

The Effectiveness of Human Resource Management (HRM) Strategies on the Performance of Medical Records Staff at the Regional General Hospital of Central Buton Regency, Southeast Sulawesi Province

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Abstract

Human Resource Management (HRM) plays a significant role in improving the productivity of healthcare workers, including medical records officers in hospitals. Optimal performance by medical records personnel is crucial to ensuring quality healthcare services. However, in its implementation, many obstacles remain that hinder the effectiveness of HRM strategies. This study aims to assess the effectiveness of HRM strategies in improving the performance of medical records personnel at the Buton Tengah District General Hospital in Southeast Sulawesi Province. The method used in this study was a qualitative approach with a descriptive analytical design. Data were collected through observation, interviews, and documentation techniques, with the subjects involved being medical records personnel and hospital management. For data analysis, a content analysis method was used. The results of this study indicate that HRM strategies are not fully effective. Some of the main problems identified are a shortage of personnel, a limited budget, inadequate facilities and equipment, suboptimal implementation of SOPs, and lack of maintenance of existing equipment. The conclusion of this study is that HRM strategies have not been well integrated in efforts to improve the performance of medical records personnel. Therefore, improvements are needed in terms of human resource planning, training, reward systems, and improvements to supporting facilities and infrastructure.

INTRODUCTION

Hospitals are institutions that provide healthcare services and play a vital role in improving the quality of public health by providing effective, efficient, and cost-effective services. To carry out their duties, hospitals not only require facilities and technology but also rely heavily on the quality of their workforce (Ministry of Health of the Republic of Indonesia, 2020). Human resources play a crucial role in an organization's success because they are directly involved in the healthcare process and determine the quality of care provided to patients (Dessler, 2020; Armstrong, 2021).

Human Resource Management (HRM) is a strategic method for managing employees, encompassing several stages, including planning, recruiting, selecting, training, developing skills, evaluating performance, and providing rewards or salaries (Hasibuan, 2019; Sihotang, 2021). From a Strategic Human Resource Management (SHRM) perspective, sound HRM implementation significantly impacts organizational performance, including in the healthcare sector (Robbins & Judge, 2020; Sinambela, 2021). International research also shows that implementing an integrated HRM strategy can improve performance, service quality, and patient satisfaction (Armstrong, 2021; Dessler, 2020).

In the healthcare sector, medical records staff play a crucial role as they are responsible for accurately, completely, and consistently maintaining patient information. Medical records are not only used as administrative documents, but also serve as the basis for clinical decision-making, evaluating

medical services, and serving as legal evidence in various medical practice activities, as stipulated in Indonesian Minister of Health Regulation No. 269 of 2008. Therefore, the competence of medical records staff is an important indicator in evaluating the quality of hospital services (Herlambang, 2016).

However, various studies show that the work of medical records staff still faces numerous structural and managerial barriers. A 2022 study by Pratiwi showed that a lack of training and human resource development impacts the low skills of medical records staff. Another study by Nuryani (2022) showed that a shortage of workers increases the workload, which in turn reduces the quality of service. Furthermore, Darmawan (2021) stated that an inadequate reward system can reduce employee morale in the healthcare sector.

These findings are also supported by various international studies showing that a shortage of medical personnel, limited healthcare facilities, and poor implementation of HR policies are key factors impacting the performance of healthcare workers in hospitals (World Health Organization, 2021). Other research indicates that investing in training, fair pay systems, and infrastructure and technology support are crucial for sustainably improving healthcare worker performance (Tasri & Tasri, 2020; Robbins & Judge, 2020).

Central Buton District Hospital, Southeast Sulawesi Province, as a regional healthcare facility, also faces challenges in managing human resources, particularly in the medical records unit. Based on field conditions, several problems remain, such as a lack of sufficient staff, inadequate training, the absence of a clear reward system, and limited supporting facilities and infrastructure. These conditions indicate that the human resource management strategies employed have not been fully successful in improving the capabilities and efficiency of medical records staff.

Although numerous studies have explored HRM and healthcare worker performance, a gap remains, particularly in comprehensively examining the effectiveness of HRM strategies using a systems approach encompassing five aspects: people, funds, materials, methods, and machines, specifically in the medical records unit of a regional hospital. This study is significant because it provides a more comprehensive approach to examining the various factors that influence the performance of healthcare workers.

Based on this explanation, this study aims to evaluate the effectiveness of Human Resource Management (HRM) strategies in influencing the performance of medical records staff at the Buton Tengah District General Hospital, Southeast Sulawesi Province. The results of this study are expected to provide theoretical benefits for the development of human resource management in the health sector and directly serve as a reference in evaluating hospital performance to improve workforce management and medical records services.

Based on the hospital's internal evaluation and preliminary observations conducted in the medical records unit, several performance issues were identified, including an imbalance between workload and the number of personnel, limited opportunities for competency development, inadequate supporting facilities, and inconsistencies in the implementation of standard operating procedures. These conditions indicate that the existing Human Resource Management (HRM) strategies have not yet fully supported the optimal performance of medical records staff, highlighting the need for a comprehensive evaluation of HRM practices.

Although previous studies have examined the relationship between HRM practices and employee performance, most have focused on specific HR components such as training, compensation, or recruitment. This study differs by adopting a comprehensive 5M framework (Man, Money, Material, Methods, and Machine) to evaluate the effectiveness of HRM strategies in the medical records unit of a regional hospital. Therefore, this study contributes to the existing literature by providing a more integrated perspective on HRM implementation and its influence on the performance of medical records personnel.

METHOD

This study uses a qualitative approach with a descriptive analytical design using the Content Analysis method, which aims to understand in depth how the effectiveness of human resource management (HRM) strategies affects the performance of medical records personnel at the Regional General Hospital of Central Buton Regency, Southeast Sulawesi Province. This study uses a qualitative approach because it emphasizes efforts to explain phenomena, explore perceptions, and understand

the experiences of informants regarding the implementation of HRM strategies in the healthcare environment.

This research was conducted at the Regional General Hospital of Buton Tengah Regency, Southeast Sulawesi Province, with the research time being carried out in January 2026 – February 2026. This location was chosen because it is one of the regional hospitals that has a human resource management method that is in accordance with the research focus, especially in the medical records unit.

Informants in this study are individuals considered to be more knowledgeable about everything related to the research problem. Informants provide information about people or objects (Aditya, F.S. 2022). There were six informants in this study: three Medical Records Officers, one Head of the Medical Records Installation, one Medical Records Administration Implementer, and one Employee Administration Coordinator.

Data were collected using three main methods: in-depth interviews, observation, and documentation. In-depth interviews were conducted using a semi-structured, pre-prepared interview guide to gather comprehensive information on HR strategies and the performance of medical records staff. Direct observations were conducted at the medical records unit's workplace to observe work activities, facility and infrastructure utilization, and the implementation of standard operating procedures (SOPs). Meanwhile, documentation was conducted by reviewing various related documents, such as organizational structures, human resource policies, and other supporting data relevant to the research.

The collected data were analyzed using a qualitative content analysis approach. The analysis process involved data reduction, coding of interview transcripts, observation notes, and documentation, followed by categorizing similar findings into key themes based on the five HRM aspects (Man, Money, Material, Methods, and Machine). The identified themes were then interpreted by comparing them with relevant theories and previous studies to draw meaningful conclusions regarding the effectiveness of HRM strategies on the performance of medical records staff.

RESULTS AND DISCUSSION

RESEARCH RESULT

The results of this study were obtained through observation, documentation, and qualitative data analysis conducted at the Buton Tengah District General Hospital in Southeast Sulawesi Province. The analysis focused on the effectiveness of Human Resource Management (HRM) strategies on the performance of medical records staff using the 5M approach: Man (human resources), Money (budget), Material (facilities and infrastructure), Methods (work methods), and Machine (equipment).

In general, the research results indicate that the HR strategies implemented at Buton Tengah District Hospital have not been fully effective in improving the performance of medical records staff. This is evident in the various limitations and inconsistencies in several key interrelated aspects that impact the effectiveness of medical records staff.

Effectiveness of HR in Human Resources Aspect

In terms of human resources, it was found that the number of medical records staff was still insufficient compared to the existing workload. The increase in patient numbers was not matched by an increase in the workforce, resulting in an increased workload that impacted work effectiveness.

Furthermore, there is a mismatch between the educational background and the duties performed by some medical records staff. This situation impacts technical skills and understanding of work procedures, thus affecting the quality of work results. In terms of work experience, some medical records staff have sufficient experience, but there are still new staff who need to adapt and improve their competencies.

Effectiveness of HR in Money (Budget) Aspect

In terms of budgeting, it was found that the available funding allocation did not fully support the optimal implementation of HR strategies. Budgetary limitations resulted in the failure to implement sustainable human resource training and development programs.

Furthermore, the lack of a clear reward or incentive system for medical records staff indicates that work motivation is not a primary focus in human resource management. This situation has the potential to reduce morale and productivity of medical records staff in the long term.

Effectiveness of HR in Material Aspects (Facilities and Infrastructure)

The research results show that available facilities and infrastructure are still limited and do not fully support the smooth operation of medical records staff. The limited number of computers makes work processes less efficient, particularly in inputting and processing patient data.

Furthermore, the storage space for medical record documents is inadequate, resulting in a suboptimal archiving system. These limited facilities not only impact work efficiency but also potentially lead to errors in document management.

Effectiveness of HR in the Methods Aspect (Work Methods and SOPs)

In terms of work methods, standard operating procedures (SOPs) are in place, but their implementation has not been optimal. This is due to a lack of socialization and oversight of SOP implementation in the workplace.

As a result, there is variation in work performance among medical records staff, indicating a lack of consistent work standards. This can impact the quality of service and increase the risk of errors in medical records management.

Effectiveness of HR in Machine (Equipment) Aspects

Regarding equipment, it was found that the work facilities used were not supported by a proper maintenance system. The lack of a regular maintenance schedule left the equipment vulnerable to damage and unable to function optimally.

Furthermore, delays in repairing damaged equipment hampered the smooth functioning of medical records staff. This demonstrates the need for improvement in technological support and equipment management.

DISCUSSION

Based on the research findings, human resource management at the Buton Tengah District Hospital in Southeast Sulawesi has not been effective in improving the performance of medical records staff. This condition is demonstrated by various obstacles that arise in five main areas: human resources (man), funding (money), facilities and infrastructure (materials), work methods (methods), and equipment (machines). This discussion details the relationship between the research findings and previous theories and research.

Human Resources Aspect

Research results show that the number of medical records staff is still insufficient compared to the number of tasks and work they must perform. This situation makes work more difficult and can reduce the quality of service provided. From a human resource management perspective, workforce planning is a key task, aiming to ensure the number of employees matches the company's needs (Hasibuan, 2019). The discrepancy between the number of staff and the work required can lead to decreased work output and increase the likelihood of errors.

Furthermore, there is a mismatch between educational background and the type of tasks performed. The employee recruitment and placement process is not fully based on their abilities and expertise. According to HR theory, matching a person's abilities to the job (person-job fit) is crucial for improving employee performance (Robbins & Judge, 2020). This mismatch can reduce work performance because it takes longer for workers to adapt and understand the assigned tasks.

These findings align with research by Nuryani (2022), which showed that staff shortages and skill mismatches are factors impacting the performance of medical records staff. Therefore, more structured workforce planning and a skills-based recruitment process are needed to improve employee performance.

Money (Budget) Aspect

In terms of budget, research shows that a lack of funding is a barrier to implementing HR strategies, particularly in the areas of training and incentives. Nevertheless, training is a crucial investment in improving human resource quality, with the goal of enhancing skills and improving employee performance (Sihotang, 2021).

The lack of a reward system is also a factor affecting the work ethic of medical records staff. In motivation theory, providing rewards, whether monetary or in-kind, is crucial for boosting employee morale and productivity (Kasmir, 2016). Without a clear reward system, employees often simply perform according to standards and lack the motivation to improve their performance.

These results align with Pratama's (2021) research, which showed that reward and compensation systems significantly impact the performance of healthcare workers. Therefore, improved budget management is needed to implement HR strategies more effectively.

Material Aspects (Facilities and Infrastructure)

The limited facilities and infrastructure identified in this study indicate that organizational support for employees remains inadequate. Inadequate facilities, such as computers and storage space, directly reduce the efficiency of medical records staff.

According to health service management theory, the availability of facilities and infrastructure is crucial for supporting employee performance and improving service quality (Herlambang, 2016). Adequate facilities will speed up work and reduce errors in data management.

Previous research also shows that a lack of facilities can reduce work capacity and impact the quality of healthcare services provided (Pratiwi, 2022). Therefore, improving facilities and infrastructure is a crucial step in improving HR effectiveness.

Methods Aspect (Work Methods and SOP)

Research shows that SOPs exist, but their implementation is not optimal. This indicates a gap between the policies created and how they are implemented in the field.

In organizational management theory, SOPs serve as work guidelines aimed at maintaining consistency and quality standards in work (Sinambela, 2021). Non-conformity in the application of standard protocols can lead to differences in work results and increase the likelihood of errors.

Furthermore, the lack of information dissemination and oversight of standard operating procedures exacerbates the problem. This study's findings align with Darmawan's (2021) findings, which show that poorly implemented SOPs can negatively impact employee performance.

Therefore, it is necessary to disseminate information, provide training, and supervise the implementation of SOPs so that work methods can remain consistent.

Machine (Equipment) Aspect

In the equipment section, it appears that a lack of routine maintenance results in equipment malfunctioning, disrupting the smooth operation of medical records staff.

In modern management, technology and work tools are crucial factors in increasing efficiency and improving work results (Dessler, 2020). Poorly maintained equipment can hinder work processes and reduce employee productivity.

Previous research also indicates that routine equipment maintenance is crucial for smooth operations and improved service (Herlambang, 2016). Therefore, a scheduled and organized maintenance system is necessary.

Overall, the research results indicate that the HR strategy at Buton Tengah District Hospital has not been implemented effectively due to a lack of coordination between human resources, budget, facilities, work methods, and equipment. These five aspects are interrelated and influence the overall performance of medical records personnel.

In the Strategic Human Resource Management (SHRM) approach, HRM success relies heavily on integrating various management methods that help improve overall organizational performance (Robbins & Judge, 2020). An imbalance in any one area can hinder the achievement of organizational goals. Therefore, a broader and more integrated approach is needed in managing HR so that the work capabilities of medical records personnel can be improved as well as possible.

The qualitative findings were consistently supported by the participants' statements during the interviews. One medical records officer stated, "The workload continues to increase, but the number of staff remains limited, making it difficult to complete all tasks on time." Another participant explained,

"Training opportunities are still limited, and some of the available equipment does not function optimally, which affects our daily work." Similarly, the Head of the Medical Records Installation emphasized that "Improving human resources requires not only additional personnel but also adequate facilities, regular training, and consistent implementation of standard operating procedures." These statements reinforce the findings that the effectiveness of HRM strategies depends on the integration of human resources, budgeting, facilities, work methods, and equipment in supporting the performance of medical records staff.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion regarding the effectiveness of Human Resource Management (HRM) strategies on the performance of medical records staff at the Buton Tengah District Hospital, Southeast Sulawesi Province, it can be concluded that the HRM strategies implemented have not been running optimally and have not been able to improve the performance of medical records staff to the maximum. This ineffectiveness is evident in several key aspects. In terms of human resources (manpower), there is still a shortage of personnel and a mismatch between educational background and the work performed, resulting in increased workload and service quality. In terms of budget (money), limited funding allocation results in suboptimal training implementation and the absence of a reward system capable of increasing work motivation among medical records staff. Furthermore, in terms of facilities and infrastructure (materials), available facilities are still limited, hampering work efficiency. In terms of work methods, standard operating procedures (SOPs) have not been consistently implemented due to a lack of socialization and supervision. Meanwhile, in terms of equipment (machines), the lack of a routine maintenance system prevents optimal use of work equipment. Overall, the implemented HR strategies are still partial and not fully integrated across these five aspects. This situation has resulted in suboptimal performance of medical records staff in supporting the quality of healthcare services in hospitals.

Based on the research results and conclusions that have been obtained, several suggestions that can be given to increase the effectiveness of the HR strategy at the Central Buton District Hospital are as follows. Hospitals need to implement more systematic human resource planning by adjusting the number of medical records staff based on workload and ensuring a match between competencies and job positions through competency-based recruitment. Furthermore, ongoing training and human resource development programs are needed to improve the technical capabilities and professionalism of medical records staff. From a budgetary perspective, hospital management is expected to increase funding allocation to support human resource development, including training and the implementation of a fair and transparent reward or incentive system to increase work motivation. Furthermore, improvements to facilities and infrastructure, such as adding computers and improving medical record storage, are needed to support work efficiency. In terms of work methods, more intensive socialization and oversight of the implementation of standard operating procedures (SOPs) are needed to ensure consistency in work execution. Furthermore, hospitals need to implement a routine and scheduled equipment maintenance system to ensure all work facilities are functioning optimally. For further research development, it is recommended to use a quantitative or mixed-method approach to more objectively measure the relationship between HR strategies and the performance of medical records personnel, as well as to develop a more comprehensive HR integration model in the health services sector.

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