

STRATEGIES OF HUMAN RESOURCES DEVELOPMENT AT DR. (H.C.) IR. SOEKARNO PUBLIC HOSPITAL BANGKA BELITUNG

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Abstract

Human resource development in the health sector can be directed to the development of professional, quality and competitive human resources. This study aims to analyze the strategy of developing human resources at the Regional General Hospital Dr. (H.C) Ir. Soekarno, Bangka Belitung Islands Province. The research method used is descriptive qualitative using Wernefelt's RBV theory. This research resulted in a Human Resource Development Strategy that has been carried out by the Regional General Hospital Dr. (H.C) Ir. Soekarno, Bangka Belitung Islands Province. Hospital institutions are responsible for improving the work ability, skills and work behavior of staff and employees for the better. Human resource development strategy is a form of appreciation from the leadership/management towards employees in the form of education and training. The development of human resources in superior service products that are competitive and competitive in advancing hospitals against competition in the province of the Bangka Belitung Islands.

Keywords: *Strategy, Development, Human Resources*

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INTRODUCTION

Humans are present as resources that have a central point in thinking, planning, engineering, designing, implementing and organizing development and or development actors. According to Poerwadarminta (1984), resources viewed from an etymological point of view derive from the word "source" given the meaning "origin". While the word "power" can be interpreted as "strength" or "ability". Based on this, it can be said that resources are "abilities", or "origins of power".

According to Bukit, et al. (2017) humans are social creatures, where instinctively humans want to live in groups. Manifestations of this group life include the emergence of social organizations or institutions in society. One of the human needs according to Maslow (in Notoatmodjo, 1998 in Bukit, 2017) is the need for opportunities to develop themselves and training programs and employee development. That is, humans are resources that have value, behavior, and desire in the development and effective utilization of human resources.

When looking at it, it can be said that human resources are one of the central factors in an institution. All forms and purposes of its establishment, organization or institution are made based on vision and mission for the benefit or benefit of humans. Good human resource planning, it will have implications for the realization of a good performance system.

The presence of human resources for an institution or institution not only plays an important role in carrying out administrative tasks. Its presence actually increases the number of qualified human resources in accordance with the needs of institutions or institutions based on job description, job specification, job requirement and job evaluation. The increasing quality of human resources is of course able to develop an institution or institution, because the workforce is determined based on the principle of the right man in the right place and the right

man on the right job. The presence of human resources also plays an important role in designing maupu predicting the condition and development of the institution or institution itself.

Martoyo (1992) explained that resources are tools to achieve goals or the ability to benefit from certain opportunities, or escape from difficulties so that the wording of resources does not indicate an object, but can play a role in a process or operation that is an operational function to achieve certain goals such as fulfilling satisfaction. Therefore, the term human resource is currently seen as a valuable asset and can be doubled and developed. Or to say, human resources are seen as investments for organizations or institutions.

The importance of human resources, requires every institution to get qualified and productive employees to run the organization. Thus, there needs to be human resource management. According to Dessler (2003), human resource management is the linking of Human Resource Management with strategic role and objectives in order to improve business performance and develop organizational cultures and foster innovation and flexibility". Marwansyah (2010) states that human resource management can be interpreted as the utilization of human resources in organizations, which is carried out through the functions of human resource planning, recruitment and selection, human resource development, planning, and career development, compensation and welfare, occupational safety and health, and industrial relations.

Human resource development is one of the efforts made to get qualified staff or employees, productive and have competitive value. Simply put, human resource development can be interpreted as a process of increasing the knowledge, skills, and capacities of all residents of a society. According to Sikula (in Malayu, 2005), development refers to the problem of staff and personnel is a long-term educational process using a systematic and organizational procedure with managers, learning conceptual and theoretical knowledge.

Watkins (1991) states that human resource development as "the field of study and practice responsible for the fostering of a long-term, work-related learning capacity at the individual, group, and organizational level of organizations. The organization needs to enhance individuals' capacity to learn, to help groups overcome barriers, and to help in creation a culture which promotes continuous learning". Thus, it can be concluded that the development of human resources is based on activities directed to increase competence over a longer period of time that exceeds the current position, in anticipation of the future needs of organizations or institutions that continue to grow and change.

The role of human resources has become very important in the implementation of health systems. On the other hand, challenges such as low competence become obstacles in the implementation of the health system. Therefore, human resource development should be able to focus on the application of appropriate competency improvement methods and the development of monitoring systems as well as evaluation in performance monitoring. According to Putri (2017), human resources are also a major element of improving the competitiveness of health services. Human resources are the backbone of health care efforts to deal with the increasing number and proportion of the productive and elderly population in the future.

Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province. At a young age, Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province certainly performs functions as a health care center with the highest hospital status in

Bangka Belitung Islands Province and as a referral center of regional public hospitals and private hospitals in Serumpun Sebalai Province which is heavy and difficult. The vision of Dr. (H.C) Ir. Soekarno Regional General Hospital is "Making the Hospital the Best and Affordable Referral Center by the Provincial Community that Prioritizes Holistic Interprofessional Collaboration-Based Services".

Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province is required to prepare human resources medical services into hospitals with type A classification, as one of the conditions for the establishment of the Faculty of Medicine, Bangka Belitung University. Not only that, the number of specialists who are still lacking, especially in the three excellent service products, is still less than its quality so that the provincial government conducted a memorandum of understanding with Ciptomangunkusumo Jakarta hospital, Harapan Kita Hospital and Friendship Hospital in Jakarta.

The presence of problems in the Regional General Hospital Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province is certainly related to the optimization of the functions and roles of existing human resources. Optimization of these functions and roles one of which can be achieved through the development of human resources. The director and management of the hospital must be able to truly present a development strategy to create quality human resources, be able to innovate, and be able to solve various problems in the hospital.

Seeing the importance of policy in human resource development, development for the world of health must be directed to the development of professional, qualified and competitive human resources. Therefore, an analysis was conducted related to the Human Resource Development Strategy at Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province which was carried out 3 years ago.

METHOD

Through qualitative descriptive research methods, researchers conduct a series of activities to obtain data that is what it is without existing under certain conditions whose results emphasize meaning more. As for obtaining data and information in the field, researchers conducted in-depth observations and interviews directly to the leadership or management of dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province. From these results, there are several things that can be done, including describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of people individually and in groups. Some descriptions of data and facts found in the field are used to find the principles and explanations that lead to the conclusion (Sukmadinata, 2005).

The data collected in the form of the first directly from the source, the researcher becomes part of the main instrument of analysis, both data in the form of words in sentences or images that have meaning (Sutopo 2006). The source in this case is the Director and Deputy Director General and Finance of DR. (H.C) Ir. Soekarno Bangka Belitung Islands Province. The data analyzed relates to the strategy, implementation, and impact of human resource development. It aims to create superior, qualified, and professional human resources in creating optimal health services to realize dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province, especially as the best referral center and affordable by the community.

The data collection techniques used in the study used in-depth observation and interview techniques. Participation observations were the focus used by researchers in the study. While

the type of interview conducted in this study is an unstructured interview. The fundamentals of choosing this type of unstructured interview provide opportunities for researchers to further develop research questions.

Researchers and informants conduct a question and answer process that is not done formally, but is more relaxed like discussing. Through this type of research, researchers from the beginning must have the focus of the conversation they want to ask so that all interviews conducted are directed to a predetermined focus (Idrus, 2009). Both of these techniques become an important part of obtaining data and information in the research process conducted in the field. The purpose of using in-depth observation and interview techniques is to be able to generate valid data or have credibility.

The validity or credibility of data becomes the main thing to avoid and to minimize the error of researchers in conducting data pumping in the field. If this has been done, then the data generated or obtained by researchers can be accounted for. According to Fathoni (2006), observation is a technique of collecting data done through an observation accompanied by recording the state or behavior of the target object. Mulyana, (2001) explained that observation is directed at the activity of paying attention accurately and considering the relationship between aspects in the phenomenon being observed to obtain data about a problem so as to obtain understanding or as a means of re-checking or proving information or information obtained earlier.

Meanwhile, an interview is a face-to-face exchange of conversations in which one person obtains information from another (Denzin, in Black, 2001). Researchers typically focus on extracting the textures and flow of selective experiences of respondents through the process of interaction of researchers and subjects they research with "free" in-depth interview techniques (Gubrium and Holstein, 1992). In addition to conducting in-depth observations and interviews at The Regional General Hospital dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province, researchers also conducted searches for official documents, research results, writings, and related articles. This becomes important to further strengthen the validity of data that has been obtained before.

RESULTS AND DISCUSSION

Informants from this study are Director of Regional General Hospital (DRS), Deputy General and Finance Director of Regional General Hospital (WDU), Deputy Director of Service (WDP), DR. (H.C) Ir. Soekarno of Bangka Belitung Islands Province, Head of Bappeda Province of Bangka Belitung Islands (KBD), Chairman of Commission IV of DPRD of Bangka Belitung Islands Province (KMIV) and Head of Section (Kasi) of Medical Services Resources (KSPM), *Kasi Mutu* Medical Services (KMPM). Another informant in the neighborhood of DR. (H.C) Regional General Hospital Ir. Soekarno. All informants are between the ages of 45-52 years and have worked in accordance with their field of duty for more than 5 years, so that they know and understand with certainty the condition of the hospital especially those related to HR management issues.

Implementation of The Power Factor of Human Resource Development in Regional General Hospitals

There are several factors of the strength of human resource development in Dr. (H.C) Regional General Hospital of Bangka Belitung Islands Province:

- 1) Is a hospital with accredited services 5-Star Plenary and Public Service as a Role Model for Public Service Implementation Category "Good with Notes"
- 2) Structure of Echelon II B, in accordance with Pergub kdp. Bangka Belitung No. 49 of 2020 concerning the Second Amendment to Governor Regulation No. 98 of 2017 concerning the Establishment and Position, Organizational Structure, Duties and Functions and Working Procedures of the Technical Implementation Unit of the Bangka Belitung Islands Provincial Office.
- 3) Having Emergency Hospital for Covid 19 built on Presidential Instruction consists of 25 beds / rooms specifically for severe covid patients and 75 beds for Medium cathode patients. The success of hospitals in having emergency hospitals is inseparable from the influence of external, situational policies on the dynamic state of world health.
- 4) Designated as a Teaching Hospital for Wahana Intership and FK UBB youth doctor education, all specialist doctors have conducted the screening of prospective lecturers guided by FK-Unsri.
- 5) It has 3 excellent service products, namely neurosurgery superior services, heart and intervention excellence services and pain-free superior services.

Implementation of Disadvantages of Human Resource Development at Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province

The passion and efforts made in the development of human resources in hospitals do not always go as expected. Sometimes there are also inhibitory factors present. Likewise, there are inhibiting factors that occur in the development of human resources in The Regional General Hospital Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province. In its implementation, there are several obstacles or obstacles in the development of human resources in hospitals: 1) Human resources are still lacking. 2) Employee skills are lacking to complete tasks due to mutations and new admissions. Thus, the development of human resources becomes one of the problem solving of the problems and challenges that exist in the Regional General Hospital Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province, 3) During the Pandemic occurred there was no addition, Rivai (2014) mentioned that the potential of each employee must be known by the company before conducting a development program, because by knowing this potential, Employees can be directed to a career that is in accordance with their abilities so that they can produce productivity and optimal performance improvements. Improved performance as part of the objectives of the hospital's human resource competency development program. This is illustrated in several indicators, such as increased job knowledge, increased behavior in carrying out job duties (such as creativity, initiative, cooperation, discipline, and responsibility), improving the quality and quantity of work.

Also, the development of human resources at Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province can be classified into two groups, namely informal and formal development. According to Mangkunegara (2007), informal development is an employee of his own desire and effort to train and develop himself by studying literature books that have to do with his job or position. KMPM (2021) said that informal self-quality

development must be carried out by all staff or hospital employees. This is one of the increases in knowledge that can be done every day and continuously.

Sukirman (2021) explains: *"Self-development is the same as us learning. Well to learn do not have to wait to be held by the hospital. Indeed, the hospital has an obligation in carrying out development for the improvement of the quality of its human resources. But let's not stand by and wait for it. We need to be able to learn independently. The more we read and learn, the more knowledge we learn. The end result will be able to improve the quality of self and improve service to the community as a hospital with a superior program of stroke, heart and pain mangemen, its human resources must make service innovation so as not to lose to the private hospital at the base of the betelnut"*.

Policies in the development of human resources in this hospital according to Susanti (2021) must continue to be improved, especially with regard to training and workshops related to professional development. Not only that, it is also expected that hospital staff or employees are given more opportunities to participate in various training activities and award educational scholarships with a quota that increases every year. Of course, all this according to Susanti (2021) must also get budget support, so that every unit in the hospital consistently designs and implements policies that focus on human resource development in each field.

The development of human resources in hospitals according to KMPM (2021) is the answer to the challenges of low human resource competence in the field of health. This challenge is then the biggest obstacle in the implementation and service of the health system. Therefore, macro development becomes a strategic agenda in efforts to plan, procurement, utilization, development, and supervision of the quality of human resources in hospitals. This development is also one of the efforts in supporting the implementation of health development to realize the highest level of public health.

The steps taken show that the employee is eager to move forward by improving his or her employability. This is beneficial for the company because the employee's work performance is getting bigger, in addition to efficiency and productivity is also getting better (Mangkunegara, 2007). Improving workability for hospital staff or employees is a major concern, especially since the obtaining of the Plenary Accreditation Graduation Certificate (5-Star) national standard of hospital accreditation (SNARS Edition 1) from the Hospital Accreditation Commission (KARS).

Human Resource Innovation

Some innovations have been made in hospitals including:

- 1) Plat BN: This activity is served by dr. Farhan, SpAN with Moto PLAT BN: Pain-Free Integrated Service
- 2) *Jaga Jantung Sepradek*: *Jaga Jantung Sepradek* is the flagship service product of Cardiac Catheterization. It has been running since May 8, 2018 and until now last conducted joint activities with Harapan Kita Hospital on October 29 - 31, 2021. This idea and innovation from Dr. Surya Hafidiansyah Putra SpJP Finasim along with staff and employees of the heart of Dr. (H.C) Ir. Soekarno Prov Regional General Hospital. Kep. Bangka Belitung.

- 3) Covid19 Emergency Hospital: WDP, Hospital General of Hospital Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province, Achmad Husaini (2021) stated that the implementation of human resource development in hospitals should also focus on the ability and expertise of health workers in handling the spread of the Covid-19 pandemic. The development aims to create a balance of programs that are the main focus carried out by the central government and local governments. The same thing was said by dr. Zaki who is one of the general practitioners at the Covid-19 installation. According to Zaki (2021), the development of human resources in Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province must be done dynamically and situationally. Dr. Zaki (2021) explained: "Implementation of human resource development in hospitals must be done dynamically and situationally. Dynamic in the sense that the development of human resources of hospitals must adjust the development of society, the world of health, and the development of information technology. While situationally means that the development of human resources must be able to follow quickly and precisely the condition of the community, the world of health, and the development of information technology that exists, alhamdulillah at the time of Covid19 in this hospital present Covid19 Referral Hospital located on the land of Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province". The presence of Covid Emergency Hospital on earth is a gift for the 20th anniversary of the President through BNPB which in March 2021 was officially inaugurated by Lt. Gen. Doni Monardo as chairman of BNPB / Chairman of task force Covid 19.

Human Resource Welfare

Human Resource Welfare of Regional General Hospital Dr. (H.C) Ir. Sukarno is currently formulated by Bappeda Bangka Belitung Islands Province, he said the head of KBD: "Hospitals are social institutions so hospitals should not seek benefits even though the hospital has carried out functions as BLUD, meaning that the benefits and welfare of staff and employees are budgeted in indirect spending in the form of salaries, honors, afternoon and evening watch rations and TPP. If this Hospital is already independent with income or PAD 50 M new welfare is submitted to PPK BLUD Rs".

Human resource welfare in hospitals is provided in the form of Salary, Honor, Ration of Care, Medical Services 38% and TPP. WDU explained as follows: "There is a medical human resource Covid Incentive that has been regulated by Incentives for health workers who provide COVID-19 services in hospitals as high as Rp. 15,000,000/OB, General Practitioners and Dentists Rp.10,000,000/OB, Midwives and Nurses Rp. 7,500,000/OB, Other Medical Personnel Rp. 5,000,000/OB."

The incentive for medical human resource is strengthened by KMK Of The Republic of Indonesia NUMBER HK.) 1.07/Menkes/278/2020 strengthened by the Decree of the Minister of Health (KMK) number HK.01.07/MENKES/4239/2021 on The Provision of Incentives and Death Compensation for Health Workers Dealing with COVID-19 with the amount as called by the WDU Informant.

Darmoris, the nursing director who has been taking care of medical services said: "*There are difficulties when the distribution of medical services related to doctors, especially*

specialists, in contrast to medical personnel, support and others there is no difficulty in the distribution and provision. "

Synergistic Human Resources

Synergistic development, and management of human resources. Sukirman mentioned: "At the Regional General Hospital Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province carried out macro development that focuses on planning in an effort to improve human resource capabilities in the hospital environment". This planning is an important key so that the human resource development program in this hospital can run well and systematically, we have synergized with RSCM, Harapan Kita Hospital and Dr. Mohammad Husin Hospital macro and are currently being carried out the planning process for 2 flagship products of chemotherapy to M. Husin Palembang Hospital and radiotherapy with RSPN Cipto Mangkusumo Jakarta".

Synergistic development of human resources in hospitals according to Sukirman (2021) is the answer to the challenges of low human resource competence in the field of health. This challenge is then the biggest obstacle in the implementation and service of the health system. Therefore, macro development becomes a strategic agenda in efforts to plan, procurement, utilization, development, and supervision of the quality of human resources in hospitals. The synergy of this development is also one of the efforts in supporting the implementation of health development to realize the highest level of public health.

Judging from the human resources manager, Notoatmodjo (2003) explained that Synergy is the determination of employee programs (human resources) in order to help achieve the organization's goals or objectives. This means that it can be said that it regulates the people who will handle the tasks assigned to each person in order to achieve the tasks of the organization.

While micro-development can be interpreted that in the environment of a work unit (Departments or other work units), then the intended human resources are labor or employees (Notoatmodjo, 1998). At The Regional General Hospital Dr. (H.C) Ir. Soekarno of Bangka Belitung Islands Province, micro-development according to Sukirman (2021) focuses on the implementation of work programs of each field in the hospital. This is done as a form of internal strengthening to create quality and highly competitive resources in the world of health.

Work Results

There is an increase in the quality of service (85.64% from the target of 83% in 2019) and an increase in public services to the community in 2019 with a target of 80% and an achievement of 83% due to the regular running of 3 excellent programs namely Pain Management, Cardiac Catheterization and Neurosurgery with a collaboration scheme or partners with Cipto Mangunkusuma Hospital and Harapan Kita Hospital in the form of a Memorandum of Understanding. The 5S program through training service executed runs as expected.

The increase in the number of beds from the number of 57 beds at the end of 2018 to 239 beds by the end of 2020. The bed requirement for grade A education is above 250 beds. As evidence or success of the hospital to manage the quality of service and the quality of public services are provided, among others:

- 1) Accreditation from KARS as a Five-Star Plenary Accredited Hospital in 2020
- 2) Public Service with Predicate as Role Mode of Public Service Good with Notes.

Mental Prowess

There are fluctuations due to the pandemic, especially at the beginning of Covid19 cases in Indonesia in March 2021. The policy of the government is not yet clear, there is no prototype of health to treat, treat and determined positive or not of someone who suffers from Covid19.

Darwis as an informant said, "The hospital management policy with an emergency situation builds a negative pressure isolation room, forming human resources in accordance with the needs of covid 19 can be completed brackets over 2 months, so that the hospital is able to train general practitioners, specialists and other officers by using short course or short training with offline and online methods". Other things were also conveyed BYDR. Yoke because of this pandemic there is a difference between who the general practitioner who serves Covid19 in IGD. Commented dr. Yoke "At the beginning of the Covid19 case we as doctors receiving covid patients feel great anxiety so that the services provided are not perfect, there is fear, fear of contracting, fear of being treated and of course afraid of death. While self-assurance has not been, including uncertainty of Covid19 incentives from the central government. The mental skills of staff and employees before Covid 19 have been tested with the awarding of quality hospital services in the form of Five Star Plenary Accreditation.

Behavior

The performance of management and fields before the Covid19 pandemic is likely to increase because there are targets that must be achieved, namely hospitals must be accredited and if they can complete accreditation. Seminar activities, inhouse training and Bimtek are carried out both internally and externally in the hospital. This activity can be seen in the table below. On October 1, 2019, Regional General Hospital Received 5-Star Plenary Accreditation from the Accreditation Committee of Indonesian Hospitals which means there is recognition that the hospital passed the plenary in SNARS.

When pandemic cases hit the world and Indonesia in early 2020, the morale of hospital staff / employees decreased greatly. Meetings such as inhouse training, workshops, Bimtek and comparative assessments to hospitals outside the province are almost unfettered with the PPKM system and official travel requirements. Only one Bimtek activity organized by BKSDM is the leadership training for echelons 2 and 3, followed by the director of regional general hospital Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province was also with the Zoom Meeting system.

Discipline

It is not satisfied that the disciplinary system of medical personnel (Doctor and specialist doctors) is difficult to enforce. It's not uncommon for medical personnel not to follow the morning apple like other employees. In the discipline of medical personnel there are weaknesses. Sukirman (2021) said: "For the reason that doctors and specialists work 1 x 24 hours they do not have time to limit the morning apple when there is an early morning patient action or at 2:00 am"

Problems like this certainly cause a negative impact on staff and other employees. The establishment of employee discipline is carried out in guided by the rules of ASN discipline and employment contract agreements if the power is honor APBD or BLUD. For the ASN made cuts to TPP. To the staff and employees who promote discipline we give rewards in the form of continuing education, or charters accompanied by gifts in the form of laptops or trophies.

Head of Medical Records Section, Susanti (2021) revealed that the management of Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province has made several efforts in the development of hospital human resources, including allowing staff or employees to participate in trainings related to improving the quality of human resources, conducting in house training, implementing a reward system for those who interpret and punishment systems for staff or employees who violated the rules in the hospital.

According to Susanti (2021): *"The hospital management has been consistent in developing existing human resources, both for medical and non-medical personnel. Everyone has the same opportunity to improve their skills. From the experience so far, the development activities have a positive impact on the staff or employees who follow it"*

Superior Service Products

Based on the informant's answer to the question why the hospital conducted a human resource development strategy. According to DRS: "Since the establishment of the Vision and Mission of Dr. (HC) Ir. Soekarno Hospital at the beginning of the mass of governor duties for the period 2017 - 2022, the hospital must have a strategy to implement the first mission which is to improve quality and develop superior service products with competitive and colloquial based with partners in the form of sister hospitals". DRS said, confirmed by WDP: According to WDP, "We hospitals carry out superior service product development strategies by collaborating and collaborating with other parties in the development of 3 superior service products". In line with WDU informants: "In the context of the hospital's plan to develop three excellent service products required planning, budgeting, monitoring and evaluation". The consideration of the hospital deciding the development of 3 superior service products based on competitive and collaboration (Partner) is:

- 1) The risks faced are usually relatively not large, because they are controlled by Mitra Hospital or Sister Hospital.
- 2) Additional funds, energy and capital are at a level that can be shouldered by provincial APBD funds.
- 3) The selection of products that are the mainstay of the hospital is based on the ability of Mitra Hospital and there is no competitive at the provincial level.
- 4) The competitive advantage possessed due to knowledge and skills that are very special, unique and rare for Bangka Belitung Islands Province
- 5) The competitive advantage that has resulted in the hospital being able to compete.
- 6) Have a good reputation among users of superior service products so it is usually not too difficult to capture a wider market share by: a) Increased use of products by existing customers; b) Attracting users of competing products to switch to company products; and c) Attracting prospective product users by providing product options in addition to existing ones. The three excellent service products that have been run by Dr. (H.C) Ir.

Soekarno Regional General Hospital in this island province are services that are Unique, Rare and Difficult to imitate by other Institutions.

Human Resource Development Strategy Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province

From in-depth analysis through human resource-based view theory. Wernerfelt's theory focuses on the level of internal analysis related to the strengths and weaknesses of institutions. This internal analysis relates to the internal environment in the hospital, as well as resources, performance and superior service products. Resources in the hospital environment are staff or employees consisting of medical and non-medical personnel and superior service products that are competitively based, unique and difficult to imitate by other institutions. Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province, Wernerfelt (1984) explained that the theory of human resource-based views is the basis of competitive advantage which mainly lies in a set of tangible or intangible assets in the hospital. In addition to human resources, other resource support is also needed, such as funding, facilities and infrastructure support, as well as information and communication technology support, making it easier to wheel the administration and hospital services. As an Innovation in achieving the Vision and Mission of the hospital, seven strategies were made, namely:

Human Resource Development Planning

Said from the Head of Bappeda: *"Superior products are needed so that the people of this island do not seek treatment to Jakarta or to Malaysia as so far, the problem of infrastructure and funds is our responsibility as the head of Bappeda"*.

In line with that the chairman of Commission IV of the DPRD said: *"That for innovation in the addition of excellent services and sister hospitals we support and if necessary, we will provide a special budget for hospitals, remember that Soekarno hospitals are not for profit alone but there is a social function"*.

Implementation and Planning of this superior service product will certainly increase morale for staff / employees in the field of service and other fields. What Bappeda and commission chairman IV have said is that human resource planning is competitive, rare, difficult to replicate.

Internal analysis relating to the strengths and weaknesses of hospitals is also an important part of existing human resource development strategies. Internal analysis related to the strengths and weaknesses of Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province is:

- 1) Resources, are the Strengths and Weakness Factors mentioned above including the pattern of working relationships that are built, direction or coaching from the leadership, work motivation, and leadership in the hospital.
- 2) The process consists of planning, supervision, division of labor, and coordination of organizations.
- 3) Output / Performance, consists of accountability or the implementation of reporting of tasks and responsibilities that have been carried out.

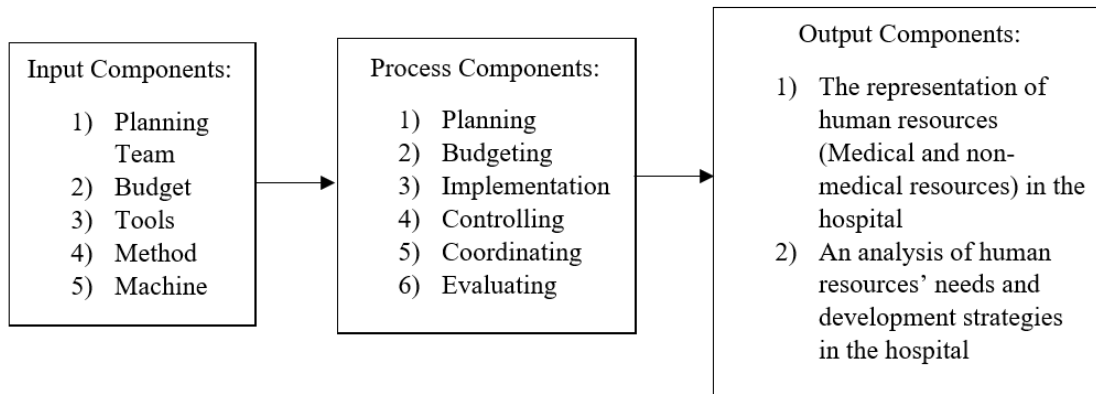


Figure 1. The Components of Competitive Benefits' Creation as Human Resources Development Strategy at Regional Hospital of Dr. (H.C) Ir. Soekarno, Bangka Belitung Islands

Meanwhile, human resource-based view theory also describes a company's ability to provide a sustainable competitive advantage when resources are managed in such a way that what is generated is difficult for competitors to replicate or create, ultimately creating competition barriers (Mahoney and Pandian, 1992). This theory further states that sustainable competitive advantage rests on highly valuable organizational resources (Valuable), rare (Rare), imitated (Inimitable) and difficult to replace (Non-substitutable) in organizational settings that have policies and procedures for exploiting resources (Barney, 1991).

According to WDU: "By paying attention to the development of *superior service products, no less important is to absorb human resources to realize this in hospitals as well as prepare human resource development strategies well through the recruitment of competent human resources, provide opportunities for employees to contribute ideas, reward and punish and provide good training through internal and external (factor of visit or study) to similar hospitals both at home and abroad, and soon*".

Planning for human resource development at Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province is based on the function and workload on health services for the community that will be faced in the future. This is so that the function of the hospital can run well. Therefore, the competence of human resources is adjusted to the specifications of human resources needed by hospitals.

Planning for the development of human resources in the future is the development of human resources for the superior service products of chemotherapy and radiotherapy superior service products.

Performance Assessment and Human Resource Audit

Human resource development strategies will not be separated from the aspect of evaluation of performance achievement later and for that it is necessary to review the performance of existing human resources.

According to WDU: "*The review or evaluation conducted by the company for the evaluation of human resource performance using IKU (General Work Index) and IKI (Individual Performance Index) is conducted every 6 months and for the division once a year through an*

annual meeting called the Monthly Working Meeting of the Government of Bangka Belitung Islands Province".

In addition to the evaluation / assessment of human resource performance that there needs to be done by comparing existing competencies with competencies that are expected or required, so that later there will be a gap or gap between reality and the competency standards that have been set.

Barner (2011) explains that the success of an organization is determined by internal resources grouped into 3 categories, namely:

- 1) Physical resources, covering all hospital buildings, a health lat, location, technology, and of course drugs.
- 2) Human resources, including all employees, along with training, experience, intelligence, knowledge, skills and abilities that they have.
- 3) Organizational resources, including the organizational structure of the hospital, the planning process, information systems, patents, superior products, hospital information system copyrights, databases and so on.

Here is an analysis of internal resources in The General Hospital of Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province.

Table 1. Internal Resource Analysis at Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province

No.	Types of Resources	Information	Competitive Implications
1.	Physical Resources	Hospital finances (adequate capital)	Sustainable Competitive Advantage
		Complete and modern medical equipment to support the needs of staff or employees, and support excellent service for the community.	Sustainable Competitive Advantage
		The hospital is spacious, clean, comfortable, and provides a wide range of support facilities for the convenience of staff or employees, patients, and families of patients.	Competitive Equality
		Use of technology for promotional media	Competitive Equality
2.	Human Resources	The speed and accuracy of staff or employees in carrying out their duties.	Temporary competitive advantage
		Their own skills are possessed by each staff or employee.	Sustainable competitive advantage

	Very extensive knowledge, skills, and experience are possessed by all staff or employees.	Sustainable competitive advantage
3. Organization of Human Resources	Organizational structure of the hospital	Competitive equality
	The process of planning a hospital in the future, both short, medium, and long-term planning.	Temporary competitive advantage
	Superior service compared to hospitals that Other	Competitive equality
	Provide free treatment, social assistance, and cutting medical expenses for the surrounding community or for other communities that need health services in certain areas.	Sustainable competitive advantage

When looking at the table above, it can be explained that human resource-based development emphasizes competitive advantages for hospitals. This is of course based on long-lasting resources and capabilities, so that it can further improve the quality of performance and service to the community, rather than just focusing on the products you want to produce. Hospital resources in this case can finance, human (medical and non-medical), physical facilities (infrastructure), and intangible assets (Knowledge).

Determining Reliable / Superior Human Resource Targets

That to maintain the continuity of the organization's business and also so that the hospital can grow and develop needs assurance of the skills of human resource capabilities that exist in addition to efforts and strategies to prepare future replacement candidates or cadres.

According to WDU: *"The strategy of preparing future replacement candidates has been carried out where for key positions have been prepared cadres / prospective replacements of relatively young age with mentoring and coaching by jumping directly into the field through a series of mentoring. The new human resource recruitment process is conveyed also to existing employees or other terms using references, such processes are relatively faster and some kind of guarantee even though the expected competence is not necessarily in accordance with what has been set. "*

Application and Career Development of Human Resources

Career planning that has been arranged in such a way that every employee can understand his career path and know in the future employees can improve competence based on the competency requirements that have been set so that they can improve themselves. By increasing self-competence, employees are expected to have the opportunity to get the opportunity to get a better position.

According to the WDU on Career Planning is: *"Hospitals provide guidance and consultation on employees' future career plans including the competency requirements required for a job title"*. Likewise in the development of human resources in hospitals, the leadership and management of Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province uses methods of education, training, search and acquisition of work, as well as work experience.

This method of education is one of the strategies chosen because it is considered more dynamic or able to adjust to environmental changes and information technology developments. This is certainly in line with the concept of strategy, namely as a plan that must continue to move from time to time to be further formulated, implemented, evaluated, revised, reformulated, and so on so as to form a cycle of changes in human resource development strategies. While education is an attempt to attract something in humans as one of the efforts in providing programmatic learning experiences in the form of formal, informal, and non-formal education. Furthermore, Andrew (2011) divides into 4 classifications in this educational method program, namely training method, coaching and counseling, business games, and sensitivity training. In the context of human resource development in Dr. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province, 2 educational models have been implemented, namely:

1. Training Method: Held in the classroom and its activities in the form of workshops, seminars, training, workshops, and in house training. This activity is carried out as a form of increasing insight and knowledge for staff and hospital employees.
2. Coaching and Counseling: Is a method of education in which superiors teach skills and work skills to their subordinates. To further strengthen and optimize the implementation of human resource development, hospital leaders and management also conduct coaching and counseling methods. Through this method, several activities are carried out, namely work culture training, standard training and hospital services, and conducting performance standard training to all staff or employees. In its implementation, every staff or employee is given the same opportunity to participate in a coaching and counseling program.

According to the DRS and WDU: *"The starting point of career development starts with the employee himself, where everyone is responsible for the development and progress of his career. After the commitment to have some development activities benefiting employees and organizations, the human resources department conducts training and development for employees"*.

The existence of employee training is emphasized by Eri Gustianti: *"Providing training and development as needed resulting from business development, technological changes and fulfillment of employee competence due to the competency gap"*.

Maintaining Employees with PRC Programs and Sanctions Policies

According to DRS strategy to maintain employees: *"Provide fair compensation and develop PRC (Recognition, Reward, Celebration) programs, and create punishment policies for employees. Punishment is given so that employees are aware of negligence or misconduct."*

The strategy of retaining employees can be done in the way of:

1. Providing fair compensation and developing the RRC (Recognition, Reward, Celebration) program is as follows: Recognition is a new employee and employee orientation program that will be promoted by introducing the Hospital in general and its work environment specifically. Reward is a reward given to employees who have good dedication, are able to contribute good ideas and have loyalty to the company. The statement was affirmed by WDSP: *"For example the awarding of outstanding employees and awards to employees for their working life, the awarding of scholarships to the employee's daughter's sons"*. Celebration is a celebration on the anniversary of Hospital or Province or an end of the year event by holding a Family Gathering.
2. Create a punishment policy for employees. Punishment is given so that employees are aware of negligence or work errors. The statement was affirmed by WDP: *"The policy of suspension that has been carried out in the Hospital, for employees who are late to work is given a salary cut penalty that is large in the beginning. While the employees who did not enter work, while the leave period has expired, the salary is cut proportionally in accordance with the small salary of the employee concerned. Employees who do not fill out a diary are penalized with a Warning Letter (SP)"*. Awarding (Reward) and punishment is an effort to appreciate the work of employees. Appreciation is needed to further motivate an employee towards the way he works in the company. Good appreciation is given to those who do have a good dedication to the company, are able to contribute good ideas and ideas and have loyalty to the company. While punishment is given to make employees aware of negligence or work mistakes. Finally, with a good human resource development strategy, companies can create workers who have a good work ethic, mentality, management, and loyalty to the hospital.

Giving Employees the Opportunity to Contribute Ideas and Innovation

Hospitals provide opportunities and are more open to medical, medical and management and staff to be willing to receive ideas or input from staff / employees so that good communication is established between stakeholders (Governor, Head of Health Office, Director and staff / employee). In the month of May 2021 was born Innovation Si-Melati. Si-Melati is an acceleration of innovation of Hospital Management Information System (SIMRS) services at Dr. (H.C.) Hospital. Ir. Soekarno Bangka Belitung Islands Province, which is also a breakthrough answer to the Governor's commitment to accelerate maximum service to the people of Bangka Belitung. Through this application patients can find out various services at Dr. (H.C) Ir. Soekarno Hospital such as the presence or absence of the intended doctor, the availability of inpatient rooms, or others.

Evaluate All Programs That Have Been Run to Obtain Superior HR Results

Post-human resource development evaluation needs to be done in order to know the performance of hospitals in an effort to spur productivity in winning global competition. HR development strategy or staff / employees is a plan on how the quality of human resources are able to develop in a better direction, improve work ability, skills, and have good loyalty to the company, resulting in a superior human resource.

CONCLUSION

This research has resulted in the innovation of the Human Resource Development Strategy of DR. (H.C) Ir. Soekarno Regional General Hospital of Bangka Belitung Islands Province, the seven steps are human resource development planning, performance assessment and human resource audit with IKI and IKU, determining superior human resource targets, career application and development of human resources. maintaining staff or employees with PRC programs and punishment policies, giving staff or employees the opportunity to contribute ideas and innovations, and evaluate all programs that have been run to obtain superior human resource (HR) results.

With this development innovation, Dr. (H.C) Regional General Hospital Ir. Soekarno was able to create a new superior service product according to the needs of the people of Bangka Belitung Island Province, and encourage UBB to establish the Faculty of Medicine.

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