



"REMEDIES" POSTPARTUM CARE CENTER: HUMAN CAPITAL STRATEGY PLANNING

Rival Perdana¹, Rhian Indradewa², Unggul Kustiawan³, Rian Adi Pamungkas⁴

Universitas Esa Unggul, Indonesia

Email: rivalperdana82@gmail.com^{1*}, rhian.indradewa@esaunggul.ac.id²,

unggul.kustiawan@esaunggul.ac.id³, rian.adi@esaunggul.ac.id⁴

INFO ARTICLE

ABSTRACT

Keywords: human capital, hr management, mckinsey 7s, postpartum healthcare

Human capital planning is a crucial aspect of the healthcare service industry, particularly in the postpartum care sector, which requires a workforce with high medical, psychological, and social competencies. Qualified healthcare professionals play a vital role in ensuring maternal recovery after childbirth, preventing health complications, and supporting the success of exclusive breastfeeding and infant well-being. However, challenges in human resources management in this sector remain significant, including high turnover rates among medical personnel, heavy workloads, and limited competency-based training systems. To address these challenges, a strategic and adaptive human capital planning approach is necessary to ensure a high-quality and sustainable workforce. This business plan aims to analyze the human capital planning strategy implemented by Remedies, a postpartum healthcare center, using the McKinsey 7S Model. This approach is used to evaluate the alignment of human resources strategies with the organization's business objectives, which influence the effectiveness of workforce management. Remedies applies a short-term, medium-term, and long-term human capital strategy, focusing on enhancing medical staff competencies, strengthening organizational culture, and adopting digital technology in HR systems. In the short-term strategy, Remedies emphasizes competency-based recruitment and fundamental training for new healthcare staff. The medium-term strategy focuses on workforce skill development, professional certification, and reinforcing an empathy- and innovation-based organizational culture. Meanwhile, the long-term strategy involves the implementation of a knowledge management system, human resources digitalization, and leadership programs to prepare the future workforce. This business plan provides valuable contributions to healthcare service providers, academics, and policymakers in understanding effective human capital planning strategies to improve postpartum healthcare services. The recommendations include strengthening competency-based recruitment policies, developing incentive and employee welfare systems, and optimizing digital technology in human resources management. By implementing these strategies, healthcare organizations are expected to enhance competitiveness, reduce turnover rates, and ensure high-quality services for mothers and infants after childbirth.

INTRODUCTION

The postpartum healthcare industry plays a crucial role in ensuring the well-being of mothers and infants after childbirth (Fellmeth et al., 2017). The postpartum period is a critical phase that requires special attention, as mothers undergo various physical, emotional, and psychological changes that can impact their health and their baby's development (Kulpinski et al., 2023). According to the World Health Organization (WHO), approximately 10-20% of mothers experience postpartum mental health disorders, such as postpartum depression and prolonged anxiety, which can negatively affect the mother-infant bond and the overall quality of family life (Longge et al., 2021). Additionally, challenges such as difficulties in exclusive breastfeeding, slow physical recovery, and lack of psychosocial support further highlight the importance of high-quality and integrated postpartum healthcare services (Saputra et al., 2021).

In the healthcare industry, the success of postpartum care services heavily depends on the availability of competent, professional, and well-trained healthcare personnel who deeply understand patient needs (Wang et al., 2021). Therefore, human capital planning is a crucial aspect in ensuring optimal workforce performance in postpartum care centers (Macdonald et al., 2019). Human capital refers to the skills, knowledge, expertise, and experience of the workforce that contribute to productivity and service quality (Al-Tit et al., 2022). Poor HR management in healthcare can lead to significant issues, including high turnover rates among medical personnel, lack of training and skill development, workload imbalances, and workforce misalignment with patient service needs.

Remedies, as a leading postpartum healthcare center, faces similar HR management challenges. To ensure optimal service quality, Remedies must implement a structured and sustainable human capital planning strategy (El Saeed et al., 2025). This strategy should not only focus on competency-based recruitment and selection but also include training, professional development, employee well-being, and organizational culture management (Fejfarová & Fejfar, 2022). Given the rapid advancements in healthcare and HR management, HR digitalization is also a key factor in enhancing workforce efficiency and effectiveness (Tursunbayeva, 2019).

This business plan aims to explore human capital planning strategies at Remedies using the McKinsey 7S Model. This model evaluates the alignment between HR strategies and organizational objectives through seven key elements: strategy, structure, systems, shared values, style, staff, and skills. This approach enables a comprehensive analysis of how organizations manage their HR holistically.

Furthermore, this business plan also discusses the role of HR digitalization as a strategy to enhance operational efficiency and service quality (Seipalla et al., 2024). The adoption of Artificial Intelligence (AI) in recruitment, Learning Management Systems (LMS) for digital-based training, and HR analytics for workforce performance monitoring is becoming increasingly relevant in the modern workforce. HR digitalization allows organizations to optimize talent management, streamline administrative processes, and improve employee satisfaction through more transparent and accurate systems.

This business plan is expected to provide valuable insights for healthcare organizations, academics, and policymakers in understanding effective human capital planning strategies. By implementing the right HR strategies, healthcare organizations can enhance competitiveness, reduce workforce turnover rates, and ensure sustainable postpartum healthcare services. Additionally, this business plan aims to provide insights into how HR strategies can be optimized within the healthcare industry to improve efficiency and effectiveness in human resource management.

METHOD

The method used is the qualitative descriptive method with a case study approach. The qualitative descriptive method was chosen because this study focuses on analyzing Human Capital (HC) planning strategies at Remedies, rather than testing hypotheses with quantitative data. The data examined includes recruitment strategies, training, workforce retention, and the implementation of the McKinsey 7S Model, which are systematically and thoroughly explained. Additionally, this study adopts a case study approach, as the analysis is focused on a single company, Remedies, within the postpartum healthcare industry. This case study approach allows for a more in-depth exploration of how human capital planning is implemented at Remedies, including HR digitalization and its impact on organizational effectiveness. The McKinsey 7S Model is used as an analytical framework to evaluate the alignment of HR strategies with organizational objectives, which is a distinctive characteristic of corporate case studies. Data analysis is conducted through document studies, literature reviews, and evaluations of the company's internal policies, without involving experiments or quantitative surveys. Therefore, the discussion focuses more on policy and strategy evaluation, rather than numerical or statistical measurements. Thus, the qualitative descriptive method and case study approach were chosen to provide a comprehensive overview of Human Capital planning strategies at Remedies within the postpartum healthcare industry.

RESULTS AND DISCUSSION

Human Capital (HC) Objectives

Human Capital (HC) planning is a structured planning process aimed at optimizing Human Resources (HR) as a key asset of the company. The primary objective of this planning is to ensure alignment between workforce capacity and job demands, both in terms of quantity and quality. This process is based on balancing supply and demand within the company's human capital framework.

For Remedies, the five-year Human Capital objectives focus on developing a competent workforce, enhancing employee productivity, and ensuring sustainable talent management. The detailed objectives for the next five years are outlined in Table 1.

Human Capital (HC) Targets

The Human Capital (HC) targets established by Remedies aim to realize the previously defined Human Capital objectives. These targets are structured based on the Business Model Canvas (BMC) framework. In the Key Resources section of BMC, it is stated that to achieve postpartum healthcare services that meet customer expectations, the company must have high-quality Human Resources (HR). Therefore, the established targets are as follows:

Table 1. Human Capital (HC) Objectives and Targets of Remedies

Category	Human Capital Objectives		Human Capital Targets	
Short Term (0-1 Year)	1	Fulfilling Workforce Needs in the First Year	1	Conducting Recruitment and Selection to Fulfill HR Needs Based on Remedies' Competency Requirements
	2	Workforce Competency Alignment	2	Conducting Job Training and Employee Development Programs Enhancing Employee Skills and Knowledge in Postpartum Healthcare, Offering specialized training and certification programs

			to improve expertise, particularly in postpartum healthcare services
	3	Creating a Productive Work Environment	<ul style="list-style-type: none"> · Defining key performance indicators (KPIs) for employees engaged in postpartum awareness initiatives, such as public education targets and collaborations with healthcare communities. · Encouraging Cross-Division Collaboration to Promote Postpartum Health Awareness
	4	HRD Support for Postpartum Health Marketing Campaigns	<ul style="list-style-type: none"> · Developing recruitment criteria that include experience or interest in maternal and infant health to ensure candidates support the values of the campaign. · Training all marketing employees within six months to understand the basic concepts of postpartum healthcare and effective communication techniques for public engagement.
	5	<i>Zero Complaints in Service Quality</i>	<ul style="list-style-type: none"> · Placing employees according to their competencies in their respective fields to minimize operational errors. · Socializing Standard Operating Procedures (SOPs) to all HR personnel. · Conducting monthly service performance evaluations, aiming for zero complaints at 95% of service points.
Medium Term (1-3 Years)	1	Fulfilling Workforce Needs in the Second and Third Year	<ul style="list-style-type: none"> · Recruiting Specialist Doctors, Midwives, Nurses, and Marketing Administrators.
	2	Enhancing Employee Competencies	<ul style="list-style-type: none"> · Training all employees, especially the marketing and customer service teams, to understand the core values of Remedies Care · Providing digital marketing training to the marketing team to support brand awareness campaigns on digital platforms.
	3	Building a Work Culture Aligned with the Brand	<ul style="list-style-type: none"> · Integrating brand awareness targets into the marketing team's KPIs, such as increasing social media

			<p>engagement or the distribution of promotional materials.</p> <ul style="list-style-type: none"> Organizing an annual internal program to strengthen employee engagement in the Remedies Care campaign, such as seminars or joint promotional activities.
	4	"Delightful Service" Culture	<p>4</p> <ul style="list-style-type: none"> Conducting training related to healthcare services, including hospitality. Holding monthly customer service simulation sessions to enhance employees' ability to delight customers through empathy, solutions, and personalization. Ensuring that all employees understand and integrate the "Delightful Service" values into their work.
	5	Performing periodic assessments of employee numbers and performance to support company targets, career development, and employee benefits in the second and third years	<p>5</p> <ul style="list-style-type: none"> Conducting Workforce Needs Analysis in Each Division: Analyzing workforce requirements in every division to determine whether there is a shortage or surplus of employees. Ensuring an Optimal Employee-to-Workload Ratio: Aligning workforce capacity with workload demands, maintaining a minimum 95% alignment to optimize efficiency. Establishing Clear Career Paths for All Positions: Developing a structured career path for each position by the end of the second year, ensuring that 100% of employees have a clear understanding of their career growth opportunities.
Long Term (>3 Years)	1	Performing periodic assessments of employee numbers and performance to support company targets, career growth, and employee benefits in the fourth year and beyond. Based on the	<p>1</p> <ul style="list-style-type: none"> Evaluating the Effectiveness of All HR Processes Annually, Assessing the efficiency of HR processes (including recruitment, development, and performance) each year to ensure HR contributes to achieving the company's targets. Conducting Employee Satisfaction Surveys Twice a Year, Performing employee satisfaction surveys at




	evaluation results, necessary actions will be taken, and if there is a workforce shortage, additional recruitment will be carried out	least twice a year, aiming for a satisfaction rate of over 80% to ensure employees feel valued and supported in their career development. Implementing Performance Improvement Programs, Establishing targeted initiatives such as additional training or coaching for employees who fall below performance targets, with the goal of enhancing their productivity and effectiveness.
2	Building and Developing an Employee Knowledge Management Program in the Fourth Year	2 Enhancing Interdepartmental and Team Collaboration Through Knowledge Sharing. Developing and Implementing a Technology-Based Knowledge Sharing Platform Organizing internal discussion forums, both online and face-to-face, to encourage knowledge exchange, experience sharing, and the adoption of best practices





Human Capital (HC) Strategy

Many factors contribute to business development, including business environment analysis, business strategy development, business model canvas, operational strategy, marketing, human resources (HR), and finance. Effective management and strategic planning in human resources also play a crucial role in business development, especially for new companies (Lucyawati et al., 2018).

Strategy is often described as one of the key elements influencing an organization, alongside shared values, operational systems, organizational structure, employee skills, management staff, and leadership style. The implementation of the McKinsey 7S Model at Remedies reflects its strategic impact on the organization, aligning with other elements that influence the company's dynamics. The following are the results of the McKinsey 7S Model implementation at Remedies:

Table 2. *Implementation of the McKinsey 7S Model*

McKinsey 7S	Implementation
 <i>Shared Values</i>	Remedies upholds and prioritizes the core values of " REMEDIS " (Responsibility, Empathy, Mindfulness, Excellence, Dedication, Innovation, and Support).
 <i>Strategy</i>	Providing postpartum care services with a one-stop clinic concept by offering all consumer needs.
 <i>Structure</i>	The organizational structure is designed according to the functions required for business development, with the aim of creating a company organization that adopts a comprehensive business process

 <i>System</i>	Developing a performance-based system for postpartum care services. Designing programs based on proposals from each division.
 <i>Skills</i>	Enhancing communication skills and relationships among employees. Providing education and satisfactory services.
 <i>Staff</i>	A transparent recruitment system through management selection of professional workforce based on experience and educational background, along with training and knowledge enhancement
 <i>Style</i>	Remedies implements a democratic leadership style that aligns with employee aspirations, allowing them to be participative and collaborative

Company Culture and Values

Company culture and values serve as the foundation for organizational growth. Corporate culture is a system of shared values and habits that underpin the development and achievement of the company's vision. The values applied include Optimization, Integrity, Excellence, Innovation, and Leadership (Prasetyo et al., 2020). To support the achievement of its vision and mission, Remedies is committed to cultural and value transformation, which will be implemented for all employees. Remedies' organizational culture focuses on "Delightful Service," a concept emphasizing exceptional service to customers or clients to make them feel happy, satisfied, and valued.

a. Artifact

Artifacts are concrete manifestations of a company's culture, reflected in activities, actions, or works that symbolize workplace culture. Remedies strives to create a distinctive company culture to enhance performance and positively impact employees. Some cultural elements implemented by Remedies include:

Company Logo

The Remedies logo features the silhouette of a mother and baby, symbolizing love and protection, with leaves and flowers representing growth and healing. A butterfly signifies a mother's transformation, while the pink color reflects warmth and affection. These elements embody postpartum care that supports both mother and baby with compassion and care.

Building

Remedies' building design will have a modern and Instagrammable theme, featuring Sage Green accents combined with navy blue. This color scheme conveys calmness and serenity, signifying that the company strives to create a peaceful, comfortable, and reliable atmosphere with strong character. The parking area is designed to be spacious, accommodating customers' and visitors' vehicles conveniently.

Uniforms

The uniforms worn by Remedies employees will consist of blue tops and black bottoms for office staff, while medical staff will wear light blue tops and bottoms, with the Remedies logo on each top. Wearing neat, clean, and well-maintained uniforms will serve as a small yet meaningful aspect of service, enhancing customer satisfaction and reflecting the credibility of each employee.

b. Company Values

Values within an organization shape behavior and character in every work environment, fostering a corporate culture that aligns with the company's vision. Each organization has its own Core Values, reflecting its management philosophy. When all employees embody these Core Values, they help create a positive corporate culture. The following are the Core Values of "REMEDIS":

1. Responsibility – Taking responsibility for providing the best care for mothers and babies.
2. Empathy – Building relationships with empathy, understanding the physical and emotional needs of clients.
3. Mindfulness – Performing every service with full awareness and attention to detail.
4. Excellence – Committing to the highest quality standards in postpartum care services.
5. Dedication – Fully dedicating efforts to support the well-being of mothers and babies.
6. Innovation – Continuously innovating in postpartum care methods and support.
7. Support – Providing complete physical and emotional support throughout the postpartum recovery journey.

c. Believe/Assumption

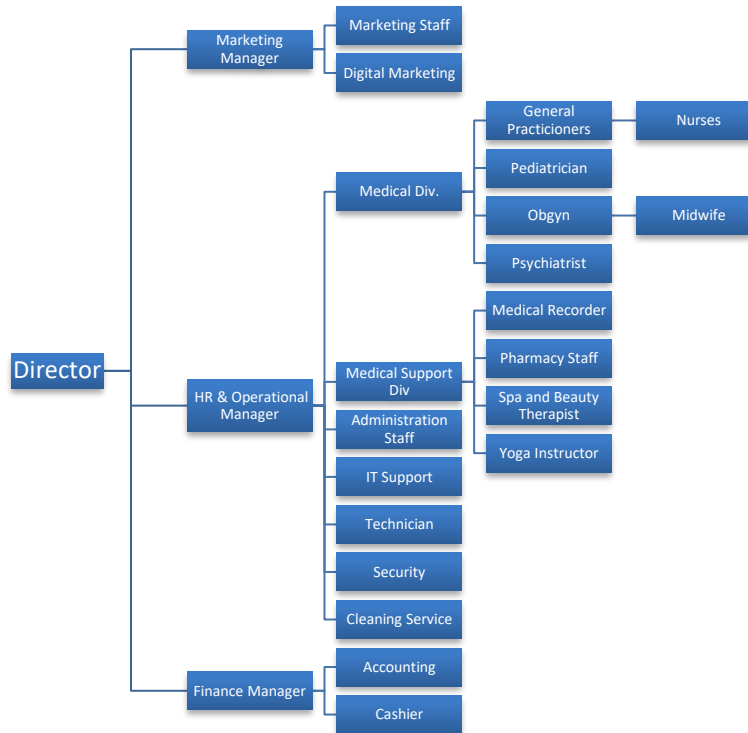
Assumptions are cultural elements that guide employee behavior. They have a significant impact on corporate culture transformation. Remedies' key cultural assumptions include:

Table 2. Believe/Assumption

Values	Assumption
<i>Responsibility</i>	All Remedies employees are committed to ensuring that every mother has the right to receive full responsibility in postpartum care, where high-quality services will guarantee the health of both mother and baby
<i>Empathy</i>	All Remedies employees must recognize that empathy is essential in postpartum care. Understanding the feelings and needs of mothers will help create a supportive relationship that facilitates the healing process.
<i>Mindfulness</i>	Every employee believes that providing care with full awareness and attention to detail will lead to optimal outcomes, both physically and mentally
<i>Excellence</i>	All employees assume that high service quality standards are essential to achieving the best health outcomes for mothers and babies
<i>Dedication</i>	Every employee believes that full dedication in providing support to mothers and babies is key to helping them successfully navigate the postpartum period.
<i>Innovation</i>	All employees are confident that continuous innovation in postpartum care methods and approaches will lead to better outcomes and remain relevant to the evolving needs of modern mothers..
<i>Support</i>	All employees believe that comprehensive support, both physical and emotional, is the foundation of a strong recovery, enabling mothers to achieve balanced well-being.

Organizational Structure

Organizational structure refers to the arrangement and interrelation of each division and position within an organization or company, designed to facilitate operational activities in achieving the desired objectives. A well-defined organizational structure clearly outlines the distribution of responsibilities among different departments and illustrates how activities and functions are interconnected.



Picture 1. Organizational Structure of Remedies

Human Capital Planning

Human Capital Management (HCM) is similar to Human Resource Management (HRM) within a company; however, HCM recognizes human resources as assets, equivalent to capital and physical facilities. The primary function of HCM is to manage and develop human potential to enhance performance. Workforce planning, recruitment strategies, and employee training and development play a significant role in the sustainability of the clinic's business (Damanik et al., 2024). The following are the steps in Human Capital Planning at Remedies:

a. Workforces Estimation

Workforce planning must be aligned with the organization's needs in the short, medium, and long term, employing both permanent and non-permanent employees to maintain cost efficiency and workforce flexibility (Eriyanto et al., 2021). To determine the optimal number of employees, each department at Remedies is expected to develop a workforce plan for the next two years. This planning can be implemented through Manpower Planning (MPP) or by formulating short-term, medium-term, and long-term workforce objectives, as outlined below:

Table 3. Workforces Estimation

Employees by Position	Years				
	1	2	3	4	5
Director	1	1	1	1	1
HR and Operational	1	1	1	1	1

Manager					
Marketing and Finance Manager	1	1	1	1	1
Finance and Accounting Manager	1	1	1	1	1
Pediatrician	1	1	1	1	2
Obgyn	1	1	1	1	1
General Practicioners	0	1	1	1	2
Psychiatrist	1	1	1	1	1
Nurses	3	3	6	6	6
Midwife	3	3	6	6	6
Pharmacy Staff	1	1	2	2	2
Medical Recorder	1	1	1	1	2
Yoga Instructor	1	1	1	1	1
Spa and Massage Therapist	2	2	2	3	3
Beauty Therapist	2	2	2	3	3
Digital Marketing	1	2	3	3	3
Marketing Staff	0	0	1	2	3
Accounting	0	0	0	0	1
Administration Staff	1	2	2	2	3
Cashier and Customer Service	1	1	1	1	2
IT Support	1	1	1	1	2
Technician	1	1	1	1	2
Security	2	3	3	3	3
Cleaning Service	2	2	2	2	2
Total	29	33	42	45	54

b. Recruitment Scheme

In the recruitment process, Remedies adopts two approaches: internal and external recruitment. In internal recruitment, the company uses the Job Posting method to inform existing employees about available job vacancies. Employees also have the opportunity to recommend their closest family members. Candidates recommended by relatives tend to demonstrate high loyalty and job satisfaction. Meanwhile, in external recruitment, the company utilizes job advertisements on social media or print media and accepts direct applications from prospective candidates. After the recruitment process, the next step is the selection stage, which involves receiving application letters, conducting psychological tests, interviews, and making final selection decisions.

c. Employee Training and Development

Training is a series of programs aimed at enhancing job performance at the individual, group, and/or organizational level based on job positions within the company. Remedies, in conducting training and development for its employees, follows three main stages, as outlined below:



Picture 2. Stages of Employee Training and Development

- a. Assessing Training Needs: This stage aims to gather relevant information to evaluate and determine whether training is needed in Remedies' healthcare services.
- b. Designing a Training Program: To enhance employee skills, Remedies implements a training program with three stages: teaching, direct coaching, and workshops.
- c. Evaluating Training Program Effectiveness: This stage involves evaluating the training program based on five levels: reaction, learning, behavior, organizational outcomes, and cost-effectiveness.

d. Employee Status

The employment status of employees working at Remedies refers to UU No.6 Tahun 2023, PP No.35 Tahun 2021 and UU No.11 Tahun 2020. Remedies applies three types of employment status: Remedies applies three types of employment status: permanent employees (PKWTT / Indefinite Employment Agreement), contract employees (PKWT / Fixed-Term Employment Agreement), and outsourced employees. By adopting these three employment types, Remedies can manage employment relationships in compliance with applicable legal regulations.

e. Working hours

Working hours refer to the period of time allocated for performing job duties, which can take place during the day or night. Remedies, a company specializing in postpartum healthcare services, operates 24 hours a day. The working hours of Remedies employees have been adjusted in accordance with Articles 77 to 85 of the applicable regulations Undang-Undang No. 13 tahun 2003, Peraturan Pemerintah (PP) No. 35 Tahun 2021 and Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 which have been established as law through Undang-Undang Nomor 6 Tahun 2023, which divides working hours into Shift and Non-Shift categories. For divisions involved in managerial tasks, such as Human Resources (HR), Marketing, and Sales, a non-shift work system is applied. Meanwhile, for divisions involved in operational tasks, such as postpartum healthcare service staff, customer service, and security, a shift work system will be implemented.

Table 4. Non-Shift Working Hours and Schedule

DAY	WORKING HOURS	BREAK TIME	TOTAL WORKING HOURS/DAY
MONDAY	08.00-16.00	12.00-13.00	7 Hours
TUESDAY	08.00-16.00	12.00-13.00	7 Hours
WEDNESDAY	08.00-16.00	12.00-13.00	7 Hours
THURSDAY	08.00-16.00	12.00-13.00	7 Hours
FRIDAY	08.00-16.30	11.30-13.00	7 Hours
SATURDAY	08.00-14.00	11.30-12.30	5 Hours

Table 5. Shift Working Hours and Schedule

DAY	MORNING SHIFT		AFTERNOON SHIFT		NIGHT SHIFT	
	WORKING HOURS	BREAK TIME	WORKING HOURS	BREAK TIME	WORKING HOURS	BREAK TIME
MONDAY	08.00-16.00	12.00-13.00	16.00-24.00	20.00-21.00	24.00-08.00	04.00-05.00
TUESDAY	08.00-16.00	12.00-13.00	16.00-24.00	20.00-21.00	24.00-08.00	04.00-05.00
WEDNESDAY	08.00-16.00	12.00-13.00	16.00-24.00	20.00-21.00	24.00-08.00	04.00-05.00
THURSDAY	08.00-16.00	12.00-13.00	16.00-24.00	20.00-21.00	24.00-08.00	04.00-05.00
FRIDAY	08.00-16.00	12.00-13.00	16.00-24.00	20.00-21.00	24.00-08.00	04.00-05.00
SATURDAY	08.00-16.00	12.00-13.00	16.00-24.00	20.00-21.00	24.00-08.00	04.00-05.00
SUNDAY	08.00-16.00	12.00-13.00	16.00-24.00	20.00-21.00	24.00-08.00	04.00-05.00

f. Employee Performance Evaluation

Remedies implements the Management by Objectives (MBO) principle in evaluating employee performance. This approach requires managers to set specific, measurable objectives for each employee, based on discussions between the manager and the respective employee. The determination of individual weights and targets for each employee is carried out by clearly

outlining the objectives of each department and the company as a whole. Additionally, an analysis of job descriptions in each division is conducted to identify key performance indicators (KPIs) that employees must achieve. The process of formulating weights and targets involves discussions with department heads, who have an accurate understanding of the company's conditions. The designed targets must be achieved within a one-month timeframe.

g. Compensation System

To recognize employee achievements and reduce turnover rates, Remedies implements a compensation system consisting of two types, as follows:

Direct Compensation:

- a. Basic Salary: The agreed-upon wage between the company and the employee. Employee salaries are adjusted according to the Regional Minimum Wage (UMR) of DKI Jakarta.
- b. Incentives: Employee incentive calculations follow the Straight Piecework Plan method. The incentive formula is proportional, calculated by multiplying the daily wage rate by the employee's productivity exceeding the average standard.

Indirect Compensation:

- a. Allowance: Remedies provides allowances that include Holiday Allowance (THR), in accordance with Peraturan Menteri Ketenagakerjaan No. 6 Tahun 2016 and Peraturan Pemerintah (PP) No.36 Tahun 2021, Health Allowance and BPJS Employment Insurance. The amount of the Holiday Allowance (THR) received by employees is equivalent to one month's salary.
- b. Leave: There are two types of leave granted to employees: annual leave and maternity leave. Annual leave refers to UU No. 6 Tahun 2023 which is endorsed by Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022, where each employee is entitled to a minimum of 12 days of annual leave after completing 12 months of employment. Meanwhile, maternity leave follows the regulations in Undang-Undang Nomor 6 Tahun 2023 and Undang-undang Nomor 4 Tahun 2024 regarding Maternal and Child Welfare in the First 1,000 Days of Life (KIA), where pregnant employees are entitled to three months of maternity leave, taken before and after childbirth under special conditions.

h. Termination of Employment

Termination of Employment (PHK) refers to the cessation of employment by the company due to various internal or external factors. Based on UU No. 13 tahun 2003, termination may occur under the following conditions:

- a. Voluntary resignation,
- b. Written resignation due to the end of the employment contract,
- c. Retirement,
- d. Serious violations or detention,
- e. Company financial losses,
- f. Continuous absenteeism,
- g. Employee's death,
- h. Specific violations,
- i. Changes in company status, and
- j. Efficiency-related reasons, such as restructuring or economic adjustments.

Human Resources (HR) Cost Projection

Human Resources (HR) cost projection is a planning activity aimed at aligning the available workforce with the required workforce needs. In preparing the HR cost projection, several key aspects are considered, including the basis of preparation, the planning system, and workforce needs analysis. The following outlines Remedies' HR cost projection for the next five years:

Table 7. Human Resources (HR) Cost Projection

Allowence Costs	1 st Year	2 nd Year	3 rd Year	4 th Year	5 th Year
Holiday Allowence	117.910.125	209.900.696	270.072.354	300.616.727	375.774.119
BPJS Health Insurance - Company	56.596.860	100.752.334	129.634.730	136.116.467	136.116.467
BPJS Employment Insurance – Company	52.352.096	93.195.909	119.912.125	125.907.732	125.907.732
Income Tax	7.074.608	12.594.042	16.204.341	17.014.558	17.014.558
Position Allowance	28.298.430	251.880.835	324.086.825	340.291.166	450.928.943
Transportation Allowence	0	201.504.668	324.086.825	340.291.166	340.291.166
Meal Allowence	42.447.645	125.940.418	162.043.413	170.145.583	225.464.471
Annual Bonus	0	209.900.696	270.072.354	901.850.181	1.124.822.357
Family Gathering	0	125.940.418	162.043.413	170.145.583	225.464.471
Total	304.679.763	1.331.610.015	1.778.156.381	2.502.379.163	3.021.784.285

Recruitment, Training & Development, and Uniform Expenses	Year (Rp)				
	1	2	3	4	5
Recruitment Expenses	1.819.835	10.495.035	13.503.618	14.178.799	14.178.799
Training & Development Costs	14.149.215	125.940.418	162.043.413	170.145.583	225.464.471
Uniform Cost	8.400.000	26.350.000	49.020.000	54.000.000	70.500.000
Total	24.369.050	162.785.452	224.567.030	238.324.382	310.143.270

Remedies Employee Salaries					
Position	1 st Year	2 nd Year	3 rd Year	4 th Year	5 th Year
Director	120.000.000	126.000.000	132.300.000	138.915.000	145.860.750
HR and Operational Manager	84.000.000	88.200.000	92.610.000	97.240.500	102.102.525
Marketing and Finance Manager	84.000.000	88.200.000	92.610.000	97.240.500	102.102.525
Finance and Accounting Manager	84.000.000	88.200.000	92.610.000	97.240.500	102.102.525
Pediatrician	70.000.000	126.000.000	132.300.000	138.915.000	265.860.750
Obgyn	70.000.000	126.000.000	132.300.000	138.915.000	145.860.750
General Practicioners	0	102.000.000	107.100.000	112.455.000	220.077.750
Psychiatrist	66.500.000	119.700.000	125.685.000	131.969.250	148.567.713
Nurses	113.330.700	203.995.260	408.476.223	428.900.034	450.345.036
Midwife	113.330.700	203.995.260	408.476.223	428.900.034	450.345.036
Pharmacy Staff	37.776.900	67.998.420	136.158.741	142.966.678	150.115.012
Medical Recorder	37.776.900	67.998.420	71.398.341	74.968.258	143.477.071
Yoga Instructor	37.776.900	67.998.420	71.398.341	74.968.258	78.716.671
Spa and Massage Therapist	75.553.800	135.996.840	142.796.682	214.696.916	225.431.762
Beauty Therapist	75.553.800	135.996.840	142.796.682	214.696.916	225.431.762
Digital Marketing	64.760.400	135.996.840	214.195.023	224.904.774	236.150.013
Marketing Staff	0	0	71.398.341	149.936.516	236.150.013
Accounting	0	0	0	0	87.000.000
Administration Staff	37.776.900	132.758.820	139.396.761	146.366.599	218.445.329
Cashier and Customer Service	37.776.900	67.998.420	71.398.341	74.968.258	143.477.071
IT Support	37.776.900	67.998.420	71.398.341	74.968.258	143.477.071
Technician	37.776.900	67.998.420	71.398.341	74.968.258	143.477.071
Security	75.553.800	200.757.972	210.795.871	221.335.664	232.402.447

Cleaning Service	53.900.000	97.020.000	101.871.000	106.964.550	112.312.778
Total	1.414.921.500	2.518.808.352	3.240.868.252	3.607.400.722	4.509.289.429
Total HR Cost	1st Year	2nd Year	3rd Year	4th Year	5th Year
	1.743.970.313	4.013.203.820	5.243.591.663	6.348.104.267	7.841.216.985

CONCLUSION

Effective human capital planning is a key factor in the success of the postpartum healthcare industry. With a competent workforce, an appropriate recruitment strategy, and sustainable training and retention programs, organizations like Remedies can enhance service quality and ensure employee well-being. This study highlights that Remedies has implemented a three-stage human capital planning strategy (short-term, medium-term, and long-term) focusing on competency-based recruitment, workforce skill development, and HR management digitalization. Remedies excels in workforce quality, strong organizational culture, and service innovation but also faces challenges such as high medical staff turnover and limitations in a competitive compensation system. With the right planning strategy, the organization can ensure the sustainability of high-quality, patient-centered postpartum healthcare services. Several strategic steps can be applied to enhance the effectiveness of human capital planning at Remedies. First, improving the recruitment system by adopting AI technology to enhance selection efficiency and accelerate the recruitment of medical staff aligned with service needs. Additionally, partnerships with healthcare education institutions can help secure a supply of highly qualified professionals ready to work in the industry. Second, strengthening skill development and certification programs to enhance workforce competency. The implementation of a Learning Management System (LMS) can provide more flexible digital training, while national and international professional certifications can boost the competitiveness of medical personnel and ensure optimal service quality. Third, optimizing digitalization in HR management to improve organizational efficiency. The use of HR analytics and big data allows for more accurate performance monitoring and effective workforce planning. Additionally, implementing a performance-based compensation system can be a strategy to increase employee retention and reduce turnover. Fourth, improving employee well-being should be a priority in human capital strategy. Providing incentives, health benefits, and flexible working hours can enhance job satisfaction and create a more supportive work environment. Moreover, building a work culture based on empathy, innovation, and collaboration will strengthen employee engagement within the organization. Fifth, the organization needs to develop clear leadership and career development strategies. A leadership succession planning program should be structured to ensure future leadership continuity, along with a well-defined career path for both medical and non-medical staff to increase motivation and employee loyalty.

This business plan provides insights into human capital planning strategies in the postpartum healthcare industry and serves as a reference for other healthcare organizations. However, there is still room for further research, such as a comparative analysis of HR strategies across various postpartum care centers to identify best practices in the industry. Additionally, future studies could explore the impact of HR policies on patient satisfaction and service quality, as well as the role of artificial intelligence (AI) in optimizing HR management in the healthcare sector. By implementing the right human capital planning strategy, healthcare organizations can improve operational efficiency, employee well-being, and patient care quality, ultimately supporting the sustainable growth of the postpartum healthcare industry.

REFERENCES

- Al-Tit, A. A., Al-Ayed, S., Alhammadi, A., Hunitie, M., Alsarayreh, A., & Albassam, W. (2022). The impact of employee development practices on human capital and social capital: the mediating contribution of knowledge management. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(4), 218.
- Damanik, R., Kustiawan, U., Indradewa, R., & Iskandar, M. D. (2024). Human resource planning management in the construction of mitha pre-marriage healthcare and aesthetic clinic. *Jurnal EduHealth*, 15(01), 149–160.
- El Saeed, M., Maarouf, H. M., & Younis, R. A. A. (2025). The role of HRM-service quality in the relationship between electronic human resource management and perceived performance. *Future Business Journal*, 11(1), 1.
- Eriyanto, Y., Lestariani, R. I., Syah, T. Y. R., & Indradewa, R. (2021). Human Capital Implementation Strategy in the Kamala Fertility Clinic. *Journal of Multidisciplinary Academic*, 5(1), 89–93.
- Fejfarová, M., & Fejfar, J. (2022). Employee Training and Development and Competency-Based Approach: Any Relationship?. In *Journal on Efficiency and Responsibility in Education and Science* (Vol. 15, Issue 4, pp. 242–250). ERIC.
- Fellmeth, G., Fazel, M., & Plugge, E. (2017). Migration and perinatal mental health in women from low-and middle-income countries: a systematic review and meta-analysis. *BJOG: An International Journal of Obstetrics & Gynaecology*, 124(5), 742–752.
- Kulpinski, A., Bank, S., & Blasdel, R. (2023). Diagnostic and Statistical Manual of Mental Disorders (DSM-5) and Domestic Violence. In *Encyclopedia of Domestic Violence* (pp. 1–10). Springer.
- Longge, E., Anindita, R., & Pamungkas, R. A. (2021). Indonesian Journal of Global Health Research. *Indonesian Journal of Global Health Research*, 3(3), 389–398.
- Lucyawati, K., Rahmat, S. T. Y., Heri, I. A., & Ratna, I. (2018). Business strategy analysis of odis Home Care in the field of human resources. *Russian Journal of Agricultural and Socio-Economic Sciences*, 81(9), 361–371.
- Macdonald, D., Aston, M., Murphy, G. T., Jefferies, K., Mselle, L. T., Price, S., O’Hearn, S., White, M., Mbekenga, C., & Kohi, T. W. (2019). Providing postpartum care with limited resources: Experiences of nurse-midwives and obstetricians in urban Tanzania. *Women and Birth*, 32(3), e391–e398.
- Prasetyo, W. B., Syah, T. Y. R., Pusaka, S., & Ramdhani, D. (2020). Human Capital for Start-up Business Implementation over Home Care “4 Care” Application Programs. *Journal of Multidisciplinary Academic*, 3(5), 189–192.
- Saputra, A., Indradewa, R., Syah, T. Y. R., & Fajarwati, D. (2021). Risk Management Application for Business Startups" Jamu Partnership" in Indonesia. *International Journal of Research and Review*, 8(8), 148–155.
- Seipalla, F., Liem, N., Siregar, D. S., Martdana, A., & Paramarta, V. (2024). The Impact of Digitalization on Human Resource Management Practices. *FIRM Journal of Management Studies*, 9(2), 136–143.
- Tursunbayeva, A. (2019). Human resource technology disruptions and their implications for human resources management in healthcare organizations. *BMC Health Services Research*, 19(1), 268.
- Wang, Z., Liu, J., Shuai, H., Cai, Z., Fu, X., Liu, Y., Xiao, X., Zhang, W., Krabbendam, E., & Liu, S. (2021). Mapping global prevalence of depression among postpartum women. *Translational Psychiatry*, 11(1), 543.