

HUMAN RESOURCE MANAGEMENT STRATEGY THROUGH LEADERSHIP SUPPORT IN IMPROVING BPJS PATIENT SERVICE PERFORMANCE AT MELOY SANGATTA HOSPITAL

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Abstract

This study aims to determine the Human Resource Management Strategy Through Leadership Support to Improve BPJS Patient Service Performance at Meloy Sangatta Hospital. The informants in this study were the Director of Meloy Sangatta Hospital as a supporting informant, one Medical Records Officer, and two BPJS Patients. The data analysis used in this study included data collection, reduction, presentation, and conclusion drawing. This study employed a descriptive approach.

The results of the study indicate that the leadership of Meloy Sangatta Hospital has implemented a top-down leadership strategy grounded in strong moral commitment. Meloy Sangatta Hospital has developed a progressive HR strategy through three pillars: training as a foundation, intelligent incentives (financial and non-financial) as a driving force, and discipline as a standard maintainer. Consistency of service for BPJS patients is maintained through three pillars: a disciplined system, nurturing motivation, and implementing accountability. There is a gap between leadership perceptions and the reality on the ground. Significant gaps in teamwork exist.

Keywords: Human Resource Management, Leadership, and Service Performance

INTRODUCTION

Healthcare is a basic human need that must be met fairly, equitably, and with quality. In Indonesia, the National Health Insurance (JKN) program, administered by the BPJS Kesehatan (Social Security Agency for Health), is a government effort to ensure access to healthcare services for all. Hospitals, as healthcare facilities, are required to provide excellent service to BPJS participants, despite often facing challenges in terms of resources, workload, and administrative and financial constraints.

At Meloy Sangatta Hospital, the synergy between HR management strategies and leadership support remains suboptimal. Lack of ongoing training, minimal appreciation for employee performance, and ineffective internal communication present challenges. This

situation has the potential to reduce work motivation and impact the quality of BPJS patient care.

Based on the background of the problem described above, the research problem is formulated as follows: "How Does Human Resource Management Strategy Through Leadership Support Improve BPJS Patient Service Performance at Meloy Sangatta Hospital?"

Based on the problem formulation outlined above, the research objective is to determine "To determine Human Resource Management Strategy Through Leadership Support in Improving BPJS Patient Service Performance at Meloy Sangatta Hospital."

THEORETICAL FRAMEWORK

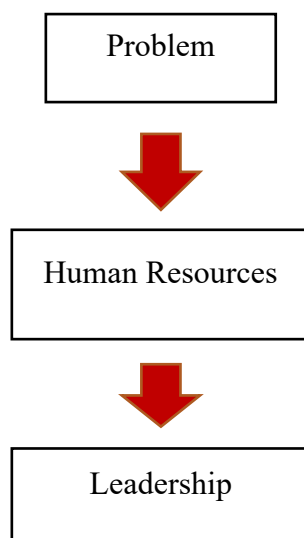
Human resources are a vital asset and serve as the primary driving force in the implementation of all institutional activities. Therefore, they must be properly managed through Human Resource Management (HRM). According to human resource management experts, the following are the following: (Handoko, 2014:4) states that human resource management is the recruitment, selection, development, maintenance, and utilization of human resources to achieve both individual and organizational goals.

(Mangkunegara, 2013:2) states that human resource management is the management and utilization of individual resources. This management and utilization are maximized within the workplace to achieve organizational goals and individual employee development. Based on the opinions of the experts mentioned above, it can be concluded that human resource management is the effective and efficient management of human resources within a company to help achieve its goals.

Leadership is the process of influencing or modeling followers through communication in an effort to achieve organizational goals. A leader in an organization must be able to create integration that is in harmony with the efforts of those under him, which also includes fostering cooperation, direction and encouragement of subordinates' work enthusiasm so that positive motivation is created that will generate maximum intentions and (performance) is also supported, with organizational facilities to achieve goals (Rivai, 2020:49). Performance is the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. The performance of human resources (HR) as a workforce is essentially the quality of a worker's knowledge, skills, and mental attitude. Performance is rooted in the word "to perform," which means to carry out, execute, carry out, and fulfill or carry out one's obligations (Suryani et al., 2017:32).

The Social Security Administering Body, hereinafter referred to as BPJS, is a legal entity established to administer social security programs. The Social Security Administering Body (BPJS) is a legal entity established by law to administer social security programs. According to Law Number 40 of 2004 concerning the National Social Security System, BPJS is a transformation of the existing social security administering body, and it is possible to form a new administering body in accordance with the dynamics of social security developments.

Figure 1 Framework of Thought



Source: Researcher 2026

METHOD

This research was conducted from November 2025 to April 2026. The research location was Meloy Hospital, Sangatta. The informants were one Director of Meloy Hospital, two Medical Records Officers, and two BPJS patients. The analytical tools used were data collection, data reduction, data presentation, and conclusion drawing.

RESULT AND DISCUSSION

The human resource (HR) management strategy at Meloy Sangatta Hospital is still in the implementation stage, tending to be administrative in nature and not yet fully strategic. This is reflected in the HR management pattern, which emphasizes meeting short-term operational needs rather than long-term planning integrated with the dynamic needs of BPJS (Social Security Provider) patients.

Leadership, in this context, is understood not only as a formal function within the organizational structure but also as a strategic factor capable of driving, directing, and strengthening the entire HR management process within a healthcare organization.

This phenomenon is complex, multidimensional, and influenced by the interaction between various organizational factors and the service system. Service performance cannot be understood solely as the result of the work of individual healthcare workers, but rather as the outcome of a service system involving human resources (HR), workload, administrative procedures, and the dynamics of BPJS policies themselves.

These efforts reflect the organization's awareness of the importance of change in addressing internal and external pressures, particularly related to increasing patient numbers, resource constraints, and the complexity of the BPJS system. However, the adaptations and innovations undertaken are still in their early stages and are partial, thus not yet fully integrated into the overall organizational strategy.

Meloy Sangatta Hospital is the result of a complex, dynamic, and interconnected interaction between various organizational factors. Service performance cannot be understood as a single, stand-alone variable, but rather as the outcome of an organizational system involving human resource (HRM) management strategies, leadership support, organizational barriers, and ongoing adaptation and innovation efforts.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the research results, the following conclusions were drawn:

The performance of BPJS patient services at Meloy Sangatta Hospital is influenced by the interaction between human resource management strategies, leadership, organizational barriers, and adaptation and innovation efforts. The implemented HR strategy is still administrative and reactive, thus failing to optimally anticipate the increase in BPJS patients. This has led to an imbalance between the number and distribution of healthcare workers and the workload.

Leadership plays a crucial role in supporting the implementation of HR strategies through decision-making, motivation, and communication. However, this support has been inconsistent, particularly in terms of rewards and strengthening work culture. Consequently, service performance continues to face challenges such as long waiting times, decreased responsiveness of healthcare workers, and differences in perceptions of service quality between BPJS patients and general patients.

Furthermore, structural, competency, and systemic barriers exist, including staff shortages, lack of BPJS-specific training, and administrative complexity. The hospital has adapted through service digitization, SOP adjustments, and improved coordination, but innovation remains patchy. Overall, improving service performance requires an integrated

approach through strengthening HR strategies, leadership, system improvements, and continuous innovation.

Suggestion

Based on the qualitative analysis generated from the interviews, the following suggestions can be developed to strengthen and refine this thesis research:

1. Integrated improvements are needed in human resource management and service systems. Hospital management needs to develop a more strategic human resource strategy through BPJS patient needs-based planning, workforce equity, and specialized training related to BPJS administration and technical aspects. Furthermore, the reward and performance evaluation system needs to be strengthened to increase healthcare worker motivation.
2. From a leadership perspective, leaders are expected to be more consistent in providing support, both through communication, motivation, and creating a conducive work environment to reduce workload and the risk of burnout.
3. Regarding the service system, optimizing digitalization and simplifying BPJS procedures is necessary to increase efficiency and reduce patient waiting times.
4. For further research, it is recommended to use a quantitative or mixed methods approach and expand the research object to achieve more comprehensive and generalizable results.

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