remains crucial in providing eye health services.

The Governance process in the field of HR includes steps systematically starting from recruiting prospective employees, educating them, placing them in certain positions, building their careers, and so on to preparing for retirement, leaving the company. The process is considered good if the company, in this case the hospital, always carries out these steps in an orderly manner, according to the provisions that have been set. Meanwhile, Governance Quality is the proper implementation of each step in accordance with the standards and provisions that have been set (Aguilera et al., 2021; De Guimarães et al., 2020; Gull et al., 2023; Hani Al-Kassem et al., 2022; Mansoor, 2021; WU et al., 2020).

The implementation of these two variables at PBEC Eye Hospital will be analyzed and then the effect on output will be seen. The test results will show what the impact of HR Governance is on the output or business of the hospital. The results of the correlation test can be positive, negative or zero, which indicates the existence or absence and the weak or strong relationship between the independent variable and the dependent variable. In the end, this can be an input for the management of PBEC Eye Hospital to maintain and develop this hospital business further.

The research aims to investigate how HR at PBEC Eye Hospital is managed to achieve high productivity and positive outcomes, such as consumer satisfaction and hospital business performance, positing that effective HR governance leads to better results, while poor governance has negative impacts. This research has two primary objectives: to fulfill a graduation requirement at Bina Nusantara University, Jakarta, and to offer insights to eye hospital managers on the role of Human Resource Governance in hospital development, particularly at PBEC Eye Hospital. The study aims to identify the key factors influencing hospital development, with a focus on human resources, believed to be the most critical element impacting the reputation and quality of eye health services. It investigates how HR Governance affects hospital outcomes, such as patient revenue and growth. The study highlights the importance of the Knowledge, Skills, and Attitude (KSA) of HR, termed as "competence," in achieving customer satisfaction. The findings will guide hospital managers on enhancing HR governance to improve service quality and business growth. The thesis emphasizes two governance aspects—process and quality—to provide precise recommendations for advancing eye hospital services.

This research will benefit the author, universities, and the eye hospital industry. For the author, completing this research will fulfill a significant requirement for obtaining a bachelor's degree from Bina Nusantara University. Universities will gain insights into human resource governance and research methods, which can aid other students and foster further sophisticated research. The eye hospital industry will receive valuable input on how HR governance can enhance hospital performance and services, guiding management in making necessary adjustments. The research aims to provide widespread benefits, contributing positively to various stakeholders.

METHOD

This study used descriptive quantitative design. Primary data were collected through interviews with management and employees, as well as assessments using the Likert scale for HR governance processes and quality. Regression analysis was carried out to test the hypothesis regarding the positive influence of human resource governance on the development of the hospital's business.

This study adopted the 2017-2019 period to avoid the impact of the COVID-19 pandemic. Descriptive analysis is used to describe data with mean, median, standard deviation, and range, while inference analysis tests the relationship between independent and dependent variables. The regression method is applied to determine the form and strength of the relationship between human resource governance and the development of the number of patients and income. The findings of this study will provide an in-depth understanding of how HR governance can support the progress of PBEC Eye Hospital, as well as strategic steps to improve HR governance that have the potential to improve hospital performance.

RESULTS AND DISCUSSION

As stated, the research for this thesis uses several methods, such as descriptive analysis, Likert scale analysis, and correlation analysis. Analysis

Descriptive Used to obtain a number of information about the data that has been collected, namely independent variables data and dependent variables data. In the previous description, it has been stated that for independent variables there are 2 types of variables, namely the Human Resource Governance Process (HR) and the Quality of Human Resource Governance. As for dependent variables, there are also 2 types of variables, namely the development of the Number of Income and the development of the Number of Patients. The following will be presented the results of the research on the variables that are studied using descriptive analysis and correlation analysis. Meanwhile, the Likert scale analysis was only used to assess the two independent variables every month for 3 years of the research period of 2017, 2018, and 2019.

Descriptive Analysis

Descriptive analysis was used to collect information about the four variables studied, namely: 1) the HR governance process, 2) the quality of HR governance, 3) the amount of income per month, and 4) the number of patients per month. The results of the research on each variable will be discussed in detail one by one as seen in the following description.

HR Governance Process

The value of the governance process felt by managers during 2017-2019 is between 3 - 3.8. This is classified as neutral and tends to agree with the governance process that occurs. Based on the results of data processing, it was obtained that the average governance process that occurred was 3.16. This average shows that managers are satisfied with the employee governance process that occurs at PT Rumah Sakit Mata Pekanbaru.

The value of the governance process in 2017-2019 has a standard deviation value that is smaller than the average value, which shows that the average is fully able to explain the entire value data of this governance process.

Table 1. Assessment of the Human Resources Governance Process of PBEC Eye Hospital, period 2017 – 2019

Management	2019	2018	2017
January	3.2	3.0	3.0
February	3.4	3.0	3.1
March	3.1	3.7	3.4
April	3.2	3.4	3.1
May	3.3	3.1	3.2
June	3.8	3.2	3.1
July	3.5	3.6	3.5
August	3.1	3.2	3.7
September	3.5	3.8	3.2
October	3.7	3.4	3.3
November	3.6	3.6	3.4
December	3.4	3.4	3.6
Average	3.40	3.37	3.30
Max Value	3.8	3.8	3.7
Min Value	3.1	3.0	3.0
Median Value	3.4	3.4	3.3
Std. Dev. Value	0.220	0.259	0.212

Although the value of the HR governance process per month for 3 years of the research period seems to fluctuate slightly, on average there is a slight increase, namely 3.30 in 2017 increased to 3.40 in 2019. This means that there is a slight improvement in the process of managing human resources at this hospital when viewed in terms of the process.

Quality of HR Governance

The assessment of the Quality of Human Resource Governance provides results that are more or less the same pattern and condition as the results of the assessment in the Human Resources Governance Process. The development of monthly values seems to fluctuate even though there is a slight improvement in the 3-year research period. This can be seen in Table 2.

Table 2. Quality Value of Human Resource Governance at PBEC Eye Hospital, period 2017 – 2019

Human Resource	2019	2018	2017
January	3.2	3.2	3.5
February	3.9	3.1	3.2
March	3.5	3.5	3.3
April	3.5	3.7	3.6
May	3.1	3.2	3.3
June	3.5	3.5	3.4
July	3.7	3.6	3.6
August	3.7	3.2	3.1
September	3.2	3.7	3
October	3.6	3	3.4
November	3.2	3.3	3.4
December	3.8	3.7	3.1
Average	3.40	3.39	3.33
Max Value	3.8	3.7	3.6
Min Value	3.1	3	3
Median Value	3.4	3.4	3.35
Std. Dev. Value	0.220	0.243	0.188

The value of the quality of human resources or employees owned by PT Rumah Sakit Mata Pekanbaru is between 3 - 3.8 values which are classified as neutral and tend to agree with the quality of existing human resources. The average human resource quality score based on manager assessment is 3.4 and has a standard deviation value that is smaller than the average. This shows that the homogeneous value and average value are able to explain the overall value of human resource quality. The lowest score given in this assessment is 3 and the highest score given in this assessment is 3.7 which means that the manager is satisfied and tends to agree with the quality of human resources owned by PT Pekanbaru Eye Hospital. However, there is still an opportunity for PBEC Eye Hospital to make efforts to improve the quality of its human resource governance so that higher scores can be achieved, for example above 4.

Development of Hospital Revenue

Table 3. Revenue Development of PBEC Eye Hospital, period 2017 – 2019

Income	2019	2018	2017
January	3.0	1.8	1.4
February	3.2	1.8	1.2
March	3.4	1.8	1.4
April	2.3	0.9	1.2
May	1.8	0.6	0.9
June	3.6	1.3	1.1
July	3.8	1.5	1.9
August	2.6	1.7	1.5
September	3.5	1.8	1.1
October	3.2	1.7	1.3
November	3.3	2.4	1.5
December	3.2	2.7	1.2
Average	3.08	1.67	1.31
Max Value	3.8	2.7	1.9
Min Value	1.8	0.6	0.9
Median Value	3.2	1.8	1.3
Std. Dev. Value	0.551	0.545	0.247

Description: Revenue data is presented in billions

The company's average revenue shows a positive increase every year, namely 1.31 in 2017, 1.67 in 2018, and 3.08 in 2019. This significant increase in revenue occurred because PT Pekanbaru Eye Hospital carried out a strategy to improve and develop existing facilities and infrastructure, one of which is by improving the quality of human resources (Fentiana, 2020). The highest amount of income obtained by PT Rumah Sakit

Mata Pekanbaru reached 3.8 billion and the lowest amount of income was 0.6 billion. During these 3 years, the amount of income has a standard deviation value that is smaller than the average. This shows that the homogeneous value and average value are able to explain the overall value of the company's revenue.

Patient Population Growth

In 2017-2019, the average number of patients at PT Rumah Sakit Mata Pekanbaru fluctuated, namely 1.64 in 2017, 1.62 in 2018, and increased in 2019, reaching 2.23. The highest number of patients reached 2.5 thousand patients and the lowest value reached 1.1 thousand patients. The fluctuating number of patients is due to external factors that influence patients to visit and assess the quality of services, namely expected service and perceived service (Natalia and Dwi, 2013). The number of patients in 2017-2019 has a standard deviation value that is smaller than the average value, which shows that the average is fully able to explain the overall number of patients data of PT Pekanbaru Eye Hospital.

Table 4. Development of the Number of Patients at PBEC Eye Hospital, Period 2017 – 2019

Number of Patient	2019	2018	2017
January	2.1	1.9	1.8
February	2.2	2.0	1.6
March	2.5	1.6	1.7
April	2.0	1.4	1.6
May	1.5	1.1	1.3
June	2.4	1.3	1.5
July	2.5	1.5	2.0
August	2.2	1.5	1.6
September	2.4	1.6	1.6
October	2.5	1.4	1.7
November	2.5	2.0	1.7
December	2.0	2.1	1.6
Average	2.23	1.62	1.64
Max Value	2.5	2.1	2.0
Min Value	1.5	1.1	1.3
Median Value	2.3	1.6	1.6
Std. Dev. Value	0.290	0.320	0.161

Description: Data on the number of patients is presented in thousands

Correlation Analysis

Correlation analysis is the analysis of the relationship between independent variables and dependent variables. Does the development of independent variables have a significant impact on the development of dependent variables, during the research period? If the relationship exists, what does that relationship look like? Is it positive or negative? This will be tested in correlation analysis. The correlation analysis in this thesis will examine 4 types of relationships, namely:

- 1) the process of human resource governance with the development of the amount of hospital revenue;
- 2) HR governance process with the development of the number of patients;
- 3) the quality of human resource governance with the development of hospital revenue;
- 4) The quality of human resource governance with the development of the number of patients.

The discussion of each of the four types of relationships will be presented in detail in the following description.

Correlation of Human Resource Governance Process with the Development of Total Hospital Revenue

Table 5. ANOVA Table Correlation of Human Resource Governance Process with the Development of Total Hospital Revenue

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335a	0.112	0.086	
Predictors: (Constant), Management				

ANOVA ^a				
	Model	Sum of Squares	df	Mean Square
1	Regression	3.235	1	3.23
	Residual	25.635	34	0.75
	Total	28.87	35	
a. Dependent Variable: Income				
b. Predictors: (Constant), Management				

Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficient
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>
1	(Constant)	-2.263	2.071	
	Management	1.275	0.616	0.3
a. Dependent Variable: Income				

Based on the results of ANOVA, the F value is 4,291 with a test significance of 0.046. The significance test value is less than 0.05, then the linear equation form $Y = a + bX$ is appropriate and can be used. From the t-test, it can also be seen that the significant value (0.046) is smaller than 0.05 which shows that there is a significant positive influence of the independent variable of the HR governance process on the bound variable, namely the development of company income.

Correlation of HR Governance Process with the Development of the Number of Patients

The results of the correlation of the HR governance process with the development of the number of patients can be seen in table 6.

Table 6. ANOVA Table Correlation of HR Governance Process with the Development of the Number of Hospital Patients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355a	0.116	0.1	0.13976
Predictors: (Constant), Management				

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.096	1	3.23	4.908	.034b
	Residual	0.664	34	0.75		
	Total	0.76	35			
a. Dependent Variable: Income						
b. Predictors: (Constant), Management						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.57	0.333		7.71	0
	Management	-0.22	0.099	-0.355	-2.215	0.034
b. Dependent Variable: Income						

Based on the results of ANOVA, the F value is 4.908 with a test significance of 0.034. The significance test value is less than 0.05, then the linear equation form $Y = a + bX$ is appropriate and can be used. From the t-test, it can also be seen that the significant value (0.034) is smaller than 0.05 which shows that there is a significant positive influence of the independent variable of the HR governance process on the bound variable, namely the development of the number of patients.

Correlation of Human Resource Governance Quality with the Development of Total Hospital Revenue

Based on the results of ANOVA, the F value is 4,256 with a test significance of 0.047. The significance test value is less than 0.05, then the linear equation form $Y = a + bX$ is appropriate and can be used. From the t-test, it can also be seen that the significant value (0.047) is smaller than 0.05 which shows that there is a

significant positive influence of the independent variable of human resource governance quality on the bound variable, namely the development of company revenue.

Table 7. ANOVA Table Correlation of Human Resource Governance Quality with Development of Total Hospital Revenue

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.334a	0.111	0.085	0.89518		
Predictors: (Constant), Management						
ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.411	1	3.411	4.256	.047b
	Residual	27.246	34	0.801		
	Total	30.656	35			
a. Dependent Variable: Income						
b. Predictors: (Constant), Management						

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficient		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	-2.338	2.123		-1.101	0.278
	Management	1.248	0.622	0.334	2.063	0.047
a. Dependent Variable: Income						

Correlation of HR Governance Quality with the Development of the Number of Patients

The results of the correlation of the quality of human resource governance with the development of the number of patients can be seen in table 8.

Table 8. ANOVA Table Correlation of Human Resource Governance Quality with the Development of the Number of Hospital Patients

Number of Hospital Patients

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.343a	0.118	0.092	0.26999	
Predictors: (Constant), Management					

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.332	1	0.332	4.548	.040b
	Residual	2.478	34	0.073		
	Total	2.81	35			
c. Dependent Variable: Income						
d. Predictors: (Constant), Management						

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	0.455	0.64	0.71	0.482
	Management	0.4	0.188	0.343	2.133
a. Dependent Variable: Income					

Based on the results of ANOVA, the F value is 4,548 with a test significance of 0.040. The significance test value is less than 0.05, then the linear equation form $Y = a + bX$ is appropriate and can be used. From the t-test, it can also be seen that the significant value (0.040) is smaller than 0.05 which shows that there is a significant positive influence of the independent variable of human resource governance quality on the bound variable, namely the development of the number of patients.

CONCLUSION

This study concludes that the process and quality of human resource governance at PBEC Eye Hospital during the 2017-2019 period fluctuated, but showed a slight improvement in line with the development of the hospital's business. Regression analysis showed that these two variables had a significant positive relationship with results below 0.05. The human resource factor plays an important role in eye health services, so management needs to pay more attention to human resource governance. There is an opportunity to improve the quality of human resources who are more competent and professional, which in turn will increase patient satisfaction and the hospital's business.

The suggestions submitted include improving the process and quality of HR governance through improving SOPs, training, consulting, and technology. Employee awareness to work professionally and innovatively also needs to be improved. In addition, universities are advised to encourage research in the field of human resources to support the growth of the business world. This study has limitations due to the lack of up-to-date data due to the impact of COVID-19 and focuses on only one company, so the results of the study may not be generally applicable. Therefore, it is recommended to conduct further research.

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