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## Human Capital Implementation Strategy in the Kamala Fertility Clinic

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Currently, the increasingly fierce competition in the health business encourages companies to develop innovative strategies in meeting human resource needs. To capture market needs, companies must have added value to their resources, especially for the expert resources. Kamala Clinic is the main clinic providing fertility and gynaecology special health services. Under PT. Medika Sehat Utama, Kamala clinic located in the golden triangle of Bekasi city-West Java, is committed to developing fertility and gynaecology clinics by offering a guaranteed IVF program (self-insurance). Providing maximum service supported by experienced experts. To meet the dynamic needs of patients, a strong HR recruitment strategy who is always able to keep up with the times is needed. Thus, this study aims to analyse the human capital strategies at the Kamala Clinic that offers IVF programs with self-insurance. In the implements fertility specialist selection strategies to enhance the clinic's reputation. This is inseparable from the selection and recruitment to meet competency needs. Thus, these results are expected to be a reference for other IVF clinics in developing more optimal services.

**Keywords:** Human Capital Strategy, Fertility Clinic, IVF Clinic

### 1. INTRODUCTION

Kamala Clinic is fertility and gynecology clinics that offering an In Vitro Fertilization (IVF) program with a guarantee (self-insurance). One of the keys to the success of a company is how the company manages its human resources [1]. Recognizing the high need for fertility program services that are of a good standard and provide good results for patients. Human resources are not only workers, but must have knowledge, abilities, and how a person can have value for the company. In addition to create an effective and efficient human resource planning. One of the keys to the success of a company lies in how the company manages its resources. Key resources in these resources are needed by the company in offering a value proposition and enhancing the capabilities that Kamala Clinic has [2]. Establishing a good clinical reputation is certainly based on the selection of competent human resources in their fields to produce reliable experts. The experts possessed are of course obliged to carry out their main duties and functions in accordance with both internal company rules (policies, rules and procedures) and company external rules (laws, government regulations including the ethics code of each profession).

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In carrying out their duties, all human resources adhere to the Standard Operational Procedure (SOP) and the Kamala clinic culture which are expected to provide concrete satisfaction to patients which will ultimately lead to the clinic's reputation.

### 2. METHODOLOGY

SWOT analysis is used by Kamala Clinic to carry out strategies in the planning process that will help companies identify key success factors as strengths and weaknesses that exist within the company by determining resources and capability and identifying the magnitude of opportunities and potential threats that affect business operations. This analysis is important in the strategy formulation technique so that it can be integrated into a three-stage framework in the decision-making process.

#### A. Input Stage

This stage is the basic information needed to help formulate a strategy.

#### a) External Factor Evaluation (EFE) Matrix

Thus, External Factor Evaluation (EFE) Matrix was proposed to analyze external factors uses PEST analysis

and Competitive Five Forces Porter (see Table I).

Table I. EFE Matrix of Kamala Clinic

OPPORTUNITY	THREAT
1 Prices are more flexible (not covered by BPJS) The highest growth was achieved by the Health Service Business Field	1 Limitations of clinical services based on regulations
2 Decreased Total Fertility Rate (TFR) in Indonesia.	2 Limited market expertise
3 The trend of IVF is increasing in Indonesia	3 The weakening of the currency value affects the price of medicines
4 Increased public consumption of health services	4 Patients are afraid to check their fertility problems at the clinic
5 Development of medical equipment technology (2D, 3D, 4D ultrasound, and laboratory equipment)	5 Increased unemployment during the Covid-19 pandemic
6 The existence of SIMRS, RME, and telemedicine services.	6 RME's security system is still vulnerable to being hacked.

b) Internal Factor Evaluation (IFE) Matrix

Kamala Clinic needs to know Resources and Capabilities to analyze the internal factors which had to develop a strategy and determine its competitive advantage [3]. This is important to know, because internal factors are the ability to carry out the operations of Kamala Clinic. The following are internal factors that are owned by Kamala Clinic (see Table II).

Table II. IFE Matrix of Kamala Clinic

STRENGTH	WEAKNESSES
1 The location is in the golden triangle of the Bekasi city	1 Because the capital structure is mostly supported by third parties
2 Modern medical equipment	2 Reputation is built through the performance of its experts
3 Experienced and competent experts	3 The level of authority that facilitates the decision-making system
4 Using the payment modern systems	4 Organizational culture that supports performance and responsibility in each line of duties
5 IVF Program with guarantee (self-insurance)	5 Knowledge management as a medium for internal company information
6 The price includes the entire program	6 The simple organizational structure provides for the decision making and monitoring process effectively
7 Digital marketing through websites and social media	7 Service procedures with a comprehensive approach to patients
8 SIMRS, RME and telemedicine	

c) Competitive Profile Matrix (CPM)

CPM analysis aims to determine the ability of Kamala Clinic in facing competition with other similar clinics that have already entered to provide the same services [4]. Based on the results of the critical success analysis of the competitor's factors, the Kamala Clinic's score (2.90), IVF Morula (3.22), Hermina Hospital-Edelweiss Clinic (2.97) and the Umadre Clinic (2.21) were obtained, which means that the Kamala Clinic has a higher competitiveness compared to similar competitors nearby.

B. Matching Stage

This stage formulates the required strategic alternatives by combining and matching the company's external and internal factors consisting of an IE (Internal-External) matrix and a SWOT (Strength, Weakness, Opportunity and Threat) matrix.

a) IE Matrix

The IE matrix is obtained from the total IFE score of 2.84 and EFE of 3.00, currently Kamala Clinic is in the Phase two (II) column with the "Grow and Build" strategy (see Figure I).

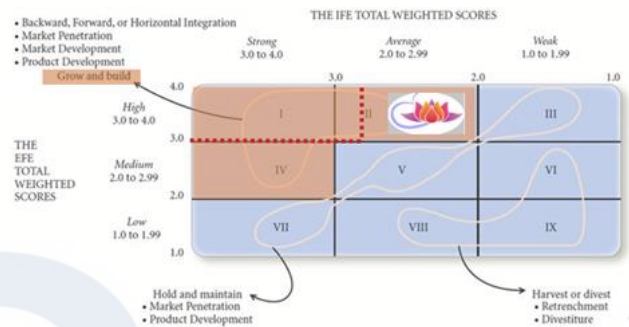


Figure I. IE Matrix of Kamala Clinic

In this phase, the recommended strategies are backward/forward/horizontal/vertical integration, market penetration, market development, product development [5]. In this case, Kamala Clinic focuses on three main strategies, such as: market penetration, market development and vertical integration. Where Kamala clinic as a new player from the existing market require quite a lot of resources to absorb opportunities and minimize external threats.

b) SWOT Matrix

The results of the SWOT Matrix Kamala Clinic show several points of the advantage and opportunities that Kamala Clinic has to develop its business strategy. Here are the opportunities and strengths that Kamala Clinic (see Table III).

Table III. SO Matrix of Kamala Clinic

STRENGTH - OPPORTUNITY (SO)	
S2, S4, O4	Public awareness of better health which is promoted through web-based digital marketing
O1, S5	Development of an electronic payment system
O5, S5	The development of medical device technology was balanced with the development of human resources
O6, S6	Performance appraisal and decision-making processes can be seen from the performance records on SIMRS

C. Decision Stage

In this stage an alternative strategy is obtained from the IE and SWOT matrices using the "Grow and Build" strategy. Each alternative strategy is ranked based on its importance [6]. This analysis results in a strategy that will be developed at the Kamala Clinic in the future. For the short-term strategy, Kamala Clinic will carry out Market



Penetration in the form of product introduction and branding in the market, then Market Development for the medium-term strategy by expanding and opening branches in five big cities such as Semarang, Surabaya, Medan, Bandung and Denpasar. As for the long-term strategy, the Kamala Clinic will carry out vertical integration by establishing a Mother and Children hospitals (RSIA). To achieve the HR performance strategy, Kamala Clinic uses the SMART Goals method (Specific, Measurable, Achievable, Realistic, and Timely) is showed in Table IV to Table VI.

Table IV. Short Term HRM of Kamala Clinic

No.	Specific	Measurable	Achievable	Realistic	Timely
1	Recruitment of competent and certified health personnel	100%	Creating a job description, clear job analysis and according to the SOP Create job description and job analysis according to the SOP	Reviewing the level of competence according to the needs of the patient and clinic	First year
2	Employee capability development	100%	Cooperate with hospitals and health care centers in increasing competence	Have professional experts	Second year
3	Reducing employee turnover	10%	Carry out team building	Increase a sense of involvement, a sense of belonging and organizational culture improvement	Second year

Table V. Middle Term HRM of Kamala Clinic

No.	Specific	Measurable	Achievable	Realistic	Timely
1	Increased knowledge of medical and non-medical personnel	50%	Hold training at least once a year	Carry out an appropriate performance appraisal  Promotion opportunities and achievements to employees	Third year
2	Recruitment of competent and certified health personnel	100%	Resource placement at the newly opened clinic	Fulfillment of resources in new branches	Customized
3	Reducing employee turnover rates	10%	Hold team building and family gathering	Increase a sense of involvement, a sense of belonging and organizational culture improvement	Fifth year

Table VI. Long Term HRM of Kamala Clinic

No.	Specific	Measurable	Achievable	Realistic	Timely
1	Recruitment of expert medical personnel with more competencies	100%	Placement of resources at RSIA	Fulfillment of resources at RSIA	Seventh year
2	Reduction in employee turnover rates	10%	Hold team building and family gathering	Increase a sense of involvement, a sense of belonging and organizational culture improvement	Tenth year

### 3. RESULT AND DISCUSSION

Reputation is an intangible asset that reflects the image and credibility of Kamala Clinic experts in the view of patients and prospective patients. The quality of Kamala Clinic's reputation will determine the decision to choose health services that are trusted by patients and will later affect the value of customer satisfaction and the development of services needed [7]. Therefore, it cannot be denied that reputation is one of the main determining factors for the success or failure of an organization in achieving its goals. The reputation of the Kamala Clinic illustrates the ability of Kamala Clinic to provide value and benefits to patients or customers. Reputation is determined by several factors, including:

#### A. Organizational Culture

Carrying the Vision of Kamala Clinic, which is "To Become a Trusted and Reliable Fertility Clinic in Indonesia", the Kamala Clinic organizational culture refers to the effectiveness of services and increased patient satisfaction.

#### B. Organizational Value

The organizational values of Kamala Clinic refer to the acronym of KAMALA (see Table VII).

Table VII. KAMALA Clinic acronym

Commitment	Do our best for patient satisfaction and happiness
(Trust)	Handling patient complaints to experts
Modern	Latest and cutting-edge technology with professional staff
Adaptive	Continue to innovate and be enthusiastic in facing change
Loyalty	Loyalty of medical and paramedical staff in providing excellent service
Accountability	Accountable performance

These six points support the performance and responsibilities of each line of duty of the Kamala Clinic.

#### C. Organizational Structure

The structure used in the Kamala Clinic is a functional structure, where clinic leaders can easily give instructions to their subordinates or that is to say, coordinate with each other easily.

This is an effort to cut operating costs by using an effective and an efficient structural system (see Figure II).

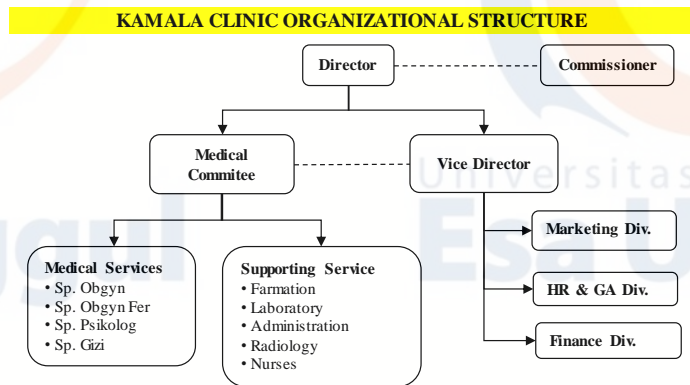


Figure II: Kamala Clinic Organizational Structure

D. Training and Development

Training is activities designed to give learners the knowledge and skills needed for their current work while development is learning that goes beyond current work and has a more long-term focus. Kamala Clinic prepares and evaluates training and development evaluations per period of 1 calendar year which includes hard skills and soft skills. Employee training is essential as the field of healthcare is constantly changing and new technology and procedural breakthroughs lead to improvements in patient care (see Table VII).

Table VIII. Timeline Training of Kamala Clinic

No	Training Subject	Quarterly				Remarks
		I	II	III	IV	
1	Orientation for new employees					in conditional
2	How to used new medical device					in conditional
3	Professional Leader Manage Performance					
4	Personal Branding					
5	Effective Communication					
6	Patient safety					
7	Time Management					
8	Building Empathy Characteristic					
9	Good Health Governance					
10	IT & Innovation					

E. Performance Appraisal

Performance is influenced by several factors from employees, such as ability, motivation, support received, the work done, and their relationship with the organization [8]. Here the employee's performance indirectly affects the reputation of the organization. To get the best quality of human resources and employee performance, of course, there are many ways that the organization does. The following are performance appraisal, points that are used as references at the Kamala Clinic (see Table IX).

Table IX. Performance appraisal Table of Kamala Clinic

Type of Appraisal	Indicator	Focus
Service orientation	Patient Care	Provide patients care in proper
	Medical Knowledge	Implementation medical and non-medical knowledge
Integrity	Technical skills.	Implementation technical skill and ability
	Motivation	Improve to performance
Commitment	Practice Based on Learning	Checking, evaluating and improve to patient services
	Practice based on systems	Understand the scope and system based on the stage of service
Discipline	Time Management	Every work process is completed on time
	Administration and Documentation	Every administrative completeness is archived according to the procedures
Cooperation	Interpersonal Communication	Ability to build relationships with patients, and colleagues
	Team Work	Ability to actively involved in the team
Leadership	Professionalism	Committed and responsible to patients, the profession and society
	Professional development	Continuous development of skills and knowledge

F. Recruitment and Selection

Planning the number of human resources needed must be in accordance with the needs of the organization in the short, medium and long term by employing permanent and non-permanent employees so that the employee cost burden is not too large due to the flexibility of the number of active employees [9, 10]. The recruitment process goes through the stages of administrative selection, interviews, medical tests and psychological tests. Employees who pass the selection will receive offers containing employment status, compensation and benefits [11]. Each position in the organizational structure has prepared a description of its duties, responsibilities and authorities. The following is the recruitment and selection procedure for Kamala Clinic (see Figure III).



## HRM FRAMEWORK OF KAMALA CLINIC

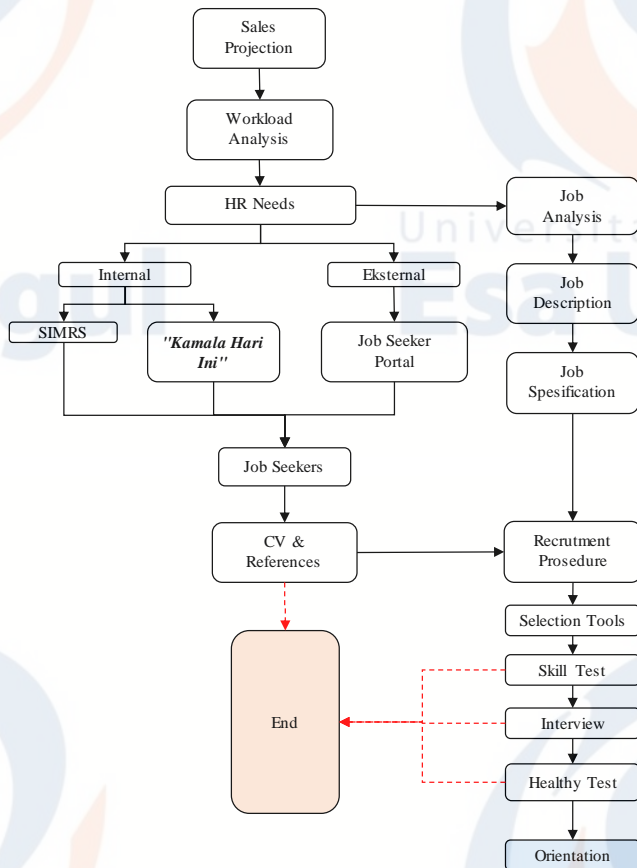


Figure III. Kamala Clinic HRM Frameworks

## 4. CONCLUSION

Human Resources Strategy Kamala Clinic Management focuses on strengthening internal human resources. The aim of Kamala Clinic HRM is to achieve satisfaction and create patient loyalty. Patient satisfaction will only be achieved if the required HR functions have been carried out properly. Therefore, through the current Kamala Clinic strategy of adding and creating value for human development, and achieving HRM goals, Kamala clinic is committed to creating human resources who uphold a culture of professionalism, integrity, and responsiveness.

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