EMPOWERMENT OF HUMAN RESOURCES,
AS THE KEY OF ORGANIZATIONAL SUCCESS

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Abstract

The success of an organization besides being influenced by various factors is also strongly influenced by the quality of human resources, it is necessary to empower human resources according to the needs of the organization, through education and training, so that human resources are ready to carry out their duties and responsibilities. Human resources are the most important part of the organization, one of the keys to the success of the organization is the level of quality and expertise of human resources that are owned by the organization, dynamic organizations and want to succeed in global competition. Human.

Keyword: Empowerment, Human Resources. Organizational Success

New employees or employees who will occupy certain positions, the need for education and training is aimed at helping employees to be better prepared to accept their duties and responsibilities. Training and development of human resources becomes a necessity for the organization, because the demands of work and the capacity of employees must be balanced through orientation and training programs, both are needed. It can be assumed that training and development is very important for the workforce to work more masterfully and better to work that is being held or to be held in the future, to prepare their responsibilities in the future.

In order that education and training are not considered routine, it must be well designed according to the needs of the organization, to answer and overcome the ineffectiveness of employees in carrying out their roles and functions according to the duties and responsibilities they carry out and reduce the negative impact caused by lack of experience and individual skills as well as certain group.

From the explanation of the background above, some problems in this study can be formulated:
1. Definition of Training and Development
2. Training and Development Objectives
3. Types of employee training and development
4. Various types of employee training and development
5. Stages in employee training and development
6. Development and Training at Gatot Soebroto Hospital

METHOD

The method I use in the preparation of this research is the library research method, which is searching the books, documents, internet sources and other references that are relevant to the problems that the author discussed in this study, which consists of two source. We read from the source, then we conclude and we quote the material that is important and what we are looking for. Then we arrange it into a writing.

Writing Method As for the writing method, which the writer uses in compiling this research is descriptive writing method, namely the writer tries to describe the problem discussed from the results of the research in this paper.

RESULTS

Empowerment of human resources

Human resources are all people (both leaders, staff, superiors, subordinates, permanent employees, temporary employees, etc.) who are members of the organization with their respective roles and contributions affecting the achievement of organizational goals.

Human resources are the most important part of the organization, one of the keys to the success of the organization is the level of quality and expertise of Human resources that are owned by the organization, dynamic organizations and want to succeed in global competition, certainly will not ignore the development of human resources). In essence, Human resources in the form of humans employed in an organization as a driver to achieve the goals of the organization. "This term is built from 2 (two) concepts namely development and human resources. What is meant by a situation may relate to humans (employees) or organizations. Naddler and Wiggs (1986) say "Development activities are not related to work, but are oriented towards growth, both personal and organizational".

The following is an understanding of the definition of human resource development raised by experts, including the following:

Mclagan and Suhadolnik (Wilson, 1999: 10) say: Human resource development is the use of training and development, career development, and career development, and organizational development, which is integrated with each other, to increase the effectiveness of individuals and organizations.

Armstrong (1997: 507) states: "the development of human resources is related to the availability of opportunities and development of learning, creating training programs that include planning, organizing, and evaluating these programs".

Stewart and McGoldrick (1991: 1) say: Human resource development involves a variety of process activities directed at the impact of learning, both the organization and for individuals.

Harris and DeSimone (1999: 2) say: Development of human resources can be defined as a set of systematic and planned activities designed by the organization in facilitating its employees with the skills needed to meet the demands of work, both now and in the future.

Mondy and noe (1990: 270) say: Human resource development is a planned and sustainable effort carried out by the organization in improving employee competencies and organizational performance through training, education and development programs.

According to Flippo, development is a process of

1. Training to improve skills and knowledge to do certain jobs.
2. Education related to the expansion of general knowledge, and background.

From the definition of human resource development put forward by experts it can be concluded that the development of human resources is all the efforts and processes to improve and develop the quality of human resources owned by the organization, from a better state of affairs.

1. Development objectives

There are various kinds of objectives to be achieved from the development of human resources, including:

    a. Work productivity
    b. Improve efficiency
    c. Reduce or reduce the level of damage to production equipment
    d. Reduce or no accident in carrying out work
    e. Able to serve company customers better
    f. Employee Morale
    g. The opportunity to enhance that career is greater
    h. A leader is able to carry out his duties well

i. Compensation

From the objectives of human resource development above, there are two dimensions that are influenced, namely the individual dimension and the institutional / organizational dimension. Individual dimensions refer to something achieved by an employee, as a result of the implementation of Human resources While the institutional / organizational dimension is the result of Human resources Development programs. The results that can be received from a Human resources development program are called "output", namely the output in the form of Human resources whose quality has been improved. If this "output" has been returned to their respective workplaces then "output" (human resources) is expected to be able to produce "outcomes", namely outputs with organizational dimensions.

2. Development Principles

The principle of development is to increase the quality and quantity and ability of employees to work, but this can be said to be successful if it has been programmed in advance. In order for the development activities that have been designed and planned to be carried out effectively, the manager or entrepreneur should provide stimulation or hope to employees who will take part in the development program.

The development program contains the targets, policies, procedures, budget, participants, curriculum and implementation time. The ultimate goal of the development process is to increase the effectiveness and efficiency of each employee's work in his position.

There are various principles that are useful for employee development, including:
  a. Motivation
  b. Progress report
  c. Exercise
  d. Individual differences

3. Types of Development

The types of development that can be done for employees include the following:
  a. Informal Development

  Informal development for employees can be done on his personal initiative. Employees can train and develop their abilities and skills by learning the various concepts of books and their applications, which are directly related to the job they carry out.
  b. Formal Development

  Formal development is carried out by companies at a large cost. This kind of development is expected to meet the needs of the company, both now and in the future.

4. Development Method
  a. Education Method (Education)
    1) Lecture Method
    2) Discussion Method
    3) Case Study Methods
    4) Business Games.
  b. Training Method (Training)
    1) About Job Training

    This method is distinguished in two ways:
      a) Informal way How to train for other people who are doing work, then told to pay attention.

b) Formal Way Supervisor appoints a senior employee to do the work and then the trainees do the work according to what is done by senior employees.

2) Vestibule

A form of a form of coach, coach, coach, coach, coach, trainer, coach, coach, coach, one form of the vestibule is a simulation. Simulation of real behavior in a way, there are no students who can get into the real situation.

3) Apprenticeship

This apprenticeship system is used for jobs that requires relatively high skills. This internship program can combine between jobs training and experience, as well as classroom instructions in certain knowledge in accordance with the company's objectives.

4) Specialist Course

It is a form of employee training that is more like education than training, these courses are usually held to meet the interests of employees in certain fields of knowledge or outside the field of work. These courses are usually made in the form of lighting programs, where participants can learn by themselves and adjust their learning speed with their own abilities.

5. Swot Analysis in the Development of Human resources

In a development program it is necessary to have a measurement to find out how successful the implementation of the development is. The success of the development program can also be viewed from a cost perspective or from the point of view of all the organizations or companies.

Measures that can be used to measure the results of the development of Human resources include:

a. Performance Changes
b. Changes in Personality and Behavior
c. Exams
d. Assessment by Development Participants
e. Inspection by an Expert

The problems experienced in the development program include:

a. Costs for the company;
b. Employee working time is absorbed or used by training;
c. Possibility of job transfer;
d. Difficulty getting experienced trainers;
e. Possible lack of sense of employees who have received training, but are not promoted;
f. Determine employees to be trained;
g. Determine what kind of training will be given.

The most important factors for the company's future are called strategic factors, which are summarized with the SWOT term, which consists of strength, weaknesses, opportunities and threats (threats).

6. Career Development

Yuniarsih and Suwanto (2008) stated that the career development is a formal approach is available when needed. Career development consists of

a. Career Planning, which is how employees plan and realize their own career goals;
b. Career Management, this process refers to how organizations design and implement employee career development programs.

Career development is the result of individual careers and the organizational career management process. One of his hopes is to get a better position or position than before. Thus the career for employees is a need that strives to fulfill. Therefore, the problem is the extent to which career opportunities are open to employees, so that it can provide clear direction for the efforts that can be made to achieve it.

The means of career coaching is affectivity which includes four characteristics, namely;

a. Career performance (career performance)

Directly related to organizational effectiveness, which reflects the level of individual contributions to organizational performance.

b. Career attitudes

Refers to the way individuals see and evaluate their careers.

c. Career adaptability (career adaptability)

Directly related to flexibility, competitiveness and development of organizations. Thus, career adaptability indicates the most advanced application of knowledge, skills and technology in a career.

d. Kairei identity (career adaptability)

Contains two important components, namely the level of consistent and clear awareness of individuals regarding their interests, values, and expectations for the future, and a consistent level of individual life at all times.

Training

1. Understanding Training

According to Edwin B Flippo (1995: 76) is a particular work activity.

Training is a short process that uses systematic and organized procedures where non-managerial employees learn knowledge and technical skills in limited purposes.

Training according to Wexley and Yulk (1976: 282) is a term that shows planning, forming and facilitating members of organizations in combining skills, knowledge, and attitudes in accordance with existing circumstances. While according to Gary Dessler (1997: 263), training is the process of teaching new employees or those who are currently, the basic skills they need to carry out their work.

Based on these notions, training means a systematic change of Knowledge, Skill, Attitude and behavior that continues to improve the Human resources standards that are desired. .

2. Types of Training

Training methods can be divided into two, namely in-house and external training. In-house training (IHT) can be in the form of on-the-job training seminars, workshops, internal company training, and computer-based training, the source of which is within the company. While external training consists of courses, seminars and money workshops organized by professional associations, educational institutions, professional trainers, which are carried out by other parties outside the company.

a. On the job training

This field orientation is usually carried out by the department of Human resources, by involving new employees to be directly involved in the company 's operational activities.

b. Outside training

Companies often use Outside training, in the context of understanding that they are trained outside the company by insiders, or by outsiders (handed over to other parties).

According to Henry Simamora (2004) training methods can be grouped in three ways, namely:

a. Presentation of information

Providing information from a training to trainers;

b. Simulation method
Application techniques that are carried out in training;

c. Training on work
Direct implementation of training on the work being carried out.

3. Training Strategy
Strategies that are pursued in the Human resources training are as follows:

a. Need Assessment
The need for training is not only done quantitatively but needs to be done comprehensively, namely by reviewing and inventorying the quality of personal performance that currently exists with what is supposed to be able to complete the work.

b. Preparation and Implementation of Training
To make training preparations, it is necessary to hold meetings with all instructors. We must not assume that the curriculum or syllabus is sufficient enough to handle conveying material. A meeting with all the observers is a deviation from the stated goals.

c. Placement and improvement of Employee Performance
This placement shows various variations. Some of them were promoted or placed in a higher position before attending the training. There are those who occupy the same original position, and some are transferred to other positions (mutation).

4. Benefits of Training
Andrew F. Sikula (1981: 236) states the objectives of training and development are:

a. Productivity
With training can improve skills, knowledge, skills, and behavioral changes.

b. Quality
The implementation of training can not only improve the quality of workforce, but it is expected to reduce the possibility of errors in work.

c. Human Resource Planning
With the training, it will be easier for a vacancy in a company worker to fill, so that the workforce planning can be done as well as possible.

d. Morale
With the training will be able to improve the performance of employees so that it can lead to increase in employee wages.

e. Indirect Compensation
Giving employees the opportunity to take part in training can be interpreted as providing rewards for the achievements achieved in the past.

f. Health and Safety
Is the best step in preventing the occurrence of work accidents in a company that will create a calm working atmosphere.

g. Obsolence Prevention

h. Personal Growth
Providing an opportunity for a workforce to increase knowledge and abilities
The benefits of training according to William B. Werther and Keith Davis, the benefits of training can improve one's career path and help develop them.

5. Training Process
Neo (2005: 6) states that there are 7 stages in the training planning process to be effective.

a. Conduct an assessment of needs.

b. Ensure that employees have motivation and basic skills needed by training.
c. Creating a learning environment.
d. Ensure that participants apply the contents of their training work.
e. Develop an evaluation plan that includes identifying the expected results of the training.
f. Select objectives and learning environment based on learning methods.
g. Evaluate the program and make changes or revisions in the initial stages so that it can improve the effectiveness of training.

Components in the training process include:

a. Training Needs Analysis

Organizational level analysis is intended to find out which parts of the organization need training programs.

Position level analysis, the task of identifying the required training. Individual level analysis to identify characteristics of the workforce.

Determining the need for training with analysis at the organizational level, position, assignment, and individual can be carried out by using certain approaches that will analyze company needs.

1) Performance Analysis

"What performance is needed?"

2) Task Analysis

This approach begins with answering the question "What tasks are needed?"

3) Competency Study

"What competencies are needed?"

4) Planning Needs Survey

"What skills and skills are needed?"

b. Target Training

Employee training is needed to overcome the gap between the implementation of minimum quality standards required, funding to improve work quality in order to prepare certain employees to occupy higher positions. Given that the employees are an important element for the company, the investment is carried out by a company that is an investment in the field of Human resources is a very correct view. This means experiencing company problems with various problems, so management takes the attitude that employees training and development activities must not stop.

c. Curriculum training

The training program that is organized must be made in the sense that it is truly adapted to order in order to fulfill the needs of the organization that organizes and at the same time embodies the desired administrative behavior. The most effective vehicle for fulfilling Taylor-made competition is through the preparation of the right curriculum supported by other activities related to curricular activities. Some things that need to be considered are:

1) Relation to the duration of training;
2) Extra curricular activities to support curriculum activities;
3) The necessary teaching aids such as overhead projectors and other equipment which are of course very closely related to the techniques and methods of teaching and learning that will be used.
4) Training participants

Before participating in the training program, firstly the conditions and number of participants who can take part in the training program are determined, for example age, sex, work experience, and educational background. In carrying out the training program, must be carried out.

5) Trainer (Trainer)

Before the exercise is carried out, management determines trainers who will train employees. For companies that do not have their own trainers, these institutions specifically provide for these needs.

a) Internal Instructor

Is someone or a team of trainers assigned from within the company to provide training or education to employees.

b) External Trainer

A person who is a team of trainers from outside the company who are asked to provide training for employees.

c) Structure Combination

Coming from internal and external combination is a joint team that provides training to employees.

6) Implementation

Before implementing a training program, the role of leader is very meaningful. In giving assignments to subordinates, a leader must be able to act as a coach. In giving assignments to employees, must and change the method of working for old employees, a leader must be able to study and describe a particular form of work into the stages of work by providing detailed implementation instructions. In the implementation of the training program, the bias in the order of giving the exercise is to make preparations and present and give opportunities to try, and allow employees to carry out their work. The training program must end with an evaluation to find out how far the training target is achieved.

7) Evaluation of Training

Faustinno Cardoso Gomes (2000: 209-211) states that the training programs can be evaluated based on information that can be obtained on five levels, namely:

a) Reaction

The size of the reaction is designed to find out the opinions of the participants regarding the training program.

b) Learning

The information obtained through this type of evaluation is to find out how far the participants mastered the concepts, knowledge, and skills provided during the training.

c) Behaviors

Behavior of participants, before and after training, can be compared to the level of influence of training on changes in their performance.

d) Organization result

The purpose of gathering information at this level is to examine the impact of training on the work group or organization as a whole.

e) Cost effectivity

Meant to know the amount of costs spent on training programs, and whether the costs of training are small or experienced by experienced organizations.

DISCUSSION

Now the central archipelago hospital Gatot Soebroto focuses on the human resource development program to build the competence of individuals and organizations, in order to support the Gatot Soebroto central archipelago hospital in developing better capabilities in the Hospital Industry, given the central archipelago hospital Gatot Soebroto is the highest destination hospital in the army that has passed accreditation with a 5-star predicate and passed the JCI International Convention (Joint Convention) and will become a BLU (Business Service Agency). These activities include training programs, career development, and organizational revitalization. As the expansion is very fast in the

Hospital business, the central archipelago hospital Gatot Soebroto actively recruits talented cadres for strategic positions both medical personnel, medical and non-medical support including experts in BLU management, Currently employees who work in service and non service fields as follows: employing more than 3000 people in all of its operating units.

To support rapid business growth, Gatot Soebroto's central archipelago hospital through the Education and Training Section under the Development Director has conducted training for employees of Gatot Soebroto central archipelago hospital. In general, training programs are classified into two types of programs, namely: Core Training Programs and Professional Training Programs. The Core Training Program is a continuous learning program that is developed to develop competencies in the field of BLU Handling, Marketing and General Management. As part of a career development program, employees of the central archipelago hospital Gatot Soebroto are required to attend the Core Training Program according to their level of responsibility. While the Professional Training Program provides training and certification programs for certain functions, as well as certain training topics such as Service Excellence, Teamwork, and Information Technology. Through this program, central archipelago hospital Gatot Soebroto consistently continues to provide the best quality services for patients

Importance of Training Needs Analysis
1. Training becomes an inappropriate solution in overcoming employee performance problems (even though the solution that should be done is by giving employee motivation, the right work design, better communication about the expected performance of the Organization).
2. Training programs may have material, wrong goals and methods.
3. Training participants may be included in the training program even though they do not have basic skills, required skills or confidence in participating in the training.
4. Training does not convey the expected learning, changes in behavior or financial results expected by the Organization.
5. Waste of funds for training programs that are less necessary because they are not related to the organization's business strategy.

Organizational Analysis

Central archipelago hospital Gatot Soebroto identified whether the training would support the strategic objectives of the service at the central archipelago hospital Gatot Soebroto whether the manager-employee-employee supported the training activities, and whether the training resources were available. Therefore central archipelago hospital Gatot Soebroto takes into account a number of factors that can affect the training requirements, namely: Changes in staff, changes in technology, changes in work, changes in organizational needs, legal regulations, economic development, competition in the hospital industry, new patterns of work, pressure markets, social policies, employee aspirations, variations in performance, and equality in opportunity.

Task Analysis (Task Analysis)

Task analysis is the right way to determine training needs that are not familiar with their work. Especially in relation to employees at the Gatot Soebroto central archipelago hospital hospital, which is needed, namely the lower echelon. The lower echelon is a common thing to appoint inexperienced personnel and then train it, providing the skills needed to carry out a task. Therefore, usually the Gatot Soebroto central archipelago hospital conducts training based on task analysis - a detailed work study to determine the specific types of skills needed.

At the group / work level, needs can be determined by job analysis (tasks) and analyzing performance and productivity. This task analysis will determine the responsibilities and tasks of the

various jobs. The purpose of management and performance training on the central archipelago hospital Gatot Soebroto determines the criteria and performance standards and identifies the level of knowledge, expertise, and experience needed to meet the standards that have been determined.

Personal Analysis (Individual Analysis)

After conducting organizational analysis and task analysis, then reviewing the extent to which the training has an impact on its employees. central archipelago hospital Gatot Soebroto conducts surveys and interviews with employees who have attended training programs. central archipelago hospital Gatot Soebroto conducted training to see current performance or expected performance in the future. Therefore, central archipelago hospital Gatot Soebroto conducts a personal analysis to determine the readiness of employees to participate in training which includes:

1. Personal characteristics (abilities, attitudes, beliefs and motivations) needed to study program material and apply it to work, and
2. Work environment that will facilitate learning and does not impede employee performance.

Creating a Learning Environment at central archipelago hospital Gatot Soebroto

Expected goals:

1. Increase knowledge and improve the performance of employees of central archipelago hospital Gatot Soebroto
2. Can overcome the demands of customers (patients) and the problems faced by central archipelago hospital Gatot Soebroto
3. Can provide plus points for employees and can achieve good performance for central archipelago hospital Gatot Soebroto

Learning Environment:

1. Social background

   The social background meant here is environmental factors, both the family environment and the environment around which the process of forming a human character is first formed in the family and the family has the most important position in the process of maturation. In addition to family, the Neighborhood also has a very important role in character building and human maturation. And in reality many characters are formed from this factor.

2. Education

   Education is a factor in the process of maturation and the formation of a full human character. Because in education is known the term learning and learning so that humans become more aware than before. Where education itself is an accumulation of learning carried out therein.

3. Learning and learning

   What is said by learning is the process of human maturation or in other languages is a process of changing behavior that is positive or better. If the changes that occur are not good or the direction is negative, then learning cannot be said. It is from this process that a transformation of a number of knowledge or information occurs from the educator to the learner.

4. Experience

   From the factors mentioned above, it will create an experience in each individual that can influence the way the individual in solving problems. There is an experience saying is the best teacher, the richer the experience of a person will be very supportive in carrying out the main tasks that are his responsibility.

Support from technology

Central archipelago hospital Gatot Soebroto can be proud of the use of strategic technology, and the use of sophisticated technology appropriately has become an important element in competitive strength for the central archipelago hospital Gatot Soebroto.

Thanks to the adoption of highly selective technology, Gatot central archipelago hospital has been recognized both nationally and internationally as a leader in technology applications. The decision of the central archipelago hospital Gatot Soebroto in choosing technology is always based on the vision of central archipelago hospital Gatot Soebroto as the highest referral hospital in the army. That is why the focus of Gatot Soebroto's central archipelago hospital is on efforts to optimize operational efficiency and improve service to patients.

Central archipelago hospital Gatot Soebroto also uses technology to support patient administration from registration until patients get services all recorded on Medical Records.

Ensure Substitution of Training

The main focus of the self-management strategy of Gatot Soebroto central archipelago hospital is:

1. Focusing on excellent service for patients and their families
2. Increase productive assets through performance efficiency and effectiveness
3. Implement governance and precision principles and reliability in every aspect of service.

Although it seems very simple, this strategy turns out to be very effective at a time when the hospital industry must adapt to the structural changes that follow its cycle. This self-management strategy remains relevant when hospitals are required to adjust to various regulatory changes.

Methods of Training and Development of central archipelago hospital Gatot Soebroto

Training methods used by the central archipelago hospital hospital Gatot Soebroto apply more methods that involve participant activities, such as case study methods, role playing, business games, and laboratory exercises. So that the participants' understanding of the training material is expected to be better.

1. In Class Training (In-class training)
   Participants get debriefing about various materials according to the type of training in the classroom guided by experienced instructors in their fields.
2. Observation of Participants
   Make observations about handling patients and their various problems
3. Mentoring
   So that participants can better understand the patient's handling and work culture, they are given a mentor of quality mentors who will help the participants
4. Review (Exams)
   Periodically, tests or written or oral reviews or percentages are held to find out the participants' experience about patient care
5. On The Job Training (Internship)
   In order for participants to better understand the work in their hospital, they are also given the opportunity to do On The Job Training (Internship) in the work unit related to their placement later, so that they can be ready to work at the time of placement.

   On The Job Training includes:
   a. Work instruction training
   b. Position Rotation
   c. Internship and Coaching

Evaluation

From the training and development activities held by the central archipelago hospital Gatot Soebroto will be evaluated. Evaluation in general is still an evaluation of the training participants, by filling out the questionnaire at the beginning and at the end of the training, whether the training is in accordance with the field of work, whether the presentation is good, whether the content is as expected, accommodation is good and so on. Evaluation is very important to do to provide feedback for the participants, the company and the trainer itself.

Evaluation carried out by the Gatot Soebroto central archipelago hospital to the results which includes an evaluation of the extent to which the material provided can be mastered or absorbed by the participants of the training program. Furthermore, whether there is an increase in knowledge skills or skills, attitudes of the trainees. This evaluation can be formally in the sense of the central archipelago hospital Gatot Soebroto circulating a questionnaire that must be filled by the trainees. But it can also be done informally, namely through discussions between participants and training providers.

By creating employees who have superior ability and competence, can provide the best service for patients of the Gatot Soebroto central archipelago hospital, so that it becomes a plus point for the central archipelago hospital Gatot Soebroto. It turned out that the training and development that was held by the central archipelago hospital Gatot Soebroto had a very positive impact on employee performance and created the achievements of the employees of the central archipelago hospital Gatot Soebroto.

CONCLUSION

1. Development of human resources can be interpreted as a process of changing human resources owned by organizations, from a situation to another that is better.
2. There are two dimensions that are influenced by the development of human resources, namely:
    a. Individual dimensions refer to something achieved by an employee, as a result of the implementation of human resources.
    b. Institutional / organizational dimensions as a result of the human resources programs.
3. The principle of development is to improve the quality and quantity and ability of employees to work, but this can be said to be successful if it has been programmed in advance
4. Types of development that can be done for employees can be done in a formal or informal manner
5. Career development is a formal approach used by organizations to ensure that employees with the right qualifications and experience are available when needed.
6. Training is a short-term process that uses systematic and organized procedures where non-managerial employees learn knowledge and technical skills in limited purposes.
7. Training methods can be divided into two, namely in-house and external training.
8. Strategies that can be adopted in human resources training are as follows:
    a. Need Assessment
    b. Preparation and Implementation of Training
    c. Placement and improvement of Employee Performance
9. The benefits of training are able to improve one's career path and help development for the completion of their responsibilities in the future.

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