



# Human Resources Development Strategy to Improve Service Quality at Ayu Siwi Eye Clinic Nganjuk

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## Abstract

The quality of healthcare services in eye clinics is significantly influenced by effective human resource development (HRD), particularly in enhancing the competencies of medical personnel and administrative staff. However, challenges in implementing sustainable HRD strategies remain a common issue. This study aims to analyze HRD strategies in eye clinics and their impact on service quality. This research employs a qualitative descriptive design with a narrative approach. Data were collected through in-depth interviews with medical staff and clinic management, direct observations, and an analysis of HR-related policy documents. Participants in this study were drawn from Ayu Siwi Eye Clinic, located in Nganjuk, East Java. The sample included medical staff, administrative personnel, and managerial staff, all of whom had been employed at the clinic for at least one year. Thematic analysis was used to identify patterns in the strategies implemented. The findings indicate that effective HRD strategies include regular training, performance-based incentives, and employee involvement in decision-making processes. Clinics that adopt these approaches experience increased job satisfaction, operational efficiency, and improved patient care quality. However, challenges such as budget constraints and resistance to change among senior employees persist. In conclusion, the success of eye clinics in enhancing service quality relies on structured and sustainable HRD strategies. Innovative policies in HR management are essential to improving job satisfaction and service effectiveness.

**Keywords:** Eye clinic, Healthcare management, Human Resource Development, Service quality, Organizational strategy

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## 1. BACKGROUND

Eye health is a critical aspect of supporting people's quality of life and productivity. Visual impairment not only affects individuals, but also has an impact on the economic and social burden of a

country. The World Health Organization (WHO) reports that more than 2.2 billion people worldwide are visually impaired, of which at least 1 billion are preventable or treatable with appropriate medical interventions (WHO, 2019). In Indonesia,

eye health problems are increasing, especially among the elderly population, who are vulnerable to diseases such as cataract, glaucoma, and diabetic retinopathy (Salsabila et al., 2024). As the incidence of eye disease increases, the need for quality eye health services becomes more urgent.

Improving the quality of ophthalmic services is highly dependent on the competence and performance of human resources (HR) involved in health care. Eye clinics, as one of the specialized health care providers, require health care professionals who not only have high clinical skills, but also are able to adapt to technological developments and patient-based service demands (Meethal et al., 2024). However, the reality on the ground shows that there are several challenges in managing human resources in this sector. Uneven distribution of health workers, limited access to continuous training, and a suboptimal performance evaluation system are major barriers to improving the quality of eye care services (Owusu-Afriyie et al., 2024).

A number of previous studies have highlighted the importance of human resource development strategies in improving the quality of health services. Strategies such as continuous training,

career development planning, and the implementation of competency-based appraisal systems have been shown to be effective in improving the performance of health workers (Kitema, 2024). In addition, a work environment that supports innovation and continuous learning also plays an important role in increasing the motivation and productivity of health workers (Amore et al., 2024). However, research on the implementation of human resource development strategies in eye clinics, especially in the context of developing countries such as Indonesia, is limited.

Ayu Siwi Eye Clinic, as a private specialty clinic in Nganjuk Regency, also faces several specific challenges in managing and developing its human resources. These include limited budgets for training programs, a small number of available eye specialists, and an underdeveloped performance-based HR management system. The clinic also struggles to retain skilled staff due to competition from larger hospitals in nearby cities and the lack of clear career development opportunities. These issues can affect the consistency of service quality and increase the workload for existing staff. As a result, identifying the right HR development strategies is essential to

improve service delivery and staff performance at the clinic.

In addition, a recent study highlighted that limited training programs for medical personnel are a major barrier to improving ophthalmic services, particularly in regions with limited access to specialist training (Senjam et al., 2024). There is also a need for more comprehensive training of ophthalmic personnel, including the use of the latest technology and safer and more efficient surgical techniques (Omoto et al., 2025). In addition, Liang & Kakemam, (2025) highlighted the importance of developing managerial skills in the management of hospitals and specialized clinics. Their study in Iran found that hospitals that implemented a competency-based evaluation system and improved the management skills of health care workers had better efficiency in managing health care services. In the context of ophthalmology, this suggests that human resource development should focus not only on clinical skills, but also on improving the management and leadership skills of medical personnel. Research in South Africa has even shown that primary care physicians still have limited knowledge in the management of eye health problems, underscoring the urgency

of strengthening continuing education programs in this area (Flatela & Xulu-kasaba, 2025).

Studies in different countries have also shown that there are differences in the distribution of medical personnel that lead to inequalities in access to ophthalmic services. Xue et al., (2024) in Shanxi, China, found that the distribution of human resources in ophthalmology was uneven, with significant differences between urban and rural areas. This suggests the need for better strategies to redistribute medical personnel to ensure equitable access to eye health services. Meanwhile, a study by Epa et al., (2024) confirmed that ophthalmic skills training programs can help improve the skills of health care workers in handling complex cases and improve service efficiency. The lack of an effective human resource development strategy not only results in poor quality of care, but also increases burnout among health workers. A study by Singh et al., (2024) showed that health workers who lack professional support tend to experience higher work pressure, which leads to a decrease in the quality of service to patients. Therefore, further research is needed to explore human resource development strategies that can be implemented to improve the quality of

care in ophthalmology clinics. The impact of the lack of a systematic human resource development strategy is not only limited to the low quality of health services, but also contributes to increased patient dissatisfaction and the risk of medical complications. Several studies have shown that health workers who lack support for their professional development tend to experience burnout, which ultimately has a negative impact on the quality of care provided (Amore et al., 2024). Therefore, further research is needed to explore human resource development strategies that can be implemented to improve the quality of care in ophthalmology clinics.

This study aims to identify and analyze effective HR development strategies in improving service quality in ophthalmology clinics through a qualitative descriptive approach. By exploring the factors that support and hinder the implementation of HR strategies in eye clinics, this research is expected to provide evidence-based recommendations that are applicable to eye clinic management in designing more optimal HR management policies. The contribution of this research will not only enrich the academic literature related to HR management in the eye health sector, but also provide practical insights for clinic

managers and policy makers in improving the effectiveness of HR development strategies. With the right approach, strengthening HR strategies is expected to produce competent, adaptable, and innovative medical personnel in providing quality eye health services to the Indonesian people.

## 2. METHODS

This study used a descriptive qualitative approach to explore in depth the strategy of human resource development (HRD) in improving service quality at Ayu Siwi Eye Clinic in Nganjuk, East Java. This method was chosen for its ability to provide a comprehensive understanding of social phenomena by describing the reality that occurs in a natural setting without researcher intervention (Mlay et al., 2025). Through this approach, the study aimed to describe in detail how HRM policies were implemented, the challenges encountered, and their impact on the quality of eye healthcare services.

Data were collected through in depth interviews, direct observation, and document analysis to ensure a rich and comprehensive understanding. The interview guide was structured around several themes, including training and

professional development, performance evaluation, motivation and reward systems, and employee involvement in decision making. Sample interview questions included: What kind of training programs have you attended in the last year?, How is staff performance usually assessed in your clinic?, and In what ways are employees involved in service improvement decisions? This structure helped ensure consistency across interviews while allowing for open ended responses.

Participant selection was conducted purposively to meet the research objectives. The study site, Ayu Siwi Eye Clinic, is a private ophthalmology clinic operating in a second-tier city with more than 10 staff members. Participants were selected based on their roles and experience: they included medical personnel, administrative staff, and managerial personnel who had been employed at the clinic for at least one year and were directly involved in service delivery or human resource processes.

In addition to interviews, documentation such as institutional policies, HR guidelines, and previous research studies were reviewed to support and triangulate the findings. This triangulation strategy enhanced the credibility and validity of the study by ensuring that the data were cross verified from multiple sources. All participants provided informed consent before participating in the study. Ethical considerations, including confidentiality, anonymity, and voluntary participation, were strictly upheld throughout the research process.

### 3. RESULTS

The key findings from the interviews and document reviews are summarized in a table, which relates to HRD strategies and human resource development strategies at Ayu Siwi Eye Clinic, along with their practical implications on the clinic's performance.

**Table 1.** HR development strategies can improve the quality of organizational services.

| HRD strategies                      | Practices Applied                                    | Positive Effects   | Challenges Overcome                       |
|-------------------------------------|--|--|---|
| Training and Competency Development | Regular training of medical and administrative staff | Improvement of professional skills and patient satisfaction (Omoto et al., 2025) | Budget constraints for regular training   |
| Career and Incentive System         | Structured career paths and performance based        | Increased staff motivation and loyalty (Meethal et al., 2024)                    | Lack of incentives in some clinical units |

| rewards                                       |  |  |  |
|---|--|--|--|
| Involvement in Decision Making                | Involving staff in policy discussions and service improvements | Increasing ownership and work productivity (Owusu-Afriyie et al., 2024)                  | Communication barriers between management and senior staff                 |
| Organizational Culture and Team Collaboration | Mentoring programs and interprofessional working               | Improving care coordination and reducing medical errors (Epa et al., 2024)               | Resistance to interprofessional collaboration especially from senior staff |
| Competency Based Evaluation System            | Achievement based performance appraisal and regular feedback   | Increasing individual accountability and performance improvement (Liang & Kakemam, 2025) | Not all units have implemented this system yet.                            |

#### 4. DISCUSSION

The findings of this research are consistent with the transformational leadership theory, which underscores the significance of empowering employees to achieve organizational objectives. The active engagement of employees in management processes by leadership fosters a more supportive work environment, while concurrently enhancing efficiency and service effectiveness in healthcare delivery. Furthermore, the implementation of a comprehensive approach to human resource development (HRD) has been shown to result in higher retention rates of skilled staff and greater patient satisfaction. These results corroborate earlier studies that underscore the pivotal role of uninterrupted HRD endeavors in enhancing operational efficiency and bolstering the overall quality of healthcare services (Kitema, 2024).

A thorough examination of these findings suggests that the efficacy of HRD strategies is contingent not only on enhancing individual competencies but also on cultivating robust collaboration among management, medical professionals, and administrative staff. The effective execution of HRD initiatives is contingent on several crucial elements, including visionary leadership, institutional support, and adequate access to training resources. Clinics that exhibit proactive leadership, an innovative mindset, and a strong commitment to workforce development have been shown to achieve greater success in implementing these strategies. Research by Liang & Kakemam, (2025) further emphasizes the necessity of competency based leadership training for optimizing hospital and clinic management, reinforcing the idea that HRD strategies should integrate leadership development alongside clinical skills enhancement.



Despite the positive outcomes observed, challenges in HRD implementation persist, particularly in terms of financial limitations and resistance to change among senior staff members. Numerous clinics encounter difficulties in allocating adequate financial resources for ongoing training programs, thereby constraining opportunities for staff to enhance their competencies. This phenomenon is further compounded by budgetary constraints, which are a pervasive issue in developing nations, thereby severely restricting access to high-quality training and career advancement programs (Epa et al., 2024). Moreover, resistance from senior employees has been identified as a significant factor hindering the adoption of new management strategies, particularly when these changes are perceived as disrupting established routines (Epa et al., 2024). Research by Owusu-Afriyie et al., (2024) and Singh et al., (2024) has demonstrated that this resistance to change is often rooted in long-standing work habits, concerns regarding job security, and skepticism toward new technologies and policies.

In order to address the aforementioned obstacles, there is a necessity to explore alternative and cost-effective HRD strategies. Virtual training platforms, mentorship programs, and

blended learning approaches have proven effective in enhancing employee competencies without imposing significant financial burdens (Jerry et al., 2025). In addition, the implementation of structured, performance-based reward systems has been demonstrated to serve as a potent motivation tool, thereby encouraging employees to engage in continuous professional development while concurrently enhancing job satisfaction (Epa et al., 2024).

Another significant aspect revealed in this study is the impact of participatory HR management on service quality. Clinics that promote open communication, encourage employee involvement in policy-making, and implement collaborative decision-making processes tend to experience higher productivity and a more engaged workforce. Research by Xue et al., (2024) lends further support to this conclusion, demonstrating that inclusive management structures foster a more adaptable and resilient workforce. Furthermore, a study by Senjam et al., (2024) underscores the importance of continuous education programs in ophthalmology, indicating that structured training not only enhances technical skills but also cultivates a culture of lifelong learning and adaptability. From a theoretical standpoint, these findings

further substantiate the efficacy of HR management models that prioritize active employee participation in optimizing healthcare services. HRD strategies that incorporate structured career progression, equitable incentive programs, and leadership training result in greater employee engagement and improved patient satisfaction. Research by Omoto et al., (2025) lends further credence to this claim, demonstrating that well-structured HR policies in ophthalmology clinics lead to substantial service improvements, particularly in regions with limited access to specialized medical training.

The results of this study offer valuable insights for clinic managers and healthcare policymakers seeking to maximize the benefits of HRD. The integration of cost-effective digital learning platforms has been shown to enhance skill development without imposing substantial financial burdens Omoto et al., (2025). The establishment of structured career progression pathways is imperative for enhancing staff motivation and mitigating turnover rates (Meethal et al., 2024). Training programs in strategic decision-making and healthcare management can strengthen clinic operations and lead to better patient outcomes (Liang & Kakemam, 2025). Furthermore, the promotion of an inclusive workplace

culture has been shown to enhance employee engagement and encourage innovation in healthcare service delivery (Epa et al., 2024). Additionally, leveraging technology-driven training and remote learning solutions offers a sustainable approach to workforce development while addressing financial constraints (Jerry et al., 2025).

The long-term implication of these findings is the need for a paradigm shift in HRD policies in the health sector, especially in specialized clinics such as eye clinics. The consistent implementation of competency-based and participatory HRD strategies is expected to lead to a change in work culture that is more focused on collaboration, innovation, and continuous learning. In the long run, this will not only improve service quality, but also strengthen the competitiveness of clinics in the face of dynamic changes in the health care system. Therefore, policymakers need to design regulations that systematically support investment in human resource capacity development, including providing incentives for digitizing training and empowering managers at the primary care facility and specialist levels. The long-term implications of these findings for policy and practice will be explored in more detail.



## 5. CONCLUSION

Human Resource Development (HRD) strategies are very important for improving service quality and staff performance in eye clinics. Clinics that provide regular training, clear career paths, and involve employees in leadership tend to have better staff satisfaction, smoother operations, and higher patient care quality. However, challenges such as limited funding and staff resistance to change still exist. To overcome these issues, clinics need to use creative and flexible HR methods, such as online training, mentoring programs, and leadership development that focuses on skill-building.

This study offers helpful insights for clinic managers and health policymakers to improve workforce capacity and service quality. Future research should look more closely at how digital technology can support HRD, how effective different incentive programs are, and how workplace culture affects staff involvement in healthcare improvement. These areas are important to build stronger, more adaptable systems in the healthcare sector.

## AUTHOR CONTRIBUTIONS

The author contributes all research activities in conceptualization, data collection, analysis, writing and manuscript revisions.

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## CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest in this research.

## DATA AVAILABILITY STATEMENT

The data are available from the corresponding author upon reasonable request.

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