



Analysis of Human Resource Management in Facing High Employee Turnover

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ABSTRACT

The high employee turnover rate at Private Hospital X Kediri in 2025 has the potential to reduce the quality of health services. Data shows an imbalance between incoming (12 people) and outgoing (42 people) employees in one year, and approximately 40% of nurses experience turnover. This is due to a mismatch between recruitment and work unit needs, high workloads, and limited career development. This study aims to analyze human resource management at Private Hospital X Kediri, especially in the planning process. The approach used in this research is descriptive qualitative with a case study type, using interview, observation, and document review techniques. The research informants consist of main informants, specifically the Human Resources Department that is directly involved in the recruitment and selection process, and key informants, including information technology (IT) and nursing staff who are involved in or affected by the recruitment process. The results show that the recruitment system has been running according to SOP and through systematic selection stages, but there are still weaknesses in the assessment of non-technical competencies and HR planning. Improvements in workforce needs analysis, particularly in finding the right people according to job specifications, developing more comprehensive selection methods, and enhancing retention strategies through improved work environments and career development, are expected to reduce turnover rates and improve the quality of healthcare services.

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INTRODUCTION

Hospitals are healthcare institutions that play a strategic role in improving public health status. In accordance with the Regulation of the Minister of Health of the Republic of Indonesia Number 30 of 2019, a hospital is defined as a healthcare institution that provides comprehensive individual health services (Putri, 2021). According to Palijama (Palijama, 2023), Human Resources in the health sector are vital in determining the quality of healthcare services. The success of health services depends heavily on healthcare workers, in terms of quantity, ability, and work performance. However, in Indonesia, several issues persist, such as the uneven distribution of health workers and

suboptimal Human Resources management, which can impact the quality of service received by the community.

Employee recruitment is the process of attracting and obtaining candidates who possess qualifications suited to organizational needs. In private hospitals, this process is generally conducted through an open recruitment mechanism to reach a wide pool of health workers. However, recruitment must not only consider competency aspects but must also refer to the private hospital's standard operating procedures (SOP). Based on interviews conducted at a Private Hospital X Kediri, the recruitment process is based on a labor needs analysis triggered by employee retirement, resignations, or increased service needs. The selection process is carried out systematically through administrative stages, written tests, interviews, and practical tests with specific score standards. Additionally, strict health requirements are enforced as part of risk management efforts.

Interview results indicate that in 2025, from January to December, 12 employees joined while 42 employees left. This data shows a significant imbalance between recruited and departing employees. This condition may indicate internal problems such as low job satisfaction, high workloads, or other managerial factors (Robbins and Judge, 2022). High turnover is a serious concern as it can impact the quality of health services (Suryani, Windiyaningsih and Rahardjo, 2020; Aisyah and Ardan, 2024; Supriatin *et al.*, 2024; Simamora, Rahardjo and Kridawati, 2025). Therefore, analyzing employee turnover data is an important initial step in understanding Human Resources conditions at the Private Hospital X Kediri.

Human Resources in the health sector are the determining factor in service success because health workers are directly involved in the patient care process. Quality service is determined not only by the number of personnel but also by their abilities, competencies, and performance (Palijama, 2023). Thus, Human Resources management needs to be planned and sustainable. Human Resources management encompasses planning, organizing, directing, and supervising labor to achieve optimal organizational effectiveness and efficiency (Abidin, Trigono and Garnida, 2026; Sukanth and N, 2026). However, in practice, obstacles such as uneven distribution and suboptimal management persist. Research on hospital Human Resources management is necessary to identify the alignment between labor needs and field implementation. Human Resources management is not limited to recruitment but includes selection, placement, and performance evaluation. Inconsistencies in these processes can lead to a decline in healthcare quality (Putri, 2021).

METHOD

This research employs a descriptive method with a qualitative approach. The study was conducted at a private hospital in Kediri in February 2026. The research informants consist of main informants, specifically the Human Resources Department that is directly involved in the recruitment and selection process, and key informants, including information technology (IT) and nursing staff who are involved in or affected by the recruitment process. The researcher performed data collection through in-depth interviews, observations, and document reviews of Standard Operating Procedures (SOPs), staffing data, and recruitment-related archives. The study ensures data validity by using source and technique triangulation. Data analysis was carried out qualitatively in stages: data reduction, data presentation, and conclusion drawing. This research focuses on the planning of human resources management at the hospital, which consists of the recruitment and selection process, the alignment between organizational needs and



recruitment outcomes, and the challenges in human resource management within the hospital.

RESULT

Human resource planning at Private Hospital X in Kediri is based on the actual needs of each work unit. The process begins with the unit head submitting a request for staffing needs to the director, who then forwards it to the Human Resources department for follow-up. This is explained by the main informant (Head of Human Resources Sub-Division) and was reinforced by the key informants, a nurse and an IT employee. They stated:

"Usually, we assess the needs within the unit, for example, if someone retires, resigns, or needs to expand their services. The unit head submits a memo to the director, and once approved, Human Resources processes it." – Head of Human Resources Sub-Division

"If there's a shortage of nurses in a ward, the ward head usually reports it first, and then management processes it." - Nurse

"Staffing needs are usually assessed based on the working conditions in the unit. If the workload increases, a request is made." – IT employee

A crucial role in human resource management is the employee recruitment and selection stage. This process is carried out to obtain employee candidates who match the organization's needs, both in terms of quantity and competency. In this private hospital in Kediri, recruitment is generally carried out through an open recruitment mechanism while still adhering to established work procedures (Standard Operating Procedures). Referring to the results of in-depth interviews with informants in this private hospital in Kediri, it was discovered that recruitment was carried out based on an analysis of workforce needs triggered by employee retirements, resignations, and increased service needs. The selection process is carried out through several stages, namely administrative assessments, written exams, and practical tests with certain standard scores, and is complemented by a health examination.

The recruitment process is carried out systematically and in stages. The systematic mechanism in question is carried out based on organizational needs and aims to obtain workers who comply with hospital standards. The stages of the recruitment process start from submitting labor requirements to implementing recruitment by the Human Resources Department after obtaining approval from the director and board of directors.

The main informant explained:

"If it has been approved, the Human Resources Department will look for candidates from the data bank or open vacancies via flyers, then we will process the recruitment." – Head of Human Resources Sub-Division

Key informants revealed:

"When I registered it happened to be from a friend's information, but he said my data had also entered the Human Resources Department's data bank. So when there was a need for a nurse, I was contacted again to continue the selection process. After that, I took a test and interview, then I was accepted." - Nurse

"When I came in, I received vacancy information from social media, so I registered and took part in the selection process." – IT employee

The selection of prospective workers in Private Hospital X at Kediri is carried out through several stages, namely administrative selection, written test, interview and medical test. After being declared to have passed the selection, prospective employees are not immediately appointed as permanent employees, but must first undergo an internship period as an initial performance evaluation stage.

The main informant stated:

"There is a written test, an interview, then a medical test. The minimum score is 75, then they will be ranked. Initially new employees are interned for around 3 months, then assessed. If they are good then they are hired, it could be 6 months or 1 year. After that, if the assessment is good, at least 75 at each 3 month evaluation then they are appointed as permanent employees, it could take up to 2 years before they are appointed as permanent employees." – Head of Human Resources Sub-Division

This is in line with the key informant's statement:

"There are several stages, from the written test to the interview, then the medical test as well. When you first enter you also do an internship for 3 months, then you will see your performance before you can continue with the contract." - Nurse

"When I took part in the selection, there was a written test and interview, and then a medical test before being accepted. After entering, we did an internship first, our performance was assessed before continuing with the contract." – IT Employee

Statements from the three informants show that the selection process is carried out systematically and strictly to ensure the quality of the workforce received, both in terms of competency and health condition. During the internship period, after the selection process, performance assessments are carried out periodically to assess the employee's work ability, discipline and suitability for the hospital work environment. The results of this evaluation are the basis for making decisions regarding the awarding of work contracts, contract extensions, and the possibility of being appointed as permanent employees.

The results of the study on Human Resources management planning at Private Hospital X Kediri, based on each answer to the in-depth interviews of the main informants and key informants, as well as the review of SOP documents, it can be concluded that the workforce recruitment process has a clear and structured flow, starting from submitting needs through a memo to the director, continuing to the Human Resources department for candidate search, until obtaining approval from the leadership before the selection is carried out. Candidates who pass then undergo a health test, a three-month internship period, and a work contract that is periodically evaluated. However, in its implementation, there is still a mismatch between the recruited workforce and the needs of the work unit, for example in the information technology section, so that performance is not optimal. In addition, the next problem in the process is the fairly long recruitment time and the selection system that emphasizes values is also not fully able to describe the non-technical competencies needed.



DISCUSSION

The findings of this study indicate that Human Resources planning at Private Hospital X Kediri is driven by actual unit needs and workload analysis, initiated by unit heads. This bottom-up approach aligns with the findings of Fauziah and Rani (Fauziyah and Rani, 2024), who suggest that decentralized planning allows for a more accurate reflection of operational realities on the ground. However, the study at Private Hospital X Kediri also reveals a long recruitment time and a mismatch in the IT department. This suggests that while the planning is responsive, it may lack the proactive strategic foresight (Purwadi *et al.*, 2024; Mathew and Sunil, 2026; Subagiyo *et al.*, 2026). Hospital Human Resources planning must move beyond simple replacement (retirements/resignations) toward predictive modeling to ensure that technical roles, like IT, are filled with candidates possessing the specific niche competencies required for modern digital health systems (Zhu *et al.*, 2024; Putri, Rachman and Efawati, 2025).

Private Hospital X at Kediri utilizes a combination of internal data banks, flyers, and social media for recruitment. This hybrid strategy is consistent with the digital transformation of Human Resources observed between 2021 and 2025. Ninawati (Ninawati *et al.*, 2024) noted that for healthcare institutions, social media serves as a powerful tool for employer branding, while data banks reduce recruitment costs. However, the reliance on a data bank for nursing staff—as mentioned by the nurse informant—can be a double-edged sword. While it speeds up the process for general roles, when specialized technical roles relying on old data banks often leads to the mismatch found in this hospital's IT department, as technical skills in IT evolve faster than the data bank is updated.

A significant finding in Private Hospital X at Kediri is the use of a minimum score of 75 and a Human Resources-month internship period as a prerequisite for contract status. This multi-stage process (written, interview, medical, and internship) mirrors the Competency-Based Recruitment and Selection (CBRS) model. Some researches argues that an internship or probationary evaluation is the most effective way to measure actualized competency rather than just theoretical knowledge.

Despite this, the informants noted that the current selection system emphasizes scores over non-technical competencies (soft skills). Standardized written tests in hospitals often fail to predict emotional intelligence and patient-centered communication. The 75-point Human Resources hold used at Hospital X ensures a baseline of hard skills but, as the study suggests, may be insufficient for assessing the behavioral suitability of the candidate for the specific hospital culture.

The long recruitment time identified at Hospital X is a common bottleneck in Indonesian healthcare administration. Recent studies indicate that bureaucratic approval layers (unit head to director to board) often cause hospitals to lose high-quality candidates to competitors who have more agile, automated hiring workflows (Satriyani and Atmaja, 2021; Syalaisha, 2025). Furthermore, the mismatch in the IT section highlights a critical gap in Job Analysis. Recruitment failures often stem from a lack of specific Job Specifications provided by the unit head to the Human Resources department, leading to the recruitment of generalists where specialists were needed (Pratiwi, Riyadi and Susanti, 2021; Johana, Budiharto and Rahayu, 2023; Sumadhinata and Sari, 2023).

CONCLUSION

Human resource management at the Private Hospital in City X has been implemented systematically and refers to standard operating procedures (SOPs), which include workforce needs planning, recruitment, selection, and employee performance evaluation. However, several obstacles are still found in its implementation, including a mismatch between the recruited workforce and the needs of the work unit, a selection system that is not yet fully able to accommodate non-technical competencies, and a high employee turnover rate influenced by job satisfaction, workload, and limited career development factors. Therefore, improvements are needed Human Resources tough increasing the accuracy of workforce needs analysis, job specification, developing more comprehensive selection methods to assess technical and non-technical competencies, and strengthening employee retention strategies Human Resources tough improving working conditions, providing competitive compensation, and providing career development programs in the form of education budgeting without a loan system that needs to be implemented as a form of competency development support, accompanied by regular monitoring and evaluation to ensure the quality of Human Resources and health services remains optimal. All of these things need to be done to reduce turnover rates and improve the quality of health services in the hospital.

ETHICS

Ethical approval for this study was granted by the Health Research Ethics Committee of Institut Ilmu Kesehatan Bhakti Wiyata Kediri. To protect participant privacy, all data were completely anonymized. All procedures were compliant with relevant data protection regulations and institutional guidelines.

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