

How to Cite

Widjaja, G. (2021). Impact of human resource management on health workers during pandemics COVID-19: systematic review. *International Journal of Health & Medical Sciences*, 4(1), 61-68. <https://doi.org/10.31295/ijhms.v4n1.850>

Impact of Human Resource Management on Health Workers during Pandemics COVID-19: Systematic Review

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Abstract---*The HR crisis has affected the health system, but there is little research into how this HR disruption affects medical workers. Understanding the impact on the health of medical personnel is essential; the COVID-19 outbreak is still sweeping the world. With the empirical literature, we have succeeded in summarizing the impact of the HR crisis on the health of medical personnel. Exploratory systematic reviews have identified qualitative, theory-based empirical evidence against practitioners. We have searched a database of relevant HR crises and health issues. Then we analyzed it in depth with a phenomenological approach. A total of 40 peer-reviewed publications were reviewed, referring to the HR crisis and its impact on the health of medical personnel. Finally, this study confirms that the human resource crisis is transmitted to medical personnel through several models: (1) a decrease in the quality of health services; (2) the impact of inadequate service measures; and (3) increasing demands for health services from patients; (4) A wave of community protests for treatment; (5) service and budget inefficiency.*

Keywords---*healthcare workers, management HR, pandemic time, systematic review.*

Introduction

Since COVID-19 hit the world at the end of 2019, it has impacted various aspects of life, especially public health. (WHO, 2020). So, the implementation of programs in the health sector is now focused on handling COVID-19. (Putra et al., 2020). Pandemic demands to make changes, both in terms of ways of thinking, behaving, and working. The way of thinking and behaving can improve the public health status, especially the health and safety of medical workers who always have to actively serve health. Bielicki et al. (2020) examines how the government monitors healthcare approach workers during the COVID-19 pandemic. This pandemic situation requires partnerships of various parties and the readiness and governance of human resources ready to support any COVID-19 outbreak response program.

According to Dong et al. (2020) public health workers have the potential role and need to design programs and policies to accelerate the handling of Covid-19 (Currie et al., 2020). 'The role of public health workers in handling COVID-19 in Indonesia' which was held under the coordinating government through the ministry for health together with many associations of public health workers in hospital and local health center. When noticing how the public health workers need to be involved optimally in many promotional and preventive aspects of public health, Dolea et al. (2010) analyzed methods to improve the attraction and retention of health staff in remote and rural areas. They said that public health workers could innovate and create strategies to accelerate the handling not only in pandemic times but also in other health services issues in Indonesia. With the main focus on educating and empowering the community and the second focus on strengthening health services, all health workers are in the front line to support communities and government mission. A similar idea is coming from Spencer et al. (2010) who said that the community health workers and their value to social work could be in various strategies and programs. It so useful work in handling COVID-19 was proposed in this coordination meeting by academics and experts to administrate the current health issue. The proposed strategy includes placing public health personnel in public places at high risk of transmitting the virus. It was carried out to promote the adaptation of new habits and health protocols by public health workers. The coordination meeting determines policy recommendations to optimize the role of public health workers in handling COVID-19. Optimizations that need to be done are equipment of human resource instruments

for public health support such as in Puskesmas. Strengthening financing policy instruments for SMEs and institutionalizing secondary and tertiary referral institutions for SMEs As [Syahri et al. \(2021\)](#) said, involving the cooperation of stakeholders in developing a network of essential health services is needed as they support each other between puskesmas and other health service units to help health workers towards professionalism in the Indonesian medical environment.

Furthermore, strengthening the role of sub-district offices and village offices for community empowerment in the health sector and integrating community health personnel at the *puskesmas* level are also necessary. Besides, legal certainty is also needed to optimize the role of public health workers. [WHO \(2020\)](#) strongly encourages efforts to accelerate the handling of COVID-19. This can be an opportunity for public health workers to submit suggestions and be supported by the government and experts in the field. The COVID-19 pandemic is currently testing the adaptability of healthcare systems, which include Indonesia. The ability to respond quickly and accurately is the key to get through this crisis well. So, in this situation, this field's human resources are in high demand ([Edejer et al., 2020](#); [Xiong et al., 2020](#)).

Therefore, various parties' collaboration is essential; both the central government, local governments, hospital units, hospital associations and hospital managers must be prepared to face the series of COVID-19 pandemic waves and hit the world. The latest [WHO \(2020\)](#) survey shows that health services for people who need examination and treatment other than pandemic cases are disrupted due to the coronavirus. Upwards of half (53 percent) of the 165 nations surveyed indicated which access and community services for hypertension therapy had been delayed. Similar effects were seen in 49 percent of diabetes treatment and complications related to diabetes, 42 percent in cancer treatment, and 31 percent in cardiac emergencies. Even preventive interventions such as screening (breast and cervical leukemia) have been impacted in far more than 50 percent of the population.

Since the Ministry of Health issued a policy for hospitals to reduce routine practice services except in emergencies. [Hadiwardoyo \(2020\)](#) its study of the country's economic losses due to the pandemic, simultaneously, people also limit visits to hospitals for fear of catching COVID-19. This policy and phenomenon resulted in a significant decrease in the number of patients seeking treatment at the hospital, and as a result, hospital income fell. The decline in income is getting heavier because, at the same time, hospital expenses are increasing. Hospitals must equip infrastructure and equipment to deal with the increasing pandemic attack. The government even ran out of budget to pay for a particular hospital operation for COVID-19 patients due to the pandemic's large expenditure. The average cost of care per patient is IDR 50 million, and that amount can be various based on the region and province. ([Mujahida, 2021](#); [Merta & Suderana, 2020](#); [Pappa et al., 2020](#)). In his study on the economy and COVID-19 pandemic treatment. To optimize funds, some hospitals have started to make efficient by laying off their employees. Though this is a mistake, however, if this happens to private hospitals, such as the Faisal Islamic Hospital in Makassar City, according to reliable sources, the management has temporarily suspended 157 employees because visits have decreased significantly by around 80-90%. However, the big national hospital companies are also feeling the impact of this wave. Of the six-hospital issuers listed on the Indonesia Stock Exchange, all share prices fell during the period January 2-May 15, 2020. Omni Hospital's owner shares fell 51.26%, Mayapada Hospital shrank 45.37%, Royal Prima Hospital fell 35.26%, Hermina Hospital fell 20.98%, Siloam Hospital fell 20.28%, and Mitra Keluarga Hospital fell 12, 77%. This condition is following the study's findings [Riyanto \(2020\)](#) said that the impact of termination of employment on pharmaceuticals in the region of COVID-19 in Indonesia. That on average private hospitals experience the above. Their real condition needs human resource empowerment so that the media staff will be more professional in facing the pandemic's challenges.

Currently, COVID-19 is testing the resilience of health care systems around the world, including Indonesia. The ability to respond quickly and accurately is the key so that we can pass this crisis well. As of August 2020, cases in this country have reached around 172,053. This figure has passed the number of cases in China peaked (around 85,000), and the figure has continued to decline since last March. This policy and phenomenon in a significant decrease in the number of patients seeking treatment at the hospital and as a result hospital income fell. The decline in income is getting heavier, because at the same time hospital expenses are increasing. Hospitals must equip infrastructure and equipment to deal with the increasing pandemic attack. Currently, COVID-19 is testing the resilience of health care systems around the world, including Indonesia. The ability to respond quickly and accurately is the key so that we can pass this crisis well. As of August 2020, cases in this country have reached around 172,053 ([Mustofa et al., 2020](#); [Solórzano et al., 2020](#)). This figure has passed the number of cases in China peaked (around 85,000), and the figure has continued to decline since last March.

[Kurniati & Efendi \(2012\)](#) said that case after case of COVID-19 continues to increase, along with the increasing safety of easily threatened people worldwide. Those health workers who actively help with health services tirelessly are very vulnerable to contracting all diseases. So there is the question of what the government and all parties can do

to help health workers during the coronavirus pandemic; this is where they need empowerment to work with their expertise, responsibility skills, and skills. To understand how the management relevance of strengthening human medical resources with their readiness to work during a pandemic, the experts' guidelines and views should serve as standard guidelines and benchmarks (Nugroho, 2019; Vindegaard & Benros, 2020; Viner et al., 2020).

Method

This review's main objective is to gain a new understanding of the impact of the crisis in human health resources on the health of medical personnel in the field. So we can clearly state that our method of proving our hypothesis starts from collecting literature related to the issue of human resource crisis on health and the smooth running of health services for medics. Our data collection process is carried out with search engines such as Pubmed, Google Scholar, ERIC Journal, and health data sources in journal publications in national health and the World Health Organization WHO. Then we continue an in-depth analysis under the phenomenology and exploration approach involving coding systems, in-depth evaluation, and concluding to obtain answers to the study's questions validly and trustworthiness. This study follows the design and qualitative methods recommended by experts in review studies in the human resource and health studies (Dixon-Woods, 2011; Raskind et al., 2019).

Result

In this section, we describe the findings of this study following the study questions. We did the presentation in the form of a narrative description. Meanwhile, we will discuss and interpret the findings in the next discussion section.

Hamouche, (2020) examines cases of COVID-19 and the mental health of medical workers. What are the stressors, mediators, and progressive dike plans? This paper examines the impact of the COVID-19 outbreak on workers' well-being, full of passion, mental difficulties, and extreme bitterness. Stressors combine perspectives on security, threat, and risk of disease, infobesity versus darkness, segregation and restraint, social displeasure and constraints, as well as money hardship and job vulnerability. Three parts of the coordination component are identified: multiple levels, institutional and solitary factors. Likewise, a description of the recommendations greatly affected workers' mental well-being during and after the eruption, from a human resources perspective. It aims to foster a level of inquiry about vibrant health in the workplace by breaking down its impact from a new complex pandemic, namely COVID-19, regarding health worker employees' mental well-being. The paper finds that enthusiastic issues of HR strengthening and prosperity appear to be all causes of neglected professionalism regarding the pandemic. These findings help oversee the issue of human resource relations with the medical crew's work productivity in the field.

Carnevale & Hatak (2020) findings of the changing and developing health workers during the COVID-19 period since pandemic hit the medical world. This is the implication for declining human resource management. They believe affiliates and governments must remain ready and able to prepare them to adapt to the shocking events of COVID-19, for example, and other external causes and crises in the health work environment. Government affiliates must understand and investigate the phenomenon and find new appropriate actions to handle the situation, not to make matters worse because our human resources were dropped during the pandemic. In this article, they talk about some of these problems that could be solved by proposing some alternative avenues for future investigations and the government for a planned evaluation plan to address the problem so that the working conditions of health workers can be productive in whatever conditions the world of public health services is in. country.

Efforts to understand the fate of medical workers in a pandemic era, a study by Pan & Zhang (2020) on the eagerly balanced well-being and psychosocial problems of medical and clinical workers during the COVID-19 epidemic in China is one study model. Clinical workers had more psychosocial problems than nonmedical sector workers during the COVID-19 outbreak. They have a higher level of attachment and order and often cause severe stress in terms of lack of rest, constant anxiety, bitterness, and excessive critical indications resulting from the professional world's pressure. Many of them who have to live in rural areas alone are women and are at risk of having contact with COVID-19 patients, which is the most common threat factor. Their study added that clinical health workers needed a thought and recovery program. In other words, they need to increase their capacity with an updated HR management program. The findings are based on an online investigation of 2,182 medical workers in China from February to March 2020. The study argues that clinical health workers have psychosocial problems and are at risk of developing and need to be supported and reskilled, and regarded.

The same thing was contributed by [Caligiuri et al. \(2020\)](#). They said that the comprehensive HR management information was to adjust to the medical crew during the COVID-19 pandemic. Their review demonstrates the suitability of enduring global medical investigations and even more rigorously working on HR the head as a whole to tackle the problem of the COVID-19 pandemic. The findings in efforts worldwide have received various types of training to help cases affected by the pandemic. Enduring HR strengthening research offers essential insights at this time. However, HR management is still based on precise data. Forward, HR training must offer three spaces for future research, such as managing and overcoming the medical crew's weaknesses during times of anxiety and empowering worldwide medical and even work as a whole and changing the name of legal practice. The virtual medical workforce is a workforce that must be considered to work with results that can affect the new conventional post-COVID medical world.

Next is [Rusilowati \(2020\)](#) which discusses Human Resource Management's practice during the COVID-19 pandemic for employees engaged in Indonesia's health and formal sectors. This review confirms that HR management organizations and agencies must explore the severe effects of the new COVID-19 disease beyond an emergency, requiring a dynamic HR framework to manage growing concerns from all areas across the country. The HR Center functions as a liaison between associations in improving public health services quality above all emergencies that require experience, training, development, and transformation. This study also prescribes experimental explorations here to assist with remote HR strategy. They examined the difficulties employers and workers see despite the pandemic and how they can bring maximum results. There can be support from medical workers for professionalism.

Next is [Braquehais et al. \(2020\)](#) which successfully examined the impact of the COVID-19 pandemic on professionals' mental health, including clinical workers. They are analyzing the impact of the COVID-19 pandemic on the morale of health workers. Clinical benefit specialists have been assessed with extraordinary challenging work experience during the COVID-19 pandemic. Most of the studies reported the inevitable tension and bitterness, and stressful signs for medical workers. A more significant examination of the individual, institutional, political, and socio-social components, suggestions, and characteristics that affect health workers' discomfort and strength were studied. This study understands the effects of a pandemic on the well-being, professionalism, and morale of medical workers. Longitudinal assessments will help clarify which components are associated with a higher risk of suffering harmful effects. Abstract assessments can add to an understanding of individual and social stories' influence on medical workers' discouragement. They reviewed views published in PubMed, Web of Science, and Google Scholar.

[Ehrlich et al. \(2020\)](#) findings regarding the understanding of health HR governance during the pandemic and the risks of medical workers have received benefits and an understanding of clinical challenges during the COVID-19 pandemic. The inspiration driving the current examination is to research and describe the experiences and impressions of clinical specialists working in the ICU during the COVID-19 pandemic as a whole. Due to the COVID-19 pandemic, clinical judgment systems generally function under test conditions. The patient, wholly swept away, needs a concentrated determination of mind. Nursing care has been affected by fear and disengagement, making it challenging to maintain improved clinical benefit. Four guideline subjects rose from assessment, and 13 sub-themes; "providing nursing care," "psychosocial points and strong desire," "chief resources and safety," were found. Then, "masters association and organization" Providing clinical benefits by a concentrated mind-concentrated nursing specialist, during the COVID-19 pandemic, it has shown strong and weak concentrations in the clinical health benefits system, the study said. The assessment relies on a video call interview with the ICU clinical supervisor of Spain's tertiary show crisis center in 2020.

[Rosyanti & Hadi \(2020\)](#) studied mental impacts in providing health care and services for COVID-19 patients to health professionals. Stress-related responses remember changes for fixation, crabbiness, tension, sleep deprivation, decreased efficiency, and relational clashes. Other danger factor recondensation of unsupported data about close to home well-being, the dread of disease, and contamination. Sensations of disappointment in the helpless forecast, deficient specialized, PPE, instruments, and hardware help care for the patient. Officials experience issues to keep the ping up physical and psychological well-being conditions and hardware.

Evidence from [Sholikin \(2020\)](#) regarding legal provisions on work safety for health workers in the pandemic period. This health law paper has outlined several potential risks to workers in health crisis centers placing high associated safety risks during this pandemic. How legal and human resource training will oversee safety and security for clinical staff and their welfare, especially during a pandemic. To facilitate the protection of clinical staff and worker welfare during the pandemic, public or government positions need to filter and offer assistance in the form of legal protection and improving the quality of work to work professionally, minimize risks and maximize results. Besides, parties and legal awareness design must recognize, change and take advantage of workers' welfare by ensuring the fulfillment of the rights of prosperous workers tasked with handling COVID-19 patients.

Field evidence from [Ruslina & Sekarsari \(2020\)](#) on the legal protection of medical staff in hospitals during the pandemic era. This investigation focuses on the legal security of workers' welfare and safety in crisis health facilities and how the state's commitment as an employer to the welfare of medical workers. Various laws and regulations as a methodology for handling COVID-19 cannot be recognized because they are related to different organizations and uses. This study asks the state's obligation to safety and improves the current situation in which health workers must adapt to pandemic conditions. This study asks the government and health service providers to ensure the validity of standardized personal protective equipment (PPE) that is standardized and meets the health requirements for prosperous workers who work in the workplace of health organizations during the pandemic in Indonesia.

Discussion

In this section, we will present a discussion of the findings of this study. This section will state significant findings following the objectives of this study, which aims to understand human resource governance during COVID-19 and health workers' safety. In this study, we want experts to see the importance of managing human health resources in a pandemic period for medical staff's safety and well-being from various contexts and conditions in many places. His findings will later support efforts to improve human health resources in Indonesia, where preparing human medical resources has not yet contributed to the handling of COVID-19 and a series of other diseases so far. In general, we can say that the majority of published papers have understood how important it is to pay attention to the management of health human resources so that they can improve work services to help patients, especially cases of COVID-19, which are getting better in quantity and variants from different places.

For example, [Carnevale & Hatak \(2020\)](#) findings of the changing and developing health workers during the COVID-19 period since pandemic hit the medical world. This is the implication for declining human resource management. They believe affiliates and governments must remain ready and able to prepare them to adapt to the shocking events of COVID-19, for example, and other external causes and crises in the health work environment. Meanwhile, if we compare it to [Bahri & Arafah \(2020\)](#) which analyzes HR management in developing learning strategies in the New Normal Era, our study is relevant. In all lines of duties and functions, each personnel is expected to work successfully and minimize risks to both themselves and others (patients). Likewise, [Hakam \(2018\)](#) which analyzes the provision of outpatient medical records based on standard operating procedures (SOPs) in several health centers, has understood us how important it is to pay attention to human health resources so that they can work following SOPs which are increasingly demanding the world of work more professionals during the COVID-19 pandemic.

We repeat once again that in general, our findings from a review of several literature and publications about the understanding of how vital health HR management is in this pandemic era for the safety of health workers indicates that we are right that medical people must get an increase in their human resources so that their work productivity can be. Maximum and prosperous when their personnel and professionals are at stake in a typical pandemic era, and work challenges are very different from the world of work in the non-health sector. The proof of our study's problem is also supported by [Greenberg et al. \(2020\)](#) findings with a working paper on the mental health of healthcare workers in the COVID-19 era published in the journal Nature. For example, other evidence can be seen in [Smereka & Szarpak \(2020\)](#) with their study of the use of personal protective equipment in the COVID-19 pandemic era. So we can emphasize that efforts to improve medical work services, especially, can be optimized by improving the management of human resources and natural resources for health workers. Many countries had proven this during the COVID-19 response period, especially during the emergency period when the global issue of COVID-19 began.

Furthermore, we believe this finding has been actualized by many findings as we have stated above, where the context of the medical world in Indonesia still has to face a dilemma between serving the profession's demands or maximizing medical workers' abilities. This condition has made many parties aware of the reality of medical problems when they are at the forefront of fighting COVID-19, which is still a top priority for both the government and the public who care about public health. On the one hand, serving health is very important. However, on the other hand, self-protection and capacity building, and strengthening human medical resources are also other issues. Those are no less important than the issue of maximum service to the responsibility and humanitarian profession, which has recently become an important issue when all countries focus on handling COVID-19. When it comes to these challenges, [Pan & Zhang \(2020\)](#) is clear evidence of the fighting COVID-19 pandemic to tackling sustainable development goals. An opportunity for responsible information systems research.

Apart from its advantages, this finding also has limitations that require understanding so that there are no critical limitations to understand from our findings. This is to place our findings in the context of normal mass health with

the pandemic period. Thus, we can provide opportunities for readers to interpret the validity of these findings, and their readers can understand the level of credibility of the findings data and the conclusion data we offer. The most visible limitation is in the method and design we chose, which we use to answer our current data questions. This may not be the case if we have equipped with a combination of qualitative and quantitative methods so that the direction of error and limitation can be easily traced and problems of validity and reliability can be improved in future studies. Under Drost (2011) recommendation in his paper on social studies towards validity and reliability.

Conclusion

Finally, this study concludes our efforts to understand the impact of medical human resource management on health workers during the COVID-19 pandemic in Indonesia through literature reviews and several international publications that critically examine these two variables' relationship. Based on the findings to answer the problems of the study and discussion of the findings, we can present the conclusion that our assumption that human resource management and medical SDA are near related to the health and well-being of medical personnel on duty during the COVID-19 outbreak, which is still a national priority in every country that is well affected. Large or small scale. This kind of study is essential to consider the condition of medical services in Indonesia is still a national issue following the mandate of the ideals of independence where the task of the state is to educate and protect the entire Indonesian nation from all potential risks, including avoiding and treating and caring for its citizens free from exposure and threats of COVID-19. The deadly one. This is also following the UN Charter, where all human beings' health and safety is a universal issue for every human being. Thus, this study's findings are an essential contribution to efforts to improve health services during a pandemic, not only for the patient population but also for the health office workers themselves.

Acknowledgments

We want to express our deepest gratitude to all parties for the support and collaboration. They made the writing of this work a success. Especially colleagues for consultation, ideas, feedback, and enthusiasm to finish this paper on time and as expected is essential. Finally, the funding team from our task force so that the implementation of this study can be smooth and successful.

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