



Human Capital Management as A Catalyst for Organizational Change: A Study on West Java Health Laboratory (BLUD) Transition

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ABSTRACT: West Java Health Laboratory must manage its human capital well to become a BLUD in 2025. Human capital must be equipped to react faster to organizational changes and be the organization's most essential asset in BLUD implementation. Human capital management is limited to administrative tasks despite their importance to an organization's performance. This study seeks strategic human capital management (HCM) methods to help BLUD implementation succeed, focusing on flexible government norms. The study uses qualitative thematic analysis and quantitative SEM-PLS to assess the organization's human capital practices. The results reveal that leadership techniques are good, but other areas for change can be improved. The paper recommends an advanced Human Capital Management System (HCMS) for leadership development, learning, workforce efficiency, knowledge accessibility, and employee engagement. A structured HCMS can incorporate these improvements to manage and expand human capital and align employee competencies with BLUD transition goals. The research recommends 7S change management for HCM implementation. The framework helps the organization recognize change and handle critical challenges in line with transformation goals. The need for a specialist committee to oversee the development and implementation of these initiatives emphasizes leadership's role in organizational transformation. According to the study, digitalization, talent management, systematic training, employee well-being, continuous competency, and performance evaluation are critical to long-term success. This study suggests ways an organization can improve its human capital management to move to BLUD status smoothly. To validate and improve the HCM strategy, future studies should apply these strategies to similar government entities and locations.

Keywords: HCMS, Organization Transformation, SEM-PLS, 7S Framework



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INTRODUCTION

Health laboratories enhance a nation's integrated healthcare system, including public health surveillance, disease diagnosis and treatment, and outbreak monitoring and management. During

the COVID-19 pandemic, health laboratories were pivotal in the global response, facilitating virus detection and vaccine development and managing virus transmission. Under the auspices of Indonesia's Ministry of Health, public health laboratories are collaborating with various health institutions to establish a comprehensive health facility to enhance citizens' well-being. The West Java Provincial Health Laboratory (Laboratorium et al. - Health laboratory in West Java), a government-owned health laboratory, was established in 1970. Health laboratories in West Java have been enhancing the West Java healthcare system. It promotes the community's health and well-being by providing diagnostic and laboratory services. The Indonesian Ministry of Health advocates for implementing the Regional Public Service Agency (PKK-BLUD) to enhance healthcare services and broaden access for all citizens. BLUD seeks to enhance the quality of healthcare institutions and expand service coverage. The Governor's Decree authorizes the Health laboratory in West Java to implement BLUD in January 2025, necessitating an organizational transformation plan. BLUD enables the organization to refine its business strategy and elevate its service quality. The organization must enhance its creativity by establishing flexible and effective business methods and cultivating a conducive working atmosphere that promotes high production. This organizational change requires the assistance of all employees, as the success of the transformation hinges on their conduct towards the changes (Wang & Kebede, 2020).

Healthcare facilities are service-driven and knowledge-centric; therefore, human capital is essential. The organization's paramount asset is its personnel, whose talents, competence, and behavior generate social and economic value within society (Nyberg et al., 2014; Otoo, 2022). Strategic human resource management in a service-oriented organization facilitates goal attainment (Khatri, 2006) and enhances performance (Kehoe, 2013). The employee is pivotal in deciding the success of BLUD; thus, employee management and oversight are of utmost importance. Implementing human resource management at the Health laboratory in West Java is confined to administrative functions and lacks a structured platform for effectively managing human capital and associated issues. This circumstance would ultimately impact the organizational dynamics in monitoring and evaluating employee performance in healthcare providers (Islam, 2023). The lack of adequate human capital management in the health laboratory in West Java can result in diminished staff productivity and reduced organizational performance, ultimately impacting customer satisfaction. Health laboratories in West Java must guarantee that their personnel possess the requisite competencies and knowledge to effectively execute their daily responsibilities to give proper service to consumers (Dubois et al., 2004).

Human capital is pivotal in achieving institutional transformation objectives, as it directly influences institutional performance (Rodwell & Teo, 2004). The Human Capital Management System (HCMS) can assist management in monitoring employee performance and delivering constructive feedback (Alhumeisat, 2024). The health laboratory in West Java's organizational change necessitates that the organization guarantees staff competencies aligned with forthcoming changes. The organization's transformation necessitates enhancing its fundamental skills, underpinned by effective leadership and management (Al Jabri et al., 2023). The competencies and conduct of each employee will profoundly influence service quality and productivity. Consequently, Health laboratories in West Java must consistently evaluate and scrutinize their human resources and evolving dimensions. The management's approach to adopting a Human Capital Management System (HCMS) at the Health laboratory in West Java enables the institution

to accurately assess and track staff competency and, consequently, the organization's overall performance (Noe et al., 2023). To align all organizational components with shared objectives, the imperative to design and implement an effective HCMS (Aguinis, 2022) within the institution is unavoidable. The health laboratory in West Java lacks data management regarding employees' competencies, training, preferences, and career aspirations. Another concern is equitable and competitive employee remuneration to enhance productivity and professionalism. Health laboratories in West Java need an effective system to manage and oversee their human capital and strategic initiatives to deliver quality and dependable services to the community. Consequently, research on the Health laboratory in West Java Human Capital Management is essential to guarantee the successful implementation of organizational transformation. This research aims to formulate a proper Human Capital Management System to embrace the implementation of BLUD. Thus, all the resources could be maximized and adequately utilized to achieve the organization's transformation goals.

LITERATURE REVIEW

Human capital is developing and becoming rooted in ongoing education and experience, which reflects an individual's production potential within an organization. Human capital is a significant source of sustained advantages for a business (Desta et al., 2022; Wright et al., 2014). In a complex and changing corporate environment, the management of human capital is increasingly vital to organizational performance (Delery & Roumpi, 2017; Desta et al., 2022). Human capital management is a strategic approach to managing personnel as the organization's most vital resource (Odden, 2011). Human Capital Management (HCM) is a system designed to enhance organizational performance by fortifying its core competencies (Boon et al., 2018). Human Capital Management (HCM) plays a crucial function inside an organization by facilitating the effective management of human resources and preparing the organization to address future problems and strategic directions. To optimize the HCMS advantage, a company must establish a framework that is congruent with its culture, dependable, and feasible for implementation (Boon et al., 2018). The adoption of HCMS in the Health laboratory in West Java will serve as a crucial instrument to provide the organization with an appropriate framework for monitoring and evaluating its resources. The structured HCMS will advise the Health laboratory in West Java in managing and monitoring their human capital, enhancing the organization's preparedness for future BLUD difficulties. Public health facilities play a significant role in cultivating a healthy society; the government's job is to guarantee that these facilities are accessible, cheap, and deliver high-quality services for all individuals. Governmental agencies are the primary accountable entities for public health performance and health improvement initiatives (Landrum et al., 2004). The complexity of the public health system has been increasing over the years and necessitates a practical performance monitoring framework to assess and manage its performance. The practice of Human Capital Management (HCM) in healthcare differs from other service sectors due to its significant reliance on specialized and intensive knowledge (Khatri, 2006), necessitating an appropriate Human Capital Management System (HCMS) to facilitate operations. Employee performance significantly enhances healthcare, requiring meticulous monitoring and management (Baker et al.; A., 2013).

The performance of each employee at the Health laboratory in West Java will significantly impact the organization's success in attaining its primary objectives.

The Health Laboratory in West Java Strategic Plan 2023-2027 outlines a strategy to establish a Financial Management Structure for the Regional Public Service Agency (PPK-BLUD) to enhance service quality and enable autonomous institutional management. The reform of PPK-BLUD (BLUD) institutions enhances public health institutions' autonomy, accountability, and efficacy. BLUD seeks to enhance healthcare and expand accessibility for all Indonesians. Enhancing health service improvement is crucial for fostering a robust, effective, and responsive healthcare system that meets community demands (Ali et al., 2022). Health security is essential for fostering a healthy society that bolsters national well-being and economic prosperity (Inglesby & Cicero, 2017). Effective human capital management necessitates appropriate and systematic human resources management strategies throughout organizational transitions. The nation's health security requires enhancement to foster a healthy society that positively contributes to national well-being and bolsters the general economic condition (Inglesby & Cicero, 2017). The organizational adjustments in the BLUD era are anticipated to augment operational efficiency, elevate transparency and accountability, and eventually enhance service quality for the populations of Jawa Barat. To effectively attain the organizational transformation objectives, the Health laboratory in West Java must optimize existing resources and cultivate a culture of continuous improvement. The installation of BLUD seeks to enhance the overall performance of the Health laboratory in West Java and elevate the quality of service provided. The health laboratory in West Java employs BLUD's flexibility to deliver exceptional services to its clients. It collaborates with other health professionals to foster a healthy society for the Jawa Barat population. The management acknowledges the significance of human capital management; nonetheless, they encounter difficulties in developing an optimal system that aligns with the organization's objectives. The health laboratory in West Java employs a monitoring method utilized by all Jawa Barat ASNs to oversee their personnel; nonetheless, HCM practices remain confined to administrative goals. The health laboratory in West Java necessitates a performance evaluation instrument integrated with a Human Capital Management System (HCMS) to proficiently manage finances according to performance and guarantee that the institution advances in alignment with the objectives of organizational transformation.

METHOD

The research technique for the study on BLUD implementation at the Health laboratory in West Java is a systematic approach aimed at thoroughly understanding and addressing the associated organizational difficulties. The preliminary stage entails recognizing the issues related to BLUD deployment that necessitate intervention. Subsequently, comprehensive qualitative and quantitative analyses are performed to understand the organization's existing condition, including its culture, policies, and practices regarding adopting BLUD.

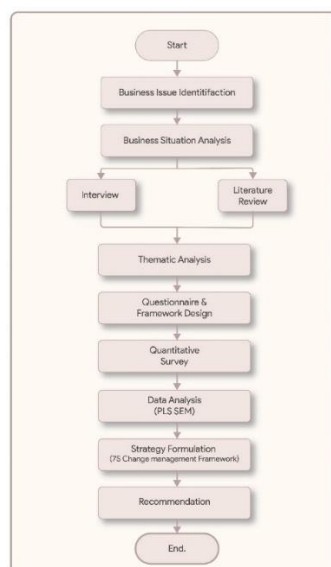


Figure 1. Research Design

They discovered business issues and analyzed the business scenario through direct observation, managerial interviews, and supplementary desk research to ascertain the existing business context and its problems. Thematic analysis extracts essential themes and patterns from the gathered material. These insights inspire the creation of a detailed questionnaire specifically designed to tackle the highlighted challenges and collect pertinent information. The questionnaire is constructed based on the human capital drivers established by Bassi and the organizational transformation framework proposed by Kotter, which were subsequently modified to align with the existing circumstances at the Health laboratory in West Java. This research will analyze the human capital drivers of the Health laboratory in West Java that influence organizational performance to establish effective human capital management. Bassi and McMurrer (2007) identified fundamental human capital management drivers that forecast success across various companies and operations. The drivers were leadership initiatives, employee engagement, knowledge accessibility, workforce optimization, and organizational learning capability. This study employs Bassi's human capital drivers' model to evaluate the Health laboratory in West Java's human capital management system, given its comprehensive framework encompassing leadership, training, and employee engagement. The model's versatility enables the Health laboratory in West Java to tailor the framework for systematic assessment and continuous improvement. A technique grounded in evidence and driven by data enhances human capital performance, resulting in improved organizational outcomes and heightened customer satisfaction.

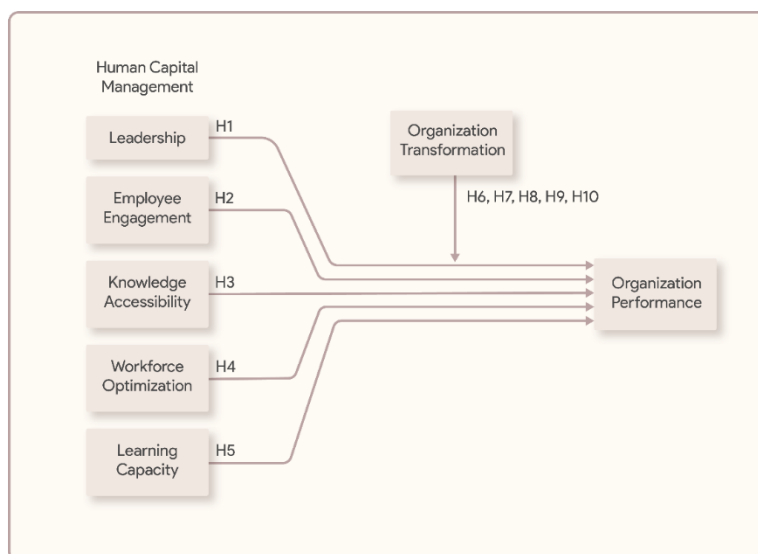


Figure 2. Conceptual Framework

Qualitative Data Collection

The research study gathered primary data through semi-structured interviews with the organization's head. A semi-structured interview is a data collection technique that combines features of both organized and unstructured interviews. It provides a versatile framework for gathering information, allowing interviewers to have a set of planned questions or subjects while still having the opportunity to explore new questions or issues that may develop during the conversation (Saunders, 2009).

An interview was conducted with the head of the health laboratory in West Java to discuss human capital in organizations. His experience as Labkes' senior executive allowed him to comprehend the company's plans and issues throughout the BLUD era. The interview questions were carefully tailored to cover leadership, training and development, employee engagement, and performance management. The head of Labkes stressed the necessity of continual education and professional development for personnel to maintain excellent service standards and assure client satisfaction. The conversation was about developing tactics to encourage employee collaboration and recognition and to reward excellent performance. It also addressed the challenges faced by the Health laboratory in West Java in human resource management, particularly during the BLUD transformation. During the interview, we got a wide range of perspectives from participants in determining the current state of human capital management and their future strategies for organizational transformation.

Quantitative Data Collection

The data collection involves gathering numerical data using questionnaires for employees of the Health laboratory in West Java. The questionnaire is developed based on human capital drivers that Bassi and the organization formulate to change formulated by Kotter, then adjusted to be

more suitable for the organization's current condition. Twenty-eight questions delineate the HCM practices across five distinct human capital drivers. The statistical applications for testing the study model were conducted using Smart PLS software (version 3.3.2). This study presents ten proposed hypotheses to investigate the influence of human capital drivers on organizational performance (H1-H5), along with the moderating effects of organizational transformation on the relationship between these factors and organizational performance (H5-H10). Presented herein are the hypotheses. Leadership Practices (LP) in the Health laboratory in West Java positively impact organizational performance; Employee Engagement (EE) in the Health laboratory in West Java positively affects organizational performance; Knowledge Accessibility (KA) in the Health laboratory in West Java positively contributes to organizational performance. Workforce Optimization (WO) at the Health laboratory in West Java positively impacts organizational performance. [H5] The Learning Capacity (LC) in the Health laboratory in West Java benefits organizational performance. The study investigates the moderating influence of Organizational Transformation (OT) on the connection between five Human Capital (HC) drivers and organizational performance (OP). The hypotheses delineate [H6] the moderation of the relationship between LP and OP by OT, [H7] the moderation of the relationship between EE and OP by OT, [H8] the moderation of the relationship between KA and OP by OT, [H9] the moderation of the relationship between WO and OP by OT, and [H10] the moderation of the relationship between LC and OP by OT. The questionnaire results are analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS) to assess the relationship between variables and test the hypothesis. The study utilizes the 7S Framework developed by McKinsey to devise a business plan based on the interpretation of qualitative and quantitative analysis data. The framework enables the organization to enhance effectiveness and efficiency by analyzing the prospective impact of organizational change through the interrelation of the 7S aspects (Palatková, 2011). This methodology enables a thorough examination of the human capital factors that require growth during the BLUD implementation phase.

RESULT AND DISCUSSION

Qualitative Analysis (Thematic Analysis)

In this study, these semi-structured interviews attempted to elicit thoughts and perspectives connected to human capital drivers who substantially impact the everyday functioning of the Health laboratory in West Java.

Table 1. Interview Questions – Head of Health Laboratory in West Java

Subject	Interview Protocols
Leadership	a. What are your thoughts on leaders in your organization? b. How does your organization identify and prepare future leaders? c. Is there a leadership development program in the organization? How are they tested for effectiveness?
Employee Engagement	a. What is your assessment of the present level of employee engagement? b. Is there a particular program or initiative to enhance employee engagement within your organization? c. How does your organization assess employee engagement?

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Knowledge Accessibility	a. Does your organization have a system or platform that provides employees easy access to information and knowledge? b. How does the organization encourage information sharing and collaboration among departments or units?
Workforce Optimization	a. What approach does your organization implement to ensure workforce optimization aligns with organizational objectives? b. What methods are used to assess the effectiveness of workforce optimization initiatives? c. What methods does your organization employ to recognize and cultivate employees with high potential?
Learning Capacity	a. What learning and development options are available for employees? b. How do you assess the effectiveness of existing training or coaching programs in organizations? c. Are there any obstacles to the learning and development program?

This study undertook a comprehensive thematic analysis of interview transcripts to explore participants' perspectives on human capital management. Thematic analysis is a robust qualitative technique that produces comprehensive and dependable results through systematically identifying, analyzing, organizing, describing, and reporting the key themes found within the data. Thematic Analysis enables the identification of patterns and themes within a dataset through structured coding, offering an organized summary of key factors to aid in theory development (Braun & Clarke, 2013). The thematic analysis aids in revealing the factors influencing human capital and their interconnections within the Health laboratory in West Java, providing valuable insights for solution development in the study. The codes associated with the human capital drivers will undergo further elaboration and categorization.

The study reveals some codes that define the current condition within the organization. Codes 'leadership structure' and 'leadership improvement strategy' highlight the leadership's current practices. Health laboratory in West Java faces challenges in systematically evaluating and developing its leadership, especially as it transitions towards BLUD (Regional et al. Agency) status. Currently, the Provincial Health Office appoints the Head of Labkes and the Administrative Affairs Department Head, while Unit Heads are selected internally. However, performance reviews for Unit Heads lack thorough documentation and rely on a general evaluation form provided by the West Java Provincial Government, which is seen as insufficient for leadership assessment and development. Management recognizes the need for a structured process to evaluate and nurture future leaders. Additionally, with the shift to BLUD, there is an increased expectation for Unit Heads to devise strategic plans for business growth, revenue generation, and enhanced laboratory services to meet future community needs. The Employee Engagement Improvement' describes the Health laboratory in West Java, which recognizes the need to improve employee engagement and foster greater staff participation, especially in its BLUD transition. Currently, employees are required to follow instructions as per the Letter of Assignment, but management aims to encourage creative contributions and a stronger sense of initiative. The lack of adequate performance monitoring tools results in limited motivation, as employees receive the same compensation regardless of effort level. Management sees a need for a structured assessment system that rewards extra effort fairly, incentivizing employees to exceed standard expectations. This shift would support a fairer, more engaged workforce, promoting proactive contributions rather than mere compliance. Related to Codes 'Access to updated knowledge and information', 'Limited Training Opportunity' and 'Budget Limitation and Resolving Strategy' it is

elaborated that the Health laboratory in West Java encourages employee access to current information and skills by developing a "Sharing Friday" program in which teams that have attended national or international training share insights with peers. However, budget constraints limit the organization's ability to provide widespread training, certification, and workshops. As a result, only a tiny percentage of employees receive sponsored training, mainly from the West Java Provincial Government. To combat this, management promotes free online courses with unrestricted internet access. Technical training is infrequent, and there is no database to manage employees' training and certification progress, making effective planning impossible. Management hopes to build a systematic training strategy to address specific staff requirements over the next 3-5 years, but budget limits impede progress. Furthermore, while there was an evaluation form to analyze employee contributions after training, its utilization has been uneven, resulting in ambiguous findings. Management recognizes the necessity for a uniform evaluation instrument to enable consistent learning and development tracking. The interview result also reveals codes 'Organization Performance Optimization,' Employee Performance Evaluation,' and 'Infrastructure Development to Support HCM' that show that the Health laboratory in West Java is actively encouraging innovation and proactive contributions from employees to support its transition to BLUD status, with a strong focus on revenue generation, cost reduction, and improving financial performance to enhance employee welfare. Weekly manager meetings monitor progress and strategize improvements in service parameters, revenue, and expenses. However, the organization lacks adequate performance monitoring tools to fairly assess employees based on workload targets and competencies, impacting the ability to reward high performers or address underperformance. This need is heightened by ISO 15189, ISO 17025, and ISO 17043 standards, which mandate independent and objective employee evaluations for credible laboratory services. Additionally, infrastructure challenges hinder the growth of the health laboratory in West Java. The current facilities are outdated, with limitations in electrical capacity, structural integrity, and space, which restricts expansion and compromises lab safety and operational efficiency. As staff numbers increase, infrastructure improvements and updated equipment are essential to support human capital development, ensure a safe work environment, and meet the organization's five-year growth and development goals.

Quantitative Analysis (SEM-PLS)

The survey was disseminated to the entire employee base, targeting 123 respondents. One hundred fourteen employees completed the survey, representing 93% of the attendees. The participants' years of service vary from under a year to 35 years, with 32% of the population being employees who have served for 1 to 5 years. On the other hand, the YOS group aged 10-15 represents the smallest segment, comprising only 6% of the total population. The typical duration of service for participants is seven years. The survey results were analyzed using Smart PLS software (v3.3.2) to test the study model. PLS-SEM evaluation consists of two stages: the measurement model is assessed first, followed by the structural model (Hair et al., 2019). Initially, it is essential to conduct validity and reliability tests for this study to ensure the model's effectiveness and precision. It is essential to examine various values, such as outer loadings, to evaluate the model's validity, reliability, and fitness. The average variance extracted (AVE) value serves as a measure of validity,

requiring a threshold greater than 0.5. Additionally, a Cronbach's alpha exceeding 0.70 and composite reliability indicate that the technique is consistently applied to the same Object over time. The Cronbach's Alpha coefficient illustrates the strength of the correlation between the variables. According to Hair et al. (2019), the loadings of each indicator on the corresponding latent construct should exceed 0.7. Nonetheless, when the associated construct's CR (Composite Reliability) and AVE (Average Variance Extracted) exceed the established threshold, a loading ranging from 0.4 to 0.7 can be considered suitable (Hair et al., 2019).

Table 2. SMART PLS: Cronbach Alpha, Composite Reliability, and AVE

Indicators	CA	CR	AVE
Leadership Practice (LP)	0.849	0.898	0.687
Employee Engagement (EE)	0.896	0.928	0.763
Knowledge Accessibility (KA)	0.909	0.936	0.786
Workforce Optimization (WO)	0.891	0.925	0.755
Learning Capacity (LC)	0.918	0.942	0.803
Organization Transformation (OT)	0.751	0.843	0.573
Organization Performance (OP)	0.810	0.875	0.636

Table 3. SMART PLS: Outer Loading Calculation

Indicator	Outer Loading
LP1	0.748
LP2	0.821
LP3	0.868
LP4	0.874
EE1	0.857
EE2	0.859
EE3	0.889
EE4	0.888
KA1	0.896
KA2	0.882
KA3	0.904
KA4	0.865
WO1	0.814
WO2	0.908
WO3	0.879
WO4	0.872
LC1	0.897
LC2	0.893
LC3	0.884
LC4	0.910
OT1	0.823
OT2	0.742
OT3	0.745
OT4	0.713

Indicator	Outer Loading
OP1	0.790
OP2	0.781
OP3	0.781
OP4	0.838

This model is suitable for this study, having successfully undergone the reliability and validity assessments. The subsequent phase involves executing bootstrapping, enabling us to derive hypothesis results by analyzing the Path coefficient and p-value. The calculation employs a 95% confidence level, establishing the acceptable p-value as less than 0.05. Additionally, we examine the moderating influence of organizational transformation within the model. Moderation occurs when the intensity or orientation of the connection between two variables varies based on the level of a third variable, known as the moderator. The moderator plays a crucial role in shaping the impact of the independent variable on the dependent variable.

Table 4. SMART- PLS: Hypothesis Testing - Bootstrapping

Hypothesis	Relationship	Path Coefficient	p-Value	Result
H1	LP-OP	0.157	0.027	Significant
H2	EE-OP	0.121	0.171	Insignificant
H3	KA-OP	0.123	0.358	Insignificant
H4	WO-OP	0.232	0.039	Significant
H5	LC-OP	0.338	0.005	Significant
H6	Moderation LP by OT	0.161	0.020	Significant
H7	Moderation EE by OT	0.208	0.043	Significant
H8	Moderation KA by OT	0.002	0.988	Insignificant
H9	Moderation WO by OT	0.103	0.462	Insignificant
H10	Moderation LC by OT	0.139	0.238	Insignificant

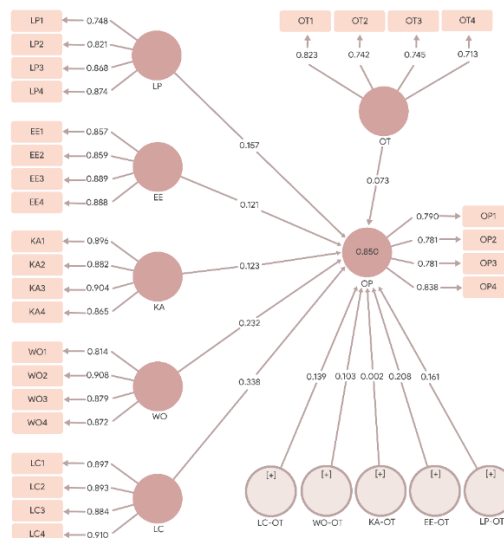


Figure 3. Smart-PLS: Path Analysis and Construct p-Value

Hypotheses H1, H2, H3, H4, and H5 directly correlate the factors influencing Human Capital Management (HCM) and the organization's performance. Conversely, hypotheses H6, H7, H8, H9, and H10 investigate the role of organizational transformation in moderating the relationship between each HCM driver and organizational performance. The survey results yielded several findings, concluding that hypotheses H1, H4, H5, H6, and H7 were accepted, whereas hypotheses H2, H3, H8, H9, and H10 were rejected. The findings from Hypotheses H1, H4, and H5 reveal a significant relationship, allowing us to conclude that managing leadership practices, workforce optimization, and learning capacity in the Health laboratory in West Java is effective and positively correlates with organizational performance. However, regarding H2 and H3, it was indicated that the relationship between employee engagement and knowledge accessibility to organizational performance was insignificant. Consequently, these two areas require an expanded space for improvement.

The moderation effect of organizational transformation in the model is defined using hypotheses H6, H7, H8, H9, and H10. The calculations indicate that organization transformation exhibits positive H1, H2, H3, H4, and H5 path coefficient figures. Therefore, it is likely that organizational transformation will enhance the relationship between the HCM drivers and organizational performance. Based on the P-value, it can be determined that only two hypotheses demonstrate a significant moderation effect on the model: H6 and H7. Consequently, organizational transformation is a significant moderator that enhances the relationships between leadership practices and employee engagement about organizational performance.

The survey findings indicate that the leadership practices, workforce optimization, and learning capacity have been deemed satisfactory and adequate. Consequently, it is essential to maintain this circumstance. Nonetheless, the findings indicated that the organization lacks sufficient employee engagement and knowledge accessibility. Consequently, enhancing these two areas is essential. Furthermore, the moderating influence of organizational transformation, characterized by BLUD implementation in the health laboratory in West Java, significantly impacts leadership practices and employee engagement. Moreover, the transformation and implementation of the organization require a more significant focus on aspects that currently exhibit minimal impact, including knowledge accessibility, workforce optimization, and learning capacity.

Summary of Qualitative and Quantitative Analysis

Qualitative and quantitative studies indicate that the Health laboratory in West Java's leadership practices, workforce optimization, and learning capacity effectively match organizational objectives, warranting maintenance. Nonetheless, improvements are necessary for staff engagement and knowledge accessibility. Organizational transformation as a BLUD substantially influences the effects of leadership and engagement, underscoring the necessity for both domains to evolve to facilitate organizational success. The thematic analysis indicates that management aims to improve their HCM strategies to respond to organizational changes adeptly. Conducting a quantitative research analysis enables the identification of specific areas requiring enhanced focus and improvement. According to qualitative and quantitative data analysis, five human capital

drivers require effective organizational management: leadership practices, employee engagement, information accessibility, workforce optimization, and learning capacity.

Table 5. Qualitative and Quantitative Analysis Summary

HCM Drivers	Qualitative Analysis	Quantitative Analysis	
		Direct Correlation	Moderating Effect
Leadership Practices	<ul style="list-style-type: none"> Organizational leaders have relevant competencies and skills. Managers meet weekly to maintain alignment. There is no adequate talent pool or succession plan to prepare future team leaders in any department. 	Significant	Significant
Employee Engagement	<ul style="list-style-type: none"> Employees demonstrate a collaborative approach towards the organization; however, there is a need for enhancement in employee engagement, especially regarding the execution of their daily assignments. Effective employee performance assessment tools are anticipated to motivate employees to enhance their work performance, ultimately benefiting their well-being. Equitable and appropriate compensation linked to job performance will motivate the employees to enhance their skills and overall performance. 	Insignificant	Significant
Knowledge Accessibility	<ul style="list-style-type: none"> Conducted a weekly knowledge-sharing session to enhance information and expertise among staff. staff to enhance collaboration among teams within the organization. A dedicated platform for centralized access to the newest information, standard operating procedures, manuals, and expertise, readily usable by all personnel, is still lacking. 	Insignificant	Insignificant
Workforce Optimization	<ul style="list-style-type: none"> Motivate employees to engage in enhancing organizational performance. There is a lack of particular data regarding individuals' competencies, training history, and career plans to underpin the workforce optimization strategy. Management aims to enhance staff productivity by implementing appropriate HCM measurement tools soon to comply with ISO standards. Management is now devising an infrastructure development plan to enhance HCM processes and ensure that human capital development aligns with the growing infrastructure capacity. New employment positions, including finance, sales, and marketing, must be filled to execute BLUD. The new hire will be appointed as a BLUD employee (non-government employee). 	Significant.	Insignificant
Learning Capacity	<ul style="list-style-type: none"> Offer regular soft-skill training to all employees. Provide reliable internet access to assist staff with online training or certification. Due to funding constraints, the organization can now not offer technical skill training to its staff. As a result, each employee is responsible for covering their training or certification costs. 	Significant	Insignificant

Based on the qualitative and quantitative analysis, the existing leadership practices should be preserved, as the leadership strategies in the Health laboratory in West Java are deemed beneficial. All studies indicate that the present leadership is sufficiently effective in steering the organization toward its objectives. However, additional factors influencing HCM, including employee

engagement, knowledge accessibility, workforce optimization, and learning capacity, necessitate greater focus and improvement.

The quantitative analysis of the drivers reveals an insignificant direct correlation between employee engagement and knowledge accessibility with organizational performance, indicating that both drivers contribute ineffectively to organizational success. This aligns with the findings of a qualitative study on both drivers, indicating that the firm suffers from inadequate employee engagement due to ineffective performance evaluation and remuneration practices. Moreover, the firm fails to offer an adequate platform to improve information accessibility for all personnel. To attain organizational success, the entity must enhance employee engagement and knowledge accessibility.

The quantitative study indicates that working optimization and learning capacity are directly related to organizational performance. However, the moderating effect of organizational transformation remains insignificant, indicating a need for improvement to enhance performance in the BLUD era. The quantitative results align with the qualitative study's conclusions, which underscore the organization's need to enhance staff productivity, human capital management, and learning and development planning to boost employee performance. Both studies indicate that the Health laboratory in West Java must enhance its operational efficiency and learning ability to attain the organization's objectives.

The complete investigation indicates that the HCM drivers in the health laboratory in West Java need improvement and enhancement. Organizational change requires the organization to adapt to new conditions and difficulties. Therefore, it is essential to enhance human capital management techniques by maintaining existing leadership strategies and reinforcing the other four HCM drivers: employee engagement, knowledge accessibility, task optimization, and learning capacity.

Business Solution

This study utilizes the 7S change management framework to enhance the organization's transformation and maximize the development of the human capital management strategy (Alam, 2017). This paradigm allows us to delve deeper into the human capital factors necessitating development during the BLUD implementation phase. The framework comprises seven interrelated components: Strategy, Structure, System, Shared Value, Style, Staff, and Skills (Kaplan, 2005). These components facilitate the formulation of a systematic human capital strategy.

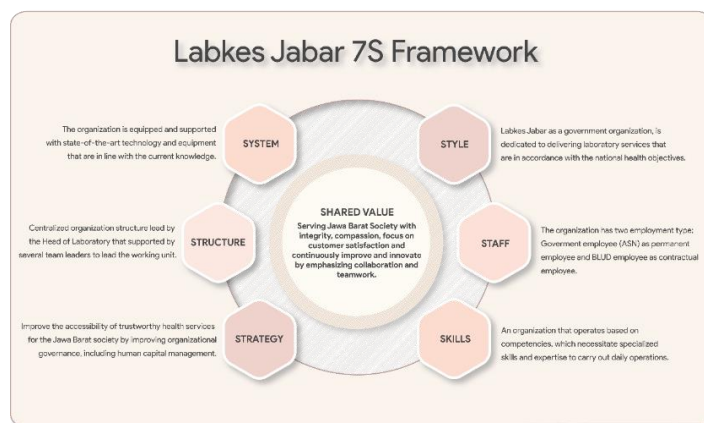


Figure 4. 7S Framework

1. Strategy

The health laboratory in West Java's transition to BLUD aims to improve Jawa Barat's access to reliable health services, leveraging organizational autonomy to enhance governance and performance. This requires shifting from administrative HCM practices to a more sophisticated model focusing on leadership, employee engagement, knowledge access, workforce efficiency, and learning capacity. Maintaining national and international accreditations necessitates a platform to evaluate human capital performance systematically, which should involve all stakeholders, particularly management (Boon et al., 2018).

2. Structure

Following Jawa Barat Provincial Health Office guidelines, the Health laboratory in West Java operates a centralized structure led by the Head of the Laboratory, supported by team leaders. Effective communication and teamwork are vital. Establishing a shared knowledge platform with essential documents, like SOPs and updates, accessible to all employees will support effective information exchange throughout the BLUD period. This platform should be easily accessible to all employees and could be a primary shared folder containing standard operating procedures, template reports, or the most recent information. Alternatively, it might be implemented using a simple program that can restore all vital information and guidance to improve knowledge accessible inside the organization during the BLUD period.

3. System

Embracing technology is essential for sustainability and competitiveness (Alhumeisat, 2024). With BLUD autonomy, the Health laboratory in West Java can optimize systems within available resources, utilizing digital tools to enhance HCM functions like knowledge access, workforce optimization, and learning. Consequently, to facilitate the deployment of advanced HCM, the Health laboratory in West Java could utilize technology that enables the business to manage advanced HCM efficiently. Technology can enhance many HCM drivers, including knowledge accessibility, learning capacity, and workforce optimization. Numerous free applications and platforms presently exist that can enhance knowledge management, learning management, and performance management systems, enabling effective administration of advanced HCM deployment.

4. Style

Health laboratory in West Java's commitment to equity, accessibility, and sustainability in healthcare services underpins its alignment with national health goals. Achieving objectives necessitates effective staff involvement (Kurniawati & Raharja, 2023). A welfare enhancement program could incentivize employees to exhibit extraordinary performance (Jena et al., 2018). The incentive may be an annual bonus or a monthly performance stipend. This welfare enhancement program is anticipated to promote staff performance, competence, and professionalism (Zelenski et al., 2008). Employees must be inspired to execute their obligations with zeal and commitment, which requires substantial employee engagement (Baquero, 2023). To enhance employee engagement, the Health laboratory in West Java could establish a reward program and offer performance-based allowances to employees. The organization could introduce a welfare program that rewards high performance through bonuses or stipends to enhance employee engagement. Initiatives promoting work-life balance, wellness, and employee well-being can further boost engagement and support a positive workplace culture. Moreover, enhancing employee health could help bolster staff engagement (Zelenski et al., 2008). To foster a robust relationship between employees and the organization, it is essential to sustain employee well-being. Health laboratory in West Java might launch a well-being enhancement initiative through work-life balance campaigns and facilitate access to wellness programs, including diverse sporting events and religious-spiritual activities. The activities and campaigns are anticipated to enhance employee involvement at the Health laboratory in West Java, ultimately influencing the overall organizational performance.

5. Staff

The health laboratory in West Java employs ASN (civil servants) and BLUD (contractual) staff. In the BLUD era, it had the autonomy to recruit contract employees in specialized areas like finance and HR. Creating a comprehensive database of employee skills, competencies, and experiences will support talent management, succession planning, and long-term sustainability. Consequently, the business must accurately delineate the requisite skills, competencies, and character traits appropriate for the organization before initiating the recruitment process. A vital aspect of staffing is creating a comprehensive database catalogs every employee's competencies, talents, and experiences. The database facilitates the organization's implementation of talent management, significantly enhancing its long-term sustainability (Asfahani, 2024). Talent management involves hiring and recruiting and building and optimizing employee performance by matching skills and competencies to organizational demands. Health laboratory in West Java may build a talent pool for sustainability and succession planning by creating a comprehensive database of staff skills, competencies, and performance.

6. Skill

Ensuring employees possess the required competencies is crucial in healthcare (Al Jabri et al., 2023). Health laboratories in West Java should supplement TRK mobile apps with competency-based performance assessments for clinical and non-clinical roles. For accurate evaluation, this system should use SMART criteria. To ensure task quality, managers must regularly manage and assess employees' abilities and competencies (Arisanti et al., 2023).

Consistent competency and performance assessments let the corporation analyze staff effectiveness and make organizational development and progress decisions. The review helps the organization identify issues that require immediate attention, teamwork, and coaching. To ensure skills and competencies meet organizational needs, the Health laboratory in West Java should undertake frequent competency and performance assessments. In addition to TRK mobile apps for employee performance monitoring, the Health laboratory in West Java could adopt a competency-based performance assessment system to analyze employee performance based on role-specific competencies. The performance appraisal technique can stress clinical and non-clinical skills. To ensure performance appraisal success, indicators must include SMART goals. Human capital management must address learning capacity, competency, and performance for workforce optimization in the Health laboratory in West Java. The Indonesian government supports cutting-edge technology and equipment due to the Health laboratory in West Java's COVID-19 study. Modern technology helps the company, but it needs experienced staff. Management today values learning. To ensure tech-savvy staff, the organization must teach and develop them (Hansson et al., 2004). The training budget must include technical training, workshops, and certification to ensure personnel can do their jobs. The training and development plan schedule must reflect organizational demands. Training must be appropriately chosen and assigned to the right person or team to be effective.

7. Shared Value

Health laboratory in West Java is committed to serving the community of Jawa Barat with integrity and compassion, prioritizing customer satisfaction while striving for continuous improvement and innovation through enhanced collaboration and teamwork. Leadership plays a crucial role in ensuring the implementation of these values across all areas of the organization. Effective leadership is essential for ensuring that vision, mission, and values are implemented in alignment with the organization's goals (Alqatawenh, 2018). Organizational transformation requires continuous support from all stakeholders, especially management. Effective leadership will enable a seamless transformation process and ultimately enhance the company culture (Kaur Bagga et al., 2023). Therefore, Health laboratory in West Java needs to persist in innovating and maintaining existing leadership practices to improve the leadership roles within the organization.

Practical Implications

The results demonstrate that the Health laboratory in West Java necessitates a robust Human Capital Management (HCM) system to facilitate its transition into BLUD. Primary focal points should encompass leadership cultivation, enhancement of learning capacity, workforce optimization, knowledge accessibility, and employee engagement. Enhancing these components will assist the Health laboratory in West Java attain its strategic objectives. A principal recommendation is establishing a specialized team to devise and execute sophisticated HCM processes strategically. This approach requires robust commitment at all organizational tiers, with leadership assuming a pivotal role. Visionary leaders can offer the systematic direction required to navigate change efficiently. Although the Health laboratory in West Java exhibits proficient

leadership practices, impending difficulties necessitate a systematic talent pool and succession strategy to cultivate a resilient and flexible staff.

Consistent monitoring of personnel proficiency and performance is also crucial. In addition to utilizing the existing TRK performance measurement instrument, the Health laboratory in West Java should contemplate competency-based evaluations for a more comprehensive assessment. Integrating performance assessments with a systematic training and development strategy will facilitate focused enhancements. Training programs must be prioritized and organized within budgetary limitations to optimize effectiveness.

Competency-based evaluations will enable the Health Laboratory in West Java to maximize its workforce by encouraging employees to improve their skills, competencies, and professionalism. Incorporating digital tools into the workforce development strategy will facilitate effective resource management and guarantee that employees have convenient access to the most current knowledge, information, and policies pertinent to their positions.

Health laboratory in West Java should augment employee involvement by acknowledging and rewarding great achievers to facilitate organizational transformation. The well-being of employees is essential for enhancing engagement; the implementation of wellness initiatives, including work-life balance programs, regular fitness activities, family gatherings, and entertainment events, fosters a favorable work atmosphere that promotes dedication to company goals. The effective administration and continuous oversight of these HCM projects are essential for their longevity and overall impact on organizational performance.

Implementation Plan and Justification

Management can adhere to the proposed 5W+1H implementation plan, schedule, and strategic scope to execute the complete HCM throughout the organization.

Table 6. Timeline for HCM Implementation

Activities	Time (month)											
	1	2	3	4	5	6	7	8	9	10	11	12
Strategic Planning and Introduction												
Create a specialized committee for HCM initiatives.												
Develop the HCM practices and create organized implementation programs.												
Improvement and advancement of systems.												
Selection of "HCM Champions."												
Instruction and socialization of newly implemented HCM procedures												
Integration and Observation of the Process												
Execution of the pilot project												

Activities	Time (month)												
	1	2	3	4	5	6	7	8	9	10	11	12	
Evaluation of the pilot project													
Initial planning meeting													
Comprehensive Execution													
Monthly meeting for monitoring implementation													
Assessment													
Employee survey													
Collect the Manager's perspective.													
Monthly meeting for managers													
Adjustments to HCM practices (as necessary)													
Reporting													
Management Progress Report													

Implementing these stages will offer the Health laboratory in West Java a practical framework to improve its human capital management (HCM), hence facilitating its transition to BLUD, enhancing workforce skills, and enhancing overall performance in a manner that is both sustainable and environmentally conscientious.

Table 7. The 5W+1H HCM Implementation Plan

Details	Explanations
Why	We are equipping the organization to adopt autonomy in the BLUD era, augmenting organizational performance, and enhancing agility to confront future difficulties.
Who	The Administrative Affairs Department Head, Team Leaders, and all employees will be involved in implementing new advanced HCM.
What	The objectives are to improve organizational performance and deliver exceptional, cheap, and reliable services to consumers and the Jawa Barat community.
When	The implementation will occur in a phased manner over 12 months. The first three months will focus on strategic planning and educational initiatives, followed by a six-month phase to systematically implement and evaluate the plan. The last quarter is designated for assessment and any required modifications.
Where	The new advanced HCM will be implemented organization-wide, with the initial pilot project commencing in the Administrative Affairs and Service Departments.
How	Planning and Education Phase (Months 1-3)

- Establish a committee chaired by the head of the Administrative Affairs Department and supported by a select group of employees from various departments.
- Develop a structured HCM working program and establish HCM practices.
- Begin the system enhancement and development process to facilitate the implementation of HCM.
- Ensure that the communication and training process is conducted effortlessly by selecting "Champions" in each department.

Implementation and Monitoring Phase (Months 3-9)

- The pilot project implementation commences in month 4 and concludes in month 6, during which the monitoring and evaluation procedure is conducted continually. After month six, the company must evaluate the pilot project and implement requisite modifications. Before the commencement of the HCM implementation, a pre-implementation meeting must be held to collect insights from all stakeholders and provide a seamless HCM implementation process.
- In month 7, the HCM procedures will apply to all units within the organization, and the HCM implementation will commence in full.
- Monthly meetings to evaluate the efficacy of HCM and modify regulations and strategy.
Reporting, data visualization, and stakeholder updates.

Evaluation Phase (Months 9-12)

- Gather valuable feedback from all employees and managers.
 - Conduct a manager's meeting to evaluate the efficacy of the new HCM and ensure ongoing improvement.
 - Modify policies and procedures following the feedback and the outcome of the manager's meeting.
-

The systematic execution of advanced HCM guarantees that the process is organized, transparent, and aligned with the organization's strategic goals. It also allows the company to monitor and implement necessary adjustments to attain consistent sustainable progress.

CONCLUSION

The adoption of BLUD as a means of organizational change requires the backing of an appropriate human capital management system. This study examines human capital management within the business and identifies the human capital drivers that require enhancement to attain the organization's transformation goals. The analysis indicates that Health laboratory in West Java must effectively manage its existing human resources to prepare for the implementation of BLUD in 2025. As a governmental entity, many fundamental circumstances are not readily amendable; hence, this study concentrates on domains that possess potential for enhancement while remaining adaptable. To facilitate the adoption of BLUD, Health laboratory in West Java should employ a customized advanced HCMS capable of efficiently monitoring five critical domains as delineated

by Bassi: leadership practices, employee engagement, knowledge accessibility, workforce optimization, and learning capacity (Bassi & McMurrer, 2007). Those areas may be modified and administered in compliance with governmental regulations and directives. The research utilized both qualitative and quantitative analysis to pinpoint areas requiring enhancement. The investigation found four domains necessitating enhancement and one domain warranting preservation. The area demonstrating positive research outcomes that require preservation is leadership practices. Both qualitative and quantitative analyses indicate that the organization has effective leadership practices and is prepared to adopt BLUD implementation. Simultaneously, other areas, such as learning capacity, workforce optimization, knowledge accessibility, and employee engagement, necessitate enhancement. To boost the organization's capacity to effectively apply BLUD, all relevant areas must be improved by applying an advanced and structured HCMS. Health laboratory in West Java can implement several strategic actions to improve its Human Capital Management (HCM). By implementing a competency-based performance monitoring system that incorporates SMART indicators, employees will be motivated by the recognition of high performers, and evaluations will be fair and transparent. Enhancing knowledge sharing through a centralized platform would enable employees to easily access information and learning materials, thereby fostering continuous development beyond in-person sessions. Enabling the development of a training roadmap that spans 3-5 years would facilitate the development of specific skills within the constraints of the budget, thereby aligning employee development with the organization's objectives. In order to enhance engagement and well-being, the organization could implement welfare programs, including wellness activities and performance-based incentives, which would cultivate a supportive work environment. By utilizing digital tools to monitor HR functions, HCM operations could be optimized and transparency would be enhanced, facilitating more informed decision-making. The establishment of a specialized HCM committee would guarantee that HCM practices are closely monitored, thereby promoting stakeholder engagement and ensuring that they are in accordance with the objectives of BLUD. Furthermore, to cultivate a culture of continuous improvement, it would be beneficial to conduct quarterly employee engagement surveys and collect feedback from managers in order to monitor satisfaction levels and promptly address areas for improvement. The combination of these measures would fortify Health laboratory in West Java's HCM, facilitate its transition to BLUD, improve workforce skills, and improve overall organizational performance.

Moreover, subsequent research should concentrate on determining the indicators that influence competency and skill, directly affecting organizational performance. Furthermore, executing similar investigations in different locations and comparable governmental entities would enhance the findings' generalizability and the applicability of improved HCMS techniques.

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