



Evaluation of Human Resource Management at Dr. M.M Dunda Limboto Hospitals

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Abstract

This study aims to determine the suitability of human resources (HR) at Dr. M.M Dunda Limboto Hospital with Government Regulation Number 47 Article 23 concerning type B hospital human resources and to determine Human Resource Management (HRM) at Dr. M.M Dunda Limboto Hospital.

The method in this study uses a qualitative descriptive approach with data collected through observation, interviews, and documentation. And data wetness is done using *credibility, transferability, dependability, and confirmability*.

The results of this study show that: 1) Human Resources (HR) at Dr. M.M Dunda Limboto Hospital are following Government Regulation Number 47 of 2021 Article 23 concerning Human Resources (HR). However, at Dr. M.M Dunda Hospital, it is difficult to find other specialists and subspecialists, 2) Human Resource Management (HRM) at Dr. M.M Dunda Hospital includes planning, recruitment, selection, orientation, HR utilization/placement, and evaluation. This has been done well according to the established procedures.

Keywords: Evaluation, Human Resource Management

1. Introduction

Hospitals are an integral part of social and health organizations whose mission is to provide *comprehensive*, curative, and *preventive* services to the community. The hospital is also a training center for health professionals and a medical research center.

Hospital as an organization engaged in services has a very close relationship with resource management, both in the form of facilities and infrastructure as well as people (Raziansyah, Pertiwi et al., 2021).

In a hospital, the management is handed over to the human resources division/personnel department responsible for obtaining, empowering, and maintaining human resources (Tejanagara, 2020). The increasing importance of the role of human resource management in the organization has encouraged the emergence of evaluation efforts on the implementation of the division (Tejanagara, 2020).

Human Resources (HR) at General Hospitals (RSU) with class A, class B, class C, and class D classifications which include medical personnel, clinical psychology personnel, nursing staff, midwifery personnel, pharmaceutical personnel, public health workers, environmental health workers, nutrition personnel, physical therapy personnel, medical technicians, biomedical technicians, other health workers, hospital management personnel, and non-health workers (*Peraturan Pemerintah Nomor 47 Tentang Penyelenggaraan Rumah Sakit*, 2021).

Human resources are the integrated abilities of the thinking power and physical power possessed by individuals, their behavior and nature are determined by their offspring and environment, while their work performance is motivated by the desire to fulfill their satisfaction. Human resources are assets in all aspects of management, especially those concerning the existence of the organization (Bukit et al., 2017)

Human Resources (HR) is one of the key factors in global competition, namely how to create quality human resources who have high skills and competitiveness in global competition which has been often ignored (Dewi et al., 2021). Globalization that is certainly faced by the Indonesian nation demands efficiency and competitiveness in the business world (Dewi et al., 2021). In globalization involving intraregional and international relations, there will be competition between countries (Dewi et al., 2021).

Human Resources or often referred to as Employees is a part of the hospital that provides human resource fulfillment services, especially Professional Care Providers (PPA) in accordance with professional standards and have competencies that can be accounted for (*Pedoman Manajemen SDM UPTD RSJD*, 2020). The Selection of Care Professionals (PPA) must be able to meet the requests or needs of each work unit in the hospital (*Pedoman Manajemen SDM UPTD RSJD*, 2020). To be able to support achievements in terms of service, the Human Resource Management (HRM) process requires a work guideline so that good and quality results are obtained (*Pedoman Manajemen SDM UPTD RSJD*, 2020). Quality service at the hospital will help each staff to be able to work in accordance with their profession, education and abilities, help the service process to patients in the hospital so that patients who come for treatment to the hospital feel satisfied with the services provided, which means that the *customer* will later be a means of promoting the hospital (*Pedoman Manajemen SDM UPTD RSJD*, 2020).

Human Resource Management is a process consisting of planning, organizing, leading and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion and termination of employment in order to achieve predetermined goals (Adamy, 2016)

Based on the results of Field Learning Practice (PBL) in semester five and semester six at Dr. M.M Dunda Limboto Hospital, which is placed in several parts of the room, one of which is in the HR section by looking at Human Resources (HR) data obtained from Dr. M.M Dunda Limboto Hospital in March 2023, it has shown 410 civil servants, 301 contract laborers,

and 132 servants. Currently, hospital conditions based on the amount of data obtained by human resources in hospitals every month are increasing, and researchers also find problems in hospitals that in terms of manpower, there are still aim specialists and sub-specialists who are difficult to obtain, while in type B hospitals regulated in Government Regulation Number 47 of 2021 Article 23 concerning human resources, type B general hospitals have a number of provisions for personnel at home The pain that must be fulfilled is therefore the researcher took the title with the aim of wanting to know more about Human Resource Management at Dunda Limboto Hospital and wanting to know whether the human resources at Dr. M.M Dunda Limboto Hospital are in accordance with the provisions of Government Regulation Number 47 of 2021 Article 23 concerning human resources of type B general hospitals.

This study aims to determine the suitability of human resources at Dr. M.M Dunda Limboto Hospital with Government Regulation Number 47 Article 23 concerning type B hospital human resources and to determine Human Resource Management (HRM) at Dr. M.M Dunda Limboto Hospital.

2. Methods

The method in this study uses qualitative descriptive with data collected through observation, interviews, and documentation (Tristanti, 2019). And data wetness is done by means of *credibility, transferability, dependability, confirmability* (Tristanti, 2019).

The criteria of informants in this study are as follows:

Table 1. List of Research Informants

No	Information Type	Goal	Sum
1.	Key Informants	Young Expert Staffing Analyst	1 Person
2.	Main Informer	Person in Charge of Education and Training (Diklat)	1 Person
3.	Additional Informants	Person in Charge of HR Data (Human Resources)	1 Person

Source: Data processed, 2023

The number of informants in this study amounted to three (3) people consisting of informant one (1) young expert personnel analyst as key informant, informant two (2) person in charge of Education and Training (Diklat) as the main informant, informant three (3) person in charge of human resource data as additional informant in the general administration room.

3. Results

This research will be conducted from April 2023 to June 2023. This research was carried out to determine the evaluation of human resource management adjusted to the focus and sub focus of research, research objectives and also the framework of the research concept, namely the suitability of human resources at Dr. M.M Dunda Limboto Hospital.

Human Resources in accordance with Government Regulation Number 47 of 2021 Article 23

Based on the results of interviews conducted by researchers to three (3) informants who are in charge of Human Resources (HR) data at Dr. M.M Dunda Limboto Hospital regarding the suitability of the number of Human Resources (HR) with Government Regulation Number 47 of 2021 Article 23.

The following are questions that will be asked directly to additional informants along with answers from informants:

- Does the number of Human Resources at Dr. M.M Dunda Limboto Hospital already exist in accordance with Government Regulation Number 47 of 2021 Article 23 concerning Human Resources (HR)

"If the suitability of HR (Human Resources) data at Dr. M.M Dunda Hospital so meets the existing requirements with the meaning that in accordance with type B hospital regulations mar people still lack other specialists and sub-specialists because it is difficult to get room with personnel, usually if the hospital so need other specialists and subspecialists from the hospital directly ba contract personnel from outside the region. In Gorontalo, it is still difficult to get other specialists and subspecialists." (RDT, Informer 3)

From this statement, it can be interpreted that informant three (3) stated that: the suitability of HR (Human Resources) data at Dr. M.M Dunda Limboto Hospital has met the requirements or is in accordance with government regulation No. 47 of 2021 article 23 concerning human resources. But the hospital still lacks other specialists and sub-specialists. If you urgently need other specialists and subspecialists of Dr. M.M Dunda Limboto Hospital, the hospital will contact personnel from hospitals outside the region in accordance with mutual agreement or by referring patients to hospitals that have these personnel.

Human Resource Management at RSUD Dr. M.M Dunda Limboto

Based on the results of interviews conducted by researchers to informant one (1) who is a young expert personnel analyst and information two (2) who is in charge of education and training (Diklat) there are several managements for hospital human resources, namely planning, recruitment, selection, orientation, utilization, job placement and evaluation.

- What is the process of human resource planning at RSUD dr. M.M Dunda Limboto?

"If it's for HR planning... We plan planning, namely from the start of the selection but there must be a need first. We make a plan for the reception of personnel, we must first make needs, namely through job analysis (ANJAB) and (ABK) workload analysis, how suddenly we plan to need employee A, for example, the needs of our nurses Only write five (5) people while we have not made a needs analysis, how much is the burden on the hospital to receive, it means the workload of the hospital through workload analysis or job analysis". (HM, Informant 1)

From the statement above, it can be interpreted that informant one (1) states: For the Human Resources (HR) planning process, starting from labor selection which is carried out in several stages, namely administrative selection, test scheduling, implementation of labor selection, general introduction and debriefing (orientation) and placement of labor. Manpower planning at Dr. M.M Dunda Limboto Hospital in the long term is determined by Workload Analysis and Position Analysis which is the benchmark for Dr. M.M Dunda Limboto Hospital in recruiting employees, the personnel to be accepted must be in

accordance with the qualifications of personnel education determined by the hospital and applicable regulations. The calculation of Workload Analysis at Dr. M.M Dunda Limboto Hospital uses calculations in accordance with the Ministry of Health and the Ministry of State Apparatus Empowerment which are updated every year, so that the needs of clinical and non-clinical personnel each year can be known.

- How is the recruitment of human resources that has been carried out at RSUD dr. M.M Dunda Limboto?

"What we do here is the recruitment of contract personnel, but if the recruitment for civil servants is that there are two civil servants and PPPK personnel, but in the last 2 years, there is no health PPPK, later this year there is PPPK for health, if recruitment for civil servants depends on BKD but is included with hospital needs according to hospital needs, recruitment is held then if for contract personnel, the same recruitment if we receive recruitment, but the exam is also at BKD we have... There is this, there is... What's the matter first? There are conditions, we must first identify the needs, then there is an acceptance plan, new selection planning, there is a schedule for selection. That is for those who contract, but if the civil servant or PPPK depends on the BKD who recruits, eee does recruitment depending on our needs, what is recruited by the BKD depends on the needs of existing OPDs, people are less than trima oh, this is like our civil servants, how many doctors will we have, how many doctors will we be in case, how many doctors will be needed, how many nurses even though we ask for 20 (twenty) are not fulfilled, 20 (twenty) according to... Even then, recruitment for civil servants is hereby in accordance with the availability of this budget fund". (HM, Informant 1)

The statement can be interpreted that informant one (1) stated: the recruitment carried out at Dr. M.M Dunda Limboto Hospital is the recruitment of contract personnel. The contract personnel will conduct a written test at BKD and then the hospital will receive them in accordance with the terms and conditions of the hospital. And recruitment for civil servants which includes civil servants and PPPK is carried out by BKD which is included with data on hospital needs but in recruiting civil servants must also adjust to the budget that has been set.

- How has the selection process been carried out so far at RSUD dr. M.M Dunda Limboto?

"If the selection for contract personnel we select together with the local government, with the local government will make a selection if for us Only administrative selection, administrative selection we see the file, according to not, if for the study he must complete the CV depe, training certificate depe, especially there is an STR depe, STR depe must be there according to what diploma we selected first we must have diploma verification, depe blah... blaa turus-turus bagitu. And the selection process for civil servants has its own stages that must be fulfilled through online, hospitals only need to accept civil servants." (HM, Informant 1)

- What is the employee orientation process at Dr. M.M Dunda Limboto Hospital?

"Bismillahirrahmanirrahim... Eee if, for example, the employee orientation process at Dunda Hospital is usually carried out by EE Training Organizer. Then there are two orientations, namely general orientation and special orientation. The general orientation usually aims to provide a general description of the dunda hospital, the orientation participants are able to know the vision and mission, philosophy of the hospital, then be able to let alone mmm... Be able to adapt, socialize with their coworkers. Then in any material.... In the general orientation there are seven or how many materials that must be submitted to the orientation participants including mandatory material for

hospital administration and management, the second PPI (Infection Control and Prevention) in hospitals, three hospital qualities, hospital bureaucracy, basic life support with APAR (Light Fire Extinguisher) it is mandatory to be followed by orientation participants for general orientation. Then the special orientation is usually the training directly submits to their respective fields, for example if the nurse goes directly to the nursing field, then if for example the department is nutrition she goes directly to the support, right. Now usually it's a special orientation that they introduce about their work procedure SOPs at work later, then can find out their rights and obligations where they are on duty, that's all." (IM, Informant 2)

From this statement, it can be interpreted that informant two (2) stated that: the employee orientation process at Dr. M.M Dunda Limboto Hospital was carried out by the training organizer. Orientation is divided into two, namely general orientation and special orientation. The general orientation aims to provide a general overview of Dr. M.M Dunda Limboto Hospital. Orientation participants must be able to know the vision, mission and philosophy of Dr. M.M Dunda Limboto Hospital, then be able to adapt and socialize with colleagues. In general orientation there are seven (7) materials that must be delivered to orientation participants, namely:

- 1) Hospital Administration and Management
- 2) Infection Control and Prevention (PPI)
- 3) Patient Safety
- 4) Hospital Quality
- 5) Light Fire Extinguisher (APAR)
- 6) Basic Life Support,
- 7) Hospital Bureaucracy

Special orientation is usually the training organizer directly submits to their respective fields, for example if the nurse is directly handed over to the nursing field and also if the nutrition department is directly handed over to the supporting department. The special orientation carried out in their respective fields they introduced SOPs (Standard Operating Procedures) that were in the workplace in that field. Then explained related to rights and obligations in accordance with the field or workplace later.

- How is the utilization / placement of employees carried out at RSUD dr. M.M Dunda Limboto?

"If the placement of employees is in accordance with this basic department, it is impossible that we place radiology in nurses adjusted to their work environment, if for example they are nurses, I place them in the nurse's environment, just choose which room according to them has basic education, if it is impossible for laboratory officers, I place them in... dii... nourished. Adapted to existing competencies". (HM Informant 1)

From this statement, it can be interpreted that informant one (1) stated that: the placement of employees carried out at Dr. M.M Dunda Limboto Hospital was adjusted to the education, competence, and objectives of the work environment.

- How is the mechanism used in evaluating employee performance at Dr. M.M Dunda Limboto Hospital?

"If we have an evaluation that is monthly like we fill in performance, there is daily performance evaluated by the head of the sub-field with his superiors, adjusted to his work. There is also an evaluation carried out annually, namely SKP (Employee Performance Target), the proof is

that this is adjusted to how many items, namely the evaluation department like there in addition to evaluations related to technical evaluations through performance, there is daily performance, there is annual performance," (HM Informant 1)

From this statement, it can be interpreted that informant one (1) stated that: the evaluation at Dr. M.M Dunda Limboto Hospital was carried out monthly on the basis of daily performance reports in accordance with their respective jobs or objectives and was evaluated by the head of the sub-field and his superiors. The evaluation is carried out at Dr. M.M Dunda Limboto Hospital through SKP (Employee Performance Targets) which is often carried out once a year. The function of the daily evaluation simplifies and reduces employee performance problems in the annual evaluation.

From this statement, it can be interpreted that informant one (1) stated that: for the selection process of contract personnel at Dr. M.M Dunda Limboto Hospital, it includes administrative selection, completeness of CV, training certificates, STRs, diplomas and must be verified. The selection process is carried out with the Regional Government. And the ASN selection process is directly from the center, they have rules through online.

4. Discussion

Based on the results obtained when conducting research, the following discussion can be stated:

Human Resources (HR) at Dr. M.M Dunda Limboto Hospital is in accordance with Government Regulation Number 47 of 2021 Article 23 concerning human resources of type B general hospitals.

Based on the results of interviews and observations made by researchers to informants, three (3) who are in charge of Human Resources (HR) data at Dr. M.M Dunda Limboto Hospital are in accordance with Government Regulation Number 47 of 2021 Article 23 concerning Human Resources (HR). The type of data and the number of Human Resources (HR) obtained by researchers at Dr. M.M Dunda Limboto Hospital can be described as follows:

Medical personnel include thirteen (13) general practitioners and four (4) contract personnel, one (1) dentist, three (3) civil servants. Specialists include four (4) civil servants, three (3) contract surgeons, 2 obstetrics and gynecologists. Other specialists include eyes two (2) contract persons, ENT-KL one (1) civil servant and one (1) contract person, nerve two (2) civil servant person, heart and blood vessels one (1) contract person, skin and genital one (1) civil servant, mental medicine one (1) contract person, lung one (1) contract person, orthopedics and traumatology one (1) civil servant, urology one (1) civil servant, anesthesia two (2) civil servants and one (1) contract personnel, physical medicine and rehabilitation one (1) contract personnel, radiology one (1) civil servant, clinical pathology one (1) civil servant, anatomical pathology one (1) civil servant, clinical nutrition one (1) civil servant. Specialist dentists include conservation/edodontion of one (1) civil servant, oral surgery of one (1) civil servant. Nursing personnel one hundred sixty-three (163) civil servants and one hundred two (102) contract people. Midwifery personnel forty-five (45) civil servants and forty-three (43) contract people. Pharmaceutical personnel include ten (10) civil servants and two (2) contract

pharmacists, six (6) civil servants and five (5) contract personnel. Other health workers include nutrition workers sixteen (16) civil servants and eight (8) contract people, physiotherapists seven (7) civil servants and two (2) contract people, medical recorders and health information eight (8) civil servants and two (2) contract people, anesthesia managers two (2) civil servants and one (1) contract person, radiographers eight (8) civil servants and three (3) contract people, electromedical six (6) civil servants, laboratory technologists fifteen (15) civil servants and two (2) contract people, environmental health workers seven (7) civil servants, health extension workers seven (7) civil servants, public health administrators five (5) civil servants, health epidemiology two (2) civil servants. Non-health personnel include directors of one (1) civil servants, deputy directors of administration and finance one (1) civil servants, deputy directors of services one (1) civil servants, administrative and general affairs thirteen (13) civil servants and ten (10) contract people, finance department sixteen (16) civil servants and four (4) contract people, program development and publication section eight (8) civil servants and three (3) contract people, medical services thirteen (13) civil servants and empty twenty-three (43) contract people, supporting services fifteen (15) civil servants and fifty-four (54) contract people.

This is already in line with Government Regulation Number 47 of 2021 article 23 on Human Resources (HR) which states that Human Resources (HR) in general hospitals with class A, class B, class C, and class D classifications include: medical personnel; clinical psychology personnel; nursing personnel; obstetric personnel; pharmaceutical personnel; public health workers; environmental health workers; nutritional power; physical therapy personnel; medical technicians; biomedical engineering personnel; other health workers; and non-health workers [14]. The other specialists that Dr. M.M Dunda Limboto Hospital does not have include neurosurgery, reconstructive and aesthetic plastic surgery, pediatric surgery, cardiac and vascular thoracic surgery, forensic medicine, emergencies, ENT-KL, blood vessel heart, nerves etc. Sub-specialist personnel who do not yet have Dr. M.M Dunda Limboto Hospital include surgery, internal medicine, children, *Obsetri and gynecology*. However, for other specialists and sub-specialists, it is difficult to obtain, so if when the energy is needed, Dr. M.M Dunda Limboto Hospital will try to contract these personnel based on the MOU with the hospital or facilitated by the University. If the energy has not been fulfilled, Dr. M.M Dunda Limboto Hospital refers patients to hospitals that have other specialists and sub-specialists.

Human Resource Management (HR) at RSUD Dr. M.M Dunda Limboto.

Based on the results of interviews conducted by researchers to informant one (1) who is a young expert personnel analyst to find out the process of planning Human Resources (HR) at Dr. M.M Dunda Limboto Hospital in the long term is determined by workload analysis and position analysis which is the benchmark for Dr. M.M Dunda Limboto Hospital in recruiting employees, the personnel to be accepted must be in accordance with the educational qualifications of personnel that have been determined by the hospital and regulations applicable. The calculation of workload analysis at Dr. M.M Dunda Limboto Hospital uses calculations in accordance with the Ministry of Health and the Ministry of State Apparatus Empowerment which are updated every year, so that the needs of clinical and non-clinical personnel each year can be known and can be directly planned for recruitment, selection, orientation, placement etc.

This is in accordance with the theory previously proposed that Human Resource planning (HR) is a systematic process used to predict the demand and supply (Human Resources) of HR in the future. Through this systematic Human Resources (HR) planning program, it can be estimated the number and type of manpower needed in each particular period so that it can assist HR in planning recruitment, selection, and education and training. Good Human Resource Planning (HR) must be done integrally, both internally and externally. Internally, the recruitment, selection, placement, training, and assessment plan should be structured in such a way that reflects the plan to recruit and select new employees. The planning process in this study is slightly different from the results of previous studies which stated that workforce planning is a process of estimating the number of workers needed by considering the needs of competencies, working hours, BOR, RAB, and TT each year.

Based on the results of interviews conducted by researchers to informant one (1) who is a young expert personnel analyst to find out how to recruit Human Resources (HR) that has been carried out at Dr. M.M Dunda Limboto Hospital, namely contract recruitment. The contract personnel will conduct a written test at BKD and then the hospital will receive them in accordance with the terms and conditions of the hospital. And recruitment for civil servants which includes civil servants and PPPK is carried out by BKD which is included with data on hospital needs but in recruiting civil servants must also adjust to the budget that has been set.

This is in accordance with the theory previously stated that recruitment is carried out in accordance with the Human Resources (HR) plan that has been determined (Tristanti, 2019). After determining the Human Resources (HR) plan, the Human Resources (HR) field manager has the task to think of several recruitment alternatives that can be done by the company at the most efficient cost (Tristanti, 2019). The need for this alternative is based on the consideration that recruitment requires high costs, among others, for the *interview research* process, fee payments, and processing new employees (Tristanti, 2019).

Based on the results of interviews conducted by researchers to informant one (1) who is a young expert personnel analyst to find out the selection process carried out so far at Dr. M.M Dunda Limboto Hospital, it includes administrative selection, completeness of CV, training certificate, STR, diploma and must be verified. The selection process is carried out with the Regional Government. And the ASN selection process is directly from the center, they have rules through online.

This is in accordance with the theory put forward earlier that basically selection is the process of selecting and sorting applicants or prospective employees according to the criteria desired by the company (Tristanti, 2019). The selection process in general usually consists of administrative selection, written tests, interview tests, medical tests (Tristanti, 2019).

Based on the results of interviews conducted by researchers to informant two (2) who are in charge of Education and Training (Diklat) to find out the employee orientation process at Dr. M.M Dunda Limboto Hospital, it was carried out by the training organizer. Orientation is divided into two, namely general orientation and special orientation. The general orientation aims to provide a general overview of Dr. M.M Dunda Limboto Hospital. Orientation participants must be able to know the vision, mission and philosophy of Dr. M.M Dunda Limboto Hospital, then be able to adapt and socialize with colleagues. In general orientation, there are 7 (seven) materials that must be delivered to orientation participants, namely:

1. Hospital Administration and Management
2. Infection Control and Prevention (PPI)
3. Patient Safety
4. Hospital Quality
5. Light Fire Extinguisher (APAR)
6. Basic Life Support
7. Hospital Bureaucracy

Special orientation is usually the training organizer directly submits to their respective fields, for example if the nurse is directly handed over to the nursing field and also if the nutrition department is directly handed over to the supporting department. The special orientation carried out in their respective fields they introduced SOPs (Standard Operating Procedures) that were in the workplace in that field. Then explained related to rights and obligations in accordance with the field or workplace later.

This is in accordance with the theory put forward earlier which states orientation can be divided into two groups, namely general and special orientation. General orientation is a program to introduce prospective new employees in entering the real world of work as a whole. Special orientation is an activity to prepare new and old employees who undergo mutation to be able to carry out tasks in accordance with the standards where they are placed.

Based on the results of interviews conducted by researchers to informant one (1) who is a young expert personnel analyst to find out for the utilization / placement of employees carried out at Dr. M.M Dunda Limboto Hospital, it is adjusted to the education, competence, and objectives of the work environment.

This is in accordance with the theory previously stated that utilization is to place prospective employees who are declared accepted or pass the selection in positions or work units with their qualifications (Tristanti, 2019). Based on the utilization that has been determined, an employee will be divided into tasks and work according to the specified work environment (Tristanti, 2019). This is different from the results of previous studies which stated that employee placement was carried out by looking at needs, adjusted to hospital standards, based on patient BOR and carried out by direct supervisors (Setyarto, 2017).

Based on the results of interviews conducted by researchers to informant one (1) who is a young expert personnel analyst to find out the mechanism used in conducting evaluations at Dr. M.M Dunda Limboto Hospital, it is carried out monthly on the basis of daily performance reports that are in accordance with their respective jobs or objectives and are evaluated by the head of the sub-field and their superiors. The evaluation is carried out at Dr. M.M Dunda Limboto Hospital through SKP (Employee Performance Targets) which is often carried out once a year. The function of the daily evaluation simplifies and reduces employee performance problems in the annual evaluation.

This is different from previous research previously stated that the mechanism used in evaluating employee performance among others through DP3 is carried out by superiors once in a while, which includes attendance lists, discipline, active hospital activities, responsibilities and so on (Setyarto, 2017). Which of these evaluations can be used as a reference for class increases, periodic salary increases, and contract extensions (Setyarto, 2017).

5. Conclusion and Recommendation

Conclusion

Based on the results of research that the researcher has described in the results and discussion of the study, it can be concluded that:

- 1) Human Resources (HR) at Dr. M.M Dunda Limboto Hospital is in accordance with Government Regulation Number 47 of 2021 Article 23 concerning Human Resources (HR). However, at Dr. M.M Dunda Hospital, it is difficult to find other specialists and subspecialists. The other specialists that Dr. M.M Dunda Limboto Hospital does not have include neurosurgery, reconstructive and aesthetic plastic surgery, pediatric surgery, cardiac and vascular thoracic surgery, forensic medicine, emergencies, ENT-KL, blood vessel heart, nerves etc. Sub-specialists who do not yet have Dr. M.M Dunda Limboto Hospital include surgery, internal medicine, children, *obstetrics and gynecology*.
- 2) Human Resource Management at Dr. M.M Dunda Limboto Hospital includes:
 - a. Planning
For the Human Resources (HR) planning process, starting from labor selection which is carried out in several stages, namely administrative selection, test scheduling, implementation of labor selection, general introduction and debriefing (orientation) and placement of workers and adjusting to needs.
 - b. Recruitment
Recruitment for civil servants which includes civil servants and PPPK is carried out by BKD which is included with data on hospital needs but in recruiting civil servants must also adjust to the budget that has been set.
 - c. Selection
The selection process for contract personnel at Dr. M.M Dunda Limboto Hospital includes administrative selection, completeness of CV, training certificates, STRs, diplomas and must be verified. The selection process is carried out with the Regional Government. And the ASN selection process is directly from the center, they have rules through online.
 - d. Orientation
The employee orientation process at Dr. M.M Dunda Limboto Hospital was carried out by the training organizer. Orientation is divided into two, namely general orientation and special orientation. The general orientation aims to provide a general overview of Dr. M.M Dunda Limboto Hospital.
 - e. Utilization/placement
The utilization / placement of employees carried out at Dr. M.M Dunda Limboto Hospital is adjusted to the education, competence, and objectives of the work environment.
 - f. Evaluation
The evaluation at Dr. M.M Dunda Limboto Hospital is carried out monthly on the basis of daily performance reports that are in accordance with their respective jobs or objectives and are evaluated by the head of the sub-field and their superiors. The

evaluation is carried out at Dr. M.M Dunda Limboto Hospital through SKP (Employee Performance Targets) which is often carried out once a year.

Recommendation

Based on the conclusions that have been found, the author conveys some suggestions as follows:

- 1) Other specialists and sub-specialists are very important for Dr. M.M Dunda Limboto Hospital in serving patients but these personnel are very difficult to obtain. So it is necessary for Dr. M.M Dunda Limboto Hospital to immediately try to procure these personnel.
- 2) Dr. M.M Dunda Limboto Hospital must be able to improve human resource management even though it has been done well according to the established procedures, this is for hospital accreditation.

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