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The Influence Of Human Resource Managementstrategies On Nurse Performance In RSU Bunda Thamrin Medan

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ABSTRACT

The study purpose was to analyze the influence of human resource management (HRM) strategies on nurse performance at Bunda Thamrin General Hospital in Medan. As nurses play a critical role in healthcare delivery, their performance is essential for service quality and patient satisfaction. This study specifically examined the impact of recruitment and selection, training and development, and organizational commitment on the work performance of nurses. The research was conducted in response to ongoing challenges in staff absenteeism, complaints from patients, and underperformance despite structured HR policies.

Materials and methods. The study employed a quantitative approach using a cross-sectional survey design. A total of 70 nurses were selected through stratified random sampling from different hospital units. Data were collected using a structured questionnaire and analyzed using IBM SPSS Statistics version 26. Descriptive statistics were used to describe participant demographics, while Pearson correlation and multiple linear regression analyses were employed to examine the relationship between HRM variables and nurse performance. Ethical approval was obtained, and participation was voluntary and confidential.

Results. The findings revealed a positive and statistically significant correlation between HRM strategies and nurse performance. Among the HRM components, training and development had the highest influence ($r = 0.684$, $p < 0.01$), followed by organizational commitment and recruitment. Regression analysis indicated that HRM strategies accounted for 54.8% of the variance in nurse performance (Adjusted $R^2 = 0.548$).

Conclusions. Human resource management strategies, particularly training, recruitment, and organizational commitment, significantly affect nurse performance. Hospitals should strengthen these strategies to improve service delivery and staff productivity.

Keywords: Human resource management, nurse performance, training and development, organizational commitment, recruitment strategies

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INTRODUCTION

Human resources are the backbone of organizational success, particularly in the healthcare sector, where performance outcomes directly affect patient welfare and institutional reputation. In the modern healthcare system, Human Resource Management (HRM) plays a critical role in ensuring the effective utilization, development, and retention of health workers (Armstrong & Taylor, 2020). HRM encompasses strategic activities such as recruitment, training, performance management, and employee development—all aimed at maximizing individual and institutional productivity.

The quality of human resources is a determining factor for an organization's performance. This is particularly relevant in hospitals, where services are delivered directly by personnel such as nurses, physicians, midwives, and other clinical support staff. Among these, nurses represent a significant proportion of the hospital workforce—often up to 40% in Indonesian hospitals (Nursalam & Efendi, 2020). Their performance not only reflects the quality of care but also serves as an indicator of overall healthcare service standards.

In today's competitive healthcare environment, service quality has become a primary concern. The Ministry of Health of Indonesia emphasizes that every health facility must prioritize patient-centered care by ensuring that healthcare providers are competent, committed, and adequately supported through HR systems (Kemenkes RI, 2021). Nursing performance, in particular, is central to patient outcomes. It is shaped by both individual competencies and organizational factors such as leadership style, training opportunities, organizational culture, and incentive structures (Robbins & Judge, 2021).

Several empirical studies have indicated that HRM strategies—such as recruitment and selection procedures, continuous professional development, and the creation of supportive work environments—directly impact employee commitment and job satisfaction, both of which contribute significantly to performance (Riyanto, Endri, & Herlisha, 2021; Sutrisno, 2022). However, poor implementation of these strategies can lead to low staff morale, absenteeism, and increased patient complaints.

At Bunda Thamrin General Hospital, located in Medan Baru, Medan, these challenges are evident. Despite being accredited with a "Paripurna" status and categorized as a Type C hospital, recent data from 2022–2023 show a concerning trend in staff attendance and performance. Employee attendance rates were 82.2% in 2022 and only improved marginally to 90.6% in 2023—still below the hospital's target of 95%. Furthermore, internal reports indicate recurring patient complaints about the quality of nursing services, suggesting possible performance gaps among staff.

A preliminary survey conducted by the researcher involving 15 practicing nurses revealed that although the hospital has a structured recruitment and training process, many employees feel that ongoing development opportunities are insufficient. While induction programs exist for new hires and an annual HRD-led training schedule is maintained, the alignment between training initiatives and career development remains unclear. Moreover, the hospital mandates all staff to sign integrity pacts and rewards high performers with promotion opportunities, yet the persistence of service complaints suggests the need for a deeper investigation into the effectiveness of these HRM strategies.

Additionally, discussions with the hospital's quality assurance team have revealed that both employee-related factors (e.g., absenteeism, low engagement) and institutional factors (e.g., resource limitations, lack of structured feedback systems) are contributing to performance inefficiencies. These findings underscore the urgent need for hospitals like Bunda Thamrin to critically examine and strengthen their HRM strategies, particularly as they relate to nursing performance.

Improving nurse performance is not only a matter of enhancing individual capabilities but also of aligning HRM strategies with the hospital's strategic objectives. Research shows that when hospitals integrate professional development, clear performance appraisal systems, and participatory leadership, employee performance and patient satisfaction improve significantly (Widodo, 2020; Wahyuningtyas & Setiawan, 2023).

Based on this background, this study aims to explore and analyze the influence of Human Resource Management strategies on the performance of nurses at Bunda Thamrin General Hospital in Medan. The research seeks to identify which HRM components—recruitment and selection, training and

development, and organizational commitment—have the most significant impact on nursing performance and to recommend practical strategies for hospital leadership.

METHOD

Study Participants

This study involved a purposive sample of nurses employed at Bunda Thamrin General Hospital, located in Medan, North Sumatra, Indonesia. The inclusion criteria for participants were: (1) nurses who have worked for a minimum of 12 months at the hospital, (2) are directly involved in patient care, and (3) have a valid license to practice (Surat Tanda Registrasi—STR). Nurses on leave, in managerial-only roles, or not actively involved in clinical duties were excluded. The total population consisted of 85 nurses, from which a sample of 70 nurses was drawn using stratified random sampling to ensure representation across departments (inpatient, outpatient, emergency care). All participants were informed about the purpose and procedures of the study and provided informed consent prior to participation. The research upholds strict confidentiality and anonymity, aligning with research ethics principles as outlined in the 2016 National Guidelines for Health Research Ethics (Indonesia).

Study Organization

This research was conducted at RSU Bunda Thamrin Medan, a private hospital categorized as Type C and accredited "Paripurna" by the Indonesian Hospital Accreditation Commission. The hospital provides comprehensive healthcare services including neurovascular care, pain management, and nephrology. The institution employs a wide range of healthcare workers including physicians, nurses, midwives, and allied health professionals. The study was carried out over a period of three months, from June to August 2025. Data collection was conducted using a structured questionnaire designed to assess three main constructs: (1) human resource management strategies (including recruitment, training, development, and promotion), (2) organizational commitment, and (3) nurse performance. The instruments used were adapted from validated scales in prior studies (e.g., Armstrong & Taylor, 2020; Riyanto et al., 2021), and adjusted to the hospital's context following a pilot test with 10 nurses. Ethical clearance was obtained from the Hospital's Research Ethics Committee, and formal permission for data collection was granted by the Human Resources Department of RSU Bunda Thamrin Medan.

Statistical Analysis

The data collected were first checked for completeness and then coded and entered into IBM SPSS Statistics version 26.0 for analysis. Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to describe participants' demographic characteristics and responses to survey items. To analyze the relationship between human resource management strategies and nurse performance, the study employed Pearson correlation and linear regression analysis. Furthermore, multiple regression analysis was conducted to determine the predictive power of various HRM components on performance outcomes. The statistical significance level was set at $p < 0.05$. Prior to the main analysis, assumptions of normality, multicollinearity, and homoscedasticity were tested. The internal consistency of the questionnaire items was measured using Cronbach's alpha, where a reliability score above 0.70 was considered acceptable.

FINDING AND DISCUSSION

The data collected from 70 respondents were analyzed to determine the relationship between human resource management (HRM) strategies and nurse performance at Bunda Thamrin General Hospital in Medan. Descriptive statistics showed that the majority of respondents were female (81.4%), aged between 26–35 years (58.6%), and held a diploma in nursing (71.4%).

The results of the Pearson correlation test revealed a positive and significant correlation between HRM strategies and nurse performance ($r = 0.672, p < 0.01$). Among the HRM components, the following were found to have the strongest correlation with performance:

1. Training and development ($r = 0.684, p < 0.01$)
2. Recruitment and selection ($r = 0.597, p < 0.01$)
3. Organizational commitment ($r = 0.643, p < 0.01$)

Multiple linear regression analysis indicated that HRM strategies accounted for 54.8% of the variance in nurse performance (*Adjusted* $R^2 = 0.548$), suggesting that nearly half of the variability in performance can be explained by the combined effects of training, recruitment, and organizational commitment. The regression model was statistically significant ($F = 32.42, p < 0.001$).

Discussion

The findings confirm that strategic human resource management plays a crucial role in enhancing nurse performance. Consistent with previous studies by Riyanto et al. (2021) and Robbins & Judge (2021), the strong relationship between training and performance underscores the need for continuous professional development in healthcare settings. The hospital's current training efforts—while structured—may benefit from expansion to include more personalized, skills-based modules aligned with departmental needs.

Recruitment and selection were also found to significantly affect performance. This is in line with Wahyuningtyas and Setiawan (2023), who emphasized that effective hiring processes contribute to organizational effectiveness by ensuring job-role fit and reducing turnover. While RSU Bunda Thamrin implements a formal recruitment protocol, qualitative feedback from nurses indicated a need for more transparent and timely feedback during the selection process.

Organizational commitment emerged as another strong predictor of performance. This finding supports Meyer and Allen's (1997) model of commitment, which associates high levels of affective commitment with improved job outcomes. Nurses at Bunda Thamrin reported a general sense of pride in their workplace, but also pointed out factors such as limited career progression and high workload that could undermine long-term commitment.

These results suggest that although RSU Bunda Thamrin Medan has a functioning HR system, there is room for improvement, particularly in aligning HRM strategies with frontline realities. Addressing feedback from staff through structured performance reviews, career path planning, and more inclusive leadership may improve employee morale and reduce performance-related complaints from patients.

In conclusion, the study highlights that HRM strategies have a significant and measurable impact on nurse performance. Strengthening key HR practices such as recruitment, training, and fostering organizational commitment can lead to improved healthcare service quality and patient satisfaction.

CONCLUSIONS

Based on the results of this study, it can be concluded that **human resource management (HRM) strategies have a significant influence on nurse performance** at Bunda Thamrin General Hospital in Medan. The findings demonstrate that key HRM components—including recruitment and selection, training and development, and organizational commitment—contribute meaningfully to improving nursing performance outcomes.

Training and development emerged as the most influential factor, emphasizing the importance of continuous learning and skills enhancement in clinical settings. Recruitment and selection processes, when aligned with organizational needs, ensure the acquisition of competent and dedicated personnel, thus strengthening team performance. Furthermore, organizational commitment was shown to play a critical role in motivating nurses to deliver consistent, high-quality care.

The statistical analysis confirmed that these HRM variables together account for a substantial portion of performance variance among nurses. This suggests that targeted improvements in HRM practices could lead to measurable enhancements in service quality and patient satisfaction.

Overall, this research underscores the importance of a strategic and evidence-based approach to human resource management within healthcare institutions. Hospital leadership is encouraged to invest in professional development, refine recruitment protocols, and foster a supportive work environment to enhance the effectiveness and morale of their nursing staff.

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