

The Strategic Model of Human Resources Management in Indonesia: A Case study of HRD Management at the Biro of Health in Sleman, Yogyakarta

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Preface

It was seven years ago when University of Muhammadiyah Yogyakarta (UMY) and our Faculty of Political Science, Thammasat University first started a small collaboration, initiated by Associate Professor Dr. Achmad Nurmandi, who at that time was Dean of Faculty of Political Science, UMY. We first had an opportunity to welcome colleagues and students from UMY to present their research of interests at Thammasat University organized by Associate Professor Soparat Jarusombat in collaboration with Associate Professor Dr. Nurmandi in year 2010.

The following year, the First International Conference on Public Organization (ICONPO) was organized by UMY in Indonesia, then in Korea, and back to Bali, Indonesia, before moving to Malaysia in 2014. The fifth ICONPO was organized in Davao City, Philippines last year.

This year, it is my great pleasure and honor to host this event at Thammasat University where it all started. The theme is set on “Information, Open Government, Democratic Governance, and Public Administration” for two days during August 10-11, 2016. There are about 189 proposals submitted this year. The participants come from various countries, namely Philippines (84), Indonesia (80), Malaysia (3), United Kingdom (2), Russia (1), Nigeria (1), China (1) and Thailand (17). All papers were blindly reviewed and will be selected for publication in Journal of Government and Politics. Some would be selected for book chapters. We have about 34 panels in all with topics covering every aspects and issues in Public Administration from Social Media, Network Governance and Open Government to Politics, Conflict, and Corruption in Public Affairs.

As a host of this special academic event, I would like to thank the Executive Committee of Asia Pacific Society of Public Affairs (APSPA) for entrusting us with the honorable mission of organizing this international academic conference this year. My great appreciations also go to all partners and supporters, namely Faculty of Political Science and Law, Burapha University, Faculty of Political Science and Public Administration, Chiang Mai University, Faculty of Humanities and Social Science, Khon Kaen University, Human Resources Institute, Thammasat University, College of Politics and Governance, Mahasarakham University, Sripatum University, EPA Foundation and Alumni, Thammasat University, and Faculty of Political Science, Thammasat University. Special thanks go to all staff for their time, tireless efforts, and dedications in organizing this Conference.

Last, but not least, I wish everyone all the bests and fruitful discussions. Till we meet again next year in Jakarta, Indonesia. Thank you.



Amporn Tamronglak
Your Host,
Professor of Public Administration Faculty of Political Science,
Thammasat University, Tha Prachan Campus
August 14, 2016

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The Strategic Model of Human Resources Management in Indonesia: A Case study of HRD Management at the Biro of Health in Sleman, Yogyakarta.

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Abstract

Human Resources are one of an important part in managing of the organization, including in local government organization. Therefore, human resources should have to be good managed in order to increase the effectiveness and efficiency of an organization by using several model of human resource management in governance. The aim of this paper is to describe how to manage human resource properly and sustainably. This research focuses on how the state apparatus implement their human resources management policy. It could be done at the Biro of Health in Sleman, Yogyakarta.

The method that be applied for this research is qualitative analysis which uses directly to portray of the detail interviewees by conducting the in-depth interview. The respondent is the Head of the Biro and several staffs at the Biro. This paper concludes that model of human resource management at the selected Biro is the Strategic model. The Strategic model is the proper model to be applied in this case. The model is suitable in local government because there is a balance between personnel authority (deputy), line manager (the head Department of local employee) and units (the head of department, division, and sub division).

Keywords: H Human resource management, model of Human resource management, public organization, Local Government, Yogyakarta, Indonesia.

INTRODUCTION

The need of high qualification of human resources is consent in such organizations; whether in a public or non-public organization. To have progressive works, the skilled workers are needed but not all qualified human resources could work as smooth as the

provided guidelines. That is why there is a controlling method on it, called human resources management.

Human resources management is an important instrument for the governmental organization or non-governmental organization maintaining bridge the working plan and also

successful progress. The aims of human resources management itself are to increase the effectiveness organization to achieve the objective of the organization. It can realize if the human resources in the organization could manage as well as possible. For the public sector, the responsibility of bureaucracy within give the services to society must be supported by human resources with professional and competent qualification.

Then, based on the vision or long-term plan of government of Indonesia proclaim that Indonesia will be a prominent state in 2025. However, the government of Indonesia does believe that the human resources as one of the challenges to realizing the vision. The good human resources depend on how local government carries out the management of human resources and what the model or type of human resources management that is incompatible with public organizations. In additional, doing the structuring human resources organization is needed in order to make the organization runs well and efficient. Nevertheless, a still much local government that develop yet the system of human resources management which is comprehensive (Harry,2010:pg, 2377).

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depend on how local government carries out the management of human resources and what the nowadays, the human resource management being high attention from many sides. The influence of it toward appliance in the organization gives several changes, in which the changes in positive aspect, development of human resources, followed by ideal compose of structure in, and at the end it is reflecting the good organizational system. Human resource management has the biggest impact toward the effectiveness of organization than another resource. Community strives for government provides the first-rate service, necessary oriented and also service satisfaction from the community. Public service is not only administration problem but also fulfillment of desire from the public.

There are several indicators show that public service sector is bad service. For example long-winded service which caused lots loss whether for client and server; the cycle of process gone to be stuck; disposed of bureaucratic in which the administrative process always run really slow then continued by lots of requirement which sometimes create a misunderstanding among less educated people; expensive cost that was becoming unfriendly cost for low economic level of society; attitude of bureaucrat that shows as functionary than public servant, etc.(Abas & Triandyani, 2001). A Model or type of human resources management that is compatible with public organizations. In additional, doing the structuring human resources organization is needed to make the organization runs well and efficient.

Nevertheless, a still much local government that develop yet the system of human resources management which is comprehensive (Harry,2010: pg, 2377). Based on the data of Ministry of utilization of civilian state apparatus there is still around 50% bureaucracy do that.

Therefore, the type or model human resource management is needed to be applied for increasing public service delivery in Indonesia.

RESEARCH OBJECTIVES

Considering above backgrounds, this research contains several objectives. Firstly, intended to analyze how HRD Management at the Biro of Health, Sleman Regency runs the human resources management. Secondly, what the model of human resources management use in Biro of Health, Sleman Regency. By knowing these, there will be an opportunity what actually model of human resources management that compatible with the local government, especially in Sleman Regency. The good human resources management eventually will be a sample for another department to better management of human resources.

RESEARCH METHOD

In this research used The method that used in this research is qualitative analysis or qualitative approach. It is defined as an approach in research that uses interpretation as the method to understand the world (Denzin & Lincoln,

2005). The data collected is through deepened interviews with respondents related to this research and through library research. A literature study was done by reading and studying the materials literature related to the research by the author.

THEORETICAL FRAMEWORK

1. Human Resource Management

The define of Human resources management (HRM, or just HR) is a capacity in organizations intended to maximize worker performance in service of an employer's strategic targets. (Johnasen, 2009). Human Resource also concerns itself with organizational change and industrial relations, and that is the adjusting of hierarchical practices with necessities emerging from aggregate dealing and governmental rules. (Klerck, 2009).

According to R. Buettner, Human Resource Management covers the following core areas:

- a. Job design and analysis,
- b. Workforce planning,
- c. Recruitment and selection,
- d. Training and development,
- e. Performance management,
- f. Compensation (remuneration), and
- g. Legal issues.

Human resources management refers to all those activities associated with management of work and people in organizations (Boxall and Purcell, 2011).

Yovita (2002) argued that human resource management is the program and activity for the purpose of getting, developing, raising, and utilizing to achieve the aims of the organization. Moreover, not only the management of human resources but also the human resources itself have to qualify and have skills to realize the objectives of the organization.

Human resources management can be understood as the system or function. Then, the system implemented in several function of human resources management. Finally, the human resources management define that all of the activities begin from panning of the human resource until firing human resource (Jusuf, 2011). In order to achieve the purpose of the organization that already settled, the local government or public organizations must have pattern development system human resources management (Harry, 2012). Accordingly, to managed the human resources especially in the local government or public organization needed management or system to handle it. Also, to development human resources have to continuous implementation (Harry, 2012).

2. Model of Human Resources Management

Model of Human resources management is the strategy that can be used in the public organization in order to manage the human resources to achieve the aims of organization, in other meaning, management model proved to be an ideal method to be applied in developing an organization.

Human resources management model also be able to increase the public service because if the organization can manage the human resources with the best model, it means that they can service the society as well as their best qualification. Therefore, here it is the 4 model according to Condney (2005), that can be used in human resources management of public organization:

a. Traditional Model

The model of traditional of public human resource management focuses on a central personnel organization directing rules and procedures, ostensibly to achieve fairness and value in public sector organizations. Little believed is given to line elements of the organization, whether they are clearing streets, giving entertainment services to nationals, conveying social services to customers, or encouraging strategic relations with an outside nation. Obviously, such a center was not the first goal. As Van Riper calls attention to in his investigation of the U.S. Civil Service (1958), central personnel functions were aimed at professionalizing the workforce and providing equity and fairness in disseminating a public: government employments. Starting in the late 1800s, the national government and major U.S. urban communities started to unify staff capacities, for example, enlisting, testing, enrollment, and arrangement. Affected by the dynamic change development and hypotheses of exploratory administration, faculty looked for the one most ideal approach to enlist, arrange, evaluate, remunerate, and advance open representatives.

Moreover, the Intergovernmental Personnel Act of 1970 and past elected enactment urged local governments to create civil service frameworks with the promise of following elected income sharing dollars.

b. Reform Model

The reform model seeks to decentralize personnel authority and decision making to line managers. Very nearly a mirror image of the traditional model, the reform model qualities dispersal of genuine personnel authority to different organizational units, permitting them to settle on essential decisions concerning employee recruitment, selection, classification, and compensation. In numerous examples, these decisions might be made by line managers having minimal formal knowledge of or training in modern human resources management practices and techniques. The result might be receptive to the quick needs of the organization; however, with no central organizing focus, issues of equity and decency inside and among organizational units might show up. For instance, effective and consistent management of equivalent work opportunity objectives might be hampered, pay differences might get to be pervasive, and employee assessment inequities might emerge.

c. Strategic Model

The strategic model proposes combining the two original models just talked about. Obtaining from Perry's discussion of a strategically arranged government civil service system (1993),

the strategic model seeks to adjust the competing requests of the traditional and reform models, perceiving the advantages of some centralizing efforts but also realizing that human resource management takes place throughout an organization and should support, not hamper or subvert, the organization's general objectives.

In the strategic model, the personnel capacity is shared between personal authorities and the line departments that utilization human resource management. Exercises that can utilize such cooperative plans include conceiving and directing evaluation centers, recruiting key personnel, and rebuilding organizational classification systems. Here the human resource management is an organizational consultant, a valued individual from the managerial group, not a roadblock to be stayed away from. Mesch, Perry, and Wise (1995) take note of that "the strategic human resource management model emphasizes decentralization and devolution of authority. It seeks not uniformity but the variety in personnel policies and practices. Strategic human resource management endeavors to pare down exorbitant rules and regulations, empowering managers to capacity all the more productively and to concentrate on accomplishing their organizational mission within a competitive environment". (p.398)

d. Privatization Outsourcing Model

Privatization model of public human resource management is applying greater impact in the field. As

government payrolls, contract and political pioneers increasingly look to the private sector for models of organization, outsourcing, and privatization of the public human resource management function will likely continue, particularly for large organizations in which economy-of-scale components make privatization and outsourcing more feasible. In this model, the public human resource management function becomes increasingly moot. The challenge for organizations and managers alike is to hold coordinative control over the

Human Resources function when privatization and outsourcing happen. It ought not to be forgotten that even if various functions performed by a private entity, the public's business, and welfare are still in question. Issues of decency, delegate bureaucracy and value should not be rejected. The writing, management and oversight of contracts should strive to represent the values of efficient and responsive public service.

Here the comparison between four models of human resource management by Condrey, (human resource management handbook, 2005):

1
Table.1 A Comparison of Four Models of Public Human Resource Management

Function	Traditional Model	Reform Model	Strategic Model	Privatization or Outsourcing Model
Service Delivery	Centralized	Decentralized	Collaborative	Contract
Goal Orientation	Uniform enforcement of rules, policies, and procedures	Manager-centered	Respectful of human resource management and organizational goals	Effective contract negotiator and administrator
Communication Pattern	Top-Down	Two-Way	Multidirectional	Reports and contract monitoring
Feedback Characteristic	Formal and Informal Complaints	Muted	Continuous	Muted
Value Orientation	"Merit"	Immediate responsiveness to organizational mission and goals	Effective organization functioning coupled with a respect for effective human resource management practices	Efficiency, private sector preference
1 Role of Human resource management	Enforcer of "merit"	Diminished authority and control	Organizational Consultant	Contract negotiator and administrator
Perception of	Hindrance to	Adjunct	Full managerial	Dismissed

human resource management profession	effective organizational functioning	collection of Skills	partner	
Role of Education	Public personnel administration	1 Adjunct to managerial skills	Human resource management, general management, practical focus	Contract negotiation and administration skills

Source : Condney, (*human resource management handbook*, 2005)

3. Public Organization

Public organization as an official organization which established by consideration of a state, it is controlled and paid under the administration of government. It purposed to maintain any matters that public delivered to the government through several forms such as democracy protest, voting, and others and composed it into several term for example policy or programs (Liam, 2015).

The demand from public to the government, it is replied in the form of public organization which officially have the duty to provide services for those who need helps. It is the concern with the services offered to the citizens, and people who work on it could be coming from any type within reason, the qualification is same and equal required for anyone who wants to work on the public organization (Liam, 2015).

In general, there are often a few more provisions made, purposed to set (an example to benefit the employment of people with a disability or from an ethnic minority) which is the final goal is

to promote integration. ⁶ Public organizations are significant because they are very transparent. Their work is easily and often heavily scrutinized to ensure maximum productivity and high standards. Additionally, these organizations are usually non-profit, to provide a fair service to the taxpayers (Liam, 2015).

Public organization according to Prof. Dr. Taliziduhu Ndraha, (Husin, 2015) is public organization refers to the bureaucracy that purposes to public service.

4. Local Government ³

Local government is a managerial body for a small geographic area, for example, a city, town, district, or state. A local government will typically just have control over their particular land district, and can not pass or authorize laws that will influence a more extensive range. (Business Dictionary. com, 2016). ³ Local governments can elect officials, enact taxes, and do many other things that a national government would do, just on a smaller scale.

In the other hand, local government is general society organization of towns, urban areas, provinces, and regions. Notice that this type of government incorporates both district and city government structures. It can be testing, yet these elements must cooperate to administrate a specific geographic territory. At that point, the organization of local government varies depending on the state. In any case, all local governments derive their authority from the state in which they are located. (Ashley, 2016)

Local governments (otherwise called local councils) handle group needs like waste accumulation, open amusement offices, and town arranging. (Australian gov., 2016)

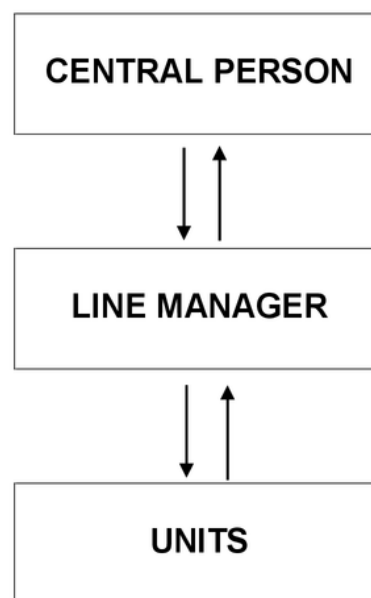
DISCUSSION

Human resources management in local government or public organization is the process that consists of planning, organizing, leader and controlling activities that related with job analysis, job evaluation, developing, compensation, promotion, and discontinuance of work relation to achieving the aims of the organization that already settled. (Mutiara, 2004).

Practically, on human resources management could be understood by several side, one of it is the model of human resources management.

Thus, in this paper will discuss five important elements that determine model in human resources management:

- A. Planning
- B. Developing
- C. Compensation
- D. Evaluation
- E. Firing



Picture 1. Line coordination

According to structural frame defined above, it is reflecting that coordination started from mutual coordination consent from multipurpose whether central person, line manager and units, then it continued by resulting the proposed which given by three of those.

Central person is the deputy of Sleman regency, Yogyakarta, Indonesia. The line manager is the

head of medical department particularly in Subdivision of employment that manages the human resources management at Biro of Health. Then the last, units are the institution that uses the human resources such as government clinic, and also Regional Hospital (RSUD).

1. Planning

Planning in human resources management is a significant thing to do. The public organization in local government especially in Biro of Health in Sleman Regency, Daerah Istimewa Yogyakarta could determine how many employees or bureaucrat that needed. In this process, which are position analysis and workload analysis. It is in order to know what position and also what is the duty that need in public organization itself. Then, after doing the position analysis and workload analysis, public organization in local government know what actually bureaucrat need, therefore in planning human resources management do recruitment human resource that appropriate with public organization itself. It was already attached in legislation (*Undang-undang*) number 5 year 2014 about the state civil of apparatus. As mention in article 55 until 67 about recruitment.

At Biro of Health, Sleman Regency according to the interview with Mrs. Prima Wulan as a head of Subdivision of employment and supported by staff of employment which is Mrs. Diah and and also Mr. Widiharto

as a head of nutrient section that recruitment process in there divided into two part, which are the civil servants (PNS) recruitment and non-state public apparatus recruitment. After that, for state civil apparatus is managed by Department of local employee (*Badan Kepegawaian Daerah*) Sleman Regency. The beginning process for recruiting is Department of local employee (*Badan Kepegawaian Daerah*) open the registration civil servants formation with consideration the result of job analysis and workload analysis in each Department. The Head of Medical Department of Sleman Regency can request first the employees necessary based on their job analysis and also workload analysis and then, it can proposed to Department of local employee (*Badan Kepegawaian Daerah*). Then, for placement of civil servants (PNS) that has been accomplishing the requirement and pass the test will be managed by Corporation of local employment (*Badan Kepegawaian Daerah*).

The second process for non-state civil apparatus is managed by Corporation of local public service (*Badan Layanan Umum Daerah*) at Biro of Health, Sleman Regency. The institution related with Biro of Health that needs the employees must have job analysis and workload analysis that already studied and checked. For example, local government clinic (*puskesmas*) need the employees. Therefore, job analysis and workload

analysis became the basis for determining. Afterward, local government clinic delivers the employees necessary to Biro of Health, Sleman Regency, and then Biro of Health will analyze it in order to propose to Deputy of Sleman Regency. After the Deputy of Sleman Regency had approved it, the Head of Medical Department makes the composition of the team in order to compose employees planning and recruiting that invited professional organization such as Head of Midwife division and head of the section that related to it. After that, the team will determine the employees criteria that will accept, and then the next step is open registration, administration selection, interview and the last is training.

Further, referring to an orientation of the organization. Orientation within an organization is crucial to the sustainability and to achieve these goals. Orientation is a process whereby new human resources introduced to an environment that will occupy. Therefore, people can be adapted to existing conditions in the field, in general, orientation carried out by the service departments within the government, either the district or the city or even the province. Generally the process this orientation takes many days and may involve other parties.

2. Developing

Developing is needed to increase productivity employee and maintaining the employee ability to

human stabilization resource. For example, held the DIKLAT (education and training) public organization for employees especially in local government. Based on the National Government Regulation (Peraturan Pemerintah) of Indonesia number 101 the year 2000 about "education and training civil servants" is aims to:

- a) Increasing knowledge, skills, and attitude to implement position duty as operational based on personality state civil of apparatus according to institution necessary.
- b) Creating apparatus that capable as role of reformer and nation unity.
- c) Sharping attitude and spirit of service-oriented, aegis, and society empowerment.
- d) Establish one vision and though dynamic in holding governmental order, and also development in purpose maintaining good governance.

DIKLAT or training at Biro of health, Sleman Regency is a necessary in order to increase the capacity of the employees. Beside of that, training is a form of employee development toward achieving the vision and mission of an organization. (Rosidiah, 2011). The process toward achieving vision and mission is inseparable from various challenges such as technological development, politic-social, and the demand for high-quality service.

According to Legislation (Undang-undang) number 5 the year 2014 about civil servants, as mention in Article 69

until article 70 about career development, every civil servant required to develop themselves through having more education, training, courses and also seminar. At Biro of Health, Sleman Regency applied job analysis to determine what training that needed by the employee.

By applying the training in order to have independent institutions to having management on competence development which implicated on annual plan book. Public organizations included Biro of Health commonly held training annually.

The mechanism or method applied in the training of biro of health is flexible (Prima, 2015) It defined that they could do and held the training if they need it. However, at least every institution do the training once annually. Then, the sources human resources development itself is from the institution and other in which related with what they need, either Regency lever or province level. The developing process teaches many new skills to an employee to fulfill the career desire. (Rachmawati, 2008)

At Biro of health there is 2 DIKLAT or training method, (Prima,2015):

1. Pre-position DIKLAT
2. Position DIKLAT

Firstly, Pre-position training implemented to provide knowledge in order to form and build national awareness, personality, and ethics of civil servants. On the other side, basic

knowledge about the system of governance, task scope, and its organizational culture in order to carry out the duties and role as a public servant. Pre-position training is a condition of appointment of the candidate of the civil servant. Therefore, the candidate of the civil servant should be included in the pre-position training no later than two years after his appointment as a civil servant.

4 Secondly, position training implemented to develop knowledge, skills, and attitudes of civil servants in order to carry out the tasks of government and development better. The position training is consist of Leadership training, functional training, and also Technical training.

Leadership training implemented to achieve the requirements of leadership competencies government apparatus that appropriate in the structural hierarchy. Functional training implemented to achieve the requirements of competence that appropriate to the type and level of Functional respectively. Type and level of functionality for each position determined by the Trustees of Functional that concerned.

Technical training implemented to achieve the necessary technical competence requirements for the implementation of the tasks of civil servants. Technical training can be carried out in stages. The type and level of technical training assigned by the technical authority concerned. From

low level, the determination of an employee to follow training is the Head of Department of Health, but it still depending on consideration of SKP and PKP and adapted to the kinds and types of training that will follow.

At Biro of Health, Sleman Regency, which already experienced on human resources development program by implementing Coaching Clinic, where employees were provided by information and training related to Information Technology. (Prima, 2015) The materials that given was helpful for the employee in the daily work process. As at present, information technology-based services are needed by the community and make it easier to coordinate with employees in hospitals and government clinic or other agencies.

3. Compensation (Reward and Punishment)

There is two kind of compensation given for employee which are reward and punishment. The purposes of compensation according to Candra Wiguna, (2015) is:

1. Getting the employee that qualified
2. Maintaining the employee
3. Ensuring the justice
4. Appreciating desired behavior to improvement the public organization
5. Controlling the costs

Completing the legal regulation which is the legislation (Undang-undang) number 13 the year 2003 about employment.

Reward

The reward is a function of human resource management related to all forms of rewards promised to be received by employees as the implementation of the tasks in achieving the objectives company.(Rizki, 2008)

Lawler (1983) argued that reward is positive incentive that increasing satisfaction from personality necessary and also to encourage the employees in order to become more productive in the organization. In additional, reward has been arranged in legislation (Undang-undang) number 5 the year 2015 civil servants particularly in reward, article 82. It is "every civil servant show the loyalty, dedication, qualification, integrity, discipline, work performance in implementing the order be able to reach an award". Moreover, it can be position promotion or sign of honor. Afterward, "Punishment is giving the sanction to the employee that did not implement the order. And also, not doing the order appropriately" (Pradipha, 2015). The punishment could be position reduction.

At Biro of Health, the system of rewards is also based on the regulation which is Undang-undang number 5 the year 2014 as mention before. As the example of rewards that has been done this institution is the financial reward, promotion, remuneration, and has an opportunity to competency development.

1. Punishment

The punishment is given to who that do infraction of the rules that apply.(Nurmiyati,2011) The aims of sanction are to make employees more active and make every effort to do its job.(Nurmiyati, 2011) Moreover, it can be an example for other employees not to repeat the same thing. Based on the Undang-undang number 5 year 2014 about civil servants, article 86 mention that discipline in civil servants is very important. Here about the discipline civil servants in Undang-undang number 5 the year 2014:

- 1) To ensure the implementation of the tasks, civil servants should obey with the discipline of civil servants.
- 2) The institution of government should enforce the discipline toward civil servants and also implement the various efforts to improve discipline.
- 3) Civil servants with disciplinary offenses will get the discipline punishment.

Another more details are assigned in Government Regulation number 53 the year 2010 about civil servants discipline. At Biro of Health Sleman Regency, the punishment that most severe punishment is demotion because did not come to work without any reason during 31-35 days.

4. Evaluation

Evaluation of human resource management is an important thing to ensure that function of employees in the public organization that whether is useful or not. In additional, the evaluation is objective assessment which is from *Sasaran Kinerja Pegawai* (SKP) and *Penilaian Kinerja Pegawai* (PKP). Performance appraisal in civilian state apparatus was based on the regulation from the government which is Peraturan Pemerintah number 46 the year 2011 and also *Peraturan Kepala Badan Kepegawaian Negara* (Perka BKN) number 1 the year 2013. Performance assessment processes to evaluate the employee toward his job in an organization. According to the interviewee who is Ibu Prima, 2015 said that the aims of evaluation are:

- a. To career determination development and position promotion
- b. To determination training and education (DIKLAT)
- c. To determination mutation or change the employee
- d. To improvement productivity and responsibility from the employee
- e. To increase the employee motivation
- f. To avoid injustice with each employee
- g. To measure the successfully of personal leadership

Then, the principal of doing the performance assessment is:

- a. Objective

- b. Measure
- c. Accountable
- d. Participation
- e. Transparent

The assessment for evaluation that applied by Biro of Health in Sleman Regency is already carry out evaluation forms that appropriate with government regulations.

Every employee has to arrange SKP as the plan for implementation of the program that appropriates with details of the job, responsibility and also the authority that compatible with the structure and working procedure in the organization. Also, SKP is arranged and be assigned as the operational planning for program implementation with referring to *Renstra* (Strategic planning) and *Renja* (Work Planning).

Besides, the workplace behavior assessment covering aspects:

- a. Service orientation
- b. Integrity
- c. Commitment
- d. Discipline
- e. Teamwork
- f. Leadership (Just for PNS that has certain position)

The workplace behavior assessment applied through observer by Official assessors toward PNS based on criteria that have been determined. Also, official reviewers give

the assessment also considering propose from other assessors that one level within each work unit.

5. Firing

Firing for civil servants is dismissing the job resulting in the corresponding loss of its status as a civil servant. (Government Regulation Number 32 the year 1979)

Taking into the government regulation number 32 the year 1979 about the civil servants firing explain that firing for public servants is consist into 2:

1. Firing as a public servant : Firing as a public servant is the dismissal caused the public official will no longer serve as Civil Servants.
2. Firing from the position of the civil : The firing of the cause no longer working in an organizational unit of the State anymore, but it still serves as the Civil Service.

Afterward, Dismissal as a Civil Servant consists of dismissal on the Civil Servant and dismissal with respect as Civil Servant. Civil Servant was dismissed with respect as a civil servant accept the rights of its personnel based on the legislation in force, such as the right to a pension. A Civil Servant, who are dishonorably dismissed as a civil servant, the loss of their rights of employment, among others, retired.

Civil Servant dismissal with respect by considering the position if:

- a. Pass away
- b. Demand on own personally
- c. Retirement age limit reached
- d. Firing because the existence of simplifying organization
- e. Dismissal due not proficient physical or spiritual
- f. Dismissal due leaving duties
- g. Termination due to other matters

Civil Servant dismissal with no respect as the Civil Service, due to:

- a. Dismissal due to perform violation or act of corruption
- b. Violate the promise of civil servants, promise position state or employee discipline regulations civil
- c. Arrested according to law decision with an absolute power of law, caused by intentional criminal which demanded by at least four years arrested at the highest or by higher law in the other condition.

At Biro of Health of Sleman Regency intended to government regulation on 32 the year 1979 about the firing of the civil servant, that has been changing several article into government regulation number 19 the year 2013 about changing the regulation of firing of the civil servant.

CONCLUSION

Based on all the data information above, it defining that model of human

resources management which have ideal values to be applied is the strategic model.

Regarding guideline of the requirement to be an organization which considering using the model of strategic human resources management, it has to meet the requirement of the theory given which reflecting by several indicator, there are planning, developing, compensation, evaluation and also firing. And according to that consideration, Biro of Health in Sleman regency consider being an organization which applying the strategic model of human resources management because it already fulfills 75% of all requirement to be an organization which using the strategic model of human resources management.

The central person in Biro of Health of Sleman Regency is the deputy of Sleman, which in policy-making and also making the important decision and it requires consideration of the Deputy, then he is the one who will decide or make decisions. Line managers at Biro of Health are the Regional Employment Board and Head of Department. Head of Health Department employees will not only regulate but also may decide or take a policy if it is very urgent. The unit also means part by the use of human resources, namely the Head of Sub-Division of employment, which directly manage human resources at Biro of Health of Sleman Regency.

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