

## **WORKFORCE ECOSYSTEM DEVELOPMENT AT X HOSPITAL SURABAYA**

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### **ABSTRACT**

*X Hospital is one of the hospitals in Surabaya that continues to improve its medical services following several negative reviews found on Google Business between January and April 2024. These reviews suggest that human resource performance, particularly in patient care, needs improvement. In response, the hospital is focusing on internal development by cultivating a workforce ecosystem that includes organic employees, non-organic employees, and interns. This study aims to analyze the development of the workforce ecosystem at Manyar Hospital by evaluating employee performance, skill training, and on-the-job training among 116 organic employees, 88 non-organic employees, and 20 interns, with a sample size of 65 participants. Descriptive statistical analysis was employed, with samples selected through convenience sampling. The results indicated that, for employee performance, the highest mean value was found in supervisor social support, while the lowest was found in empowerment. For skill training, the highest mean value was found in the ability to ask, while the lowest was found in self-control. For on-the-job training, the highest mean value was found in the effect on the job, employee training, and deductive and inductive on-the-job training strategies, while the lowest mean was found in structured on-the-job training in developing nations.*

**Keywords:** *workforce ecosystem, employee performance, skill training, on-the-job training*

## **INTRODUCTION**

The development of medical services has become an integral part of the evolution of global healthcare systems.<sup>1</sup> Over time, significant transformations in healthcare approaches have had a notable impact on the diagnosis, treatment, and prevention of diseases for the public.<sup>2</sup> Factors such as

population growth, increasing disease complexity, and socioeconomic changes have encouraged healthcare professionals and administrators to adapt and develop more responsive and effective systems.<sup>3</sup> As a result, modern healthcare services no longer focus solely on treating diseases, but also place greater emphasis on prevention, rehabilitation, and patient empowerment.<sup>4</sup>

X Hospital in Surabaya is one such institution striving to improve its medical services. The hospital has recognized the need to enhance its human resources, which play a critical role in delivering healthcare services to the community. This need became evident following 46 negative reviews on Google Business from January to April 2024. The reviews highlighted specific issues, with nine complaints about staff friendliness, six about long service times and system errors, and five regarding inadequate facilities.

These criticisms suggest that human resource performance is still lacking in terms of providing quality medical services to every patient at X Hospital. As a result, it is necessary for the hospital to develop its internal capabilities by fostering a robust workforce ecosystem that includes organic employees, non-organic employees, and interns.<sup>5</sup>

A workforce ecosystem is a strategic framework that involves mutually interconnected system of internal and external workforce component, along with technology, to create a holistic model of support<sup>6,7</sup>. The internal workforce includes full-time and part-time employees who are formally contracted by the organization<sup>8,9</sup>. Meanwhile, the external workforce consists of contractors, freelancers, consultants, and other temporary workers who contribute specific skills and support to the organization as needed.<sup>10-11</sup>

This study aims to assess the development of the workforce ecosystem at X Hospital Surabaya by evaluating employee performance, skill training, and on-the-job training among organic employees, non-organic employees, and interns.<sup>12-13</sup>

## RESEARCH METHODS

This study was conducted in three

stages. The first stage involved a bibliometric analysis, supplemented by a review of highly cited publications relevant to the topic. In the second stage, the development of research trends was mapped and analyzed based on the co-occurrence of research keywords, which can be used by future researchers to explore organizational ecosystems in inclusive development.<sup>1</sup> This approach was based on a positivist logic that emphasizes empirical observation and objective measurement.<sup>14</sup>

The study population consisted of all employees at X Hospital Surabaya, including 116 organic employees, 88 non-organic employees, and 20 interns. Organic employees are those whose hiring and dismissal are determined by the Board of Directors, while non-organic employees include contracted, honorary, or outsourced workers. Organic and non-organic employees are often the focus of research, particularly in relation to aspects such as workload, commitment, and competence.

A sample was drawn from the population using the convenience sampling technique, which allows all subjects in the population an equal chance of being included in the sample. Performance assessments were conducted for 116 organic employees, evaluated by the head of each unit. The 88 non-organic employees were assessed on the skill training that they had received. All variables were measured using a Likert scale questionnaire, administered via Google Forms.

The 20 interns were evaluated based on their participation in on-the-job training using previously established indicators.<sup>15</sup> Each indicator was measured on a Likert scale, with responses ranging from very good (5 points) to very poor (1 point).<sup>16</sup> Employees were categorized as good if the score was greater than 4 and fairly good if the score was below 4. Employee performance at X

Hospital Surabaya was deemed good if the value exceeded the Pareto threshold for the Likert scale ( $80\% \times 5 = 4$ ).

## RESULTS AND DISCUSSION

Employee performance is an important variable in organizations because it reflects employee behavior and contributes value to the organization.<sup>17</sup> Employee performance evaluation highlights employee achievements through various components, helping to assess how well employees meet the performance expectations of the organization.<sup>18</sup> Employee performance can be measured using several indicators.<sup>19</sup> At X Hospital Surabaya, employee performance was considered good if the value was greater than 4 and fairly good if the value was below 4. According to the Pareto threshold for the Likert scale, the performance of X hospital employees was categorized as good.

**Table 3.** Employee Performance of X Hospital Surabaya

No	Variable	Average	Category
1	Co-workers Social Support	4.43	Good
2	Social Support Supervisor	4.55	Good
3	Task Significance	4.38	Good
4	Transformational Leadership	4.44	Good
5	Empowerment	4.22	Good

According to Table 3, the highest mean value was found in the supervisor social support indicator, while the lowest was found in the empowerment indicator.<sup>20</sup> The high mean value in the supervisor social support indicator indicated that organic employees felt consistently supported by the unit heads for carrying out their work, enhancing their motivation, self-confidence, and well-being at work.<sup>6</sup>

In contrast, the low mean value in the empowerment indicator indicated that employees had limited authority to make their own decisions<sup>21</sup> related to their tasks without involving the unit heads.<sup>22</sup> This lack of autonomy reduced involvement and productivity because according to the standard operating procedures (SOP) at X Hospital Surabaya, all work-related decisions must be coordinated with the unit head who is responsible for decision-making.<sup>23</sup>

Skill training is a process aimed at enhancing the skills or knowledge of employees to improve their competencies. This development can occur both formally and informally, with the goal of making employees more effective and productive.<sup>24-</sup><sup>25</sup> Skill training at X Hospital Surabaya was evaluated based on several indicators as shown in Table 4.

**Table 4.** Skill Training at X Hospital Surabaya

No	Variable	Average	Category
1	Presentation Skills	4.39	Good
2	Ability to Ask	4.61	Good
3	Ability to Adapt	4.47	Good
4	Technical Knowledge	4.57	Good
5	Self-Control	4.15	Good
6	Sales Environment	4.59	Good

According to Table 4, the highest mean value was found in the ability to ask indicator, while the lowest mean value was found in the self-control indicator<sup>26</sup>. The highest value in the ability to ask indicator indicated that non-organic employees were skilled in formulating questions during discussions or meetings, reflecting their successful application of skill training to their work.<sup>27</sup>

In contrast, the low mean value in the self-control indicator indicated that employees, especially the security personnel, struggled to control their emotions or actions when interacting with patients visiting the hospital, resulting in the negative reviews from patients and their family members.<sup>28</sup>

On-the-job training helps employees improve their competencies to align with labor market demands. In addition to

enhancing skills<sup>29</sup>, on-the-job training also fosters personal development in areas such as work ethic, discipline, responsibility, honesty, cooperation, and leadership, all tailored to industry needs.<sup>30</sup> Participants in on-the-job training were considered to have achieved competency if they fulfilled the following indicators.<sup>31</sup>

**Table 5.** On-the-Job Training at X Hospital Surabaya

No	Variable	Average	Category
1	The impact of employee training on job performance	4.55	Good
2	The effects of on-the-job and out-of-employee training	4.60	Good
3	The job training effectiveness	4.50	Good
4	Situated learning and planned training on the job	4.65	Good
5	Using expert employees to train on the job	4.25	Good
6	Deductive and inductive On the Job Training strategies	4.60	Good
7	Cross-Cultural implications of planned On the Job Training	4.25	Good
8	Structured On the Job Training in developing nations	4.10	Good

## CONCLUSION

The findings of this study indicate that employees at X Hospital Surabaya receive strong social support from their superiors, which positive impacts their motivation, self-confidence, and well-being. However, there are obstacles in the empowerment aspect, where employees have limited autonomy in decision-making, which hinders their engagement and productivity. For non-organic employees, the skill training has shown positive results, especially in terms of questioning skills, although there are still shortcomings in self-control, especially among the security personnel, which negatively impacts the patient experience.

Meanwhile, the on-the-job training program for interns has successfully improved their competencies, although further improvements are needed in the training structure to match with standards seen in other developing countries. Comparative studies with international hospitals can be a further step to improve the effectiveness of this training program.

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