



TRANSFORMATION OF NURSING HUMAN RESOURCES BASED ON STRATEGY: ADDRESSING THE CHALLENGES OF VALUE-BASED CARE IN MODERN HOSPITALS IN INDONESIA

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ABSTRACT

Strategic planning and management of human resources (HR) play a crucial role in improving the quality of hospital services. This field study aims to analyze human resource development strategies, particularly in nursing, at Hospital. Field study method. Data were collected through interviews at Hospital X and documentation from Hospital X. Data were obtained through group-based analysis of academic documents and assessment of the hospital's existing conditions. The analysis revealed that Hospital X's main strengths lie in HR competencies, recruitment systems, and ongoing training programs. However, it faces challenges in work culture and career development systems. The proposed strategies include digitalizing HR management systems, collaborating with educational institutions to strengthen nursing capacity, and fostering a culture of patient safety. As part of the implementation, a five-year work plan was developed, encompassing CPD training programs, the development of a Human Resources Information System (HRIS), and the enhancement of reward and recognition programs. This strategic approach is expected to enhance the efficiency, productivity, and competitiveness of hospital human resources amid the transformation of healthcare services.

Keywords: balanced scorecard; hospital; HRIS; human resources; strategic management; SWOT

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INTRODUCTION

Human resource (HR) management plays a fundamental role in supporting organizational effectiveness and sustainability, especially in dynamic healthcare sectors such as hospitals. Strategic and well-planned HR management not only enhances internal productivity but also contributes to service quality, patient satisfaction, and employee well-being. Continuing Professional Development (CPD) is a critical element that cannot be overlooked. In line with the view of Hariyati et al. (2023), CPD implementation improves nurses' competence, reduces incidents of missed nursing care, and strengthens the overall quality of nursing services. Furthermore, the implementation of innovative learning models such as the Corner Competency System has been shown to improve nurses' positive perceptions and job satisfaction with blended learning-based competency development systems (Hariyati et al., 2019). Research by Hariyati and Safril (2020) also indicates a positive relationship between nurse job satisfaction and CPD implementation, highlighting that ongoing competency development enhances motivation, retention, and professionalism among nurses. Through continuous competency development, increased work motivation, and patient-centered innovation, hospitals can strengthen their competitiveness in the modern healthcare industry.

The digital era and the shift toward value-based care demands a transformation in healthcare professionals' competencies. It is no longer sufficient to have only clinical skills—health professionals must now be adaptable to technological advances, foster multidisciplinary collaboration, and uphold high standards of professionalism across all service aspects. A study by Hariyati (2005) in the *Indonesian Nursing Journal* from the Faculty of Nursing, University of Indonesia, emphasized the importance of leveraging information technology in nursing education to increase learning flexibility and accessibility, thereby improving nursing staff competence in addressing modern healthcare challenges. Given the increasing complexity of healthcare services, strategic analysis in HR management has become an urgent need. Changes in healthcare policy, the adoption of new technologies, and rising patient expectations require hospitals to develop sustainable HR development strategies. Analytical approaches such as SWOT (Strengths, Weaknesses, Opportunities, Threats), the Internal-External (IE) Matrix, the Balanced Scorecard, and the formulation of a Plan of Action (PoA) provide systematic frameworks to assess current HR conditions, identify development priorities, and design relevant, measurable interventions.

To support its vision of becoming a leading healthcare provider centered on patient and family needs, Hospital X requires a forward-thinking and comprehensive HR development strategy. This strategy includes CPD programs, fostering a research-oriented culture, digital transformation in HR management, and competency-based career path development. The CPD program is designed not only based on unit-level needs but also anticipates technological innovation trends and shifting community demands. The use of information technology in nursing education, such as web-based distance learning, can enhance training flexibility and accessibility for nursing staff. The Digital Transformation of HR Management involves implementing a Human Resource Information System (HRIS) to optimize HR administrative processes, career planning, and performance management in real-time and in an integrated manner. Lastly, Competency-Based Career Path Development—as suggested by Afriani et al. (2017)—highlights the importance of supervisor and peer support in shaping nurses' career expectations. The implementation of an organizationally supported career ladder system can increase nurse motivation and retention while reinforcing professionalism in nursing practice.

Hospital X is a general healthcare institution located in a strategic urban area, with a strong vision and mission focused on patient safety and service innovation. The hospital has developed several leading services, including integrated emergency care, specialized cardiovascular services, and minimally invasive surgical procedures using cutting-edge medical technologies. A situational analysis revealed that the hospital's human resources have diverse educational backgrounds, ranging from diploma (D3) to bachelor's degree in nursing and specialist medical professionals. Although most nurses hold D3 degrees, there is a growing trend toward higher education levels among nursing staff. Nilasari et al. (2021) emphasized that such diversity in educational backgrounds may affect service quality consistency, highlighting the need for structured HR development strategies based on actual competency needs assessments.

Through an integrated strategic approach, Hospital X is expected to strengthen its human resource capacity as a foundation for addressing healthcare system transformation challenges at both national and global levels. This study aims to formulate a comprehensive human resource (HR) development strategy at Hospital X through strategic analysis based on Continuing Professional Development (CPD), digital transformation of HR management, and competency-based career path development. The

study also seeks to evaluate the implementation of CPD and the utilization of information technology in enhancing nurses' competencies, job satisfaction, and the hospital's readiness to face the challenges of healthcare system transformation in the digital and value-based care era.

METHOD

The data collection process for the strategic planning of nursing human resources was conducted through a field study method. Data were obtained from interviews and documentation at Hospital X. The interviews were conducted with key persons within the hospital. Data were collected through interviews at Hospital X and a review of hospital documentation. The respondents were nurses at Hospital X, with a total of 350 participants. The interview consisted of 10 semi-structured questions related to the management and development of human resources at Hospital X. Once the data were collected, the next step involved reviewing existing literature for further analysis. A situational analysis was then carried out using the SWOT approach, aiming to identify strengths, weaknesses, opportunities, and threats. Evaluation of internal factors (strengths and weaknesses) and external factors (opportunities and threats) was conducted using the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices, through a process of weighting and scoring. The Strategic Business Unit (SBU) position was subsequently determined using the IE (Internal-External) matrix. Based on this process, strategies were formulated using the TOWS matrix, which integrates internal and external factors. These strategies were ultimately detailed in Key Performance Indicators (KPIs), which serve as measurement tools for assessing the achievement of strategic objectives in nursing human resource development.

RESULT

Hospital X is the largest hospital among several healthcare facilities managed by one of the major corporations in Indonesia. Established in 1972, Hospital X is strategically located in the center of a major city, occupying more than 30,000 m². In line with its vision of providing the best healthcare services by prioritizing the needs of patients and their families, Hospital X relies heavily on competent healthcare professionals and advanced medical equipment. Hospital As part of the community, hospital X actively engages in health education initiatives both offline and via its social media platforms such as Facebook, Instagram, and YouTube. In collaboration with the government and the public, hospital X is committed to improving public health as a foundation for a healthy and productive future generation. According to interview findings , hospital Additionally, one nurse is pursuing a Master's degree in Medical-Surgical Nursing Specialization, one in Medical-Surgical Nursing Focus, and one in Nursing Management Focus. The hospital's data was analyzed using the SWOT (Strengths, Weaknesses, Opportunities, Threats) framework. The SWOT analysis distinguishes between internal and external factors influencing the hospital's success or failure. External factors, which cannot be directly influenced by the organization, are categorized into opportunities and threats. Internal factors, which are fully controllable by the organization, are classified as strengths and weaknesses. This analysis forms the foundation for determining the hospital's strategic positioning, which is essential for strategic planning, generally projected over a 3 to 5-year period (Ayuningtyas, 2022).

Following the SWOT analysis, an evaluation of internal and external factors was conducted to map the hospital's current strategic position. This step requires careful assessment of both internal and external environments. The evaluation process involved the use of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. These matrices apply weighted scoring to quantify the impact of various factors. Subsequently, the Internal-External (IE) matrix was used to determine the hospital's strategic positioning. Based on the IE matrix results, strategies were developed using the TOWS matrix (Threats, Opportunities,

Weaknesses, Strengths). The TOWS analysis is a strategic tool that combines internal and external factors to generate alternative strategies. Internal strengths and weaknesses are placed on the horizontal axis, using the weighted scores from the IFE matrix, while external opportunities and threats are placed on the vertical axis using scores from the EFE matrix. The result is a set of strategic combinations that guide future actions. components , including strength and weakness identification, the IFE and EFE matrices, the IE matrix, and the TOWS matrix—specifically focused on nursing human resources at hospital. The following is a SWOT Analysis of Internal Factors of Human Resources (HR) of Hospital X:

Table 1.
SWOT Analysis of Internal Factors of Nursing Human Resources at Hospital

Internal Factors		
No	Strength	Weakness
1	Competent and experienced nursing human resources are available to provide FCC nursing services (patient education, technology and research)	The research culture is not yet optimal so that care interventions are not updated.
2	Nursing HR is able to implement services according to Evidence Based Practice	The implementation of CPD in hospitals is not yet optimal
3	Having the best burn care service in Indonesia with certified human resources	Support for organizing research human resources at the hospital is not yet optimal
4	The nursing human resources have been certified as Service Excellent	The hospital's suboptimal support for training and career development of nursing human resources
5	Selective recruitment of human resources development according to hospital needs	The hospital performance management system is not yet effective

The following is a SWOT Analysis of External Factors of Human Resources (HR) of Hospital X:

Table 2.
SWOT Analysis of External Factors of Nursing Human Resources at Hospital X

External Factors		
No	Opportunity	Threat
1	Cooperation with state-owned companies for One Stop Service- MCU	Competition between hospitals in attracting competent workers
2	Credible hospital branding becomes an attraction for the public to seek quality health services.	The challenge of balancing family involvement in Family Centered Care
3	Opportunities for human resource development through MoU between the hospital and the hospital's educational institution partners	Changes to health regulations regarding stricter accreditation standards related to HR (STR, SIP)
4	Potential interest in telemedicine services from the community for burn services	The high potential for patients to choose to seek treatment abroad
5	The number of certifications from the Ministry of Health regarding Excellent Service	Competing hospitals that have the same superior services (burn care)

The following is the IFE Matrix of Nursing Human Resources of Hospital X.

Table 3.

Internal Factors Evaluation (IFE) Matrix of Nursing Human Resources at Hospital X

No	Strength	Weight	Rating	Weight x Rating
1	Competent and experienced nursing human resources are available to provide FCC nursing services (patient education, technology and research)	0.10	4	0.40
2	Nursing HR is able to implement services according to Evidence Based Practice	0.12	3	0.36
3	Having the best burn care service in Indonesia with certified human resources	0.08	3	0.24
4	The nursing human resources have been certified as Service Excellent	0.09	3	0.27
5	Selective recruitment of human resource development according to hospital needs	0.08	3	0.24
No	Weakness	Weight	Rating	Weight x Rating
1	The research culture is not yet optimal so that care interventions are not updated.	0.10	3	0.30
2	The implementation of CPD in hospitals is not yet optimal	0.09	2	0.18
3	Support for organizing human resources for researchers at the hospital is not yet optimal	0.10	3	0.30
4	The hospital's suboptimal support for training and career development of nursing human resources	0.12	3	0.36
5	The hospital performance management system is not yet effective	0.12	3	0.36
Total IFE Score		1.00		3.01

The following is the EFE Matrix of Nursing Human Resources at Hospital X:

Table 4.

External Factors Evaluation (EFE) Matrix of Nursing Human Resources at Hospital X

No	Opportunity	Weight	Rating	Weight x Rating
1	Cooperation with state-owned companies for One Stop Service- MCU	0.12	4	0.48
2	Credible hospital branding becomes an attraction for the public to seek quality health services.	0.11	4	0.44
3	Opportunities for human resource development through MoU between the hospital and the hospital's educational institution partners	0.10	3	0.30
4	Potential interest in telemedicine services from the community for burn services	0.13	3	0.36
5	The number of certifications from the Ministry of Health regarding Excellent Service	0.13	3	0.39
No	Threat	Weight	Rating	Weight x Rating
1	Competition between hospitals in attracting competent workers	0.10	2	0.20
2	The challenge of balancing family involvement in Family Centered Care	0.10	2	0.20
3	Changes to health regulations regarding stricter accreditation standards related to HR (STR, SIP)	0.08	3	0.24
4	The high potential for patients to choose to seek treatment abroad	0.05	2	0.10
5	Competing hospitals that have the same superior services (burn care)	0.08	2	0.16
Total EFE Score		1.00		2.87

Based on table 3, after calculating the Internal Factor Evaluation (IFE) matrix, the score for Strengths was 1.51, while the score for Weaknesses was 1.5, resulting in a total IFE score of 3.01. This indicates that Hospital X possesses more strengths than weaknesses, or in other words, is in a strong internal position. Based on Table 4, after analyzing the External Factor Evaluation (EFE) matrix, the score for Opportunities was 1.97 and for Threats was 0.9, resulting in a total EFE score of 2.87. This suggests that the hospital has greater opportunities for improvement through strategic planning. The following is the IE Matrix of Nursing Human Resources at Hospital X:

Table 5.
Internal-External (IE) Matrix of Nursing Human Resources at Hospital X

IFE Score
3.01

EFE Score: **2.87**

	Strong (3.00-4.00)	Average (2.00-2.99)	Weak (1.00-1.99)
High (3.00-4.00)	I	II	III
Medium (2.00-2.99)	IV Hospital Position	V	VI
Low (1.00-1.99)	VII	VIII	IX

Ayuningtyas (2022) explains that the Internal-External (IE) Matrix is used to position an organization's Strategic Business Unit (SBU) within a 9-cell matrix by considering the total EFE and IFE scores (Table 5). The IE Matrix yields three different strategic implications, as follows : 1. SBUs located in cells I, II, or IV are considered in the “Grow and Build” position. Suitable strategies for these SBUs include intensive strategies (market penetration, market development, and product development) and integrative strategies (backward integration, forward integration, and horizontal integration). 2. SBUs in cells III, V, and VII are best managed using hold-and-maintain strategies, such as market penetration and product development. 3. SBUs in cells VI, VIII, and IX are advised to adopt harvest or divestiture strategies. Table 5 illustrates that Hospital X is positioned in cell IV, which is categorized as “Grow and Build.” This position indicates that Hospital X possesses strong internal human resources (HR) capabilities to support growth, despite facing external environmental factors that may not fully support such growth.

The hospital has several strategic strengths to support the implementation of Family Centered Care (FCC)-based nursing services. These include the availability of competent and experienced nurses in areas such as patient education, technology utilization, and research. Additionally, the nurses have been able to apply Evidence-Based Practice and hold certifications in Service Excellence. The hospital also excels in burn care services, which have been recognized as among the best in Indonesia, supported by professionally certified human resources. Recruitment processes are conducted selectively and tailored to institutional needs, thereby enhancing the overall quality of service delivery. However, some internal weaknesses remain and need to be addressed, such as a suboptimal research culture, underdeveloped Continuing Professional Development (CPD) practices, and limited support for organizing nursing researchers. Moreover, the hospital has not yet optimized training and career development for nurses, and its performance management system remains ineffective.

From the external perspective, there are several opportunities to capitalize on, such as potential partnerships with state-owned enterprises (BUMNs) to develop One-Stop Services

for Medical Check-Up (MCU), the hospital's established public reputation, and opportunities for HR development through collaboration with educational institutions. Additionally, public interest in telemedicine services, especially in burn care, presents a significant growth potential. Certifications from the Ministry of Health related to Service Excellence also present an opportunity to enhance service competitiveness. Strategies that can be applied to leverage strengths and opportunities (SO Strategies) include deploying competent nursing staff to strengthen external partnerships, particularly with educational institutions and state enterprises, and to develop telemedicine services. The hospital can position itself as a national referral center for burn care services and increase public trust by implementing Service Excellence. Furthermore, the hospital should promote evidence-based education and research by involving educational institutions as strategic partners.

To address weaknesses while utilizing available opportunities (WO Strategies), the hospital is advised to enhance its research culture and improve the organization of nursing researchers through regular training and educational partnerships. The performance management system should be strengthened through technology and training to ensure continuous HR quality improvement. Developing structured training and career pathways is also necessary to improve staff motivation and retention. The hospital can leverage various Ministry of Health certifications to enhance staff competencies and improve the implementation of ongoing professional training. The hospital faces several threats, including competition among hospitals to recruit competent nurses, imbalanced family involvement in FCC, increasingly stringent accreditation regulations, patient preferences for treatment abroad, and competition from other hospitals offering similar services. Strategies based on the hospital's strengths (ST Strategies) include enhancing recruitment and HR development processes to maintain competitiveness, using Service Excellence certification to increase family involvement, and improving nurse competencies and certifications to maintain excellence in burn care services. The hospital should also conduct regular training and certification updates to ensure its staff can adapt to regulatory changes.

Meanwhile, strategies to address both weaknesses and threats simultaneously (WT Strategies) include improving the performance management system and HR organization to be more responsive to regulations and competition. The research culture and continuous training must also be improved to sustain innovation and service quality. The hospital should develop special programs to retain competent nurses through career development and improved welfare. Consistent and sustainable internal training strategies are also essential to prepare HR for increasingly high accreditation standards. Strategic planning helps the organization evaluate both external and internal factors thoroughly and accurately. The repetition of strategic themes and language in both formal and informal discourse can significantly influence organizational culture. Therefore, strategic planning is vital due to its impact on organizational values, rituals, and the ability to steer the organization in a new direction (William T., 2019).

DISCUSSION

This field study analyzes the strategic plan of Hospital X in managing nursing human resources for the next five years. The findings indicate that Hospital X has undertaken several initiatives in HR management. Nearly all nurses are certified in Service Excellence, reflecting a high standard of care aligned with institutional goals. This indicates that Hospital X has a strong HR foundation that can be leveraged to enhance its competitiveness in the healthcare service market. A study by Jafari et al. (2022) assessed the relationship between HR strategies and hospital organizational performance using the Balanced Scorecard approach. It found that strategies such as staff training and development, compensation, and recruitment had a significant positive correlation with organizational performance, particularly in the learning

and growth dimensions. Despite these strengths, the authors note that the research culture at Hospital X still needs improvement. For example, there is no significant integration of research into care practices, which may hinder the development of evidence-based nursing interventions. Moreover, CPD implementation remains suboptimal. The lack of effective CPD programs results in limited skill updates among nurses and an underdeveloped career advancement system.

A study by Pool et al. (2021) emphasizes that CPD enables nurses to continually update their knowledge and skills, aligning services with evolving evidence-based practices and patient needs. Budiono et al. (2023) further highlighted that sustained CPD improves nurse retention, reduces turnover, and fosters an adaptive and innovative hospital work culture. Similarly, Nilasari et al. (2021) argued that CPD regularly enhances nurses' knowledge, skills, and attitudes, which not only improves service quality but also prevents staff burnout and turnover. Mlambo et al. (2021) and Rahmah et al. (2023) support the view that CPD is essential for lifelong learning and maintaining current nurses' competencies. In addition, Hospital X must build a more organized research culture by involving nurses in clinical research to improve nursing interventions and service quality. A study by Zaharany et al. (2022) emphasizes the importance of developing digital literacy among nurses to enhance healthcare quality. Improved digital literacy enables nurses to adopt health information technologies, supporting the hospital's transition to more efficient and responsive services. Strengthening the research culture through training and clinical research participation can enhance nursing care quality and encourage innovation (Sandehang, Hariyati, & Rachmawati, 2019).

A structured career management system can enhance nursing professionalism and reduce turnover by providing clear career paths and development opportunities (Yıldız et al., 2021). Several studies have shown that effective management and a supportive organizational culture are directly associated with better nurse retention and job satisfaction, which in turn positively impacts patient and staff satisfaction (Labrague et al., 2021; Phillips et al., 2021). David et al. (2023) emphasizes the importance of competency-based HR development in enhancing competitiveness in healthcare organizations. Next is the optimization of HR management through Human Resources Information Systems (HRIS). Research by Latianingsih and Rosalina (2023) showed that the implementation of the HRIS XPRESSO application at Hermina Arcamanik and Hermina Depok Hospitals successfully improved operational efficiency, accuracy, and accessibility in HR information management. This digital transition from a manual system enabled more effective employee data management, recruitment, and payroll processes. The use of HRIS not only supports operational functions but also strengthens strategic decision-making in hospital HR management.

The strategic HR development plan in Hospital X is highly significant for ensuring the sustainability of quality healthcare services. Strategic planning serves as a roadmap to address external challenges and maximize the organization's internal potential. As stated by Ayuningtyas (2022), strategic planning in healthcare organizations is essential for effectively aligning all resources to achieve long-term goals, enhancing adaptability to environmental changes, and strengthening a quality- and innovation-oriented organizational culture. Without a structured strategic plan, HR development efforts risk becoming fragmented and unsustainable.

CONCLUSION

Based on the results of the SWOT analysis, IFE-EFE Matrix, and TOWS Matrix, it is concluded that Hospital X formulated strategic plan includes strengthening the implementation of Continuing Professional Development (CPD), enhancing a research-

oriented culture, developing a competency-based career pathway, and optimizing human resource management through the use of HRIS. The implementation of these strategies is expected to improve the efficiency, productivity, and competitiveness of Hospital X in the healthcare service industry, while also reinforcing the capacity of its human resources to respond effectively to external environmental changes. Overall, this strategic planning represents a critical step toward achieving Hospital X's vision as a leading healthcare provider focused on the needs of patients and their families.

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