

PLANNING ANALYSIS OF PUBLIC HEALTH HUMAN RESOURCES IN A HEALTH OFFICE IN INDONESIA

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Abstract

Introduction: Human resource planning is the primary function the organization shall carry out to provide workers to occupy appropriate positions and jobs. In health development, public health workers are a part of a crucial human resource role to increase awareness of promotive and preventive health services. **Aims:** In general, this study aims to analyze the public health workers planning at the Health Office of Tulungagung District, Indonesia. **Methods:** Descriptive methods and literature studies were used. **Results:** The results indicated that the appointment of civil servants or moratorium had not been held, including Public health workers from 2014 to 2017. Accordingly, there was a gap between the needs and the availability of Public health workers at the Health Office of Tulungagung District. Job enlargement occurred to overcome these problems; namely, additional tasks were given to other Public health workers leading to the workload that was increasingly high and incompatible with the main tasks and functions and educational background. It affected the performance of the Health Office of Tulungagung District, namely the coverage of households with Hygienic and Healthy Behavior. **Conclusion:** Therefore, an alternative provision of Public health workers through the process of recruitment, selection, and orientation, which will later become contract workers with honoraria sourced from the Health Operational Assistance (BOK) fund, was required. Public health workers planning at the Health Office of Tulungagung District was carried out annually based on Workload Analysis (ABK). The number of Public health workers needed by the Health Office of Tulungagung District is 16 people.

Keyword: Community Health Center, Orientation, Public health workers, Recruitment, Selection

Introduction

Human Resources (HR) is one essential factor in an organization. Various types of clinical and non-clinical health workers are incorporated into human health resources who undertake medical intervention efforts and public health^{1,2}. Human resource planning is the primary function every organization shall carry out to ensure that there are appropriate workers to occupy positions within the organization to achieve a set of goals and various targets^{3,4}. In the 2011-2025 health workers' development plan, health development is carried out based on the principle of fair and equitable. However, the equal distribution of numbers, types, distribution, and quality of health workers is still inadequate. The Minister of Health Regulation No. 75 of 2014 on Community Health Centers (Puskesmas) sets Community Health Center employment standards⁵. Human resources at the Community Health Center consist of health workers and non-health workers. Public health Worker is one of the available health workers. Public health Workers have a strategic role in changing people's behavior towards Hygienic and Healthy Behavior through health promotion. Planning for the needs of Public health workers is urgently needed at the Community Health Center as a health service facility

functioning as the organization of the first level Public health Efforts and Individual Health Efforts in the working area⁶.

The purpose of the research was to analyze the public health workers planning at the Health Office of Tulungagung District. The specific objective was to examine the needs and availability of Public health workers as well as the recruitment, selection, and orientation processes as an alternative to the provision of Public health workers at the Health Office of Tulungagung District, East Java, Indonesia.

Material and Method

A descriptive method and a literature study were used. Data were collected in December 2018. The sample in this study was chosen based on the principle of conformity. Suitability is the sample chosen based on the knowledge gathered on the research topic. In-depth interviews were conducted to the Head of Human Resources, Head of Sub-Division of Planning, and Head of Sub-Division of Employee Affairs at the Health Office of Tulungagung District East Java, Indonesia. Secondary data were also used in the form of reports of the Health Office of Tulungagung District.

Results

The Strategic Plans of Health Office of Tulungagung District in 2014-2018 set the Vision: Independent Tulungagung Communities for healthy living, the second mission: Empowering the community and the environment, and the 8th Performance Indicator: Coverage of PHBS households. To support the above, HR planning of the public health workers as the practitioner of the health promotion and community empowerment program at the Community Health Center is required. Public health Workers Planning is based on Workload Analysis (ABK) and Public health Workers analysis at the Community Health Center so that the needs and availability of Public health personnel at the Health Office of Tulungagung District are known. If the demand is smaller than the availability, then there will be restrictions on recruitment, early retirement for workers who are not productive or temporary termination from functional positions in public health. If the need is higher than the availability of public health workers, however, recruitment and selection of public health personnel will be carried out both from the appointment of Civil Servants (PNS) and the contract (Table 1).

Table 1. Table of the Needs of Public Health Workers based on Workload Analysis (ABK) at the Tulungagung Community Health Center in 2018

Functional positions	Data		
	Availability	Needs	Difference
Public health officials Skilled			
Public health officials – practitioner	0	3	-3
Public health officials – advanced practitioner	1	4	-3
Public health officials – supervisor	1	7	-6
Public health officials Expert			
Public health officials – assistant	2	5	-3
Public health officials – junior	2	3	-1
Public health officials – middle	0	0	0
AMOUNT	6	22	-16

Source: Plan of Health Office of Tulungagung District in 2018

The table above shows that the number of needs is higher than the number of availability. Based on data from the Health Office of Tulungagung District in 2018, out of 32 Community Health Centers, only 5 Community Health Center met the labor requirements under the Minister of Health Regulation No. 75 of 2014. This is because from 2014 to 2017, there was no recruitment for Public health workers (moratorium). At the same time, the existing public health workers have been reduced because of the employee mutation process. An alternative is therefore needed to meet the needs of

public health workers apart from the moratorium appointment, namely the recruitment of public health workers as contract workers with honorarium sourced from the Health Operational Assistance (BOK) of Community Health Center and Non-physical Special Allocation Fund (DAK) in the health sector following Technical Guidelines use of non-physical Special Allocation Fund (DAK) in the health sector.

Discussion

Analysis of the recruitment, selection, and orientation processes as an alternative to the provision of public health workers in the Health Office of Tulungagung District

Recruitment. It aims to obtain public health workers (quantity) under the needs and quality per the required qualifications, namely have a minimum education level of D3 of public health, preferably majoring/specializing in Health Promotion/Behavioral Sciences, preferably with work experience of at least one year in their field. Recruitment is carried out by external recruitment methods and openly. This method is more beneficial when compared to the internal recruitment method (recommendations of existing workers) which is carried out in a closed manner with the loss of authority and power, among others, difficult to conduct because workers who are promoted are close to their subordinates, sometimes it is difficult to find the appropriate candidate, cause internal conflict or close the possibility of outside potential that might be better^{7,8}.

Besides, if it is carried out in a closed manner, recruitment is only informed to specific employees or individuals. Hence, there are relatively few applications that make it challenging to obtain good employees.⁹

Selection. It aims to obtain qualified workers following the job description and quality as needed (honest, disciplined, skilled, creative, loyal, and highly dedicated), to prepare and form cadres of workers who can support health promotion activities in the future, to obtain the right person for the position of public health workers who can work optimally and can last for a long time^{7,10}. The selection process includes:

- a. Initial examination
Eliminate the applicants who do not meet the specified requirements. An initial examination is carried out if the applicant has minimal job specifications.
- b. Form filling
Fill the form providing information regarding the individuals.
- c. Form usage
Provide required information of a selection process.
- d. Test
Knowledge test in the field of expertise in health promotion and health tests.
- e. Interview
Structured and unstructured interviews. When the interviewer has obtained information from a list of questions that have been made (structured interviews), the interviewer can improvise asking other things from applicants whose information is needed (unstructured interviews).
- f. Final assessment
Evaluation to determine whether the candidate is accepted or rejected as well as paying attention to the results of the health test.
- g. Decision of acceptance
It marks the end of the selection process.

Orientation. It aims to help new workers to understand the goals of the Community Health Center. The activities and guidance of the Community Health Center will increase job satisfaction and productivity^{7,11}. The orientation process includes:

- a. Prepare an appropriate mentor prior to new workers appearance

- b. The first-week orientation covers introducing new workers to colleagues, explaining the role of each worker in the Community Health Worker, and presenting relevant information in an organized and concise format.
- c. The first month is to schedule mandatory training, taking into account training needs and other relevant developments.
- d. Mastery of the role by assigning mentors so that new workers are more motivated in fulfilling the Community Health Center mission and foster an optimistic attitude.

Conclusion

Based on the analysis of the needs and availability of Public health workers in the Health Office of Tulungagung District, it is found that the number of demands is higher than the number of availability. An alternative is therefore needed to meet the needs of Public health workers apart from the moratorium appointment, namely the recruitment of Public health workers as contract workers with honorarium sourced from the Health Operational Assistance (BOK) of Community Health Center and Non-physical Special Allocation Fund (DAK) in the health sector.

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