



ANALYSIS OF STRATEGIC PLANNING AND THE ROLE OF MANAGERS IN IMPROVING NURSING RESOURCE PERFORMANCE: SYSTEMATIC REVIEW

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ABSTRACT

The success of health organizations depends on the quality of human resources including nursing resources. Health organizations can grow and develop if they have staff or nurses with demonstrated high performance. Good performance is directly proportional to the quality of services provided. Performance appraisal is very important to evaluate, assess and measure, to enhance employee capabilities and professionalism. This assessment aims to ensure that organizational goals can be achieved optimally. Furthermore, strategic planning and the role of managers are essential in performance appraisal. With good strategic planning, supported by the optimal role of managers, can enhance staff performance and facilitate the achievement of organizational objectives. Managers who have good abilities in planning, organizing, staffing, actuating and controlling the vision, mission and goals of the organization can be achieved. Objective: This study aims to determine the relationship strategic planning and the role of managers on the performance of nursing resources. Methods : This systematic review was prepared based on Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). Used databases Scopus, ProQuest, Science Direct, Pubmed, Clinicalkey and Google Scholar. Articles used from 2023-2025. Keywords Strategic Planning AND Manager Roles AND Performance Appraisal for Nurses. Joanna Briggs Institute (JBI) and Critical Appraisal Skills Program (CASP) analysis. From 78,200 articles found, 8 articles were analyzed. The results of systematic analysis in the study showed that with appropriate strategic planning and good manager roles can improve nurse performance which has an impact on improving the quality of service and the goals and vision of the organization's mission can be achieved. The results of the study can be concluded that strategic planning and the role of managers have a significant effect on improving performance so that organizational goals can be achieved optimally.

Keywords: manager's role; nurse performance; strategic planning

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INTRODUCTION

The success of a healthcare organization depends on the quality of human resources, including nursing resources, which are critical factors in the organization's ability to grow and develop well, ensuring the achievement of its goals and vision (Mintarsih et al., 2025). To assess the quality of nursing human resources, a performance evaluation process is necessary so that performance can be measured and evaluated. Good employee performance is directly proportional to the growth and development of the organization. By conducting effective performance assessments, organizations can optimize employee competencies to achieve their goals (Surahman, 2024). The quality of a healthcare organization will improve as employee performance increases, making performance evaluations crucial to assessing, measuring, and determining employees' contributions, productivity, and behavior in achieving the organization's vision, mission, and goals. Performance assessments can be qualitative and quantitative, covering target achievements, interpersonal skills, innovation, and job responsibilities (Surahman, 2024). Therefore, organizations or institutions must conduct performance evaluations to determine employee achievements and accomplishments. This will serve as the basis for

management decisions, such as promotions, rank or grade increases, and the personal and professional development of employees (Mustaqim et al., 2024).

Employee performance evaluations are vital in managing an organization, especially in the healthcare field, where good performance is expected to result in high-quality and efficient services (Leviana et al., 2025). Performance assessment is a series of processes or activities that an organization must complete systematically within a certain period to obtain information on the efficiency and effectiveness of the organization, both from the quantity and quality perspectives, at the individual, group, and organizational levels, enabling continuous improvement and sustainable growth (Marquis & Huston, 2017). The success of a healthcare organization or hospital in managing and implementing strategic planning is influenced by several factors, including internal and external factors, anticipatory abilities, and adaptation to conditions (Al-Khatani, 2025). Therefore, appropriate strategic planning is required to provide policy direction, strategies, and programs to achieve the organization's goals and vision in the long term (Ayuningtiyas, 2022). This is in line with the findings of a study by Kumawu (2025), which states that with strategic planning, an organization will have positive performance and achieve its vision and mission in accordance with the organization's goals.

Strategic planning is a key pillar of a healthcare organization as it plays a crucial role in determining the direction, priorities, actions, steps, and policies taken to achieve organizational goals (Agrizat, 2025). Overall, strategic planning helps healthcare organizations remain relevant, efficient, and sustainable amidst the rapidly evolving healthcare industry (Eileen, 2023). Strategic planning for healthcare personnel is essential to ensure quality healthcare services that meet the needs of the community, and it helps ensure that the right number of staff with the right skills are in the right place at the right time to provide the right healthcare (C. Sutton et al., 2023). Strategic planning is a systematic and periodic process used to "formulate and analyze the current situation and future outlook," which then serves as a guideline for policymaking to drive the organization towards its desired goals (Bryson, 2011). Strategic planning can provide specific and comprehensive information to set goals and make strategic decisions for the organization, then develop steps to achieve the organization's goals and vision (David and Forest, 2017). The importance of strategic planning in nursing staffing in hospitals can help maximize strengths and improve the quality of nursing care and patient safety. Staffing plans should align with the organization's vision, mission, and goals (Hariyati, 2014). The role of managers is crucial in strategic planning. With the manager's role, employee performance is expected to improve and motivate employees in carrying out their tasks and responsibilities, ensuring the achievement of organizational goals and vision (Puspanegara, 2023). Managers play a critical role in organizations in terms of interpersonal, informational, and decisional roles. Meanwhile, the functions of managers include planning, organizing, leading, and controlling. By carrying out their roles and functions effectively, managers can ensure optimal employee performance that can be measured periodically (Robbins & Judge, 2022). This study aims to determine the relationship strategic planning and the role of managers on the performance of nursing resources.

METHOD

This systematic review is structured according to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. The databases used for this study include Scopus, ProQuest, Science Direct, Ebsco Host, PubMed, and ClinicalKey for Nursing, limited to the last five years, from 2019 to 2024, with full-text articles in English.

This study analyzes the relationship between strategic planning, the roles of managers, and nursing resource performance. This study employed a literature search strategy based on the PICO components (Population, Intervention, Comparison, Outcome), including MeSH terms and relevant keywords. The keywords used in the search were: Strategic Planning AND Manager Roles AND Performance Appraisal for Nurses . The inclusion criteria for the literature search include English-language articles published in the last 5–10 years, quantitative research articles (such as Quasi-Experiments and Cross-Sectional studies), full-text availability, and articles in the fields of nursing or advanced practice nursing, as well as general nursing. The search results from the databases Scopus, ProQuest, Science Direct, Ebsco Host, PubMed, and ClinicalKey for Nursing yielded 8 articles that align with the research objectives and answer the PICO question from 78.200 article found. These articles were then analyzed using the Joanna Briggs Institute (JBI) and Critical Appraisal Skills Program (CASP) methods. The results are outlined in the diagram below:

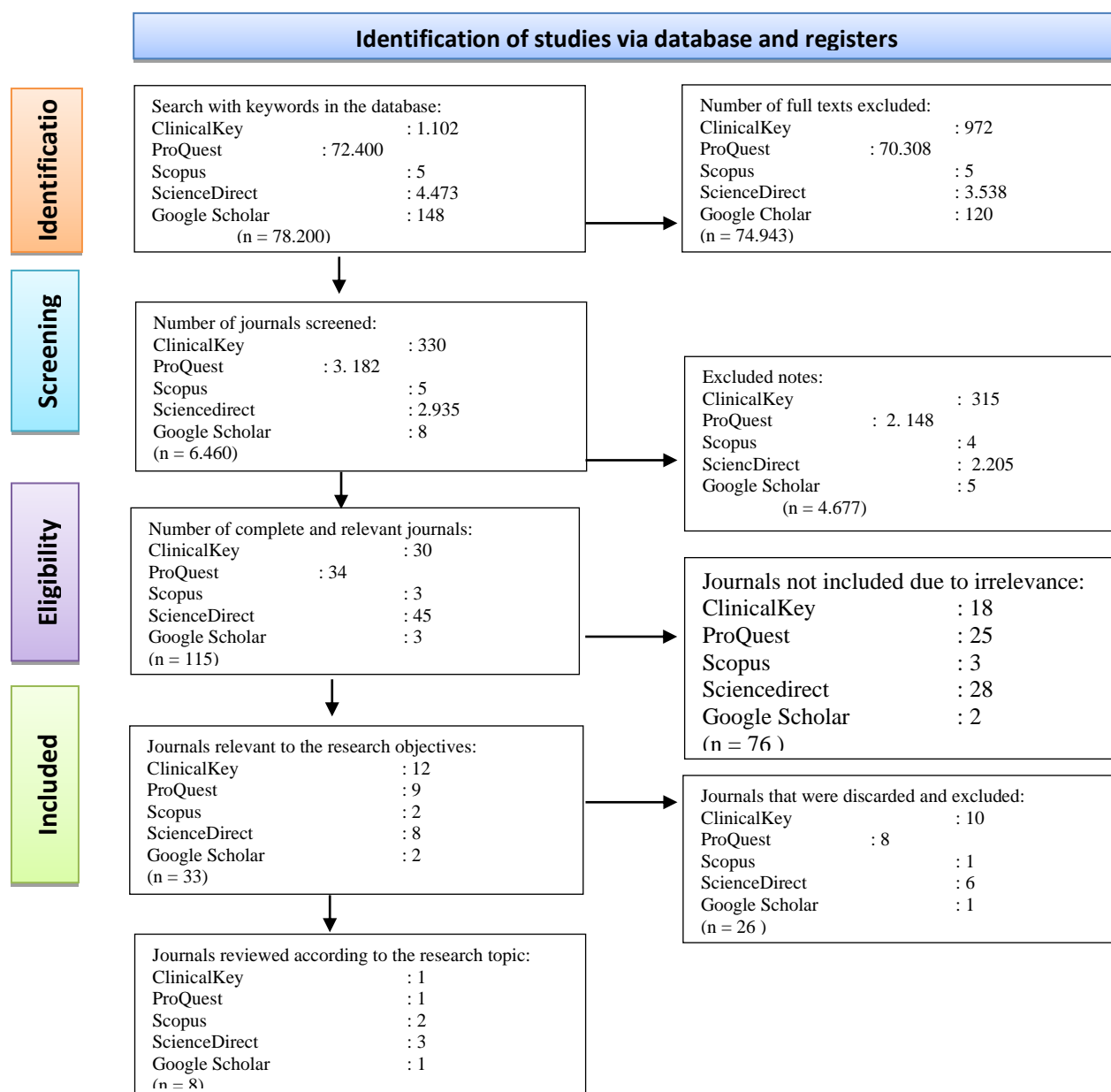


Figure 1. Journal Search using the PRISMA Method (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)

Table 1.
General Data of Critical Appraisal Articles

No	Journal Title	Author/Year	Journal Name	Methodology	Index/Quartile
1.	Strategic workforce planning in health and social care – an international perspective	C. Sutton, et al. (2023)	Health Policy Journal. 0168-8510/© 2023 The Authors. Published by Elsevier	Cross-sectional study	ScienceDirect-Elsevier Q1
2.	Application of strategic planning and multi-objective decision making in integrated management: A case study in Cheshmeh-Kileh River Basin, Iran	Khiavi, N. et al (2024)	Application of strategic planning and multi-objective decision making in integrated management: A case study in Cheshmeh-Kileh River Basin, Iran	Qualitative methods.	ScienceDirect-Elsevier
3.	Key factors influencing succession planning in the leadership of public hospitals in Iran: A qualitative study	Vahdat, S., et al (2024)	International Journal of Healthcare Management. 17(1), pp. 76–84	Exploratory qualitative design	Scopus
4.	Nurse Manager Success Factors: The Foundation for Succession Planning	Eileen P. Magri, (2024)	Nurse leaders. Copyright 2024 by Elsevier Inc.	cross-sectional study	ClinicalKey Nursing
5.	The Relationship Effect of Organizational Climate Between Strategic Leadership and Organizational Innovation at Private Hospitals in Amman	Agrizat et al., (2025)	International Review of Management and Marketing; Mersin Vol. 15, Iss. 3, (2025): 38-45. DOI:10.32479	The research method is descriptive quantitative analysis.	ProQuest
6.	Reframing the Nurse Manager Role to Improve Retention	(Zhai et al., 2022)	Nurseleaders. Copyright 2023 by Elsevier Inc.	Qualitative methods.	ScienceDirect-Elsevier
7.	Nursing Manager Performance Assessment Based on Balanced Scorecard and Management Functions: Literature Review	Yulistina, D,P. et al.,(2024)	Journal of Health Research of Poltekkes Depkes Bandung Vol 16 No 1 (2024)	The research method is descriptive quantitative analysis.	Google Scholar
8.	Determining the Relationship Between Work Stress and Job Performance: A Cross-Sectional Study Among Healthcare Workers	Ari, Hakan Oguz (2025)	Journal of Nursing Management; Oxford Vol. 2025, (2025).	Quantitative descriptive research design: cross-sectional	ProQuest

The article review was evaluated through a critical appraisal process, covering various studies related to strategic planning, human resource management, and performance improvement in the healthcare context. Most of the studies used qualitative and quantitative methods to explore key aspects of healthcare management. This article not only discusses strategies for planning and management but also the important role of managers in improving performance and the impact of performance evaluations on service quality.

RESULT

The results of the first search were 78,200 articles, then screened to 6,460 articles. Of the 6,460 articles, there were 26 articles that met the eligibility criteria based on the PICO question. Then there were 8 articles that were included and in accordance with the research objectives. This Systematic Review used the *Joanna Briggs Institute (JBI) critical appraisal checklist* and *the Critical Appraisal Skills Programme (CASP)*.

Table 1.
Article Analysis

No	Database	(Author, Year of Published Country)	Title Article	Journal Title	Objectives	Design	Sample	Results
1.	Science Direct-Elsevier	C. Sutton, et al. (2023)	Strategic workforce planning in health and social care – an international perspective.	Health Policy Journal. 0168-8510/© 2023 The Authors. Published by Elsevier	The purpose of this study is to provide an overview and present international academic literature that can be used as a reference in strategic planning of the workforce in the health and social services sector that has been carried out throughout the world with examples of strategic planning frameworks.	Cross-sectional study	The literature used was 101 references.	The results of this study emphasize that it is important for hospitals to have good strategic planning and effective manager roles in the health sector. Strategic planning of health workers, especially nursing, requires a data-driven approach that combines demographic analysis, epidemiology, and predictive modeling to accurately project human resource needs. This study shows the need for an adaptive framework, where mathematical modeling and global practices are used to anticipate future challenges, such as shortages of skilled workers or changing service needs. In this context, the role of managers is crucial to translate the data into concrete policies, ranging from competency training to optimizing human resource allocation and collaboration with stakeholders. These findings emphasize that the integration of good strategic planning, proactive leadership, and a strong monitoring system is the foundation for building health human resource resilience in the face of population dynamics and growing disease burdens.
2.	Science Direct-Elsevier	Khiavi, N. et al (2024)	Application of strategic planning and multi-objective decision making in integrated management: A case study in Cheshmeh-Kileh River Basin, Iran	Journal of Hydrology 631 (2024) 130690	This research was conducted to apply strategic planning models and multi-objective decision-making methods in integrated management.	Qualitative research with case study	65 respondents	The results of this study are the application of strategic planning and multi-objective decision making in integrated management helps in achieving strategic goals with a more comprehensive analysis. Decision making is also more comprehensive and complete. So this method can be used directly by local executives, decision makers, and policy makers. The overall results show that there is little difference between the SWOT evaluation matrix and the PESTEL and SWOT evaluation matrix. A more in-depth study and analysis are needed to obtain optimal results.
3.	Scopus	Vahdat, S., et al (2024)	Key factors influencing succession planning in the leadership of public hospitals in Iran: A qualitative study	International Journal of Healthcare Management. 17(1), pp. 76–84	The purpose of this study is to identify key factors that influence strategic planning and succession in hospital leadership.	Method: This study used an exploratory qualitative design.	15 respondents nurse managers	Based on the interview results and extracted data, five main themes were identified: (1) Strategic objectives and needs assessments aligned with organizational objectives, (2) Strategic communication and organizational structure, (3) Talent identification and empowerment, (4) Development and excellence of qualified individuals, and (5) Monitoring of strategic planning programs. Conclusion: It is recommended that public hospitals implement comprehensive support and commitment in implementing strategic planning programs. Thus, there will be improvements in organizational decisions and policies, and good and qualified individuals will be used in important positions. In addition, this will also lead to improved work quality, increased personnel motivation, reduced resource waste, and improved employee career paths.

No	Database	(Author, Year of Published Country)	Title Article	Journal Title	Objectives	Design	Sample	Results
4.	ClinicalKey	Eileen P. Magri, (2024)	Nurse Manager Success Factors: The Foundation for Succession Planning	Nurse leaders. Copyright 2024 by Elsevier Inc.	This study aims to identify factors that influence the success of a nurse manager and to create strategic planning and programs to mitigate the shortage of successful nurse managers in the future.	The research method is descriptive quantitative analysis.	Number of respondents 215 first line managers	Eileen P. Magri's (2024) research identified key success factors for nurse managers and urged the need for strategic succession planning to anticipate the nursing leadership crisis, where 72% of nurse managers are expected to leave their positions in the next 5 years. The research findings confirmed that developing a proactive succession program through leadership training, mentoring, and internal candidate preparation is a critical solution to mitigate vacancies and ensure sustainability of nursing governance. The role of managers today includes not only improving team performance but also creating a leadership pipeline by identifying and equipping potential leaders with managerial, clinical, and strategic competencies. The study emphasized that without structured interventions, the healthcare sector will face the risk of service destabilization due to massive turnover. Thus, the integration of long-term strategic planning and evidence-based HR development is an essential foundation for building organizational resilience in the future.
5.	ProQuest	Agrizat et al., (2025)	The Relationship Effect of Organizational Climate Between Strategic Leadership and Organizational Innovation at Private Hospitals in Amman	International Review of Management and Marketing; Mersin Vol. 15, Iss. 3, (2025); DOI:10.32479/irm.18372	This study aims to understand how strategic leadership can drive innovation and create an environment that supports improved performance among managers and department heads.	Quantitative descriptive analysis research method	The sample size was 432 consisting of 170 managers and 262 heads of hospital departments.	Agrizat et al.'s (2025) study revealed a significant causal relationship between strategic leadership, organizational climate, and organizational innovation in Jordanian private hospitals. Quantitative findings showed that strategic leadership not only has a direct impact on increasing organizational innovation but also indirectly affects hospital performance through the creation of a positive organizational climate. The study confirmed that managers and department heads play a crucial role as catalysts for change by implementing a visionary and empowering leadership style, which ultimately stimulates creative thinking and improves organizational performance. The study highlights the importance of building a supportive organizational climate as a mediator between strategic leadership and innovation, where a collaborative and inclusive work environment is a key prerequisite for organizational transformation in the healthcare sector. The practical implications of these findings emphasize the need for strategic leadership development programs and organizational culture interventions designed to strengthen hospitals' innovation capacity in the face of competitive healthcare market dynamics.
6.	Science Direct-Elsevier	Martha L. Grubaugh (2023)	Reframing the Nurse Manager Role to Improve Retention	Nurseleaders. Copyright 2023 by Elsevier Inc.	This study aims to determine the role of managers in maintaining nurse retention by looking at various aspects such as work life balance, career	This study is a secondary data analysis of quantitative data.	Number of samples 181 respondents	The results of this study indicate that the role of managers plays a very important role in maintaining nurse retention in the organization. The role of managers in making nursing planning must consider several things such as work life balance, career advancement and workload. This research study shows that 61% of nurses intend to leave for professional advancement, 7.18% for reasons of career advancement, 43% for reasons of

No	Database	(Author, Year of Published Country)	Title Article	Journal Title	Objectives	Design	Sample	Results
					advancement, workload, etc.			seeking new opportunities, and 13% for reasons of seeking a new organization. Thus it can be concluded that nurse managers have a very important role in maintaining nurse retention, and must make strategic planning so that this can be avoided.
7.	Google Scholar	Yulistina, D.P. et al.,(2024)	Nursing Manager Performance Assessment Based on Balanced Scorecard and Management Functions	Journal of Health Research Bandung Polytechnic of the Ministry of Health Vol 16 No 1 (2024)	The study aims to analyze the role and function of nursing managers in influencing nursing performance.	The research method is descriptive quantitative analysis.	Number of samples 108 respondents	The results of this study found that the role and function of nursing managers significantly affect nursing performance in various health facilities. Effective nursing managers demonstrate the ability to manage resources, provide clear direction, and support nursing professional development. The results of the analysis showed that good communication between managers and nursing teams contributed to increased motivation and job satisfaction, positively impacting service quality. In addition, the implementation of data-based managerial strategies and performance evaluations has been shown to increase operational efficiency. This study emphasizes the importance of the role of nursing managers in creating a supportive and service quality-oriented work environment.
8.	ProQuest	Ari, Hakan Oguz (2025)	Determining the Relationship Between Work Stress and Job Performance: A Cross-Sectional Study Among Healthcare Workers	Journal of Nursing Management; Oxford Vol. 2025, Türkiye (2025).	This study aims to investigate the level of work stress experienced by healthcare workers in Türkiye and their work performance. In addition, this study also focuses on analyzing the relationship between work stress levels and work performance, with the hope of providing deeper insight into the factors that influence professional performance in the context of healthcare.	Quantitative descriptive research design: cross-sectional	Number of samples 230 respondents	The results of this study involving 47.3% of participants who were nurses, found that health workers as a whole had low levels of work stress and high levels of performance. However, nurses showed higher levels of work stress compared to other groups, accompanied by lower performance. In addition, the analysis showed a weak but statistically significant negative relationship between work stress and work performance. To reduce work stress and improve performance, it is important to develop managerial intervention programs that consider variables such as age, marital status, years of service in the profession, and type of work. This study provides evidence-based recommendations that can help hospitals and nursing managers manage work stress and improve performance by conducting strategic assessments and planning.

DISCUSSION

The results of the systematic review from the 8 articles above indicate that there is a relationship between strategic planning, the role of managers, and nursing workforce performance. Analysis of the four journals found that strategic planning for the nursing workforce, including projections for nurse demand and future nursing managers, is crucial to ensure the adequacy and quality of the workforce (Sutton, et al., 2023). Effective strategic planning allows organizations to identify competency gaps and prepare a suitable workforce, which ultimately improves overall performance (Agrizat et al., 2025). With good strategic planning, organizations can develop performance appraisal systems aligned with workforce needs, ensuring alignment between employee performance and strategic goals (Vahdat, S., et

al., 2024). Good strategic planning involves both internal and external analysis, as well as determining the right strategies for managing human resources, equipment, and finances, which impacts the improvement of performance and efficiency in nursing services (Putra et al., 2023). Roy (2023) also emphasizes the importance of strategic human resource planning in nursing within hospitals.

Analysis of the three journals above identifies that the role of managers, particularly in leadership succession management, significantly impacts the quality and continuity of leadership in organizations (Yulistina et al., 2024). Effective managers in leadership can ensure the availability of competent leaders, which will ultimately affect the organization's overall performance. Additionally, effective managers can develop performance appraisal systems aligned with organizational strategic goals and foster employee competence development (Martha, 2023). Shieva et al., (2025) highlight that nursing strategic planning integrated with human resource development, training, and optimal utilization of nursing managers' roles plays a crucial role in improving service quality, patient safety, and nursing professionalism in hospitals. Overall, the effective role of managers in leadership, competency development, workload management, organizational support, and nurse involvement in decision-making can significantly impact nursing performance in healthcare organizations (Eileen, 2024).

The analysis of both variables from the eight journals above underscores the importance of comprehensive strategic planning to address challenges such as workforce shortages and leadership management (Khiavi, N. et al., 2024). The effective role of managers in managing human resources, including planning, recruitment, development, and employee retention, is key to successful strategic planning (Agrizat et al., 2025). Research by Winesa, et al., (2023) confirms that skilled managers can ensure the organization has a suitable, motivated, and high-performing workforce to achieve strategic goals. The synergy between mature strategic planning and the optimal role of managers will result in a performance appraisal system integrated with organizational needs, enhancing nursing professionalism and service quality (Asfian et al., 2023). Good strategic planning allows organizations to identify workforce needs, competency gaps, and prepare nursing staff in line with service demands (Fitri et al., 2025). Thus, it can be concluded that there is a connection between strategic planning, the role of managers, and the performance appraisal of nurses in the healthcare sector. Effective strategic planning, supported by competent managers, can improve the quality and availability of staff and encourage performance appraisals aligned with the organization's strategic objectives.

Based on the systematic review results from the eight articles, it can be concluded that strategic planning significantly impacts the improvement of nursing workforce performance. Furthermore, the effective role of managers in leadership, decision-making, and resource management is crucial in creating a conducive work environment, motivating staff, and balancing the tasks and responsibilities of nurses. This has a positive impact on nursing performance and the overall quality of nursing services.

CONCLUSION

The analysis and discussion of several journals above leads to the conclusion that with strategic planning, organizational goals can be optimally achieved. Managers play a crucial role in an organization, as they can determine whether the organization's vision, mission, and objectives are successfully achieved or not. Additionally, staff performance significantly influences the achievement of organizational goals. With effective strategic planning, supported by the optimal role of managers, staff performance will improve, and

organizational goals will be achieved.

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