EVALUATION OF THE IMPLEMENTATION HUMAN RESOURCE MANAGEMENT FUNCTIONS IN PRIMARY HEALTH CENTER (Case Study In Primary Health Centers Martapura 2)

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Abstract - Human resources planning is a systematic process which is used to predict demand and supply of human resources in the future. Based on the annual report of Martapura 2 Primary health centre in 2015 if the D/S only reached 77.37% and its still under national average which is 80%. Those case above might be happened as the result from the management of primary health centre itself which is not sufficient in planning, actuating, monitoring, evaluating, and any supporting factors as well. One of the determinant factor of the quality of service is Human Resources. This study is to find out the implementation of human resources’s management function in Martapura 2 primary health centre. There four aspects in the implementation of human resources’s management function which are planning, organising, actuating, and monitoring. The method of the study is qualitative with descriptive approaching. The method used in this study is survey using deep interview method. The result of the study showed that some of human resources’s management functions have been done well although some studies might be needed in case to qualify human resources not only based on education level, but also any other supporting skills. The implementation of human resources health management not running so well because the mechanism of reward and punishment have not run optimally. The implementation of reward and punishment needed to be clearer and evaluated continually as a part of monitoring aspect so that can support the performance of human resources to be better.

Keywords - Human resources’s management function, planning, organising, actuating, monitoring

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I. INTRODUCTION

Planning of human resources is a systematic process which is used to predict demand and supply of human resources in the future because it is one of the essential thing which is very determining and hoping can be an inovator for the increasing of health care and health service’s quality (Depkes RI, 2008).

World Health Organization (2006) reported that health care give contribution until 80% in health development succeed and one of the best way to finish health care human resources crisis through education and training, together with human resources’s policy fixing. Health care human resources is a viral asset so that the existence in organisation can not be replaced by any other resources (Kurniati dan Effendi, 2012; Yuniarsih dan Suwanto, 2011).

In a simple word, employee needs analysis is a process of logic and organized analysis to find out the amount and quality of the employee needed in one unit organisation. The aim is to make every employee in all unit organisation could get a job with appropriate task and responsibility (Rachmawati, 2008). In case of reaching organisation’s goal, every organisation will be succeed if the organisation itself able to run the function of management well. Able to organize, able to give work direction, coordinating to run the plan which has been determined previously, as well as able to monitor work
actuating. Without a good planning, an organisation will probably experiencing failure (Hilma H, 2011).

Determining and announcing target that want to be reached is a big challenge. Everyone involved in the organisation must know the aim and every member of management must work together to reach that goal. Those must be done that way but sometimes the target can not be seen so clear, so that become ignored by the manager that then sinking in problems (Syaddad, 2008).

Primary health centre is a tip of spear in health service because it is facing the giving of health service like medication (curative), prevention (preventive), as well as health recovery (rehabilitative) also public service including village in one district directly (Khairunnisa, 2015).

In basic health service the obligatory effort needed to be done in primary health centre is health promotion, environment health, mother and baby health including KB, prevention and eradication of infectious disease including immunization, nutrition improvement, and medication including simple laboratory.

Based on health annual report of Martapura 2 health primary care in 2015 in 2015 if the D/S only reached 77.37% and its still under national average which is 80%. Those case above might be happened as the result from the management of primary health centre itself which is not sufficient in planning, actuating, monitoring, evaluating, and any supporting factors as well. One of the determinant factor of the quality of service is Human Resources (Khairunnisa, 2015).

In conclusion from problem above, researcher attracts to do research about Human Resources’s Management Function Analysis in Martapura 2 Primary health centre in Martapura City in 2016.

II. MATERIAL AND METHODS

This study is using qualitative with descriptive approaching. This study is a study to find out the description of how the human resources’s management function implemented in that place. This study was done in Martapura 2 Primary health centre in Martapura City in 2016. Informants in this study is vary, fitted the position and the job of each. Sample-taking method done in all head units and the head of primary health centre involving two informants in case of which every head units of primary health centre will have more understanding in plan and event that they are about to run.

Primary data was collected by doing deep interview with informants using interview guideline and by doing observation (direct observation) in all datas about organising the management function. Secondary data was collected directly from observational instance which is Martapura 2 Primary health centre. The data which collected from interview and supporting documents are manually made. The data then analysed using data analysis technique to classify datas and remove the unnecessary data, serving data that has been conducived in the first step and served in narrated text, and looking for the meaning of things and step of cause-effect to build preposition.

III. RESULTS AND DISCUSSION

A. Planning of human resources’s management in primary health centre

Human resources’s planning is a systematic process which is used to predict demand and supply of human resources in the future. In a simple word, analysis of employee needs is a process of logic and organized analysis to find out to find out the amount and quality of the employee needed in one unit organisation (Paruntu dkk, 2015).

Simbolon (2004) explained in planning function, the description of manager’s work are as follows:
a. Determining, describing, and explaining the goal
b. Predicting
c. Determining requirement and suspicion about performance
d. Determining and explaining task to reach goal
e. Determining finishing plan
f. Determining policy
Some management functions have implemented well but the determination of human resources qualification for example like skill that have to be had by the human resources still not yet exist, requirements about job that should be filled by every employee before doing their job still not clear and the determination of job requirement still not yet exist. The requirements only by education certificate. Can be seen from the interview as follow:

“...Mereka punya skillnya masing masing ya, punya ilmunya, ada teorinya sudah dapatkan disekolah, jadi untuk kerja sudah punya kemampuan masing-masing (sudah ada skillnya) yaa heeh dari ijazahnya kan sudah ada skillnya masing-masing...”

Siagian (2013), stated that in doing job must be based on human resources planning that has been determined previously, because in that plan have determined several requirements that must be fullfilled (S.P Siagian, 2013).

Based on interview result and document observation in primary health centre, found out that human health resources supply planning are not running well because of using an unclear method. Government, in this case the Ministry of Health has determined several kinds of method or measuring devices such as: Health Need Method, Health Services Demand Method, Health Services Targets Method, Ratio Method, Authorized Staffing List, Workload Indicators of Staffing Need, World Health Organization dan Manpower Needs for Disaster.

In determining the amount of needs and kind if human health resources, primary health centre is not using one of the methods or measuring devices, but only based on the giving from public health office. This causing no similarity in perception between policy maker (Paruntu dkk, 2015).

The result of Marlinda’s research (2011) stated the same thing if planning system has not running well because of the unadequate of data availability and accuracy, lack of socialitation and information about the policy which is used in health care planning as well as consultation, coordination which are not good enough (S Marlinda, 2011).

2. Organising of human resources’s management in primary health centre

Organising is to organize after planning. In this case, organized and determined about the task and the job, kinds of jobs, work units, who will done the job, the devices, how is the finance, and facilities. Then after the determining, classifying jobs based on the kinds and properties is going to be done to make it easier to be reached by capable and skilled employee based on the requirements needed (Irmawati, 2007).

Simbolon (2004) wrote the description of function organising of manager are as follows:

a. Describing job in planning duty
b. Classifying planning duty in work operational
c. Collecting work operational in unity which is related and managable
d. Determining work’s requirements
e. Studying and determining individual in precise job
f. Delegated precise authority to every management
g. Giving health care’s facility and other resources
h. Justify organisation based on result’s control

Interview result showed that the implementation of organising in primary health centre run well enough from the beginning in running what have been planned which is done by classifying
working group first before making job deviding. So that the plan that is going to be run can be organized well to the goal of the previos planning. Besides, in research’s result per every unit in primary health centre, researcher run their own event based on Operational Standard Procedure.

“...Perawat kan ada operasionalnya sendiri, petugas gizi, petugas kesling, petugas promkes. Sesuai skill mereka menklasifikasikannya...”

“...Pegawai yang lama sudah tahu SOP masing masing yang di tempel di setiap ruangan pegawai. Dan yang paling sering di sampaikan adalah masalah pencapain program...”

This case is similar to the research of Irmawati (2008) which explaining if the function of organising influencing the event running, trigger, detection, and early intervention of growth and development in primary health centre (Irmawati, 2007).

Organising function of human resources in this study showed the influence in perkesmas actuating in primary health centre. Suyanto (2009) stated that organising is to organize after planning. In case for human resources’s management, that organising involve job duty, kinds of jobs and properties, placing precise person, work units involved, media used, financial, and facilities needed (Suyanto, 2009).

3. Actuating of human resources’s management in primary health centre

Actuating is a motoric function from the boss or the motoric to make people or group to like and want to work. Based on the above explanation, we know that the function of actuating is very important because whether the planning and organising have run well and based on the principal but that is not until the function of manager actuation which have job descriptions such as follows:

a. Telling and explaining the aim to the employee
b. Managing and persuading the employee to work maximally
c. guiding the employee to reach operational standard (actuating)
d. Developing the employee to make a reality the probability
e. Giving people the rights of listening
f. Complimenting and giving punishment fairly
g. Giving reward for the job which done well
h. Fixing the motoric effort from the controlling side

Based on the interview result in primary health centre we know that the actuating in human health resources’s management is not running well because of the mecchanism of reward and punishment is not yet optimal. Primary health centre have run the meccanism or reward and punishment, can be seen from the interview as follow:

“...Kalau memuji secara langsung, kalau sanksi kalu fatal sekali ada teguran lisan teguran tertulis, kalu biasa aja itu kita panggil ajak ngomong kenapa melakukan kesalahan. Misalnya tidak masuk kerja tanpa kabar, meninggalkan tugas di jam kerja, atau masuk dan pulang kerja tidak pada waktunya...”

The result of Mansyur’s research (2013) stated that reward has significant influence toward the employee’s performance. Reward is a gift which is given by the company to the employee for the good work. It means that reward given by the company to the employee as a form of company’s appreciation to the employee for the dedication given by the employee (Silfia Febrianti dkk, 2014).

While the other points of the function of management actuation are good enough:

“...Ya dengan memberi motivasi tadi. Setiap ada pertemuan di lihat hasil kinerja karyawan dari pelaporannya itu dan selanjutnya akan dilakukan feedback misalnya tidak tercapai target program maka kita berikan motivasi lebih dan mencari solusi bagaimana agar target program dapat dicapai. Apa kendalanya dan cara akar permasalahanya dan kita atasi. Perfteumuan ini biasanya dilakukan pada Lokakarya mini sekali dalam satu bulan...”

This motoric function involving quality and leadership style as well as leadership actions like communication, motivation and discipline. Based on the result of the research showed that there are 3 components which are related each other, coordination component, direction and leadership. The similarity with Ridwan’s research (2010), is where the leader as the administrator have a duty to
coordinating and directing the whole management’s components to reach the goal that has been determined (Salim Ridwan, 2010).

4. Controlling of human resources’s management in primary health centre

Controlling is a process which is done by the leader to find out the result of the employee’s work by comparing the result with the plan, order, goal, and policy that have been determined. Although the existence plan then can be organized and motored but can not guarantee that the goal will be reached by itself, but there must be control (Irmawati, 2007).

Simbolon (2004) explained the function of control are as follows:

a. Comparing result and plan generally
b. Judging result with the result’s standard
c. Creating effective device to measure the actuation
d. Telling the measuring device
e. Ease the detail data in a form which shows
f. Comparison and denial
g. Allowing remedial action if needed
h. Telling the member about responsible interpretation
i. Justifying control and result.

The result of our interview as follow:

“...Ya langsung pergi kelapangan dengan langsung mengamati. Dilihat dari pekerjaanya dan hasil pekerjaanya Ya langsung pergi kelapangan dengan langsung mengamati...”

Controlling as the element or the fourth function in management is observing and allocating precisely the distortions that happen. Based on interview result if the judgement always done to find out the result from the actuation.

“..Biasanya dilihat dari absen. Misalnya terlambat masuk kerja misalnya 3 kali terlambat maka akan diberikan teguran lisan kenapa datang terlambat? apa alasannya? Dan selanjutnya diberikan solusi yang disetujui, kalau lebih bisa tertulis dan jika masih maka keputusan akan diserahkan ke dinas kesehatan bila tidak mengindahkan...”

The research’s result of Mu’rifah (2012), where the evaluation also done to find out distortions that happen which are not wanted then fixed so that the goal can be reached as wished and planned before (Mu’rifah, 2012).

IV. CONCLUSION

The implementation of human resources’s management in primary health centre still not yet optimal because of some functions like employee’s requirement method determination and mechanism of reward and punishment which are not yet balance.

Suggestions for primary health centre’s manager is to practice the effective MSDM in their primary health centre so that every leader able to master the whole approaching and the existence of MSDM’s model, then they have to be able to manage precisely based on the organisation’s situation that they lead contingency approach.

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