

Analysis of Health Administrator Needs of Planning Subdivision in Tulungagung District Health Office

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Abstract. Human resources are one of the most important aspects of an organization, including the existing health services at the Health Office. Therefore, planning for human resource needs is necessary to achieve organizational goals. This research was conducted at the Tulungagung District Health Office. This study aimed to determine the workload of human resources in the planning subdivision. This was descriptive qualitative research. Data collection techniques used were interviews with informants, documentation study, and observation. The population in this study was the Tulungagung District Health Office. The sample in this study were health administrators in the planning subdivision. The analysis was conducted based on workload. The workload is important in calculating employee formation and can be used to calculate the number of employees efficiently. The results showed that based on the number of ratios, a percentage of 2.908 was obtained, which means that the required number of employees should be 3 people. This indicated that the current workforce was less than the actual need because the workload was too large so it was advisable to undertake enrichment, enlargement, or recruitment in the planning subdivision of the District Health Office. This research concludes that there is an influence of workload with individual pressure and additional working hours, considering that the current state of human resources administrators is still lacking, known from the results of workload analysis calculations.

Keywords: *human resources, human resources needs, workload analysis*

Introduction

Human resource planning plays an important role in the organization as a process of translating organizational goals into the number of workers. Therefore, it is necessary to determine the human resources needed by the organization to achieve its strategic goals. In managing human resources, one must ensure effective planning related to the resources that exist within the organization(1). Human resource planning in organizational management is related to determining human resource needs, job analysis, recruitment, selection, and outreach(2).

According to the Decree of the Ministry of Health of the Republic of Indonesia Number: 81/MENKES/SK/I/2004 concerning Guidelines for Human Resource Planning for Health at Provincial, District/City, and Hospital Levels, there are four methods of developing human resource needs, including Health Needs Method, Health Service Demand Method, Health Service Target Method, and Ratio Method(3).

Furthermore, there are several other methods which are basically the development of those four methods mentioned above, namely: the preparation of personnel needs based on the Employee Composition List (DSP) (authorized staffing list), compilation of labor requirements based on WISN (Workload Indicators of Staffing Need / Workforce Indicator Based on Workload), preparation of labor requirements based on scenarios/projections from WHO, and compilation of energy needs for disasters.

In compiling human resource needs, it is necessary to have a workload analysis as a reference in determining the number of human resources in an organization. An analysis is a methodology to

determine the time, effort, and resources needed to achieve the goals and strategies desired by the organization and to identify organizational needs in order to produce quality human resources(4).

The Ministry of Health adopts a method of calculating the need for labor based on the workload carried out by each category of HR, namely the WISN (Workload Indicators of Staffing Need) method. In Indonesia, this method is used to calculate the number of needs of each category of health workers needed in the provincial and district/city health offices as well as the hospital and has been approved through the Decree of Ministry of Health of the Republic of Indonesia No.81/MENKES/SK/2004(5).

Job design is a function to determine the organizational work activities of an individual or group of employees(6). The aim is to arrange work assignments that meet organizational, technological, and behavioral needs. Job design describes how the composition of jobs, tasks, and rules are defined and modified so that those affect the individuals(7). Job design is also a combination of job content and works methods(8). There are variations of job design, including job rotation, job enlargement, and job enrichment(9). In this theory, job rotation and job enlargement are used to overcome problems such as reduced employee morale and productivity due to monotonous work(10). Moreover, job rotation and job enlargement are developed to increase the productivity of employee performance(11).

In addition to the recruitment, the selection is also a vital function of human resource management for all organizations. This refers to the process of attracting and selecting prospective employees. The quality of human resources owned by the company is very dependent on the effectiveness of these two functions(12). However, improper recruitment and selection of employees will cost a lot of money. The purpose of recruitment and selection in an organization is actually to get qualified employees in order to meet the strategic objectives of the organization at minimal costs(13). The Health Service is an element of regional autonomy that has the task of carrying out services, coaching, and development in the health sector.

The Tulungagung District Health Office is one of the government agencies providing health services, guidance, and development. To realize these three things in a quality manner, resources are needed, even though there are not enough resources to guarantee the implementation of an activity or program properly. Therefore, individual workloads need to be managed appropriately to achieve optimal performance.

Another thing that is also a concern is the complaints from administrators related to the task that is always overloaded and came suddenly from other programs. This results in staff administrators increasing work hours or overtime. This also results in delays in completing the planning sub-task. Based on those above backgrounds, this study aims to determine the workload of human resources in the planning subdivision.

Materials and Method

This was descriptive qualitative research. The population in this study was the Tulungagung District Health Office. The sample in this study were health administrators in the planning subdivision. Data collection techniques used were interviews with informants, documentation study, and observation. Analysis was conducted based on workload. The workload is important in calculating employee formation and can be used to calculate the number of employees efficiently.

Results

The workload is important in calculating employee formation and can be used to calculate the number of employees efficiently. If employees can work effectively every day, then work can be completed on time. The following is the calculation result of the workload analysis in the planning subdivision of the Tulungagung District Health Office.

Table 1. Workload Analysis for Administrators in the Planning Subdivision of the Tulungagung District Health Office

No	Job Description	Unit of Result	Settlement Time	Standard	Workload	Required Employees	Details.
1	Compiling draft terms of reference	Framework	60 minutes	79.200 minutes	4	0,003	
2	Collecting materials/literature/reports	File	30 minutes	79.200 minutes	400	0,152	
3	Processing material/literature/reports	File	60 minutes	79.200 minutes	400	0,303	
4	Compiling a method of formulating the descriptions and determinants of health problems	Report	1650 minutes	79.200 minutes	4	0,083	
5	Compiling a draft authority and responsibility of health program administrators	Report	1650 minutes	79.200 minutes	4	0,083	
6	Compiling draft guidelines and procedures for implementing health programs	Report	1650 minutes	79.200 minutes	4	0,083	
7	Compiling a work relationship design by implementing health programs	Report	1650 minutes	79.200 minutes	4	0,083	
8	Compiling a draft monthly report	Report	330 minutes	79.200 minutes	400	1,667	
9	Compiling a draft quarterly report	Report	330 minutes	79.200 minutes	48	0,200	
10	Compiling a draft annual report	Report	1650 minutes	79.200 minutes	12	0,250	
Total						2,908	3

From Table 1, it can be seen that there is a need for health workers in the planning subdivision of the Tulungagung District Health Office. Comparison of the current workforce with a description of the existing tasks, which was then calculated by the analysis of workloads obtained the following results: category of compiling the terms of reference had a ratio of 0.003, collecting materials/literature/reports had a ratio of 0.152, processing materials/literature/reports had a ratio 0.303, compiling the design method of formulating the description and determinants of health problems had a ratio of 0.083, compiling the design of authority and responsibility of health program administrators had a ratio of 0.083, compiling draft guidelines and procedures for implementing health programs had a ratio of 0.083, compiling the design of work relationship by implementing health programs had a ratio of 0.083, compiling the monthly draft reports had a ratio of 1.667, compiling the quarterly draft reports had a ratio of 0.200, and compiling the annual draft reports had a ratio of 0.250.

Discussion

The Workload Indicators of Staffing Need (WISN) guidebook (WHO, 2010) explains that if the ratio is one, the number of employees is in accordance with the existing workload demands (sufficient number), whereas if the ratio is less than one, the number of employees or workers is not accordance with the existing workload demands (lack of labor). The smaller the ratio, the greater the workload. Based on the total ratio obtained, which is 2.908, it means that the number of employees needed should be 3 (three) people(14), (15).

Based on the general description of the position of administrators in charge of conducting policy analysis in the field of service administration, licensing, accreditation, and certification for the implementation of health development programs, there are still some pressures in completing tasks. This was revealed from the results of an interview with one of the staff of the planning subdivision of the Tulungagung District Health Office. It can be seen from the results of workload analysis and interviews that the current number of administrators is still inadequate, causing pressure and complaints. However, there is a possibility that one of them could be due to physical factors and inappropriate timing. In such a situation, an HR planning process is needed because if this is not handled immediately, it can reduce employee performance.

According to the 2016 International Journal of Applied Research entitled Job Enrichment: A Tool for Employee Motivation, job enrichment is one of the best ways to increase employee job satisfaction in order to prevent staff turnover. Job enrichment is expected to stimulate employees to further enhance their commitment on achieving the goals and objectives of the institution/organization. Likewise, according to the 2017 Journal of Nursing and Health Sciences entitled Implementing Workload Indicators of Staffing Needs (WISN) to Determine Human Resources in Primary Health Care Settings in South Africa: A Concept Analysis, the role of workers in the provision of quality health services can be improved by reducing employee work pressure. This refers more to recommendations for job enlargement and job enrichment. Meanwhile, in the selection of recruitment recommendations according to the International Congress on Interdisciplinary Business and Social Science of 2012 in a journal entitled The Role of Japanese Human Resource Planning Practices for Increasing Industrial Competitiveness, human resource planning that uses the recruitment process due to labor shortage can be performed as a solution to support and improve organizational performance.

Conclusion

This research concludes that there is an influence of workload with individual pressure and additional working hours, considering that the current state of human resources administrators is still lacking known from the results of workload analysis calculations. The recommendation for the institution is to carry out job enrichment or job enlargement when the institution does not have sufficient budget funds. However, if the institution has sufficient budget funds, the recruitment process can be performed.

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