



Analysis of Strategies to Improve Human Resource Performance in Employees Technical Implementation Unit Paser Belengkong Animal Health Center

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Abstract

The Paser Belengkong Animal Health Center Technical Implementation Unit (Puskesmas) was established in the context of developing animal health services and to support the prevention and control of strategic and contagious animal disease (zoonosis) programs. The concept of UPT Puskesmas Paser Belengkong is to be the spearhead of animal health services in its working area which is modern, advanced, effective, efficient, safe, comfortable. Therefore, to support the implementation of achieving these goals, it is necessary to know the extent of performance conditions and determine strategies for improving the performance of human resources for animal health services at UPT Puskesmas in Paser Belengkong District. Data analysis in this study uses SWOT analysis. SWOT stands for S: Strength, W: Weakness, O: Opportunity, T: Threats (threat). This SWOT analysis is basically a strategy by taking into account the organization's internal consisting of strengths and weaknesses and external conditions consisting of opportunities and threats. Internal conditions are conditions that are controllable (can be influenced/controlled), while external conditions are more uncontrollable (cannot be influenced/controlled). Based on the results of the SWOT research, it was concluded that the strategy for improving HR performance at UPT Puskesmas Paser Belengkong is a strategy: (1) HR arrangement according to work capacity; (2) Continue education (CE) or continuing education; (3) Increase promotion to the public.

Keywords: UPT Puskesmas, Human Resource Performance, Animal Health Center

Introduction

One of the most important factors in implementing an organization, whether in a company or organization institutions and companies have qualified human resources (HR)

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(Ma'ruf et al., 2023). Proceed The decline of an organization depends on the quality of its human resources owned (Guarino et al., 2023). High quality human resources will have a high influence on the success of an organization, in contrast to the quality of human resources Low will have a low influence on the level of success of an organization (Widayati et al., 2023). Resource Humans play the most important role in an organization when viewed from other factors besides capital and effort (Nisaaturrohma Fajriyah et al., 2023). Therefor human resources are very necessary to be managed well so that the effectiveness, efficiency and goals of an organization can be achieved maximally (Sumariyani & Arisyahidin, 2022).

One example (Quisenberry et al., 2023) that performance in the field is really needed can be seen by the existence of an extension of a Regency Regional Apparatus Organization (OPD). is at the sub-district level , namely with the existence of a Technical Implementation Unit (UPT) (Septiana et al., 2022). Usually a UPT has the main tasks and functions to carry out operational technical activities in its work area in providing services directly to the community in Subdistrict.

The Paser Regency Plantation and Livestock Service is one of the OPDs has several UPTs placed in several sub-districts. The existence of UPT. Center Animal Health (Puskesmas) in this Service is very necessary, especially in the field Livestock to serve the needs of livestock farmers in good villages in terms of animal health services, counseling, etc.

UPT. The Paser Belengkong Animal Health Center is one of the Puskesmas in Paser Regency is considered active in carrying out its main tasks and functions. In accordance function, the UPT Puskesmas Paser Belengkong District was established in order development of animal health services and to support prevention programs and control of strategic and infectious animal diseases (zoonosis) in Paser Regency.

The concept of the Paser Belengkong District Health Center is to serve as the spearhead of service animal health in its work area that is modern, advanced, effective, efficient, safe, comfortable and as a reference point for diagnostic and treatment services for all practicing veterinarians and nearby veterinary clinics.

In order to optimally achieve the vision and mission (Suárez-Pérez et al., 2023) within the scope of UPT. Paser Health Center in Belengkong, it is necessary to add and improve the quality of individual human resources and organizations to be able to work optimally in providing services animal health (Liguori et al., 2023). One example of efforts to improve the quality of human resources for officers at the Puskesmas is to carry out training related to work at the Puskesmas, especially (Osman et al., 2023) in providing animal health services. With training, it is hoped that it can be an effort to improve performance of officers in the field (Septiana et al., 2022).

In terms of quality, most of the human resources are Veterinary Paramedic officers at UPT Paser Belengkong Health Center can be said to be qualified. Frequent problems What appears is a lack of human resources while the existing livestock population is quite sufficient tall. For this reason, a strategy is needed to increase human resources UPT Puskesmas Paser Belengkong.

The concept of organizational culture or culture of a health agency or company within The HR management perspective is the creation of an atmosphere in the work environment that provides opportunities for Human Resources who have high competence to actualize these competencies optimally (Alwi, 2012). According to Cameron and Quinn (2011) what differentiates successful organizations from others lies in organizational culture. By knowing the description of the current (existing) organizational culture and desired (preferred), then the strategy needed by an organization can be known to achieve its vision and mission.

Literature Review

Strategy

According to David (2010) Strategy is a way to achieve long-term goals long term, business strategies can take the form of geographic expansion, diversification, acquisition, product development, market penetration, employee rationalization, divestment, liquidation, and joint venture. According to Tjiptono (2011) Strategy is a collection of overall methods related to implementing an idea, a plan over a period of time specified time.

Each strategy process embodies an approach to making decisions, p what is meant is a logical, systematic and objective approach to determine the direction and goals of the company in the future, this is achieved makes strategists unable to just use intuition or feelings only in choosing several alternative actions.

Performance

Performance is a description of the level of achievement implementation of an activity/program/policy in realizing targets, objectives, the mission and vision of an organization as stated in an organization's strategic planning. Performance can only be known if individuals or groups have it established success criteria. These success criteria are in the form of certain goals or targets to be achieved. Without any goals or targets, It is impossible to know the performance of a person or organization because there is no test measure (Mahsun, 2006).

Every employee in the organization is required to make a positive contribution through good performance, considering that organizational performance depends on performance employees (Gibson, et all, 1995:364). Employee performance is work achievement, namely the comparison between work results that can be seen in real terms and standards work that has been determined by the organization.

Employee performance can be objectively and accurately evaluated through benchmarks performance level. This measurement means providing opportunities for employees to find out their performance level.

Human Resources

According to the opinion of Sumarsono (2003), human resources (HR) is a service or work effort that can be provided in the production process. In terms of on the other hand, HR

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describes the quality of effort carried out by someone over time to produce certain goods and services. The second meaning, HR is related with humans who can work to provide services or work efforts. Capable working can be interpreted as being able to carry out all activities that have activities economical.

In an effort to achieve goals and remembering the difficulty of managing resources Human resources are living resources and have a complex nature and unique, it is necessary to have management science that specializes in human resource factors.

Performance assessment

According to Mangkunegara (2007), work performance assessment is a process assessment of employee work performance carried out by the company systematically based on the work assigned to him. The purpose and use of assessment employee work performance (performance) is: (a) As a basis for decision making decisions used for performance, dismissal and the amount of remuneration (b) To measure the extent to which an employee can complete his work (c) As a basis for evaluating the effectiveness of all activities within the company (d) As a basis for evaluating training programs and the effectiveness of work schedules, work methods, organizational structure, supervisory style, working conditions and supervision (e) As an indicator to determine the need for training for employees who are within the organization (f) As a tool to increase employee work motivation so that good performance is achieved (g) As a tool to encourage superiors to observe the behavior of subordinates so that their interests and interests are known subordinates' needs (h) As a tool to be able to see deficiencies or weaknesses and improve subsequent employee abilities (i) As a tool for improve/develop employee skills (j) As a basis for improve/develop job descriptions.

Animal Health Center

Minister of Agriculture Regulation No 64/Permentan/OT.140/9/2007, Health Center Animals, hereinafter abbreviated as Animal Health Center (Puskesmas), is Pos Animal Health which provides services in the field of animal health as intended in the Joint Decree of the Minister of Agriculture and the Minister Domestic No. 690/Kpts/TN.510/10/1993 and Number 88 of 1993 concerning Post Animal Health. The Animal Health Center (Puskesmas) is a work unit is located below and is responsible to the Head of the Regency/City Service. The Animal Health Center (Puskesmas) is led by a head who has educational background and veterinary certificate. Based on Ministerial Regulations Agriculture Number 64/Permentan/OT.140/9/2007, in carrying out its duties and functions Animal Health Center (Puskesmas).

Duties and functions of the Animal Health Center Technical Implementation Unit (UPT). (Puskesmas) in terms of ensuring the hygiene of livestock products, especially meat requires the role of Slaughterhouses (RPH) as infrastructure providing meat for public consumption. This is in accordance with Law Number 18 of 2009 concerning Animal Husbandry and Animal Health states that the slaughter of animals whose meat is distributed must be carried out at Slaughterhouse (RPH) and follow satisfactory slaughtering methods veterinary public health rules (all matters relating to animals and animal products that directly or indirectly affect health

humans) and animal welfare. Regional government in accordance with its authority obliged to ensure hygiene and sanitation.

Health Center Performance

The performance of the health center is to realize the ideal animal health status in the community Paser Regency through a modern, advanced, effective and efficient Puskesmas. Performance Puskesmas human resources are divided into 3 criteria, (1) veterinary medical performance, (2) performance veterinary paramedic and (3) administrative performance.

Veterinary medical performance carries out animal health services with indicator of the number of patients served. The performance of veterinary paramedics is helpful veterinary medicine in animal health services. Meanwhile, administrative performance is managing administration and finances.

Law Number 18/2009 concerning animal husbandry and health animal health mandates that animal health services include services Animal Health Center (Puskesmas) services. This institution can be considered as strategic spearhead whose performance needs to be strengthened in order to support National Animal Health System (Sikeswannas).

Increased Effectiveness

Likert in Hersey and Blanchard, (1992) that supervisors who oriented employees who apply general supervision tend to head higher production departments compared to oriented supervisors strictly supervising tasks, we emphasize the words tend because of this seems to be increasingly common among people, however, we must also be aware of the existence of exceptions to the trend that, which is even evident from the Likert data itself, is what the Likert study reveals is that subordinates are generally very responsive to high expectations from superiors who are truly confident in themselves and therefore they will strengthen the leader's trust in them, besides, it is easier to trust and Respect people who meet or exceed your expectations of respect people who meet or exceed your expectations.

Some managers always treat their subordinates in certain ways which gives rise to superior performance, but managers are generally like Professors Higgins, subconsciously treats his subordinates in that way lead to lower performance than they should be able to achieve, way managers treat their subordinates influenced by expected things subordinate.

Research Method

The type of research used in this research is qualitative research using data collection techniques directly from people in the environment being studied. The type of approach to this research is descriptive. Descriptive research is research that attempts to describe solutions to current problems based on data. The source of information in this research is personnel at the Paser Belengkong Health Center consisting of the Head, Head of TU Subdivision, Medical Officer and 4 Paramedic Officers as well as written data at the Paser Belengkong Health Center. The research instruments used in this research were observations, interviews and interview guidelines created by the researcher himself. Sugiyono (2014, p. 92) states that "A research

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instrument is a data collection tool used to measure observed natural and social phenomena." Thus, the use of research instruments is to search for complete information about a problem, natural or social phenomenon.

The observations carried out are unstructured observations, meaning that observations are carried out flexibly. The data obtained includes: place/work area of the Animal Health Center Technical Implementation Unit (UPT). (Puskeswan), names of officers, officer activities, officer competence, attitudes as well as infrastructure owned by Technical Implementation Unit (UPT) officers Paser Belengkong Animal Health Center (Puskeswan). The interview used in this research is a semi-structured interview, that is, the researcher prepares several key questions to guide the interview question and answer process. Interviews were conducted with the Head of UPT Puskeswan Paser Belengkong, the Medical Officer of UPT Puskeswan Paser Belengkong and one of the breeders in the area of UPT Puskeswan Paser Belengkong. Document studies examine various kinds of documents that are useful for analysis. The documents used are primary documents and secondary documents. In this research, primary documents are in the form of academic studies of the Technical Implementation Unit (UPT) of the Animal Health Center (Puskeswan), data on the distribution of services of the Technical Implementation Unit (UPT) of the Animal Health Center (Puskeswan), schedule of activities of the Technical Implementation Unit (UPT) of the Animal Health Center (Puskeswan) and SOP for Services of the Technical Implementation Unit (UPT) of the Animal Health Center (Puskeswan). Secondary documents include human resource management books, qualitative research methods books, theses, theses, journals, and government regulations regarding animal health center services.

Primary data in this research was obtained from interviews. Interviews were conducted face to face and asked questions directly with the informant. This research used written interview methods and direct interviews. Secondary data in this research is in the form of data and information in the form of documents and policies of the Paser Regency Government related to the data that will be used in the research. Apart from that, it was also carried out through literature studies from previous research journals and several reference sources. Secondary data required for data collection in this research includes survey data from related agencies and literature studies.

Methods and data analysis aim to simplify all data collected, presented systematically, then processed, interpreted, and interpret the data. Data analysis is a problem solving effort research to obtain answers to the problems being researched in this research, it will be analyzed descriptively qualitatively through SWOT analysis (Strengths Weaknesses Opportunities Threats) to design strategies its development.

Result/Findings

Problems Faced by UPT. Paser Belengkong Health Center

One of the serious problems currently faced is the lack of manpower in field. Considering the size of the target area and the high number of livestock populations is in Paser Belengkong

sub-district, the number of employees currently available is not can resolve all problems in the field quickly. Number of Officers field as many as 4 people while the number of villages in Paser District Belengkong has 15 villages, so there are several officers who have to serve more than 3 villages.

There is no specific budget allocated each month to upgrade employee performance at UPT Puskesmas Paser Belengkong, but each officer is facilitated in the form of motorized vehicles to make it easier to carry out services. Cost Operations are also provided based on the number of services such as insemination services artificial Rp. 30,000/head, pregnancy check Rp. 30,000/head and data collection on the birth of cattle is IDR 20,000/head.

Location and Condition of Building

The location of the UPT Puskesmas Paser Belengkong building is considered strategic because it is located on the side of the main road so it is very easy for people to find need information and services for beloved livestock such as cats and dog. However, for large livestock, officers usually visit the livestock location which is quite far from the office.

The condition of the building is quite good, apart from there being a treatment room there is also an IB post available (Artificial Insemination) to accommodate tools and materials needed for AI. But remember the distance between the office and the livestock location is quite far, so the container contains it IB straws are stored in the location closest to each officer's location.

The Role of Employees in the Performance of the Paser Belengkong Health Center

Every employee plays a big role in the sustainability of the Puskesmas, they don't only serving the community in the office but also in villages without knowing the time and place. The services provided are very optimal, starting from animal health to group administrative affairs.

Condition of Medical Equipment

In general, the available medical equipment is sufficient, but there are some that are such as surgical equipment, ultrasound and vaginoscope are not yet available, but the Puskesmas always try to propose through financial support from the government. Therefore usually if there are livestock that require serious treatment such as surgery then referred to a private clinic in Tana Paser City.

Obstacles Faced in Carrying Out Services in the Office

Lack of personnel who can replace medical work and only working hours referring to government office working hours in general is often a problem in office. But both Medical Officers and Paramedics continue to serve when the community is present who need it in the field even outside working hours.

Community Response to the Performance of Puskesmas Employees

So far, the community has been served well, especially in Paser District Almost all breeders know Belengkong and often communicate well to employees on duty in the field. The public is also quite understanding the lack of officers often hampers their service time requires officers.

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Human resource capabilities at the Puskesmas

Every employee has worked optimally, whether in the office or at the office field. However, the limited number of employees remains a frequent problem hampering the performance of the Paser Belengkong Health Center. In addition to serving their community are also required to complete the administration that is required as an employee. If there are additional employees, work can become more focused and effective.

Relationship With Breeders

The relationship of all employees with breeders and the surrounding community is very good because apart from breeders who often come to consult at the Paser Health Center Belengkong employees also have a special agenda to visit field, both monitoring and carrying out active services. Based on this means that breeders in the Paser Belengkong sub-district are quite well advanced this is in terms of maintenance and information about the world of animal husbandry.

Discussion

Strengths, Weaknesses, Opportunities, as well as Threats faced by UPT Puskesmas Paser Belengkong Conclusion

In this research using SWOT analysis, this analysis illustrates every strength, weakness, opportunity and threat from UPT Puskesmas Paser Belengkong in carrying out its activities. Based on the results of observations by the author, there is a picture of the environment they face, both from within the Puskesmas's own environment (strengths and weaknesses) and from outside Puskesmas environment (opportunities and threats).

The data analysis technique used in this research is SWOT analysis. SWOT analysis is carried out on variable indicators of strengths, weaknesses, opportunities and threats to the performance of Human Resources (HR) at UPT. Paser Health Center A pre-determined slot.

a. Strength Variable Assessment

- 1) Magnificent and Attractive Buildings/Buildings
This is due to the great attention of the local government to the existence of the Paser Belengkong Health Center and remembering the frequent farmers livestock visit and consultation with UPT. Paser Belengkong Health Center
- 2) Standard operational equipment is categorized as sufficient due to UPT. Health Center Paser Belengkong does not yet have complete operating equipment and tools sophisticated livestock examinations such as ultrasound and vaginoscope.
- 3) Strategic location
The strategic location is categorized as good because the Puskesmas building is located on the side of a major highway so it is easy to see and find

b. Weakness Variable Assessment

- 1) Service Not Yet 24 Hours

Service not yet 24 hours is categorized as sufficient, this is due to service active at the Puskesmas still following Government office working hours while passive service sometimes takes up to 24 hours depending on the case is in the field.

- 2) The number of human resources is still insufficient

The number of human resources is still lacking in the insufficient category because only there is 1 Medical Officer and 4 Paramedic Officers while there are 15 almost every assisted village is in Paser Belengkong District Villages need services from Puskesmas officers. Based on then UPT. Paser Belengkong Health Center is still very good requires additional officers.

- 3) Community Health Center Development Fund

Puskesmas development funds are included in the quite influential category in improving HR performance due to additional employees, equipment and others need funding, while it is still difficult to get it from the Government spend development funds.

c. Opportunity Variable Assessment

- 1) Animal Population

There are many animal populations categorized as good in Paser Belengkong District There are Farmer Groups that carry out livestock cultivation so that there are quite a lot of livestock and the existence of a health center is very necessary public.

- 2) Pet Animal Community

The Pet Animal community is categorized as lacking because it doesn't exist yet although there is a pet animal community in Paser Belengkong District Some people personally keep pet animals and often do so visited the Puskesmas so that the introduction was not optimal the existence of a Puskesmas in Kec. Paser Belengkong

- 3) Public Awareness About Animal Diseases and Zoonoses

Public Awareness About Animal Diseases and Zoonoses is categorized good because frequent counseling and animal health services are provided by Puskesmas officers so that the public knows about the disease animals and this makes people aware of the importance of intertwining good relationship with Puskesmas.

d. Variable Assessment

- 1) Many Veterinary Clinics

- 2) Lack of Promotion

- 3) The public's image of government services is less good than private services. The public's image of government services is less good than the private sector categorized as sufficient because there are still some people who assume that the services provided by the Government are not good rather than private.

Determining Position and Strategy for Improving Human Resource Performance in UPT. Paser Belengkong Health Center

From the SWOT map it can be seen that the position of the Source's performance Human Resources (HR) at UPT Puskesmas Paser Belengkong is in the quadrant I, meaning that the Puskesmas in Paser Belengkong sub-district is expected to implement growth or aggressive

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strategies. In other words, if you look at it from its environment, the Paser Belengkong Health Center has the opportunity enough to be better known even though it has relatively more threats low compared to opportunities for growth (Pruvot et al., 2023).

Strategy Formulation

Formulation of strategic alternatives for resource performance improvement strategies Human (HR) at UPT Puskesmas Paser Belengkong who is in position Quadrant I is an aggressive strategy, so the SO strategy (Strength Opportunities) is chosen (Warwick et al., 2023). Aggressive strategies for increased strength increase opportunities is by utilizing the existing strengths of UPT Puskesmas Paser Belengkong to take and expand existing opportunities. As strength, so;

1. A magnificent and attractive building or building will make people feel sympathy, the Breeder community, the pet animal community will be interested in coming and seeing and in the end will get to know that Puskesmas is a place for animal health services.
2. Standard operational equipment will make the Puskesmas's strength deep animal health services so that it will be more convincing to the public regarding the performance of the Puskesmas.
3. Strategic location greatly influences people's entry and exit access come to bring livestock or pets to check the animal's health.

From the description above, the strengths that exist in Puskesmas Paser Belengkong is a magnificent and attractive building/structure, standard equipment operations and strategic locations are expected to be possible wherever possible capture as much as possible of the existing opportunities, namely the animal population. There are many and high public awareness of animal diseases zoonosis (Gerken et al., 2023).

To support improving the HR performance of the Paser Belengkong Health Center, then SO strategy is very necessary. SO's strategy is to utilize all strengths and seize all available opportunities. Therefore it is a more appropriate strategy used are;

1. Arrangement of human resources according to work capacity
By increasing the number of employees in accordance with abilities and fields so that Puskesmas services can improve so it does not rule out the possibility that the Puskesmas can provide it 24 hours non-stop service with adequate and appropriate staff with his abilities;
2. Continue Education (CE) or continuing education
With training or training for officers, it is hoped that this will be possible improve abilities and expertise so that they can provide better service so as to provide satisfaction to community and do not hesitate to visit the Puskesmas;
3. Increase promotion to the public
One effective way to convey the existence of the Puskesmas is by holding counseling, group meetings and animal health services as is often done by the Paser Health Center Belengkong

Conclusion

Based on the results of the data analysis that has been carried out, conclusions can be drawn as follows:

1. Strategy to improve the performance of human resources at UPT Puskesmas Paser Belengkong is:
 - a) By increasing the number of employees in accordance with abilities and fields,
 - b) By carrying out training or training for officers so that they will improve capabilities and expertise in order to provide services better
 - c) Be more active in holding counseling, group meetings and services animal health.
2. Factors that support improving human resource performance at UPT Paser Belengkong Health Center is:
 - a) Maximizing strength, namely buildings/structures that are magnificent and attractive, standard operational equipment and strategic location.
 - b) Maximizing opportunities, namely large and high animal populations public awareness of zoonotic animal diseases
3. Factors that hinder improving the performance of human resources at UPT Paser Belengkong Health Center is a service that is still not 24 hours, lack of human resources and inadequate development funds.

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