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ANALYSIS OF HUMAN RESOURCES (HR) COMPETENCIES IN ADMINISTRATIVE SYSTEM MANAGEMENT MODERN BHAYANGKARA HOSPITAL GORONTALO

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ABSTRACT

Human resource (HR) competence is an important factor in supporting the effective management of modern administrative systems in hospitals. This study aimed to analyze HR competencies in managing the modern administrative system at Bhayangkara Hospital Gorontalo. A qualitative descriptive approach was employed, with data collected through observation, in-depth interviews, and documentation. Informants were selected purposively based on their involvement and knowledge of hospital administrative system management. Data were analyzed through data reduction, data display, and conclusion drawing and verification, with triangulation used to strengthen data credibility. The findings indicate that HR competencies are reflected in technological capabilities, managerial skills, communication competence, adaptability and continuous learning, and collaboration and system integration. HR competence is supported by employee placement according to educational background and job requirements, continuous training, and the utilization of digital applications such as Astina and the Hospital Management Information System (SIMRS). Technological competence is demonstrated through system monitoring, data security measures, system evaluation, vendor coordination, and technical support. Digital administration has contributed to reducing the use of paper, ink, and stationery by approximately 70–80%. Managerial competence is reflected in task prioritization, time management, problem solving, and coordination, while communication and continuous learning support service continuity and adaptation to technological changes. However, some administrative processes remain manual, and administrative personnel still require IT assistance for certain technical problems. The study concludes that HR competencies generally support modern administrative system management, but continuous competency development, digital literacy improvement, and stronger integration between administrative and IT personnel are needed.

Keywords: *human resources; HR competencies; hospital administration; digital transformation; SIMRS; hospital management*

INTRODUCTION

Human resources (HR) represent one of the most critical organizational assets in healthcare institutions because the effectiveness of healthcare delivery depends not only on infrastructure, technology, and financial resources but also on the competence of the people

responsible for managing and delivering services. In hospital settings, human resource management extends beyond staffing and personnel administration to include workforce planning, performance management, professional development, organizational coordination, and strategic alignment with institutional objectives.

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Effective management of these functions requires personnel who possess appropriate knowledge, technical skills, professional attitudes, and the capacity to respond to changes in the healthcare environment. A comparative study of leading global hospitals demonstrated that human resource management is closely associated with organizational strategy and the capacity of healthcare institutions to maintain effective and sustainable operations [1]. Similarly, competency-based approaches provide an important foundation for aligning individual capabilities with organizational responsibilities and strategic requirements [2].

In hospital administrative systems, HR competencies are particularly important because administrative personnel facilitate the coordination of organizational resources, information, procedures, and services that support clinical operations. Competent administrative personnel are expected to understand healthcare regulations, organizational procedures, human resource practices, and institutional objectives while simultaneously possessing skills in planning, resource allocation, performance assessment, problem solving, and decision-making. Competency development is therefore not limited to technical knowledge but also encompasses interpersonal and managerial capabilities. Research on public hospital managers has identified management competencies as an important requirement for effective organizational performance and highlighted the need for systematic competency development among healthcare managers [3]. In addition, studies concerning hospital management have identified competency gaps in areas

such as managerial knowledge, leadership, communication, and strategic management, indicating that competency deficiencies may constrain the effectiveness of hospital administration [4].

The changing healthcare environment has further expanded the competencies required of hospital administrative personnel. Digital transformation, increasingly complex information systems, changing regulatory requirements, workforce pressures, and growing expectations for service quality require employees to continuously develop their capabilities. Digital competency has consequently become increasingly relevant to administrative functions because healthcare organizations rely on information systems to process data, coordinate activities, manage personnel, and support decision-making. At the same time, healthcare workforce management faces persistent challenges associated with workforce shortages, changing organizational demands, employee well-being, and the need for more innovative management approaches [5]. Hospital leaders must therefore possess the capacity to manage organizational change while ensuring that human resources remain aligned with evolving institutional requirements. Training needs assessments among hospital chief executive officers have similarly demonstrated the importance of continuous managerial development in responding to complex healthcare environments [6].

Beyond knowledge and technical capabilities, attitudes and interpersonal competencies are also essential components of effective hospital administration. Motivation, commitment, communication,

collaboration, and a positive orientation toward organizational responsibilities can influence employee engagement and the quality of administrative performance. Administrative employees who experience inadequate recognition or limited organizational support may demonstrate lower levels of motivation and job satisfaction, potentially affecting organizational effectiveness [7]. Communication competencies are particularly important in hospitals because administrative processes involve interaction among managers, administrative employees, healthcare professionals, patients, and other stakeholders. Leadership competencies are likewise necessary to coordinate teams, facilitate organizational change, address workplace challenges, and promote continuous improvement. The establishment of administrative core competencies for hospital nursing leadership further illustrates the importance of clearly defined competency domains and measurable indicators in strengthening administrative performance [8].

These challenges indicate that hospital administrative management requires a comprehensive approach to HR competency development. Recruitment, placement, training, performance evaluation, career development, and employee retention should be supported by competency frameworks that reflect both current organizational needs and future healthcare challenges. Effective HR management practices can contribute to the alignment of employee capabilities with organizational objectives and support the development of a stable and productive workforce [9]. Moreover, HR management

should be viewed as a strategic organizational function rather than merely an administrative activity. The integration of HR practices with organizational strategy enables healthcare institutions to strengthen workforce capabilities, improve operational processes, and enhance organizational resilience [1][5].

Despite the increasing recognition of HR competencies in healthcare management, an important research gap remains. Existing studies have examined competency requirements among hospital managers, nursing leaders, and healthcare organizations, as well as the broader implementation of HR management practices. However, the specific combination of knowledge, skills, attitudes, digital competencies, communication, leadership, and adaptability required to support hospital administrative system management has not been sufficiently integrated into a comprehensive analysis. Previous evidence has also highlighted competency gaps among hospital managers, suggesting that formal education, experience, and existing managerial practices may not always correspond to the competencies required in contemporary healthcare organizations [4]. Therefore, a more comprehensive assessment of HR competencies is necessary to understand the extent to which personnel capabilities support effective administrative system management.

Accordingly, this study aims to analyze human resource competencies in hospital administrative system management, with particular attention to knowledge, skills, attitudes, digital competencies, communication, leadership, and adaptability. The study is expected to

contribute empirical evidence regarding the competency dimensions that are important for strengthening administrative effectiveness, operational efficiency, and organizational quality in hospital settings. Furthermore, the findings may provide a basis for developing more targeted HR development strategies, particularly in recruitment, training, performance management, leadership development, and continuous competency improvement.

Literature Review

Human Resource Competencies in Healthcare Administration

Human resource competencies are essential for effective healthcare administration because hospital administrative systems require personnel who can integrate managerial knowledge, technical skills, interpersonal capabilities, and organizational understanding. Competent personnel are expected to understand healthcare regulations and management principles while being able to plan, coordinate resources, solve problems, and support organizational objectives. Kakemam et al. [10], identified leadership, management, interpersonal, and technical competencies as important capabilities for hospital managers. Similarly, Pruitt [11], emphasized the importance of clearly defined competencies in developing effective healthcare management professionals. These findings indicate that HR competency is a multidimensional resource that supports effective administrative performance.

Digital Competency, Communication, and Leadership

The transformation of healthcare systems has expanded competency requirements beyond conventional

administrative skills. Digital competency is increasingly important as hospitals adopt information systems and data-driven approaches to workforce management and organizational decision-making. Anthun et al. [12], demonstrated the growing relevance of HR analytics in healthcare organizations, although effective utilization depends on employees' ability to use and interpret digital information. In addition, communication and leadership remain essential for coordinating teams, implementing organizational policies, and managing change. Kuo et al. [8], highlighted the importance of administrative and leadership competencies in healthcare management, while Coetzee et al. [13], emphasized adaptability and future-oriented competencies as important responses to changing workplace demands.

Competency Gaps and Administrative Performance

Despite the recognized importance of HR competencies, competency gaps remain a challenge in healthcare organizations. Previous studies have reported differences in managerial capabilities and emphasized the need for continuous education, training, and competency development [14][15]. Moreover, existing research often focuses on particular professional groups, such as hospital managers or head nurses, rather than examining HR competencies as an integrated framework for administrative system management [10]. This indicates a research gap concerning the simultaneous examination of knowledge, skills, attitudes, motivation, digital competency, communication, leadership, and adaptability. Therefore, an integrated analysis of these competencies is important

for understanding and strengthening administrative effectiveness, operational efficiency, and organizational performance in hospital settings.

RESEARCH METHODS

Research Approach and Design

This study employed a qualitative descriptive approach to obtain an in-depth understanding of Human Resources (HR) competencies in managing modern administrative systems in a hospital setting. A qualitative approach was considered appropriate because the study examined the phenomenon in its natural context without experimental intervention, with the researcher serving as the primary instrument of data collection and interpretation. Data were obtained from multiple sources and analyzed inductively to identify relevant patterns and themes [16].

The descriptive design was used to describe and analyze HR competencies related to the management of modern administrative systems. The analysis focused on four main competency dimensions: technological competence, managerial competence, communication competence, and adaptability and collaboration/system integration.

Data Types and Sources

This study utilized primary and supporting secondary data. Primary data were obtained through in-depth interviews and direct observations of HR practices related to the management of the hospital's administrative system. Secondary data were obtained through relevant documents, reports, policies, and administrative records.

The informants were selected purposively based on their involvement and knowledge of HR and administrative system management. Four informants participated in the study, consisting of the Head of Human Resources, the Hospital Management Information System (SIMRS) Manager, and two SIMRS operators or administrative staff. Their positions enabled them to provide relevant information regarding the competencies required and practiced in managing modern administrative systems.

Data Collection Techniques

Data were collected through observation, in-depth interviews, and documentation. The use of multiple data collection techniques enabled the researcher to obtain comprehensive information and strengthen the credibility of the findings through source and technique triangulation.

1. Observation

Observation was conducted to obtain direct information regarding administrative practices and HR competencies in the research setting. The researcher observed activities related to the implementation and management of modern administrative systems, including the use of technology, coordination among personnel, communication processes, and system integration.

2. In-depth Interviews

In-depth interviews were conducted with selected informants to obtain detailed information regarding HR competencies in administrative system management. The interviews focused on technological, managerial, communication, adaptability,

collaboration, and system integration competencies. Questions were directed toward the informants' experiences, perceptions, challenges, and practices in managing the administrative system.

3. Documentation

Documentation was used to complement information obtained through observation and interviews. Relevant documents, including organizational policies, administrative records, system-related documents, reports, and other materials related to HR and administrative system management, were reviewed. Documentation provided supporting evidence for interpreting the findings and verifying information obtained from other sources (Sugiyono, 2020).

Data Processing and Analysis

Data analysis followed an interactive qualitative analysis process consisting of data reduction, data display, and conclusion drawing/verification [16].

1. Data Reduction

The collected data were transcribed, organized, and carefully reviewed. Relevant information was selected and categorized according to the research focus. Data that were unrelated to HR competencies and administrative system management were excluded. The reduction process focused on identifying meaningful statements, recurring patterns, and themes related to technological competence, managerial competence, communication, adaptability, collaboration, and system integration.

2. Data Display

The reduced data were organized and presented in a systematic

form to facilitate interpretation. Qualitative findings were primarily presented through descriptive narratives and thematic categories. Where necessary, matrices or tables were used to illustrate relationships among competency dimensions, observed practices, and information obtained from different informants.

3. Conclusion Drawing and Verification

Conclusions were developed based on the patterns and themes identified during the analysis. The initial conclusions were continuously compared with the interview, observation, and documentary evidence to ensure consistency. Verification was conducted through triangulation of data sources and collection techniques. Conclusions were considered credible when findings from different sources and methods provided consistent evidence supporting the interpretation [16].

RESEARCH RESULTS

Description of Research Results

This study was conducted on November 3, 2025, to analyze Human Resources (HR) competencies in managing modern administrative systems in a hospital setting. Data were collected through observation, in-depth interviews, and documentation. The interview process was guided by a semi-structured interview protocol covering the main aspects of HR competency and administrative system management.

Three informants were selected based on their involvement and knowledge of hospital administrative system management.

Table 1. Key Informant

No.	Informant	Initials	Gender	Position
1	Informant 1	HD	Male	Head of IT
2	Informant 2	FAD	Female	Service Administration Staff
3	Informant 3	FM	Male	Personnel Secretariat Staff

The three informants represented different functional areas within the hospital. HD provided information concerning information technology and the management of the hospital's administrative information system, FAD provided information regarding administrative and patient service processes, while FM provided information related to personnel administration and internal coordination. Their different responsibilities provided complementary perspectives on HR competencies in managing modern administrative systems.

The interview consisted of 16 questions covering six main competency dimensions: (1) HR competence in modern administrative system management, (2) technological capabilities, (3) managerial skills, (4) communication competence, (5) adaptability and continuous learning, and (6) collaboration and system integration.

HR Competence in Modern Administrative System Management

The first dimension examined the general competence of HR in managing modern administrative systems, including administrative strategies, employee placement, training, and the alignment of employee capabilities with organizational responsibilities.

Informant FM explained:

“The administration management at the hospital is quite good, as Bhayangkara Hospital uses applications ranging from correspondence to patient data collection. Correspondence between sub-directors and other hospitals is already using the Astina application, although some administrative processes are still conducted manually.” (FM, November 4, 2025)

Regarding competency development, the informant stated:

“The strategy starts with ensuring that personnel are responsible for their respective applications by participating in training. Besides training, there are also activities that support hospital operations and HR development.” (FM, November 4, 2025)

The informant also explained that employee placement considers educational background and selection results:

“We place personnel according to their educational background, such as nursing graduates in nursing departments and midwifery graduates in relevant positions. For partners, we conduct interviews and assess their skills and knowledge before placement. Employees with lower educational qualifications are placed in appropriate positions and are still provided with various training.” (FM, November 4, 2025)

These findings indicate that HR competency development is supported by the use of digital administrative applications, training, and employee placement based on educational qualifications and job requirements.

However, some administrative processes remain manual, indicating that digital transformation has not been implemented uniformly across all administrative activities.

Technological Capabilities

Technological capability was examined through the management of the Hospital Management Information System (SIMRS), data security, system maintenance, employee digital skills, and responses to technical problems.

HD, as the Head of IT, explained:

“As the IT person in charge, I ensure the system runs properly through continuous monitoring and evaluation. Initially, service personnel were accustomed to manual processes, so the IT team directly identified obstacles and evaluated problems in the SIMRS system.” (HD, November 4, 2025)

The transition to digital administration was also reported to reduce the use of administrative materials:

“The use of the budget for purchasing paper, ink, and stationery has decreased by approximately 70% to 80%.” (HD, November 4, 2025)

Regarding information security, HD stated:

“We use SIMRS from a vendor and coordinate with the vendor regarding system security. The system uses encryption, while access to confidential patient data is restricted. Passwords are also configured using combinations of uppercase and lowercase letters and symbols.” (HD, November 4, 2025)

System maintenance is conducted through regular evaluation and coordination:

“We conduct evaluations whenever problems occur in the system. We also evaluate activities during weekly meetings with staff. This helps ensure that the modern administrative system continues to operate properly.” (HD, November 4, 2025)

Meanwhile, FAD explained that continuous learning is necessary because information systems are frequently updated:

“We continuously update our knowledge because applications and technology are constantly developing. When there are changes in the application, we usually participate in training and continue learning and exploring new things.” (FAD, November 4, 2025)

For technical problems, coordination with the IT department is carried out:

“For technical issues such as network problems, we usually coordinate directly with the IT department because the IT team at Bhayangkara Hospital is responsive and provides assistance quickly.” (FAD, November 4, 2025)

The findings demonstrate that technological competence is supported by continuous system monitoring, coordination with vendors, data security measures, regular evaluation, and employee training. The implementation of digital administration has also contributed to reducing paper-based administrative activities. Nevertheless, administrative staff continue to depend on IT personnel when technical problems occur, indicating the importance of strengthening basic digital and technical competencies among administrative employees.

Managerial Skills

Managerial competence was examined through employees' ability to address administrative challenges, prioritize tasks, and manage time and other resources.

FAD explained that network problems occasionally occur but can generally be resolved quickly:

"The network problem is not significant and usually takes only a few minutes to resolve. When there is a network problem, we immediately contact the IT department." (FAD, November 4, 2025)

Regarding work priorities, patient services were identified as the primary concern:

"All priorities, especially those related to services, focus on patients first. In the service section, patient services are prioritized, including patient registration." (FAD, November 4, 2025)

Time management is implemented according to employees' responsibilities:

"We work according to our respective duties and established schedules. If the work is not completed within the designated time, we adjust the work accordingly." (FAD, November 4, 2025)

These findings indicate that managerial competence is reflected in the ability to prioritize patient-related administrative activities, coordinate technical support, and adjust work schedules according to operational demands. This flexibility supports the continuity of administrative services.

Communication Competence

Communication competence was assessed through interactions among employees,

patients, and patients' families. FAD explained:

"We build communication by continuously coordinating and confirming information with fellow staff. Frequent coordination and communication help prevent miscommunication, especially during services. With patients, effective communication is particularly important during registration." (FAD, November 4, 2025)

The findings indicate that communication is an important mechanism for maintaining coordination and preventing errors in administrative services. Regular communication among employees also supports smoother patient registration and service processes.

Adaptability and Continuous Learning

Adaptability was examined through employees' ability to respond to updates and changes in hospital administrative technologies.

FAD explained:

"We are usually informed about updates through the SIMRS group. The hospital and SIMRS team have a communication group, and if there is an update or system bridging, the third party informs us beforehand." (FAD, November 4, 2025)

The findings show that adaptability is supported by continuous communication between hospital personnel and the SIMRS provider. Information about system updates and bridging processes enables employees to prepare for technological changes and adjust their work practices accordingly.

Collaboration and System Integration

The final dimension concerned the role of HR in improving service quality,

maintaining data accuracy, and developing competencies through training and collaboration.

FAD emphasized the importance of continuous competency development:

“One way is to participate in training to continually update knowledge. We are usually asked to provide the latest training certificates every year to update our skills and knowledge so that we have qualified human resources.” (FAD, November 4, 2025)

Data accuracy is maintained through regular monitoring:

“We continuously check and monitor patient data, including patient visits. Usually, a monthly report is prepared regarding patient visit data at the hospital.” (FAD, November 4, 2025)

The informant further emphasized the need for continuous skill development:

“To improve HR quality, especially in response to digitalization, we need to continuously update our knowledge. We should not rely on only one ability but continue exploring other competencies whenever there is an opportunity.” (FAD, November 4, 2025)

These findings demonstrate that HR plays an important role in maintaining administrative data quality and supporting hospital services. Regular monitoring, reporting, training, and continuous competency development contribute to the integration of HR capabilities with the hospital's modern administrative system.

DISCUSSION

Human Resource Competence in Modern Administrative System Management

The findings indicate that Human Resources (HR) competence in modern administrative system management is relatively well developed, particularly in the use of digital applications, employee placement, and continuous training. The hospital has implemented digital applications such as Astina and the Hospital Management Information System (SIMRS) to support correspondence, patient data management, and administrative processes. Employee placement based on educational background and job requirements also demonstrates an effort to align individual competencies with organizational responsibilities.

These findings are consistent with Kakemam et al. [10], who identified technical, managerial, interpersonal, and leadership competencies as important components of effective hospital management. Similarly, Gabutti et al. [2], emphasized the importance of competency-based management in aligning employees' capabilities with organizational roles. The implementation of training and competency development found in this study further supports the argument that HR competence should be continuously developed rather than treated as a fixed employee attribute.

However, the findings also reveal that some administrative processes remain manual. This suggests that the modernization of the administrative system is still a gradual process and that technological adoption does not automatically eliminate traditional practices. Therefore, competency development needs to be accompanied by

organizational support, adequate technological infrastructure, and consistent integration of digital systems across administrative functions.

Technological Competence and Digital Transformation

Technological competence emerged as one of the strongest aspects of HR competency in the study. The findings show that the IT team conducts continuous monitoring, system evaluation, vendor coordination, and technical support. The implementation of SIMRS has also contributed to a substantial reduction in paper, ink, and stationery use, indicating improvements in administrative efficiency.

This finding supports Zhu et al. [5], who identified digital transformation and technological innovation as important components of contemporary healthcare workforce management. Anthun et al. [12], similarly demonstrated the growing importance of HR analytics and digital technologies in healthcare management. The present findings extend these perspectives by showing that digital competence is not limited to the ability to operate software but also involves system monitoring, problem identification, coordination with technology providers, data protection, and continuous learning.

Nevertheless, the findings indicate that administrative personnel still rely on the IT department when technical problems occur. This dependence suggests that digital competency among non-IT personnel could be strengthened. Digital transformation therefore requires a balanced competency model in which IT personnel possess advanced technical capabilities while administrative staff possess sufficient digital literacy to identify

basic problems, operate systems effectively, and respond independently to routine technical issues.

Managerial Skills and Administrative Effectiveness

The findings demonstrate that managerial competence is reflected in task prioritization, time management, problem solving, and coordination with technical personnel. Patient services are consistently prioritized, particularly registration and other administrative processes directly related to service delivery. Network problems are handled through rapid coordination with the IT team, while employees adjust their work schedules according to operational demands.

These findings are consistent with Kakemam et al. [10], who emphasized that hospital managers require competencies that enable them to coordinate resources, solve organizational problems, and respond effectively to operational challenges. Eftekhari et al. [15], also demonstrated the importance of managerial competencies in hospital settings, particularly in relation to planning, coordination, decision-making, and supervision.

The ability to prioritize patient-related administrative activities is particularly important because administrative systems function as a supporting mechanism for clinical and patient services. Thus, managerial competence should not be evaluated solely based on internal administrative efficiency but also on its ability to maintain continuity and responsiveness of patient-oriented services. The findings suggest that managerial skills at the study site have supported operational continuity, although further strengthening of formal planning,

resource allocation, and performance evaluation mechanisms could improve administrative effectiveness.

Communication Competence and Organizational Coordination

Communication was found to be an important mechanism for maintaining coordination among employees and preventing miscommunication during administrative and patient service activities. The informant emphasized frequent communication, confirmation, and coordination, particularly during patient registration and service delivery.

This finding supports Kakemam et al. [10], who identified interpersonal and communication competencies as essential components of hospital management. Communication is particularly important in healthcare organizations because administrative processes involve multiple professional groups and organizational units. Effective information exchange reduces the risk of misunderstanding and facilitates coordination between administrative and service personnel.

The findings further suggest that communication competence functions as a bridge between technological and managerial competencies. Even when a hospital has an effective digital system, its effectiveness depends on employees' ability to communicate information accurately and coordinate their actions. Therefore, improving HR competence should include not only technical training but also interpersonal communication and collaborative problem-solving.

Adaptability and Continuous Learning

The findings demonstrate that HR adaptability is primarily supported through continuous learning and communication

regarding SIMRS updates. Employees receive information about system updates and bridging processes through communication channels involving the hospital and the system provider. Employees also participate in training when changes occur in the applications they use.

This finding is consistent with Coetzee et al. [13], who emphasized the importance of future-oriented HR competencies in helping employees and organizations respond to changing workplace demands. Hosseini et al. [6], similarly highlighted the importance of continuous training and development for healthcare leaders in responding to complex organizational environments.

The results indicate that adaptability in hospital administration is closely connected with employees' willingness to learn. Technological changes require personnel to continuously update their knowledge rather than rely exclusively on existing skills. Therefore, continuous professional development should become an integral component of hospital HR management. Training should not only be provided when technological problems occur but should be designed proactively according to anticipated changes in administrative systems.

Collaboration, System Integration, and Administrative Performance

The study also demonstrates that HR competency contributes to administrative system integration through collaboration, data monitoring, reporting, and continuous competency development. Patient data and visit information are regularly monitored and reported, while employees are encouraged to participate in

training and update their knowledge and skills.

These findings support the view of Wang et al. [1], that HR management should be aligned with organizational strategy to strengthen hospital performance and sustainability. El-Jardali et al. [17], similarly emphasized the importance of effective HR management practices in supporting organizational performance in hospitals. From this perspective, HR competence is not an isolated individual characteristic but part of a broader organizational system involving people, technology, procedures, and information.

The regular monitoring of patient data is particularly relevant because the quality of administrative decisions depends on the accuracy and availability of information. Digital systems can improve information management, but their effectiveness remains dependent on employees' ability to operate the system correctly, verify data, and coordinate information across organizational units. Thus, collaboration and system integration represent an important link between individual HR competencies and overall administrative performance.

CONCLUSION

Human resource competencies at Bhayangkara Hospital Gorontalo generally support the implementation and management of modern administrative systems. This is reflected in the ability of personnel to utilize digital administrative applications, manage administrative activities, prioritize patient services, communicate and coordinate effectively, adapt to technological developments, and maintain data accuracy through monitoring

and reporting. Continuous training and employee placement according to educational background and job requirements also contribute to strengthening HR competencies. Nevertheless, some administrative processes are still conducted manually, and administrative personnel continue to require support from IT staff when dealing with certain technical problems. Therefore, continuous competency development, improvement of digital literacy and basic technical skills, regular competency evaluation, and stronger collaboration between administrative and IT personnel are needed to improve administrative efficiency, data management, and the sustainability of digital transformation at Bhayangkara Hospital Gorontalo.

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