



Implementation of Competency-Based Career Management in Improving the Professionalism of Medical Personnel at Islamic Hospital Banjarmasin

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Abstract : *In facing the challenges of an increasingly complex and dynamic world of work, competency-based career management is a strategic approach in managing human resources, especially medical personnel. This study aims to examine the implementation of competency-based career management system in improving the professionalism of medical personnel in Banjarmasin Islamic Hospital. Using descriptive qualitative methods based on literature studies, this study highlights the importance of structuring career paths that are structured and oriented to technical and non-technical competencies, such as communication skills, leadership, and ethical integrity. The results of the analysis show that this approach is not only able to answer the internal needs of the hospital in building a professional work culture, but also a strategic response to the demands of quality health services, fast, and humane. The implications of this implementation are expected to encourage increased work motivation, service efficiency, and competitiveness of health institutions in the modern era.*

Keywords: *Career Management, Competence, Hospital, Medical Personnel, Professionalism.*

Abstrak : Dalam menghadapi tantangan dunia kerja yang semakin kompleks dan dinamis, manajemen karir berbasis kompetensi merupakan pendekatan strategis dalam mengelola sumber daya manusia, khususnya tenaga medis. Penelitian ini bertujuan untuk mengkaji penerapan sistem manajemen karir berbasis kompetensi dalam meningkatkan profesionalisme tenaga medis di Rumah Sakit Islam Banjarmasin. Dengan menggunakan metode kualitatif deskriptif berdasarkan studi pustaka, penelitian ini menyoroti pentingnya penataan jenjang karir yang terstruktur dan berorientasi pada kompetensi teknis dan non teknis, seperti keterampilan komunikasi, kepemimpinan, dan integritas etika. Hasil analisis menunjukkan bahwa pendekatan ini tidak hanya mampu menjawab kebutuhan internal rumah sakit dalam membangun budaya kerja yang profesional, tetapi juga merupakan respon strategis terhadap tuntutan pelayanan kesehatan yang bermutu, cepat, dan manusiawi. Implikasi dari penerapan ini diharapkan dapat mendorong peningkatan motivasi kerja, efisiensi pelayanan, dan daya saing institusi kesehatan di era modern.

Kata Kunci: Manajemen Karir, Kompetensi, Profesionalisme, Tenaga Medis, Rumah Sakit.

1. INTRODUCTION

In the competitive and dynamic world of modern work, human resource management can no longer be done conventionally. One important element in human resource management is career management, especially competency-based career management (Samsuar & Arkadius, 2023). directing, developing, and managing employee career paths based on skills, attitudes, knowledge, and work behaviors that are relevant to the organization's strategic needs. In the context of hospitals, especially Banjarmasin Islamic Hospital, competency-based career management becomes increasingly crucial considering that medical personnel are the spearhead of health

services that must always be professional, adaptive to the development of medical science, and have a high commitment to service quality (Febrian & Solihin, 2024). However, many health institutions still face challenges in integrating a structured and competency-oriented career management system into the overall HR development process.

Theoretically, a career is not just a series of jobs that a person undertakes, but also a process that reflects growth, achievement, and self-actualization. A career is a series of work experiences and activities that shape individual attitudes and behavior in the professional world (Roberson et al., 2024). Whereas Molloy and Butler in (Lyndgaard et al., 2024), assert that a career includes a person's entire professional journey throughout his life. Therefore, career development and management carried out by organizations - including hospitals - should be directed not only to the structural needs of the organization, but also to the compatibility between individual aspirations and the strategic needs of the institution. Competency-based career management is an ideal approach because it is able to bridge these two interests: the organization obtains a workforce with optimal qualifications and performance, while individuals get self-actualization opportunities that are in line with their potential and interests.

Banjarmasin Islamic Hospital as one of the health care institutions under the auspices of Islamic values and professionalism, is faced with an urgent need to maintain and improve the quality of its human resources, especially medical personnel. The professionalism of medical personnel is highly dependent on a consistent and measurable coaching process, including how the hospital manages their career path. So far, promotion or career development of medical personnel is often based on tenure or structural closeness, rather than fully based on evaluation of actual competencies, clinical abilities, and other indicators of professionalism. This can lead to a decrease in work motivation, the emergence of professional stagnation, and even potentially disrupt the quality of health services provided to patients.

Through the implementation of competency-based career management, Banjarmasin Islamic Hospital can develop a career path map for medical personnel that is measurable, transparent, and accountable. With this approach, each medical personnel will be assessed based on competency indicators such as technical ability, communication soft skills, decision-making ability, leadership, and discipline in carrying out their professional duties. In addition, this approach can also improve the morale of medical personnel because they feel valued and given the opportunity to develop based on actual

potential, not just seniority. Competencies that are systematically built will also encourage the realization of a work culture that is oriented towards quality, efficiency, and innovation in health services.

On the other hand, the need for quality health services is increasing along with increasing public awareness of the right to safe, fast, and humane health services (Doni & Andi, 2025). Therefore, Banjarmasin Islamic Hospital is required to always improve the capacity and professionalism of its medical personnel. Career development is not just a promotion, but a lifelong learning process that enables medical personnel to continuously update knowledge, improve skills, and adapt to developments in medical technology and patient service demands. Therefore, the implementation of competency-based career management is not only an internal organizational need, but also a strategic answer to the complex external demands in the modern era.

Furthermore, the implementation of competency-based career management is also in line with the spirit of bureaucratic reform and increased performance accountability in the public sector, including the health service sector. In the context of hospitals, success in building a structured career management system will have a long-term impact on patient satisfaction, institutional reputation, and overall hospital competitiveness (Sari & SH, 2024). Therefore, it is important for Banjarmasin Islamic Hospital to not only implement this system administratively, but also build a collective commitment from all hospital stakeholders - from leaders to medical personnel - so that the implementation of competency-based career management can run effectively and sustainably. In other words, career management transformation is an entry point to build a strong ecosystem of professionalism and superior service orientation.

Based on this background, it can be concluded that the implementation of competency-based career management is an urgent and strategic need for improving the professionalism of medical personnel in Banjarmasin Islamic Hospital. This approach is expected to be a comprehensive and sustainable framework in building medical personnel who are not only technically reliable, but also superior in ethics, communication, and integrity in health services. Therefore, this study is important to examine the extent to which competency-based career management has been implemented, the challenges faced, and its impact on improving the professionalism of medical personnel in Banjarmasin Islamic Hospital.

2. LITERATURE REVIEW

Management Theory: The Foundation of Human Resource Governance

Management, as defined by (Rudini, 2024), is the process of planning, organizing, directing, and controlling organizational resources to achieve goals efficiently and effectively. In the context of healthcare institutions such as hospitals, management serves as a core mechanism to coordinate human resources, medical infrastructure, and patient services within a unified operational system.

Human Resource Management (HRM) specifically deals with the planning, recruitment, development, and performance evaluation of employees. In a faith-based institution like Islamic Hospital Banjarmasin, HRM practices must also reflect religious values, ethics, and social responsibility alongside modern management standards.

Career Management: A Competency-Based Approach

Career management refers to a structured and strategic effort by both the organization and the individual to plan, develop, and achieve career goals over time (Nabila, 2024). In competency-based career management, the focus lies on aligning employees' skills, behaviors, and knowledge with performance requirements and organizational goals.

There are three core indicators used to measure effective career management:

a. Career Exploration

Career exploration is the process in which individuals gain insight into various occupational roles, understand their personal interests and strengths, and align those insights with the opportunities available within the organization. In a hospital setting, this includes understanding medical career pathways such as becoming a specialist, clinical manager, or even transitioning into healthcare leadership roles. Career exploration also promotes alignment between personal values and the institutional culture—particularly relevant in Islamic hospitals, where spiritual and ethical dimensions are integral.

b. Development of Career Goals

This element refers to an individual's ability to set and refine short- and long-term career objectives. These goals should be relevant, measurable, and achievable within the framework of the hospital's operational structure. For instance, a nurse aiming to become a department head must engage in continuous professional development, pursue advanced clinical training, and exhibit leadership capacity. A well-

implemented career goal development system ensures that all medical staff have clear, structured growth plans aligned with organizational strategy.

c. Political System-Building

Political system-building refers to the strategic development of professional networks, internal influence, and organizational navigation. In hospitals, this includes understanding formal and informal power dynamics, participating in committees, contributing to policy discussions, and maintaining a professional reputation. In an Islamic institutional setting, political system-building must be grounded in fairness, meritocracy, and ethical conduct to ensure that opportunities are distributed transparently and based on competency rather than favoritism.

Professionalism in the Healthcare Sector

Professionalism is the embodiment of ethical behavior, clinical competence, accountability, and a commitment to continuous improvement in the workplace (Priansa & Garnida, 2015). In the healthcare field, professionalism is non-negotiable as it directly affects patient outcomes and institutional reputation. Core aspects include:

- Technical competence: mastering clinical procedures and staying current with medical knowledge
- Work ethics: integrity, reliability, and adherence to healthcare standards and codes of conduct
- Service commitment: providing patient-centered care with compassion and responsibility
- Discipline and accountability: meeting obligations consistently and demonstrating moral character

In Islamic Hospital Banjarmasin, professionalism also incorporates spiritual values, such as honesty (*ṣidq*), trustworthiness (*amānah*), and excellence (*iḥsān*). Healthcare workers are expected to treat their duties not just as tasks, but as acts of service to both humanity and God.

The Link Between Career Management and Professionalism

Several studies emphasize a strong correlation between career management practices and employee professionalism. A clearly structured and transparent career management system increases motivation, reduces turnover, and builds a culture of competence and continuous learning.

For medical personnel, knowing that their efforts and talents are recognized and supported through a defined career trajectory fosters stronger job satisfaction and organizational commitment. They are more likely to demonstrate discipline, empathy, and ethical practice, which in turn enhances the overall quality of healthcare services provided.

3. RESEARCH METHOD

This research uses a qualitative approach with a literature study method (library research). This approach was chosen to explore and analyze various theories, findings, and results of previous research relevant to the implementation of competency-based career management and its influence on the professionalism of medical personnel, especially in the context of hospitals.

Type of Research

This type of research is descriptive qualitative, which aims to describe in depth the concepts, strategies, and models of competency-based career management and their implications for improving the professionalism of medical personnel based on secondary data from various scientific sources (Sugiyono, 2019).

Data Source

The data used in this study are secondary data, obtained from:

- a. Accredited national and international journals
- b. Scientific books relevant to HR management and the world of health
- c. Theses, dissertations, and previous research reports
- d. Official documents from relevant agencies such as the Ministry of Health, WHO, and Banjarmasin Islamic Hospital
- e. Scientific articles from databases such as Google Scholar, ResearchGate, Scopus, and ProQuest.

Inclusion criteria included literature published in the last 10 years (2015-2025), relevant to the topic, and available in full. Meanwhile, literature that does not have academic validity or is irrelevant to the main theme of the study will be excluded from the analysis.

Data Collection Technique

Data was collected by means of documentation, namely identifying, classifying, and reviewing the contents of various predetermined literatures. Researchers used content analysis techniques to identify important concepts that support the framework.

Data Analysis Technique

The collected data was analyzed in the following stages:

- a. Data reduction, which is the process of filtering important information related to the implementation of competency-based career management and professionalism of medical personnel.
- b. Data presentation, in the form of summarized information in the form of tables, quotes, or narrative descriptions from various sources.
- c. Drawing conclusions, based on thematic patterns and synthesizing theories and findings found from various references.

This analysis is done thematically to find the relationship between concepts and how competency-based career management is able to improve aspects of professionalism in the work environment of medical personnel.

Data Credibility

To maintain the credibility and accuracy of information, researchers used source triangulation by comparing various literature from different sources, both national and international. In addition, researchers conducted source criticism to assess the validity and strength of the arguments of each reference used.

4. RESEARCH RESULTS

The Strategic Role of Leaders in Improving the Competence of Medical Personnel through the Implementation of Competency-Based Career Management at Banjarmasin Islamic Hospital

In the ever-evolving world of health services, the success of improving the professionalism of medical personnel is highly dependent on the commitment and strategies implemented by hospital leaders. In Banjarmasin Islamic Hospital, the implementation of competency-based career management is one approach that is considered effective in creating medical personnel who are not only technically competent, but also have strong professionalism values. The role of leaders in this context

is very central, because they are not only policy holders, but also directors of organizational strategy, drivers of work culture, and decision makers in human resource management. One of the first steps that leaders must take is to develop a competency map (competency mapping) that clearly describes the standard abilities that must be possessed by each medical staff based on career paths, work functions, and dynamic health service needs.

This competency mapping process must be adapted to the vision and mission of the Islamic Hospital of Banjarmasin, and pay attention to regulations from the Ministry of Health and hospital accreditation standards. The competencies in question not only include medical technical expertise such as diagnosis, clinical action, use of advanced medical tools, and handling emergency cases, but also include non-technical competencies such as leadership, interprofessional communication, empathy for patients, work ethics, and conflict management. Leaders need to involve various parties in the process of preparing this competency framework, including installation heads, room heads, HR development teams, as well as senior medical personnel who already have long experience in their fields. This collective engagement will ensure that the resulting competency framework is truly applicable and not merely administrative in nature. After the competency framework is prepared, the leadership must build a continuous competency evaluation system. This evaluation aims to measure the extent to which medical personnel meet established standards. This system can include periodic assessments, internal competency tests, performance track records, feedback from patients and colleagues, and Medical audit reports. Leaders need to instill that evaluation is not a form of supervision per se, but a tool to understand individual development needs. Through objective evaluation data, hospitals can design training programs, workshops, seminars, and further studies that are personal and in accordance with the competence gap found. Not all medical personnel have shortcomings in the same area; therefore, an individual approach to career development becomes extremely important to maintain the effectiveness and efficiency of training. Leaders also have a responsibility to ensure that competency development is carried out in a systemic and structured manner. This can be realized through the establishment of a Career Development Unit under the HR division, which functions as an administrative manager and implementation of competency improvement programs. This Unit works closely with the leadership and head of the unit to identify training needs based on real time data from medical services. The training provided must be varied, including technical training such as handling certain cases,

training in the use of new medical devices, training in evidence-based medicine-based procedures, as well as soft skills training such as empathic communication, handling patients with mental disorders, or strengthening spiritual values in medical services, in accordance with the character of Islamic hospitals. In addition, leaders also need to adopt a mentoring and coaching approach as a long-term strategy in fostering the competence of medical personnel. Through this method, senior medical personnel who have a good track record can be directed to become mentors for new medical personnel. This mentor and mentee interaction not only builds positive professional relationships, but also accelerates the process of knowledge transfer, organizational values, and familiarization with hospital operational standards. Coaching from leaders to medical personnel is also important in shaping the character of clinical leadership, increasing self-confidence, and building a solutive mindset in facing the challenges of daily health services. In addition, hospital leaders need to integrate this competency-based career management system into the reward and recognition system. Recognition of the increased competence of medical personnel through incentives, promotions, or non-material rewards will increase their motivation and loyalty to the institution. When medical personnel feel that their competence is valued and becomes an important part of the career process, it will grow a sense of ownership and greater responsibility for the performance and quality of Service. Leaders should also be open to external collaboration in increasing competence. Islamic Hospital Banjarmasin can cooperate with health education institutions, professional training institutions, medical professional organizations such as IDI and PPNI, as well as national and international accreditation institutions. This collaboration provides access to medical personnel to obtain certified training, participate in continuing education scholarship programs, to participation in national and international scientific forums. Active participation in such professional networks not only enriches individual competence, but also enhances the professional image of the hospital institution itself in the eyes of the community and stakeholders. However, leaders must also face challenges in this implementation, such as resistance to change, limited training budgets, the digital divide in the use of online training technology, as well as the high workload of medical personnel making it difficult to make time for training. For this reason, leaders need to have good managerial and communication skills in order to be able to design flexible and adaptive training systems, such as e-learning, blended training, or training outside the main working hours with fair compensation for working time. This approach will increase participation without disrupting the main services of the hospital. The entire process must

be supported by a sophisticated HR Information System, which digitally records the competency data of each medical personnel, including training history, evaluation results, competency targets, and career achievements. Digitalization is important to facilitate data-driven decision making by leaders in terms of job rotation, promotion, to the preparation of long-term training strategies. This information system can also be used by medical personnel independently to access their career information and plan competence development proactively. With all strategies and roles that are carried out consistently and with full commitment, the leadership of the Banjarmasin Islamic Hospital will be able to create a work ecosystem that supports increasing the competence of medical personnel on an ongoing basis. The application of competency-based career management that is structured and adaptive will form medical personnel who are not only reliable in technical aspects, but also have character, ethical, and professional in carrying out their humanitarian duties. This is the main foundation for hospitals that want to excel in service and become trusted, qualified, and Islamic health referral centers in the future.

Stages of implementation of competency-based Career Management in Banjarmasin Islamic hospital

The implementation of competency-based Career Management in Banjarmasin Islamic Hospital is carried out through several systematic and measurable stages, with the main goal of creating medical personnel who are not only technically competent, but also have high motivation and sustainable self-development orientation. Each stage is designed to accommodate individual needs while ensuring alignment with the vision and mission of the hospital in providing quality health services. Here is a more detailed explanation of these stages (Liu et al., 2025):

- a) Career Exploration-in-depth exploration of an individual's potential and interests The first stage in this career management is a comprehensive exploration process of the potential and interests of medical personnel. The hospital conducts a series of assessments that include measurement of technical competence, evaluation of soft skills, as well as psychological assessments that help identify areas of expertise and career preferences of each medical personnel. This process is not only carried out once, but periodically and continuously to adjust to the dynamics of individual development and organizational needs. For example, General Practitioners who initially focus on basic clinical services may be identified as interested in a specialist area such as cardiology or radiology, and provided with direction and training

facilities to support that interest. In addition, exploration also includes non-clinical aspects, such as interest in hospital management, quality services, or research and development. For example, a pharmacist who has an interest in clinical drug research will be directed to join a hospital research project and be given specific training in the field. This approach is very effective to avoid career stagnation and foster a sense of enthusiasm and job satisfaction.

- b) **Development of Career goals-setting realistic and measurable career goals** Once the potential and interests have been successfully explored, the next step is to assist medical personnel in setting clear and measurable career goals. By using the goal-setting theory approach, the hospital facilitates each individual to formulate medium and long-term goals in accordance with their aspirations and capacities. For example, a nurse could set a goal to become an emergency specialist nurse in the next 3-5 years, while a young doctor could have a target of obtaining a child specialist certification or serving as a paediatric services coordinator. The hospital provides mentoring facilities by experienced senior medical personnel as well as tiered training programs, ranging from workshops to formal education tailored to the chosen career path. In addition, the hospital also encourages the preparation of an Individual Development Plan (IDP) that contains concrete steps, such as attending specific training, deepening knowledge through independent study, to involvement in strategic hospital projects. The plan is regularly evaluated to ensure achievement of objectives and make adjustments when necessary. The importance of setting these career goals lies not only in achieving a certain position, but also as a means of motivation and continuous professional development. This helps medical personnel to focus more on honing competencies and improving the quality of services to patients.
- c) **Political System-building a competitive system that is transparent, fair, and based Achievements** The final stage of the implementation of Career Management is the formation of a healthy and transparent competitive system in the process of promotion, reassignment and career development of medical personnel. RS Islam Banjarmasin emphasizes the principle of meritocracy, where assessment and career advancement are based on real performance achievements, innovation, and contributions to improving service quality. This system involves a comprehensive performance evaluation, ranging from periodic assessment results, direct observation by superiors, feedback from colleagues, to the achievement of targets set in the

Individual Development Plan. The selection process for strategic positions such as unit Head, Quality Manager, or medical director is conducted openly and uses an independent panel of assessors to ensure objectivity. The implementation of this system aims to eliminate the practice of promotion based solely on seniority, so that outstanding young medical personnel have the same opportunity to develop and lead. This competitive but fair work environment also increases morale, loyalty, and a sense of belonging to the institution. In addition, transparency in the career decision-making process strengthens the trust of medical personnel in hospital management, thereby encouraging better collaboration and reducing the potential for internal conflicts. This system is also in line with the concept of “tournament allocation” according to Rosenbaum's theory, which places competition as a mechanism to encourage individuals to perform at their best for better positions.

5. CONCLUSIONS

Based on the results of the literature review, it can be concluded that the implementation of competency-based Career Management in Banjarmasin Islamic Hospital is a strategic step in answering the challenge of increasing the professionalism of medical personnel. This system allows the career development process to be carried out objectively, measurably, and transparently, by prioritizing evaluations based on actual competencies, not solely on years of work or structural relationships.

Through this approach, medical personnel have greater opportunities to develop their potential, increase morale, and strengthen commitment to the quality of Health Services. Organizationally, hospitals benefit from improved service quality, institutional reputation, and performance accountability. Thus, competency-based career management is not only an internal instrument of human resources development, but also an answer to external needs in the form of health services that are more professional, ethical, and adaptive to the dynamics of the Times.

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