

# Management of Human Resources Services at Local General Hospital Kajen, Central Java

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**Abstract.** This research analyzes the management of Human Resources services and to identify the affecting factors of it at Local General Hospital Kajen. This research uses descriptive qualitative method and using Human Resources Management theory. The results are HR planning is based on the analysis of needs and workloads, the recruitment of civil servants done by the central government, officers of BLUD conducted by the hospital and temporary employees by the Regional Government. The placement of civil servants, officers BLUD and PTT is already based on: competencies and required fields, training activities carried out internally and externally, assessment of work achievement guided on the regulation number 46th 2011 about Job Achievement Assessment, the guidance of compensation based on the decree of director no 445/04 in 2018, retirement program for civil servants set in regulation number 84th 2013, and for BLUD employees there is no rule and got retirement service through BPJS.

**Keywords:** Human Resources, Health Services, Local General Hospital Kajen.

## 1 Introduction

Indonesia has three types of hospitals accordance to the ownership, type of service and its classes. Based on its ownership, there are three kinds of hospitals those are: government hospitals (Central hospital, Provincial Hospital, District Hospital), BUMN Hospital, and private hospitals that use investment funds from domestic sources (Foreign sources/PMA). The second hospital type is general Hospital, Psychiatric hospital, and Special hospital (eye, lung, leprosy, rehabilitation, heart, cancer, etc.). The third hospital type based on it, those are: class A hospital, Class B (education and non-education), Class C hospital and Class D hospital [1]. The government has increased the status of all district hospitals into class C. Based on the decree of the Health Minister Number 134 Menkes/SK/IV/78 [2], General Hospital is an organization under the Health Ministry and It is directly responsible for Dirjen Yan Medik. General hospital is responsible implementing health care (caring) and healing (curing) sufferers and restoring the condition of body defects (rehabilitation). The general hospital has several functions such as:

- a) Conducting medical services business.
- b) Conducting medical rehabilitation business.
- c) Preventing the disease complications and improved health recovery.
- d) Conducting maintenance business.
- e) Conducting education and medical practice and paramedic business.
- f) Implementing the Referral System.

g) Becoming a research place.

Local General Hospital Kajen, as a hospital belonging to the local government of Pekalongan, is the largest hospital and becomes a reference for the people of Pekalongan regency. According to the demands and progress of society, Local General Hospital Kajen is required to be able to provide good health services. Good health services will always be relevant to how the management or management of healthcare services are conducted.

**Table 1.** Number of Outpatient Visits and Hospitalization of Local General Hospital Kajen Starting from August until December 2018

No.	Kind of Services	August	September	October	November	December	Amount
1	Outpatient	8.338	7.932	9.420	8.605	8.268	42.563
2	Hospitalization	1.196	1.269	1.322	1.350	1.393	6.530
	Amount	9.534	9.201	10.742	9.955	9.661	49.093

Source: Local General Hospital Kajen, 2019.

Table 1 shows the fluctuation of both outpatient and hospitalized visit in Local General Hospital Kajen, Pekalongan regency. The largest number of visits occurred in October 2018 where the number of patients reached 10,742 people, while during the period of 5 months the smallest patient visit occurred in September 2018 where there were only 9,201 patients. The fluctuation of visits to a hospital is reasonable and a necessity. The fluctuation of patients at any given moment may be related to public health conditions at the time, but there can be a lot of these patients are as a result of service management provided by the hospital. On this basis, this research was conducted to examine how human resources planning conducted by Local General Hospital Kajen, Pekalongan regency.

## 2 Research Method

Mantra in [3] suggests qualitative methods as a research procedure that generates descriptive data of words or spoken from people and behaviors that can be observed. This is a qualitative descriptive research, because the purpose of this research is to describe and analyze the management of health care and patient satisfaction of Local General Hospital Kajen, District of Pekalongan. Qualitative research actually departed from a specific case in a social situation therefore qualitative research does not use the population [4] but uses the informants or participants in the subject of research. This research uses purposive sampling techniques in determining the informants and the researches decides to choose 5 informants, those are: Head division and staff of the human resources of Local General Hospital Kajen. Data sources are divided into two types namely: primary data obtained from interviews and research results and secondary data that obtained other supporting documents This researched used observation, interviews, library studies and documentation techniques for the data collecting. These analytical techniques according to Miles and Huberman [5] are conducted through three threads: data reduction, data presentation, and withdrawal of conclusions. The validation used triangulation techniques to get conclusions generated from the data researchers.

### 3 Result and Discussion

Public management is interpreted as a series of activities in which to implement the basic functions of management, namely planning, organizing, actuating, and controlling to drive the resources in the organization toward the achievement of objectives [6]. Furthermore, Lijan Poltak in his book Public Service Reform [7] defines public services as a series of fulfillment of the wishes and needs of the people by the state's abuses. Thus, public service can be understood as all the activities undertaken by the Government in order to fulfill the needs of the community through the areas of government that have the duties and authority of each. Public management is used in the running of a public service, there are various types of management, one of them is human resource management. In human resource management there are several functions such as: Human resource planning, manpower recruitment, employee placement, human resource development, performance assessment of compensation work, to the pension program. This research will analyze how the hospitals manage human resources owned in order to provide good public services. Research related to human resources management in the service of Local General Hospital Kajen shows the following results:

- a) Human resource planning: according to Siagian in his book "Human Resources Management" [8] mentions that human resource planning is an activity to plan the right workforce in position and Duties and responsibilities as defined by the organization. The planning of human resources conducted is based on the analysis of needs and workloads. Each service field proposes the HR needs to the head of the field, then set the scale of priority that needs to be submitted to the local government. UU No. 5 year 2014 about state civil apparatus (ASN) [9] is the basis of human resources planning for civil servants, while PP No. 49 year 2018 on the management of government Employees with employment Agreement (PPPK) for Non-CIVIL servants [10]. Local General Hospital Kajen has 3 types of employees that include civil servants and Non-PNS consist of Regional Public Service Agency (BLUD) and PTT (no permanent employee). The human resources provided by the Government are still very limited. Local General Hospital Kajen has been trying to ask the local government about the needs of medical personnel, however, the application of the Local General Hospital Kajen to Pemda is still not fulfilled optimally. Available doctors are not able to reach many patients in Local General Hospital Kajen. Doctors ' duties do not only serve outpatients but also have to control in patients who are in Local General Hospital Kajen. If the limitation of the Doctor is not fulfilled immediately, it will result in slow service in the Local General Hospital Kajen. Thus, it takes the fulfillment of the needs of human resources, especially doctors in Local General Hospital Kajen so that the patients can be served optimally.
- b) Recruitment of Human resources: According to Siagian [8] recruitment of labor is the process of finding, discovering, and attracting qualified applicants employed in the organization. The research shows that the recruitment of employees with the status of civil servants is conducted by the central government through the CPNS test, recruitment of Regional Public Service Agency (BLUD) by its own Hospital and PTT held by the government. But in the recruitment process, there are still constraints, the reason for the needs of employees has not been fully fulfilled by the Government.
- c) Placement of officers: according to Siagian [8], the placement of officers is when one has escaped the selection stage (received), then the person has obtained status as an employee and placed in a certain position to Duties and jobs in accordance with the field. Employee placements have been deprecated with government policy. It is also related to

the implementation of recruitment activities under Law Number 5 of 2014 concerning the civil apparatus of the State (ASN) [9]. The placement of employees who have passed the civil Servants and non-Civil servants in Local General Hospital Kajen has been placed in accordance with the competencies and fields that are indeed registered.

- d) Human resource development: development and training is an effort to cope with the growing demands of the environment. The development of the staff in the hospital has been conducted through several activities as an effort to improve the quality of HR services of hospitals. One of them through education and training activities (DIKLAT). This is in line with the provisions of government regulation Number 11 the year 2017 on civil servants management [11]. Training activities carried out consist of In House Training, which is activities and development of employees in the Local General Hospital Kajen held by the internal organization, then external training as for the activities of PPI training, training BHD., training on use of the fire extinguishers, and training of Hydrant usage with mentors from internal Local General Hospital Kajen. However, this development activity has not fully fulfilled the guidelines of Government Regulation Number 11 of 2017 on civil servant's management regarding the time of training which should be done within 20 (twenty) hours per year, but because of Limited time so that it cannot be implemented in accordance with this time. As for external training is done by sending a representative that corresponds to the competency of training. Local General Hospital Kajen also conducts monitoring and evaluation of education and training through filling the form of training activities to be reported to the Director and then the results are used as an evaluation of the future activities.
- e) Performance Assessment: [12] stated that the assessment of the work achievement (Performance appraisal) is the process by which organizations evaluate or assess the achievement of employees. Performance assessment at Local General Hospital Kajen is based on government regulation number 46 the year 2011 [13] on employees achievement target (SKP), assessment aspect of SKP and performance behavior. All appraisal activities are done online. But in the system of performance assessment, there is no reward system for employee achievers, the assessment of job achievement is judged not significantly affect the performance of employees.
- f) Compensation: According to Hasibuan [14], compensation is all income in the form of money, direct or indirect goods received by the employee in exchange for the services provided to the company. The decrease of compensation is the number of packages that the organization offers to workers in exchange for the use of its workforce. The compensation received by the staff of Local General Hospital Kajen is based on the decree of director number 445/04.1 the year 2018 on the granting of performance enhancement incentives to the Regional Public Service Agency (BLUD) in the district of Pekalongan. As for the elements assessed according to table 6 [15].

**Table 2.** Grading Elements

No.	Grading Element	Point	Percentage	Description
1	Morning ceremony	1 point/ceremony	30%	Implementation of local general hospital's morning ceremony
2	Attribute and uniform	1 point/time	20%	Completeness og attribute (Nametag, ID Card)
3	Nursing field meeting	1 point/meeting	20%	Every Thursday (Kamis)
4	Monthly meeting	1 point	15%	Every month each room
5	Performance of	Achievement	15%	Total achievement of

	implementing staff performance	performance's percentage		performance score and implementing staff in room/unit
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Source: Director decision of Local General Hospital Kajen, 2018.

Table 2 informs, there are 5 elements of judgment used as a guideline for employee compensation. The morning ceremony has the highest scoring weight compared to the other elements, which amounted to 30% it means that the discipline level of the employee must be higher than another points. Therefore, the employees who can fulfill the weight of the assessment determined to be rewarded, and for the employees who late will not get an incentive. However, the compensation given is still not as expected by the employees of Local General Hospital Kajen, because it is only sourced from hospital revenues. In addition, BLUD employees in Local General Hospital Kajen, also didn't receive performance benefits. Thus, it can also affect the motivation of employees in carrying out their work.

- g) Retirement: According to literature Djatmika and Marsono [16]. Retirement is an income received every month by a former employee who is unable to work anymore, to finance a subsequent livelihood so that it will not be displaced if it is not empowered again to seek another. Retirement Program is the income earned after the employee has finished his/her tenure in accordance with the provisions set forth. Based on research in the field, the Hospital has run a pension program in accordance with government regulation number 84 the year 2013 [17] on pension funds for civil servants. For civil servants, the proposed pension can be submitted at least 1 (one) year prior to the regional financial Agency (BKD) of Pekalongan Regency. However, BLUD officers didn't have clear rules yet relating to the granting of pension funds. In return, BLUD officers get retirement service through BPJS. Income earned by BLUD employee has been automatically deducted by BPJS usually at 2%. A small fund of pension funds received is dependent on the deposit of each month. Therefore, for non-civil servants' officers receive pension funds from BPJS employment services

## 4 Conclusion

Human resource management in Local General Hospital Kajen overall can be said to be good but still less optimal this is seen from: HR planning that is based on needs and workload analysis but still constrained in submission Human resource needs that have not been fulfilled so that the hospital still lacks medical personnel, the recruitment of civil servants conducted by the central government, the recruitment of BLUD officers conducted by the Local General Hospital Kajen and employees do not remain The placement of civil servants, BLUD employees and PTT officers in accordance with the competencies and required fields, training activities conducted internally and externally but not yet in accordance with the provisions of 20 hours per year due to limited time, valuation Working achievement is based on Government Regulation Number 46, 2011 on performance assessment, but in the performance assessment system, there has been no reward system for achievement employees, this work achievement assessment was judged to have no significant effect on Employees performance, director of compensation of decree No. 445/04 of 2018, however, the compensation given is still not as expected by the employees of Local General Hospital Kajen, because it is only sourced from RS revenue. In addition, BLUD employees at Local General Hospital Kajen also didn't receive a performance allowance, pension program for civil servants set regulation

number 84th 2013, for BLUD employees there is no rule and got retirement service through BPJS. Management of human resources in Local General Hospital Kajen can be more optimal if: (1) The addition of medical personnel, especially doctors are executed as soon as possible, (2) need a reward system for employees who excel, and (3) increased the intensity of training Employees as needed.

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