



Implementation of Human Resources Management (HRM) Towards Talent Management to Improve the Performance of Health Services at Jagakarsa Hospital

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Abstract: This study aims to determine the Application of Human Resource Management (HRM) Towards Talent Management to Improve Health Service Performance at Jagakarsa Hospital. This research was conducted at the Regional General Hospital owned by the Provincial Government of DKI Jakarta in 2021. This type of qualitative research uses data collection methods by triangulating data with 5 (five) informants through interviews, observations and documents. The data were analyzed by the researchers themselves. The results showed that Jagakarsa Hospital had implemented human resource management in managing its employees while talent management had not been implemented. The advice given to Jagakarsa Hospital is to be able to accelerate the implementation of talent management to support health services to the community so that it has an impact on improving hospital performance. The acceleration activities include establishing policies related to the implementation of talent management in hospitals, forming a Hospital Talent Management Acceleration Team, compiling Standard Operating Procedures (SOP) regarding the Implementation of Talent Management at Jagakarsa Hospital.

Keywords: HR Management, Talent Management, Health Service Performance

PENDAHULUAN

On March 2, 2020, for the first time, the government announced two cases of positive Covid-19 patients in Indonesia. It is very likely that the entry of the virus will occur through gates in several regions of Indonesia. Since January, when it was announced that this new type of corona virus could be transmitted between humans, and had colonized various countries other than Wuhan in China. Hospitals as one of the hands of the government that actively provides health services directly to the community have an important role in implementing efforts to improve health services in Indonesia. The quality of health services is determined by how good the performance of health organizations is. Periodic performance assessments need to be carried out to determine the level of success and how significant the

improvement in the excellent service provided by the hospital as a health organization is. In Indonesia, the methods used to measure the performance of public services, including in the health sector, are the IKM (Community Satisfaction Index) method, the Servqual (Service Quality) method and the newest method, namely the CRC (Citizen Report Card). Based on data recapitulation of the results of the Community Satisfaction Survey (SKM) which was carried out at the Regional General Hospital in DKI Jakarta, the average Community Satisfaction Index (IKM) value in 2020 was 85.72 in the Good service quality category and in 2021 it was 92.08 in the Very Good service quality category. The data above shows that there is community satisfaction with the health services provided by hospitals throughout DKI Jakarta. The proper allocation of human resources is needed to be able to provide satisfactory services to the community, therefore health organizations need to map the specialization of the capabilities of their workforce according to the capacity of each worker.

Jagakarsa Regional General Hospital officially started operating in 2016 until now the patient bed capacity has increased to 50 beds. This hospital provides inpatient, outpatient, medical check-up services, 24-hour service, laboratories and other supporting facilities such as waiting rooms and others. This hospital is supported by management, medical personnel (specialist doctors, general practitioners, dentists), health workers (nurses, midwives, pharmacists, radiographers, nutritionists, physiotherapists, health analysts and other health workers), psychologists, administration, other general personnel. Based on the data below, it shows that from 2019 - 2021 the need for staff at Jagakarsa Hospital has increased, but the number is not significant.

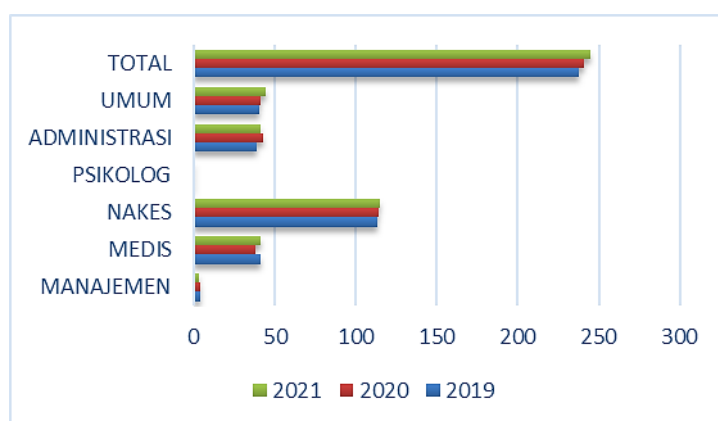


Figure 1. Human Resources (HR) Jagakarsa Hospital for the 2019 – 2021 period

Source: Jagakarsa Hospital Annual Report 2021

Patient visits from 2016 - 2019 have increased while in 2020 and 2021 there has been a decrease in the number of patients. The trend of decreasing patient visits in 2020 and 2021 was followed by the Covid-19 Pandemic. Patient visits in 2020 decreased by around 27% when compared to 2019. Jagakarsa Hospital in the context of evaluating the performance of health services conducts a Community Satisfaction Survey (SKM) every 3 (three) months (quarterly). The Community Satisfaction Survey (SKM) is intended to measure the level of community satisfaction with the health services provided and to improve the quality of services. The service elements assessed include 1). pTerms of service, 2). System mechanisms and procedures, 3). Service time, 4). Fees / tariffs, 5). Service products, 6). Implementation competence, 7). Executor's behavior, 8). Handling of complaints, facilities and input, 9). Infrastructure.

Based on the results of the Community Satisfaction Survey (SKM) conducted in 2020 and 2021, the average Community Satisfaction Index (IKM) score in 2020 was 87.55 and in 2021 it was 85.62. From the results above it can be concluded that the Community

Satisfaction Index (IKM) in 2020 with service quality (B) with good service unit performance, while the 2021 IKM with service quality (B) with good service unit performance. The 2021 IKM target set by the Jagakarsa Hospital was 91 while the actual IKM was 85.62 even though in terms of service quality (B) the unit performance was good but there was a gap or difference between the target and the achievement.

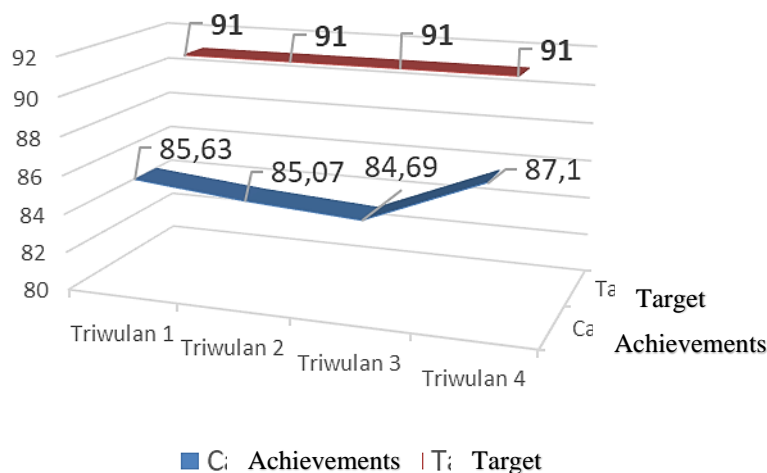


Figure 2. Community Satisfaction Index Jagakarsa Hospital 2021

Source: Jagakarsa Hospital SKM Report 2021

The performance of health services is largely determined by the performance of human resources such as medical personnel, health workers, administrative staff and other personnel. All human resources have various duties and responsibilities, so certain qualifications are required to complete a task or case. This is where the importance of the talent management strategy plays a role in determining the right position for health resources according to their needs, job descriptions and qualifications in order to create optimum health services. Not only position determination, but also starting from recruitment and even moving positions, analysis of the needs and qualifications of health workers is required. In addition, to realize optimal health services, it is also necessary to develop competencies (talents) in human resources in hospitals. The emergence of the Covid-19 outbreak has caused an overcrowding of patients, so is it necessary to add additional health workers in handling this case? This is the importance of Hospitals to create, determine and implement talent management strategies that suit current and future needs.

Jagakarsa Hospital has now implemented Human Resource Management (HRM), while the implementation of talent management is still being carried out partially. The evidence that corroborates the implementation of talent management is carried out partially including the process of recredentialing health workers not carried out in the recruitment process, this indicates a discrepancy with the applicable Standard Operating Procedures (SOP), does not yet have a competency gap map (gab) including does not yet have a Needs Analysis Training (Training Need Analysis/TNA). From the two things above, it shows that talent management applied to the HR management system at Jagakarsa Hospital is still not in accordance with the ideal implementation of talent management. This phenomenon has an impact on organizational career development, especially non-PNS employees. In fact, the population of non-PNS employees at this agency is almost 70% (seventy percent), which is the majority and has a significant impact on the achievements of subsequent agencies.

This effort is formed in a well-integrated system, consisting of connected concepts, ways of thinking and communicating that provide guidelines regarding human resources (Painter - Morland et al., 2019). Considering that talent is a key resource in institutions, the

implementation of this program is able to increase the sustainability of competitive advantage (Bani-Hani, 2021; Harsch & Festing, 2020; Tafti et al., 2017). Eight out of ten global companies agree that talent management impacts on success are built on a post-program competitive sense (McDonnell et al., 2017). Companies that apply talent management appropriately through the development of strategic core capabilities such as business development and leadership as well as other critical capabilities (Bani-Hani, 2021; Filippus & Schultz, 2019; McDonnell et al., 2017) are able to compete with their competitors as an implication of sustainable competition in the market that move quickly and unpredictably (Khoreva et al., 2017; Shet, 2020). Not only is a competitive attitude, the right talent management program can improve the performance of potential employees to be more agile (Khoreva et al., 2017) which has an impact on the level of agency agility (Harsch & Festing, 2020).

So far, studies on the implementation of talent management in the public sector have been quite limited (Clarke & Scurry, 2020; Thunnissen & Buttiens, 2017). In fact, the public sector provides a significant influence on society and economic development and other welfare. Throughout the literature collection, articles discussing the health sector, especially regarding the implementation of talent management in health institutions (Burrell et al., 2020; Gerard, 2019; Ng et al., 2017; Turner, 2018). Thus, it is deemed necessary to conduct research on the implementation of talent management in the health service sector, especially the public sector such as government-owned hospitals. It is hoped that through this research, we can find the right talent management strategy for the performance of health services at Jagakarsa Hospital.

LITERATURE REVIEW

Human Resource Management

According to Bintoro & Daryanto (2017) states that Human resource management, abbreviated HRM, is a science or method of how to manage the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that common goals are achieved. company, employees and society to the maximum. According to Edwin (2002) and Hasibuan (2016) the functions of human resource management are: 1) planning, 2) organizing, 3) mobilization, 4) controlling, 5) motivating.), and 6) Evaluation.

Talent Management

According to Adiba (2018) the management of human resources within a company is very important to balance the needs of employees and the capabilities of the company. Qustolani (2017) says that employees are the prime mover and determine the smooth running of activities in the company. In order for the company to operate optimally, the company is required to improve employee performance. An employee's performance can be known when the company's human resources have met the standard criteria or benchmarks set by the company. So that in achieving organizational goals, companies are required to continue to improve the performance of their employees so that they can compete in the global era.

Public Service

The definition of service is things, methods, or results of work serving (KBBI Online, 2020). Service is also defined as an activity or sequence of activities that occurs in direct interaction between a person and another person or machine that results in customer satisfaction. Meanwhile, public services are defined as services to the community in the form of using public facilities, both services and non-services, by public agencies, namely the government. So, if interpreted as a whole the quality of public services is a standard of

activities that occur in the interest of the community carried out by the government (Kosasih, 2020). In administering health services, institutions including health workers (doctors, midwives & nurses) must also pay attention to the principles of human rights in health services.

Performance

Performance is about what is done and how to do it. Hussein (2017) performance is work behavior, namely what employees do. Meanwhile, according to Kaswan (2017) employee performance reflects employee behavior at work as the application of skills, abilities and knowledge, which contribute or value to organizational goals. Performance is said to be good and satisfactory if the goals achieved are in accordance with predetermined standards. If performance is the quality and quantity of work completed by individuals, then performance is the output of task implementation.

Framework

After the pandemic, the public sector has adapted and reformed quickly to its needs, such as the use of technology in several service processes. In hospitals, the pandemic has forced health workers to adapt quickly to changes in behavior, technology and other aspects. To then be able to compete in providing the best service, hospitals must be able to implement strategies to strengthen their strategic business achievements, as well as provide good service to their customers. One strategy that has been studied for almost three decades and is considered quite effective in improving agency performance is talent management. The framework for this research is presented in the following figure:



Figure 3. Thinking Framework

RESEARCH METHODS

The research paradigm used in this study is the critical paradigm. In this paradigm, theory will form critical social reality which shows the actual conditions so that it helps humans to take action. In this study, researchers will assess the implementation of performance management talent in health services at Jagakarsa Hospital. The research design uses case studies where case exploration will be carried out on the performance of health services at Jagakarsa Hospital through the right talent management strategy at Jagakarsa Hospital. Research is included in the type of research that uses qualitative methods. The population in the study were patients at Jagakarsa Hospital both inpatient and outpatient in 2018 (pre-pandemic) March 2019-May 2022 (pandemic) and June 2022 (post-pandemic) and health workers at Jagakarsa Hospital. Then the key informants were the director of the Jagakarsa Hospital, the head of the sub-section of administration (human resources), the head nurse at Jagakarsa Hospital.

The method used to collect the data needed to process information in this research consists of 4 ways, namely as follows; 1) Observation, 2) In-depth interviews, 3) Documentation, and 4) Visual image. Furthermore, the method of data analysis in this study includes reduction, namely the process of selecting data, focusing, simplifying, abstracting, and transforming "raw data" during data search in the field and especially in field notes.

Display data is a collection of information arranged in the form of narrative text and allows description and action taking. Then drawing conclusions and verification is done when the data is sufficient or has been completed.

FINDINGS AND DISCUSSION

Jagakarsa Hospital has implemented human resource management (HRM) starting from the stages of 1) HR planning including organizational structure, organizational design and job design, 2) HR recruitment and selection, 3) HR competency management, orientation and training, 4) work performance assessment , 5) compensation and benefits. The stages of managing human resources (HR) for health were initially planned by making a map of the needs of employees divided into various professions in supporting health services to the community. Based on the results of the job analysis and workload analysis, the next stage will be planned to recruit and select the required positions, such as general practitioners, specialists, dentists, nurses, midwives, pharmacists, nutritionists, health analysts, other health workers. and general or administrative staff. The description of the implementation of talent management at the Jagakarsa Regional General Hospital, South Jakarta, is as follows through several processes or stages.

Talent Attraction

This variable is used to show how agencies use Standard Operational Procedures in the early stages of talent recruitment. From the description of the informants' answers, the following results are obtained:

Table 1. Recapitulation of informants' answers to Talent Attraction

No	Pertanyaan	Informant Answer	Number of Informants Answer
P1	Is there a recruitment SOP in the institution?	Yes	5
		No	0
P2	How is the SOP used, in general for each recruitment or adjusting the talent needs of the institution?	Recruitment SOP is used according to talent needs	3
		Recruitment SOP is used and does not match talent needs	1
		Recruitment SOP is used in general, SOP specifically for health workers	1
P3	Has the SOP existed at the planning level up to the final process of recruiting prospective workers?	Yes	5
		No	0
P4	How has the SOP affected recruitment activities so far, are they effective enough to help map talent needs or have they not had any effect at all?	Yes	4
		No	1
P5	Are SOP also used in the initial employee observation and adaptation process?	Yes	4
		No	1

Source: Data processed by researchers 2022

The P1 question questionnaire used leads to how the SOP is implemented and to what extent the SOP has a role in the talent management process in agencies. At the stage of

recruitment and formation of initial talent or employees in agencies, respondents who are organizational representatives at agencies stated that there were already SOPs used. Jagakarsa Hospital already has a recruitment SOP which is carried out in accordance with the steps contained in the SOP. Question P2 leads to the suitability of the SOP for talent needs. Even though there is an SOP at the recruitment stage, this SOP is prepared based on the need for talent at every recruitment opportunity at the agency, three of the respondents stated this. While the other two are of the opinion that this SOP is correct but does not meet the needs of agency talent or its general use with the special needs of health workers. At least, agencies have realized the need to prepare SOP according to talent blueprints in agencies, even though sometimes these SOP do not meet talent needs and are still generally accepted.

Not only in the recruitment process, SOP has been utilized from the talent planning stage, talent mapping to the talent placement process after the recruitment process. Question P3 shows that the SOP that was used from the talent planning stage to the final recruitment process was considered quite effective for the five respondents. Of the five respondents to P4, one respondent was of the opinion that the existing SOP was not effective enough in helping to map talent needs in agencies. It is considered not effective enough considering that at several stages and after recruitment, there are still talents who have not met the expectations of talent mapping. This has an impact on health services in hospitals. Furthermore, based on the results of the P5 informant's questions, the answers were obtained that four out of five respondents stated that the SOP was the same as the implementation of recruitment, while one other stated that there were differences between the SOP of recruitment and the stages of observation and adaptation.

Talent Development

In this session, data was collected to map how SOP have an impact on the talent development process in agencies. This development process starts from the training period to the initial placement of talents. If it is in accordance with the expectations of the SOP for planning and mapping the needs of talent, then the placement of employees will be in accordance with the needs of talent. Then, these talents will be supported by self-development to be more competent in the positions needed for better agency operations. For this activity, an SOP should be established that accommodates this. From the informants' questions, the following answers were obtained:

Table 2. Recapitulation of informants' answers to Talent Development

No	Question	Informant Answer	Number of Informants Answer
P1	Have SOP been used in the training process to place competency-based employees in institutions?	Yes	4
		No	1
P2	Has the SOP been adjusted to competency standards in accordance with existing legislation? (eg: STR etc.)	Yes	4
		No	1
P3	How is the measurement of "proficient", for employees from the training period to competency-based placement in institutions?	According to the Health Service assessment system and Quarterly Evaluation	1
		With an evaluation form	2
		By observation and interviews	1
		Measurement by	1

No	Question	Informant Answer	Number of Informants Answer
		scoring the results of direct observation of the person in charge of the unit and the head of the service unit (Kasatpel)	
P4	What is the mechanism for preparing the SOP, has it presented a map for developing potential employee competencies?	Yes	4
		No	1
P5	Is there an evaluation mechanism in the SOP?	Yes	4
		No	1
P6	What is the effectiveness standard of the SOP according to the organization?	Yes	4
		No	1

Source: Data processed by researchers 2022

In question P1, four respondents stated that the SOP on the training process and the initial placement of employees already existed and was used. Meanwhile, one respondent stated that the SOP was limited to the training stage, while there were no further stages. Apart from being tailored to the needs of talent, SOP must be prepared based on competency standards and laws and regulations, especially for positions that have special requirements such as: nurses, doctors, pharmacists and midwives. Next to question P2, four out of five out of five respondents stated that until now the existing SOP is in accordance with the Competency Standards required in the agency's talent management strategy. Meanwhile, another stated that the SOP was adjusted to existing laws and regulations. Two out of five respondents to the P3 question stated that the assessment mechanism at this stage was through observation and interviews, the other three answered variously how the assessment of existing SOP was. The first is through the assessment standards owned by the Office of Health and Quarterly Evaluation. The second is a measurement using a scoring system resulting from direct observation by the person in charge of the unit and the Head of the Service Unit. Finally, an assessment can be carried out through an evaluation form. The non-uniformity of this concept has an unfavorable impact on the talent management strategy.

Furthermore, four out of five respondents to question P4 stated that in its preparation the SOP represented a map for developing employee potential in accordance with agency needs. Only one out of five respondents felt that the existing SOP did not represent employee competency development. Explanations of respondents who stated that the employee potential development map had not been represented because the process of submitting potential development training was sometimes not in line with the placement of employees. Influencing factors include: sudden need for human resources, shortage of human resources, and rank/classbased interests. In agencies, according to the respondent's statement on question P5, SOP has an evaluation system. However, like the competency assessment of talent, the concept of assessment in the evaluation system still does not have a uniform understanding. It is feared that this will create a double standard for talent assessment. The views of each respondent on question P6 were different. First, the effectiveness of the SOP is considered quite good. However, respondents did not provide a standard description of good enough. Second, respondents stated that SOP were considered effective if they were able to create good flow or according to the rules. Third, an effective SOP is one that is able to increase employee or talent compliance. At a minimum, the existing SOP is able to make employees follow directions, fulfill the criteria in the SOP and achieve performance in accordance with the SOP. The next view is that SOP are considered effective if they comply with laws and regulations and are in line with agency needs, including the agency's need to

implement a talent management strategy. The final opinion is, an effective SOP is one that is able to improve more efficient and uniform performance for talents within the agency.

Talent Retention

Based on the opinion of the informants stated that first the hospital organization has a strategy in managing talented employees or has good competency potential. While the second states that the hospital does not have a strategy for managing talented employees, this can be proven by the absence of specific policies related to talent management.

Table 3. Recapitulation of informants' answers to Talent Retention

No	Question	Informant Answer	Number of Informants Answer
P1	Does the organization have a strategy for managing talented or potential employees with good competence?	Yes	4
		No	1
P2	How is the measurement of employee standards in the organization based on this strategy? (eg: Performance Appraisal, etc.)	Develop annual targets	1
		Through the annual work evaluation form	2
		Using special measurements	2
P3	What is the benchmark for preparing performance appraisal standards?	Employee performance targets	1
		Ministerial Regulation or applicable laws and regulations	1
		Behavior, performance and quality	1
		Performance benchmarks for professional behavior and disciplinary ethics	1
		Skill, knowledge, attitude, integrity and service orientation	1
P4	Is the performance appraisal mechanism so far effective enough?	Effective	4
		Not yet effective	1
P5	Are there any obstacles to conducting performance appraisals for employees? (eg: subjectivity)	Yes	1
		No	2
		Others, lack of data in performance appraisal, based on subjectivity	2

Source: Data processed by researchers, 2022

According to respondents' responses to question P1 Jagakarsa Hospital in retaining talented employees by providing compensation in the form of performance allowances, providing regular employee health services (medical check-ups), financing for participating in education and training in improving competence and abilities in the health and managerial fields. Management support in the provision of infrastructure to support health services in the form of the availability of medical devices and medical devices. This is a management strategy in retaining talent in supporting better health services to the community. Then measurement of performance standards for RSUD employees based on informants on question P2 who was interviewed first, measuring employee standards through setting annual targets. Second, through the annual work evaluation form and third by using special measurements. Performance appraisal of employees with civil servant employment status has

been facilitated through the e-kinerja application. Meanwhile, for employees with non-PNS status, performance appraisal is done manually and has not been facilitated by using the e-performance application.

From the interviews conducted with the P3 question informants, different results were obtained. First, the benchmark for performance evaluation is the Employee Activity Target (SKP). Second, through Ministerial regulations or applicable laws and regulations. Third, behavior, performance and quality. Fourth, performance benchmarks for professional behavior and disciplinary ethics. Fifth, skills, knowledge, attitude, integrity, and service orientation. Furthermore, the views of each informant on question P4 stated first, the performance appraisal mechanism was quite effective, but the respondents did not provide a standard description of being quite effective. Second, respondents stated that the performance appraisal mechanism was considered ineffective because it was still done manually and did not yet have an electronic or application-based performance appraisal system. Finally, of the five respondents to question P5, they stated that first, there were obstacles to conducting performance appraisals on the grounds that the assessment was not carried out objectively. Second, there were no obstacles in evaluating employee performance and the informants did not mention specific reasons for how the assessment was in accordance with the standards. Third, stating that there is still a lack of data in evaluating employee performance on the grounds that the assessment is based on subjectivity and has not been carried out objectively.

Health Services

Jagakarsa Hospital is a class D hospital belonging to the Provincial Government of DKI Jakarta which has the authority to provide health services to the community. This authority is supported by various applicable laws and regulations and is contained in the form of general guidelines, standard operating procedures (SOP), technical guidelines and work instructions in an effort to improve service quality and patient safety. The results of interviews with informants at Jagakarsa Hospital which include management, doctors, nurses, administration, related to health services are as follows.

Table 4. Recapitulation of informants' answers to health services

No	Question	Informant Answer	Number of Informants Answer
P1	Is there a service standard SOP for health service users in the organization?	Exist	5
		None	0
P2	What is the routine evaluation mechanism for the service process in the organization? (specifically related to the talent of health workers, including administrative officers)	Not known	1
		According to SOP/rules	2
		Periodic monitoring and evaluation	1
		Monthly/ yearly Evaluation	1
P3	What type of service-based performance measurement is used?	OPPE based performance	3
		Performance based: Service, Behavior and discipline	2
P4	What is the follow-up after evaluating competency-based health services for all employees and health workers in the organization?	Not known	1
		Periodic monitoring	2
		Remonitoring and implementation	1
		Employee competency	1

No	Question	Informant Answer	Number of Informants Answer
		development reports	
P5	Is there an SOP for changes to the management system based on the results of routine health service evaluations?	Exist	3
		None	2

Source: Data processed by researchers, 2022

All informants in question P1 gave the same statement regarding the existence of SOP in providing health services to the community. Based on the results of observations that each service unit at Jagakarsa Hospital has SOP that are capable of being implemented. Every year a SOP review is carried out, this is done as an effort to provide the best service to service users. The availability of SOP that are capable of being implemented in detail is carried out as an effort to improve service quality (continuous improvement) and at the same time ensure patient safety. Furthermore, on question P2 obtained quite varied statements related to the question of routine evaluation mechanisms for the process of health services by organizations (hospital health worker talents). First, answer do not know. Both evaluations of health services are carried out in accordance with regulations or SOP. The third is done by carrying out periodic monitoring and evaluation activities. The four service evaluation mechanisms are carried out through monthly/annual evaluations. Based on the results of observations and review of evidence documents related to the routine evaluation mechanism for Jagakarsa Hospital services, it is carried out daily in the form of "Morning Report" meetings which are conducted every day online except Sundays. In addition, service evaluation is also carried out situationally (suddenly), monthly and yearly.

Results of informant interviews regarding the type of service-based performance measurement used by Jagakarsa Hospital on the first P3 question. Service performance measurement uses OPPE (On Going Professional Practice Evaluation) which is a method used to evaluate clinical performance, evaluate professional development and evaluate staff ethical behavior. health services that provide health services. However, the informant did not specifically explain the mechanism. The second is service-based performance measurement, behavior and discipline. Further to question P4, five informants gave different statements. First, they don't know how to follow up post-evaluation of competency-based health services for health workers and other employees. Second, post-evaluation follow-up of health services through periodic monitoring. Third, remonitoring and implementation, and no more concrete explanation about the follow-up. The fourth follow-up post-evaluation of health services through employee competency development reports, this answer still needs to be confirmed back to the informant. Finally, the results of the first informant's statement on question P1 contained an SOP for changing the management system based on the results of routine health service evaluations. Second, there is no SOP for changing the management system based on the evaluation results of health services. The results of interviews with postoperative patients said that the health services at Jagakarsa Hospital were quite good.

CONCLUSIONS

From the results of the research and discussion that has been carried out, it can be concluded that Jagakarsa Hospital in managing Human Resources (HR) still uses Human Resource Management (MSDM). Then Jagakarsa Hospital has not implemented talent management which includes 3 (three) dimensions of talent attraction, talent development and talent retention.

Jagakarsa Hospital must always improve the quality of health services and ensure patient safety. Therefore, hospital management must implement human resource management by implementing talent management. Management and all staff of the Jagakarsa Hospital community must have a high commitment in implementing talent management. Jagakarsa Hospital in order to be able to accelerate the implementation of talent management to support health services to the community so that it has an impact on improving hospital performance. As for further research, research should be carried out more broadly in several hospitals so that a comparison of the implementation of talent management between hospitals can be carried out. In addition, further researchers can conduct in-depth and specific research related to talent management which includes talent attraction, talent development and talent retention, especially in hospitals.

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