

HUMAN RESOURCE DEVELOPMENT IN HEALTH CENTERS TO IMPROVE THE QUALITY OF PUBLIC HEALTH SERVICES

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Abstract

The conjunction is that the implementation of health human resource management has not been optimal, especially human resource development in health centers. The literature article review of human resource development in health centers to improve the quality of public health services aims to find out how to implement human resource development in health centers to improve the quality of public health services. The method of writing this Literature Review article is by library research, which is sourced from online media such as Google Scholar and literature books. The result of this review literature article is that the implementation of human resource development in health centers is a strategic step to improve the quality of public health services by designing the right program, using effective learning methods, conducting periodic evaluations and utilizing digital application technology so as to contribute to providing the best health services to the community

Keywords : human resource development, health centers, service quality

INTRODUCTION

The industrial revolution 4.0 has brought significant changes by integrating the internet as the main support. Organizations need to transform their human resources into intellectual capital through effective training and development (Kankaew, 2021). Human resource development (HR) is very important in organizations (Collings et al, 2019), contribute greatly to the successful achievement of the organization's goals, and investment in it benefits all stakeholders of the organization (Amstrong, 2008). Human resource development is crucial because the quality of an organization is highly dependent on the quality of human resources in it, especially in the midst of dynamic and competitive global economic challenges (Rahayu, 2018).

Indonesia as a country that strives to achieve glory in 2045, places the importance of availability *renewable energy* and quality human resources as the main

factor (Udin, 2020). Human resources who are educated, skilled, and have various positive qualities such as creativity, discipline and commitment to organizational goals, are considered important assets that can have a positive impact on the success and progress of the organization (Cahyono, 2021).

Human resource development no longer only dwells on external motivation, but emphasizes more on how the organization can cultivate high-quality intrinsic motivation from within employees. This is considered key to organizational success and employee satisfaction (Rigby & Ryan, 2018). Human resource development must always be linked to performance, designed to achieve certain improvements in company, functional, team and individual performance and make a great contribution to the final result (Amstrong, 2008). In the context of community health centers (puskesmas), human resource development is essential to improve employee capabilities in keeping up with the demands of services and digital technology that continues to develop (Zahra et al., 2022).

Research shows that the quality of service at health centers is still routine. Human resource problems in health centers that affect the quality of service, one of which is the lack of implementation and budgeting for training for health workers in health centers (Lestari, 2018) and the implementation of health human resource management has not been optimal (Aprianto & Zuchri, 2021). Puskesmas have an obligation to innovate and respond to the needs of the dynamic community. The development of human resource competencies needs to be carried out in achieving organizational goals (Azmy, 2015). Health HR challenges at health centers include the availability and distribution of health human resources, the quality of health human resources, as well as task shifting and multitasking. There is a need for policies related to the fulfillment of health human resources, such as incentives, regulating service periods, and career development of health human resources (Attriani, 2022). The development of performance management of health workers, including health administration personnel, can improve the quality of health services in health centers (Cahyono, 2021).

Thus, the article "human resource development in health centers to improve the quality of public health services" will discuss the strategic role of human resource development in improving the quality of public health services, in line with the pillars of health transformation and the demands of the increasingly complex era of globalization.

Definition of Strategic Human Resource Development

Strategic human resource (HR) development according to Walton (1999) is an important activity in an organization to ensure individuals and teams have the necessary skills, knowledge, and competencies for current and future tasks (Amstrong, 2008). Long-term investments that involve the acquisition of knowledge, skills and attitudes through various means such as education, training and professional development (Ploy,

2018). Noe highlighted four approaches to human resource development, namely formal education, assessment, work experience and interpersonal relationships (Cashmere, 2022).

Human Resource Development Objectives

Human resource development aims to improve resource capabilities in accordance with the belief that a company's human resources are the main source of competitive advantage, as well as develop the intellectual capital needed by the organization and ensure that the right quality of people is available to meet current and future needs (Amstrong, 2008).

Employee development goals to explore hidden talents, refresh, improve employee performance, increase work motivation, increase enthusiasm at work, increase morale, need for promotion and employee rotation/mutation, increase sense of community, and other goals (Cashmere, 2022).

Human Resource Development Program

A program is a type of concrete plan because it already contains the targets, policies, procedures, budget, and implementation time. He explained that a program is definitely carried out. In order for this development to achieve good results at a relatively small cost, a development program should first be established (Hasibuan, 2019).

HR development programs can be carried out through attending education, transfers between departments, promotion to a position. This employee development program can be selected according to a plan that has been prepared in advance. Of course, each development has a certain goal to be given depending on the case it faces. This means that each employee development program has the expected goals of each activity (Cashmere, 2022).

Types of HR Development

The types of development are grouped into informal development and formal development. Informal development is that employees on their own desire and effort train and develop themselves by studying literature books that are related to their work or position. Informal development shows that the employee is eager to advance by improving his or her work skills. This is beneficial for the company because the work performance of employees is getting greater, in addition to efficiency and productivity are also getting better. Formal development is that employees are assigned by the company to participate in education or training both carried out by the company and those carried out by educational or training institutions. Formal development is carried out by the company due to the demands of current or future work that are non-career or career improvement of an employee (Hasibuan, 2019).

Types of development according to (Hasibuan, 2019) It is divided into two, namely the training method (*training*) for operational employees and educational methods (*Education*) for managerial employees.

1. Training method

The method of exercise according to Andrew F Sikula includes:

- a. *On the job* is a hands-on practice method of working on-site to learn and imitate a job.
- b. *Vestibule* is a method of training in a classroom or workshop to introduce new employees to work and train them to do the job.
- c. *Demonstration and example* is an exercise by demonstrating and explaining how to do a job through examples or experiments demonstrated.
- d. *Simulation* is a situation or event that is displayed as similar as possible to the real situation but is only an imitation.
- e. *Apprenticeship* is a method of developing carpentry skills so that participants can learn all aspects of their work.
- f. *Classroom methods* are methods of meeting in class, such as *lectures*, *conferences*, *case studies*, and *role playing*.

2. Educational methods

Methods of educational methods according to Andrew F Sikula include:

- a. *Training methods or classroom methods* are practice methods in the classroom that can also be used as educational methods, because managers are also employees.
- b. *Understudies* is a hands-on practice for a person who is prepared to replace his or her superior.
- c. *Job rotation and planned progression* is the periodic transfer of participants from one position to another to increase their skills and skills.
- d. *Coaching-counseling* is the boss teaching skills and work skills to his subordinates.
- e. *Junior board executive or multiple management* is a standing advisory committee consisting of prospective managers who participate in thinking about or solving company problems to then recommend to line managers (*top management*). This advisory committee only acts as a staff.
- f. *A committee assignment* is a committee formed to investigate, consider, analyze, and report a problem to the leadership.
- g. *Business games* are business games in which people are pitted against each other to compete to solve a specific problem.
- h. *Sensitivity training* aims to help employees understand themselves better, create a deeper understanding among employees, and develop the skills of each specific employee
- i. *Other development method* is another method used for the purpose of educating managers.

HR Development Strategy

An HR Development Strategy is a systematic and directed plan to improve the quality, skills, knowledge, and abilities of employees in an organization. The goal of this strategy is to create a work environment that supports individual development, improves employee performance, and achieves business goals more effectively (Dessler, 2017).

Human resource development is very important in an organization. Aspects of HR management range from development strategies, employee learning and development, to their impact on organizational productivity and performance. The importance of implementing effective human resource development practices to increase company competitiveness in the era of globalization Collings et al (2019). Human resource development plays a key role in achieving organizational goals. According to Stewart and Sveiby (1997) in Djalal (2017) HR capital or *Human Capital* is intellectual capital that is a driver in creating value for the organization.

Some elements in the HR development strategy include: identification of development needs, Preparation of training and development programs, Introduction of continuous training, Coaching and mentoring, Implementation of rotation and transfer of positions, Evaluation and measurement of performance, Support from management and leadership, Use of the latest technology and learning methods (Marayasa, 2023).

Aspects of human resource development include formulating a sustainable human resource development strategy, the linkage of human resource development strategies with the organization's business strategy (Marayasa, 2023).

PROBLEM FORMULATION

Human resource development is a strategy carried out to improve employee competence. How is the implementation of human resource development in health centers to improve the quality of public health services?

DISCUSSION

Human Resource Development

Human resource development is an important activity in organizations, including in health centers. Employee development aims and benefits the company, employees, consumers, or the community who consume the goods/services produced by the company. The development objectives are essentially related to work productivity, efficiency, damage, accidents, service, morale, career, conceptual, leadership, remuneration, and consumers.

According to Law Number 5 of 2014 concerning the State Civil Apparatus (ASN) article 69, the career development of civil servants is carried out based on qualifications, competencies, performance assessments and the needs of government agencies.

Development needs to be carried out because it will provide benefits to the organization, employees, and society. The development of health center employees is a refreshing process by increasing expertise, competence in work, exploring hidden requests and talents, and changing the behavior of government employees according to performance assessments and the needs of government agencies.

Human resource development at the health center is an effort to improve the ability of human resources so that they become competent employees from scientific aspects according to their profession, skills in service, and the ability to achieve the best performance in achieving the goal of continuous quality improvement and patient safety.

The challenges of health services that are increasing day by day are accompanied by the use of various digital applications in the service and reporting of health programs inside and outside the health center building, so that maintaining and improving the ability of health center employees is a must.

Efforts to realize the health center as an effective, efficient and accountable government agency in the implementation of quality and sustainable first-level health services by paying attention to the safety of patients and the community, optimal employee performance is needed. The performance of health center employees can be improved through human resource development activities. Optimal employee performance will improve the quality of health services to the community and patient safety as well as the maximum achievement rate of minimum service standards (SPM).

The objectives of human resource development in the health center are:

1. Improve the ability to operationalize new digital technology applications that support services and reporting
2. Improve service skills in accordance with their field of competence.
3. Improve the ability to solve problems related to health services.
4. Improve employee knowledge according to the field of work
5. Improve the performance of health center employees to achieve the goal of continuous quality improvement and patient safety.

Human resource development is very important to improve the capabilities of community health center employees (puskesmas) in following service demands and adjusting to digital technology advances. Efforts to provide the best service cannot be separated from the development of the role and function of human resources in the health center.

We should not assume that all training will improve or perfect skills. We need to consider the activities involved, the duration of the training and the extent to which the employee or employer benefits from the process. Each activity is very different, and the type of development all has different influences on the people who participate in it, the basis of their skills and the trajectory of their future careers (Collings et al., 2019).

Humans in an organization or company must be treated dynamically. Humans are no longer considered as static assets by companies, so they need opportunities to grow and develop according to their respective needs and desires (Subyantoro, 2022). The development program should reflect the company's strategic plan. Development programs provide the knowledge, attitudes, and skills needed to excel in their jobs (Dessler, 2017).

The old paradigm of human resource development in health centers

The officer made a list of human resource development needs at the health center. The Head of the Health Center verifies and signs the plan for the needs of employee competency development. The competency development plan was submitted to the Banjarmasin City Health Office. Furthermore, the Health Office will make plans and implement the development of human resource competencies at the Health Center.

Human resource development plans and programs must be integrated and support the achievement of business and human resource strategies (Amstrong, 2008).

A new paradigm of human resource development in Puskesmas

The change in the status of the health center to the BLUD health center, so that the health center becomes flexible in managing the budget, including the budget needs for independent human resource development by the health center. Competency development activities as well as budget planning and funding are through BLUD Puskesmas funds and reported to the Health Office. Currently, there is no special budget for human resource development.

In the implementation of the new paradigm, employees are expected to demonstrate competence in providing services to consumers, in self-development and in group development expertise (Bagastawa, 2018)

In the current era of health transformation, there are 6 policy pillars that are the main focus of the Indonesian Ministry of Health. The fifth pillar is the transformation of health human resources (Minister of Health of the Republic of Indonesia, 2022). Health Human Resources (HRMK) are health workers and health support personnel who are involved and work and devote themselves to health efforts and management (Attriani, 2022).

The transformation of health human resources focuses on ensuring the availability and equitable distribution of the number, type and capacity of health human resources. The distribution of health workers in all corners of Indonesia, including in remote areas of the archipelago border (DTPK). The implementation of the government will increase student quotas, domestic and foreign scholarships, and facilitate the participation of health workers who have graduated from foreign universities.

Quality health services are health services that can satisfy every user of health services according to the average satisfaction level of the population. The implementation must also be in accordance with the standards and professional code of ethics that have been set (Cahyono, 2021). The quality of health services according to Donabedian, 1980, is a comprehensive approach to the quality of health services including structure, process and results. The structure includes facilities, human resources, infrastructure, finance, organization and management.

Everyone in the organization should be encouraged and given the opportunity to learn, to develop their skills and knowledge to the best of their capacity. Organizations need to invest in learning and development by providing appropriate learning opportunities and facilities, but the primary responsibility for learning and development lies with the individual, who will be given guidance and support from their manager (Amstrong, 2008).

Implementation of human resource development in health centers

Various studies show that the success of achieving health development goals comes from health workers as the main key (Liliana et al., 2023). Health HR has a strategic role in improving the quality of services (Zahra et al., 2022). Health Human Resources is also a key element to increase the competitiveness of health services (Paramitha, 2020).

The quality of service at the health center is still often complained about by the community. Several studies show that the quality of health services in health centers is very closely related to availability Quality Health Workers (Lestari, 2018). Puskesmas require quality governance, service performance, service procedures, and effective resources that are used to provide primary services as efficiently as possible. Service quality is an important factor that refers to the level of service perfection (Afiyah, 2016).

Human resource development needs a paradigm shift from the conventional career system to a flexible career development in accordance with the competencies needed to improve the quality of public health services.

The implementation of human resource development in Puskesmas includes:

1. Preparation of human resource development programs

The first stage is the preparation of human resource development programs through planning at the health center level. Human resources at the Puskesmas consist of functional positions so that the development strategy begins with the identification and analysis of needs so that they can plan programs and training that are in accordance with the needs of employees. Furthermore, the preparation of programs that are relevant to the objectives can be in the form of technical training, leadership development, *soft skills training*, or other employee development programs that are carried out on an ongoing basis and coaching is carried out to help employees develop their potential. Efforts to expand horizons and skills can be done through the transfer

of work units. Measurement of the effectiveness of HR development programs through evaluation and measurement of employee performance after participating in the development program. Leadership support through the provision of the resources needed for development is the key to the success of human resource development. The use of the latest learning methods through online learning platforms for the efficiency and effectiveness of human resource development.

In the health sector, human resource development efforts are the responsibility of the Health Human Resources Development and Empowerment Agency (BPPSDMK). The 2020-2024 BPPSDMK Program Action Plan is prepared as a guideline and direction for all stakeholders of the human resource development and empowerment program from the central to the regions. There are four factors that must be considered in efforts to fulfill health human resources, namely the availability of quantity and type, equity, competence or quality, and the performance of health human resources. Puskesmas can also strengthen the available human resources by conducting regular development. Puskesmas must provide opportunities for employees to be able to develop their abilities and skills. Puskesmas can coordinate with the local health office to maximize human resource development and in the recruitment process of health workers. The local health office can also participate in the human resource development program by holding various trainings, making training innovations tailored to needs, providing educational assistance for health workers who want to deepen their knowledge and making budgets related to providing salaries, compensation and allowances for human resources at the health center. (Zahra et al., 2022).

An important issue in human resource development is to develop a positive attitude towards the organization. Especially today, in a dynamic changing environment, where organizations cannot predict which skills are suitable for the future but having a good attitude will affect employee behavior (Lundberg & Westerman, 2020). Therefore, organizations must analyze development plans, and study the costs that may impact development. Also, increase creativity, motivate and encourage employees to interact with customers, including knowledge about competitive industries.

In a healthy and prospective public organization, there must be career paths and career paths for employees (Sulistiyani, 2018). For the sake of the organization, leaders must emphasize the development of abilities and commitment or the willingness and desire to contribute to the success of the organization (Widodo, 2018).

Human resources who have worked for many years sometimes often make mistakes, whether intentional or not, and sometimes their mistakes will be fatal. In fact, this error often occurs over and over again that should not have happened. Employees are also often no longer motivated to work, as a result of which they are less enthusiastic and less disciplined at work. In other conditions, many employees are frustrated in carrying out their work, so what they do is just a routine without any

initiative for better improvement. Employee conditions like this will endanger the continuity of the company as well as endanger the employee's own career. Why do employees do that. This is due to many factors, for example due to the factor of employee incompetence, boredom working in certain fields and employee frustration with the leadership's policies. Therefore, employees like this need to be given a refreshment, with additional knowledge and a new atmosphere. The trick is that it is necessary to prepare an employee development program so that incidents like the above do not need to happen again (Cashmere, 2022).

Human resource development is prioritized for old employees in order to refresh and improve their abilities. In addition, the most important employee development is carried out to improve the career and determine the compensation of the employee concerned (Kasmir, 2015).

In the development program, the goals, policies, procedures, budget, participants, curriculum, and implementation time must be stated. The development program must be principled in improving the effectiveness and efficiency of each employee's work in his or her position. The development program in an organization should be openly communicated to all employees or members so that they can prepare themselves (Hasibuan, 2019).

The difference between training and development according to Henry Simamora is that training (*training*) is directed to help employees better fulfill their current staffing, while development (*development*) is a future-oriented investment in employees. Development is based on the fact that an employee will need a developed set of knowledge, skills, and abilities in order to work well and succession of positions encountered during his or her career (Sulistiyani, 2018).

2. Use of effective learning methods

In the future, we can expect a greater emphasis on career development strategies such as job rotation. In addition, career development needs to emphasize continuous learning opportunities and question assignments from companies so that workers can effectively improve their abilities and competencies (Bagastawa, 2018).

Organizational development must be carried out in stages with the formulation of stage time so that all parties can adapt according to the changes made by leaders and management. The key to the success of knowledge management is communication and mutual commitment of all members of the organization (Azmy, 2015).

3. Performance measurement and evaluation

Health human resources who have participated in the HR development program are measured and evaluated for performance before and after participating in human resource development.

Human resource development will result in effective organizational operations. In developing employees to become human resources desired by the organization, in the end employees must have a positive attitude towards the organization (Kankaew, 2021). Swanson & Holton III (2009) stated that development is classified into two paradigms including; learning paradigm and performance paradigm.

The learning paradigm consists of individual learning, performance-based learning, and overall system learning. Where performance-based learning is widely used for human resource development. This is to focus on developing the performance of people who have learned. The principle of this approach comes from continuous learning, but it is learning that affects the overall performance of the organization.

The performance paradigm is the development of individuals by applying technology. It is the integration of non-learning elements in the implementation of work and is not related to work that is separated from the learning system. The performance paradigm consists of improving individual performance through the control and use of technology, as well as performance consulting.

According to Soepriyadi, et al. (2022) in (Marayasa, 2023) An effective HR development strategy will help organizations create an environment that allows employees to grow and develop, improve the quality of work, and contribute more optimally to the overall success of the organization. In addition, HR development strategies also help organizations maintain and improve competitiveness in a competitive market.

4. Integrating technology in human resource development

The use of the internet is currently very important in the world of work, especially health centers in supporting health services to the community and performance reporting. The use of technology in the development of human resources in health centers can help increase efficiency in data and information management, so that human resources at health centers can focus more on technical tasks in improving health services to the community. Technology can accelerate service and decision-making, improve communication between officers, increase transparency in information data management, improve data security and improve human resource competence in service, so that patients can receive better and faster services.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. The implementation of human resource development in Puskesmas is a strategic step to improve the quality of public health services by designing the right programs, using effective learning methods, conducting periodic evaluations and utilizing digital application technology so as to contribute to providing the best health services to the community
2. The strategy is carried out with a new paradigm of making proposals for human resource development planning, especially for old employees according to the competencies needed to improve the performance of the health center to achieve the goal of improving sustainable quality and patient safety so as to improve health services to the community.
3. The health center does not have a budget for human resource development as a mandatory and special menu.

Suggestion

1. Proposals for human resource development according to the competencies needed to improve the performance of the health center were submitted during monthly mini workshops at the health center and cross-sector workshops and reported in writing to the Health Office. Planning the number of officers, schedules and budgets for human resource development are included in the RBA BLUD Puskesmas.
2. The implementation of human resource development according to the schedule is based on a letter of assignment signed by the head of the Health Center. Evaluations are carried out on employees who have participated in human resource development activities, whether there are any changes in improvement compared to before participating in human resource development.
3. Include a special budget menu at the RBA puskesmas for human resource development.

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