


## Student Facilitator and Explaining Model in The Development of HRH in the UPTD Puskesmas Hilisataro, Nias Selatan District

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Article Info	ABSTRACT
<b>Keywords:</b> Strategy, Development, Model-Based Human Resources, Student Facilitator, Explaining	The Hilisataro Health Center in South Nias Regency has Healthy health human resources who are less able to think in a systemic way to see problems as an opportunity to take one step further. This study aims to analyze health human resources development strategies using the student facilitator and explaining model. This type of research was Quasy-Experimental (pre-experimental designs) conducted at the UPTD Health Center Hilisataro South Nias Regency in December 2022. The sample in this study was all health human resources at the UPTD Health Center Hilisataro South Nias Regency, totaling 102 people. The data were analyzed using the t-test. The results of the univariate study showed that of the 102 respondents studied, it was found that the majority of respondents were aged 36-45 years, namely 40 (39.2%) respondents, female, 59 (57.9%), D3 educated, 58 (56.8%). The results of the t-test show that there is an impact of the student facilitator and explaining the strategy model on increasing health human resources knowledge. There is an impact of the strategy of the student facilitator and explaining model on health human resources creativity and innovation. There is an impact of the student facilitator and explaining model strategy on the use of technology by health human resources. There is an impact of the strategy of the student facilitator and explaining model on the ability of the health human resources to express opinions. There is an impact of the strategy of the student facilitator and explaining model on the critical thinking of health human resources through the strategy at the UPTD of the Hilisataro Health Center, South Nias Regency. Based on the results of the research, it is suggested that the leadership of the puskesmas can be responsible for determining program management policies to improve services at the puskesmas by conducting trainings that can improve health human resources performance.
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### INTRODUCTION

Public service is an activity of mutual assistance between service providers and service consumers. There are several types of public services, one of which is public services in the health sector which are included in the social service category (Hellowell et al., 2018). Health services are a state's obligation to its citizens as a form of fulfilling its citizens' rights to receive the same health services (Kasyanov et al., 2018).

Law number 36 of 2014 article 4 states that the central government and regional governments are responsible for regulating, coaching, supervising and improving the quality of health workers. Health workers have an important role in improving the maximum quality of health services to the community. So that people are able to increase awareness, will and ability to live so that the highest level of health can be achieved.

Based on research by Allam & Jones (2022), currently more and more organizations are investing in HR as a means of increasing their competitiveness. Human resource development plays an important role in achieving sustainable competitive advantage and increasing organizational effectiveness. HR development is a systematic process that aims to improve individual and group competence through training and development, career development, and organizational development practices to achieve superior performance (Garavan et al., 2019).

According to Kareem (2019), HR is a set of structured and unstructured learning and performance-based activities that improve individual and organizational competence to overcome changes in the business environment. Otoo (2019) argues that the relationship between HR and management contributes to organizational learning and improves HR orientation, in turn, improving organizational performance.

Katou (2021) states that the main HR theory influences organizational performance through increasing employee commitment as well as knowledge, skills and abilities. Ruman et al., (2020) explain that the basic goal of HR is to improve and develop employee competence so that the organization is able to maximize the quality of its human resources. Organizations must implement different human resource development strategies to develop the competencies of their workforce that make the organization work effectively (Ja et al., 2019).

Potnuru et al (2021) argue that HR has a positive effect on organizational performance. Grover et al (2022) argue that HR has the primary responsibility to provide strategy, training and development, organizational development and career development opportunities to improve organizations and their employees to achieve the organization's business goals.

One of the areas under the auspices of the South Nias District Health Service that needs attention regarding HRK is the Hilisataro Community Health Center, South Nias District. Based on the results of the initial survey conducted by researchers on July 9, 2022 by looking at secondary data, it is known that in general the human resources at the Hilisataro Community Health Center, South Nias Regency are still considered to be of low quality. This is because, based on the annual report of the South Nias Health Service, the Hilisataro Health Center of South Nias Regency is a health center that has low achievement in several health programs.

Based on the results of observations made by researchers at the Hilisataro Community Health Center, South Nias Regency, it is known that basically, HRK at the Hilisataro Community Health Center, South Nias Regency are less able to think systemically to see problems as an opportunity to move one step further. Even though the leadership at the Hilisataro Community Health Center, South Nias Regency has made

efforts to train staff to work in accordance with the sub-system to produce good outcomes. Each staff works based on their abilities.

The results of this initial survey are in line with research conducted by Alzu'bi (2021), the results of his research found that staff in his organization had poor performance. Therefore, there needs to be an emphasis, that if organizations want to achieve superior performance, they must place more emphasis on HR practices such as training and development, employee participation and organizational development. There is still a gap in empirical research in the field of HR according to Garavan et al (2021); there is no clear model to test how HR practices can improve organizational effectiveness through employee performance. There are limited empirical studies investigating the relationship between HR practices and organizational performance (Bartlett & Beamish, 2018). In particular, in Iraq there is no research or study that specifically discusses how employee performance is developed by HR strategies, and its relationship with increasing OE.

Based on the explanation above, the researcher saw a gap regarding the development of human resources in the Hilisataro health center, South Nias Regency, this prompted the researcher to look at what strategies were appropriate for developing human resources in the Hilisataro health center, South Nias Regency. Therefore, researchers are interested in conducting research with the title "HRK development strategy using the student facilitator and explaining model at the UPTD Hilisataro Community Health Center, South Nias Regency"

## METHODS

This type of research is quasy-experiment (pre-experimental designs). This research design uses one group pre test-post test, where in this design there is no comparison group (control), but a first observation (pretest) has been carried out which allows researchers to test changes that occur after counseling or post test. The location of this research was carried out at the UPTD of the Hilisataro Community Health Center, South Nias Regency, starting from the preliminary study in June 2022 until the research was carried out in December 2022. The population in this study was all HRK at the UPTD of the Hilisataro Community Health CenterSouth Nias Regency numbered 102 people. The sample in this study was all HRK at the UPTD Hilisataro Community Health Center, South Nias Regency, totaling 102 people. Analysis was carried out using univariate andBivariate analysis with t-test using degree of confidence 95% with a statistical significance limit of p value of 0.05.

## RESULT AND DISCUSSION

### Result Response.

Based on table 1 above, it is known that of the 102 respondents studied, it is known that the majority of respondents were aged 36-45 years, namely 40 (39.2%) respondents, were female, namely 59 (57.9%) respondents and had a D3 education. namely 58 (56.8%) respondents, while the other respondents had a bachelor's degree, namely 44 (43.2%) respondents.

**Table 1.** Distribution of Age, Gender and Education of UPTD Hilisataro Community Health Center, South Nias Regency

Age	n	%
17-25 Years	3	2.9
26-35 Years	24	23.5
36-45 Years	40	39.2
> 45 Years	35	34.4
<b>Gender</b>	<b>n</b>	<b>%</b>
Man	43	42.1
Woman	59	57.9
<b>Education</b>	<b>n</b>	<b>%</b>
D3	58	56.8
S1	44	43.2
Total	102	100

**Table 2.** Average Distribution of Knowledge between Pre Test and Post Test Student Facilitator and Explaining Model Strategy at UPTD Hilisataro Community Health Center, South Nias Regency

Knowledge	Mean	Standard Deviation	p value	n
Pre-test	1,324	0.470	0,000	102
Post test	1,608	0.491		
Knowledge Differences		Paired Test		p value
	Mean	Standard Deviation		
Pre test Post test	-0.284	0.453		0,000

Based on table 2 above, it shows that the average (mean) difference in pre-test knowledge is 1.324, standard deviation (SD) 0.470. Meanwhile, in the post test, the average (mean) knowledge was found to be 1.608, standard deviation (SD) 0.491. The average value (mean) between the pre test and post test is 0.284 with a standard deviation (SD) of 0.453. The results of the statistical test using the T-Test show that pvalue = 0.000 < 0.05, which means there is an impact of the student facilitator and explaining model strategy on increasing HRK knowledge at the UPTD Hilisataro Community Health Center, South Nias Regency.

**Table 3.** Average Distribution of Technology Utilization between Pre Test and Post Test Student Model Strategy *Facilitator and Explaining* at UPTD Hilisataro Community Health Center, South Nias Regency

	Mean	Standard Deviation	p value	n
Pre-test	1,411	0.495	0,000	102
Post test	1,549	0.500		
Knowledge Differences		Paired Test		p value
	Mean	Standard Deviation		
Pre test Post test	-0.137	0.346		0,000

Based on table 3 above, it shows that the average (mean) difference in pre-test technology utilization is 1.411, standard deviation (SD) 0.495. Meanwhile, in the post test, the average (mean) use of technology was found to be 1.549, standard deviation (SD) 0.500. The average value (mean) between the pre test and post test is 0.137 with a standard deviation (SD) of 0.346. The results of statistical tests using the T-Test show that  $pvalue = 0.000 < 0.05$ , which means that there is an impact of the student facilitator and explaining model strategy on the use of HRK technology at the UPTD Hilisataro Community Health Center, South Nias Regency.

**Table 4.** Average Distribution of Opinion Ability between Pre Test and Post Test Student Facilitator and Explaining Model Strategy at UPTD Hilisataro Community Health Center, South Nias Regency

Ability	Mean	Standard Deviation	p value	n
Opinionated	1,422	0.496		
Pre-test			0,000	102
Post test	1,647	0.480		
Differences in Ability		Paired Test		p value
Opinionated	Mean	Standard Deviation		
Pre test Post test	-0.225	0.419		0,000

Based on table 4 above, it shows that the average (mean) difference in pre-test opinion ability is 1.422, standard deviation (SD) 0.490. Meanwhile, in the post test, the average (mean) ability to express opinions was 1.647, standard deviation (SD) 0.480. The average value (mean) between the pre test and post test is 0.225 with a standard deviation (SD) of 0.419. The results of statistical tests using the T-Test show that  $pvalue = 0.000 < 0.05$ , which means that there is an impact of the student facilitator and explaining model strategy on the opinion ability of SDM at the UPTD Hilisataro Health Center, South Nias Regency.

#### **The Impact of the Student Facilitator and Explaining Model Strategy on Increasing Human Resource Knowledge at the UPTD Hilisataro Community Health Center, South Nias Regency**

Based on the results of research on the impact of the student facilitator and explaining model strategy on increasing HRK knowledge at the UPTD Hilisataro Health Center, South Nias Regency, it is known that there has been an increase in HRK knowledge at the UPTD Hilisataro Health Center, South Nias Regency. This improvement can be seen from the way SDM assesses the patient's condition, which previously was less thorough and became more thorough. Assessment is the initial stage of the human resource process for patients at the community health center and is a systematic process of collecting data from various sources to evaluate and identify the client's health status.

This research is in line with research conducted by del-Castillo-Feito et al., (2022) with the title "The impacts of socially responsible human resources management on organizational legitimacy." Social demands for corporate social responsibility (CSR) have increased in recent years. final. Organizations understand the need to follow socially responsible behavior to receive stakeholder support. In addition, the application of CSR

principles in human resource management (HRM) is becoming more relevant, and more empirical research is needed. In fact, a company will be considered legitimate if it is seen as socially embedded not only externally but also internally. In this scenario, the main objective of this research is to analyze the relationship between the implementation of socially responsible HRM management and organizational legitimacy. Furthermore, the relevance and performance of various CSR policies will be analyzed through the application of the critical performance matrix (IPMA). For this purpose, evaluations carried out by 157 CSR experts in about 30 multinational companies were considered. PLS-SEM is applied to the data and shows a strong and positive relationship between HRH-focused CSR practices and legitimacy organization. The results offer relevant information for corporate managers to improve their resource optimization and internal stakeholder management through the introduction of correct and efficient CSR policies.

The researcher assumes that the UPTD of the Hilisataro Public Health Center, South Nias Regency, must continue to strive to increase its knowledge and know what a health worker or SDM must have in order to be able to carry out work properly. This work experience is before being placed and must be obtained when working in that job. Being responsible means that SDM is solving a problem. At work there are always mistakes made. And these mistakes must be accounted for, must be resolved. When solving this problem, SDM is required to be wise in choosing ways to solve the problem. This is so that the sense of responsibility that has been carried out can be successful. So that the problem can be resolved wisely.

### **The Impact of the Student Facilitator and Explaining Model Strategy on the Creativity and Innovation of HRK at the UPTD Hilisataro Community Health Center, South Nias Regency**

Based on the results of research on the impact of the student facilitator and explaining model strategy on increasing HRK at the UPTD Hilisataro Community Health Center, South Nias Regency, which was conducted at the UPTD Hilisataro Community Health Center, South Nias Regency, it is known that there has been a significant increase in the creativity and innovation of HRK. Before the research was carried out, it was known that SDM had not been able to innovate in serving patients, SDM still used monotonous methods so that patients were not interested in coming back for treatment at the puskesmas, but after the research was carried out, improvements occurred, SDM became able to innovate in serving patients

Improvements also occurred in determining the type of intervention, HRK became able to innovate in determining the type of intervention according to the client's level of dependency. SDM is required to continue to explore the potential that exists within itself, SDM is able to innovate in referring patients if necessary, SDM is able to innovate in implementing SDM actions and SDM is able to innovate in providing oxygen therapy if the patient is short of breath

It is important to note that current technological developments have given rise to new ways of completing work in various sectors, such as manufacturing, banking, services and so on. This condition then demands the existence of human resources (HRK) who are creative, innovative and competitive. Therefore, the UPTD of Hilisataro Community Health

Center, South Nias Regency without creativity and innovation will result in an underdeveloped organization and its performance will always be in the spotlight of the public, criticism and apathy for the institution itself. Therefore, creativity and innovation at the UPTD Hilisataro Community Health Center, South Nias Regency must be strengthened internally first, so that when the internal system is strong and produces organizational products that are ready and solid, automatically when facing external problems the organization can be overcome.

What is meant by creativity is creating new ideas or ideas that are capable of producing new products that have not existed before and can be used by the public. The characteristics of a creative person include having lots of ideas and desires, having a spirit that likes challenges, always trying something new, and having a professional spirit. Meanwhile, what is meant by innovation is an update that aims to provide more value to a product with new ideas that are different from other products.

The innovative SDM K UPTD Hilisataro Public Health Center, South Nias Regency has characteristics such as being active in studying and working, always oriented towards the future, rich in brilliant ideas, thinking rationally and having good prejudices, appreciating and making the best use of time, and liking to experiment and research. Even though these two words have different meanings, they are very closely related. By being creative and innovative, we will be "different" from others, unique and will have the potential to be at the forefront of increasingly fierce competition. Basically everyone has a creative and innovative attitude, but not everyone is able to develop it. To be able to develop a creative and innovative attitude, seriousness and perseverance are needed. Being creative and innovative is one of the keys to success in winning the competition. The development of creative and innovative attitudes will also be better if they are developed together, because the two have a strong synergy. By creating a new product that is different from other products, it will have a "plus" value compared to other products. Therefore, it is important to encourage the development of creativity and be truly innovative.

Several things need to be done to become creative and innovative, including creating new ideas so that by having creative ideas, new, more innovative programs will be created, fighting fear of making changes and not being afraid of failure, have strong self-motivation so that the ideas created can be applied easily and will not give up in the face of failure, accept other parties' opinions regarding the ideas that will be realized, and expand their horizons by reading so that they gain knowledge to create new ideas. By being a creative and innovative person, it will also lead to increased productivity. Where a productive person has the will to produce something more than usual. This will have a very good impact on an organization. By becoming creative, innovative and productive human resources, this will automatically lead the organization to achieve the goals that have been set optimally.

This research is in line with research conducted by El-Kassar et al., (2022) with the title "Antecedents and consequences of knowledge hiding: The roles of HR practices, organizational support for creativity, creativity, innovative work behavior, and task performance". The aim of this research is to explore the drivers and outcomes of knowledge

hiding in the workplace and determine the mechanisms by which KH (Knowledge hiding) is involved. Specifically, this research examines a new model that explains how KH is influenced by HR practices and HRK perceptions of organizational support for creativity and how this influences HRK creativity, innovative work behavior, and task performance. By exploring this relationship, this research seeks to determine a new mediator that explains the influence of SDM and KH (Knowledge hiding) practices on task performance. Data collected through a survey distributed to superiors and subordinates working in Lebanon provide empirical evidence supporting the proposed relationship. The findings show that the effect of implementing SDM practices on task performance is mediated by SDM's perception of organizational support for creativity, KH (Knowledge hiding), creativity, and innovative work behavior. The implications of these findings are also discussed. This research is also in line with research conducted by Popescu, CRG (2022). With the title "Mindfulness at Work, a Sound Business Investment: Focusing on the Employee Well-Being While Increasing Creativity and Innovation.". The COVID-19 pandemic and COVID-19 crisis have brought tremendous stress to humanity and have raised deep concerns regarding the future of people's activities around the world. The post-COVID-19 era presents a particularly challenging perspective due to the uncertainty brought about by the new environment, which has been weakened by a lack of cooperation between individuals, cutthroat competition between entities, and fierce and aggressive decisions taken in haste, affecting the balance our planet, the future of the next generation, and human well-being and mental health. Mindfulness is the ultimate solution to today's problems, offering individuals the possibility to become more focused, more connected to the current situation, and more willing to understand not only their needs, but also the needs of their colleagues, community, and all those around them. Mindfulness, as an investment in our lives, exists to support creativity, development, innovation, responsibility, sustainability, prosperity, and a healthy and balanced business environment.

The researcher assumes that creativity and innovation at the UPTD Hilisataro Community Health Center, South Nias Regency must be strengthened internally first, so that when internally it is strong and produces ready and solid organizational products, automatically when facing external problems the organization can be overcome. The characteristics of a creative person include having lots of ideas and desires, having a spirit that likes challenges, always trying something new, and having a professional spirit. Meanwhile, what is meant by innovation is an update that aims to provide more value to a product with new ideas that are different from other products.

### **The Impact of the Student Facilitator and Explaining Model Strategy on the Utilization of Technology by HRK at the UPTD Hilisataro Community Health Center, South Nias Regency**

Reliability in maintaining work professionalism means being able to comply with moral principles and work ethics, being able to keep up with technological developments; able to develop personal character that adheres to morals and ethics; able to maintain honesty and sincerity to contribute to the company's progress, and able to free oneself from the control and negative influence of other people.



Based on the results of research on the impact of the student facilitator and explaining model strategy on increasing the use of HRK technology at the UPTD Hilisataro Community Health Center, South Nias Regency, it is known that there has been an increase in the use of technology, which can be seen from the SDMk being able to work by keeping up with technological developments, the SDMk being able to operate new equipment. Usually SDMk is reluctant to use new equipment because they are afraid of it being damaged or embarrassed by other people's eyes because they are unable to operate it, but after the Student Facilitator and Explaining Model training on the Use of Technology by SDMk, SDMk is more confident in what he is doing. SDMk is able to use advanced technology in serving patients, SDMk monitors patient health developments through applications such as the e KIA application, stunting application and so on. SDMk provides accountability reports through applications, usually the reports are in manual form so they take time and energy, but after being able to utilize technology, the use of this technology greatly eases the burden on individuals.

One area that also utilizes digital technology is human resource management (HRK). UPTD Hilisataro Community Health Center, South Nias Regency also has technology that is used as a strategic approach to managing HRK. Organizational leaders, both private and government, are trying to digitize HRK management to make it more efficient and effective at UPTD Hilisataro Community Health Center, South Nias Regency.

Changes in the HRK management of the UPTD Hilisataro Community Health Center, South Nias Regency can be identified in three functional areas, namely continuous performance management, social talent acquisition, and analytics on HRK (people analytics). Changes are identified through comparison of the current and future in the context after digitalization. The sustainable performance management function is currently carried out by activating a flexible assessment system based on very accurate data. The essence of performance management is measuring individual and team performance using relevant methods and supported by digital processes that guarantee the accuracy of assessment results.

This research is in line with research conducted by AlHamad et al., (2022) with the research title "The effect of electronic human resources management on organizational health of telecommunication companies in Jordan." This research aims to examine the impact of E-HRM on organizational health. It focuses on telecommunications companies operating in Jordan. Data were primarily collected through self-reported questionnaires created in Google Forms and distributed to a purposive sample of senior managers via email. AMOSv24 was used to test the research hypothesis. The research results show that E-HRM has a positive impact on organizational health. Based on the results obtained, the researchers recommend managers and decision makers of telecommunication companies in Jordan to invest in electronic human resource systems, which can help them fully implement electronic human resource practices, to gain economic savings and to be able to attract talent. . This study also highlights the importance of focusing more on e-training and development processes to improve individuals' practical abilities, which are reflected in their creativity.

Researchers assume that in the future, the performance management function combines HRK development plans with the results of online individual and team performance assessments regarding all roles and annual performance that can be achieved. Performance assessment requires resources that are able to accommodate complex data (big data) from each individual's work activities integrated with all other routine activities.

### **The Impact of the Student Facilitator and Explaining Model Strategy on the Opinion Ability of SDM K at the UPTD Hilisataro Community Health Center, South Nias Regency**

The ability to argue is needed especially if you encounter problems at work. SDM K must not immediately give up but rather try to find various ways to find solutions to the problem. This could be a step to reach a higher position, so complete it with a clear heart. Through development activities, employees are expected to have a good perception of the organization which will indirectly increase employee work commitment and can motivate them to display good performance.

Based on the results of research on the impact of the student facilitator and explaining model strategy on the ability to argue by SDM K at the UPTD Hilisataro Community Health Center, South Nias Regency, it is known that there is a visible impact in that SDM K is able to argue in accordance with applicable regulations, SDM K dares to express opinions during meetings, SDM K is able giving ideas when situations are difficult, SDM K is able to express aspirations for the good of many people. Before issuing ideas, SDM K first conducts a problem analysis

The motivation of SDM K at the UPTD Hilisataro Community Health Center, South Nias Regency will be built if he is given the opportunity to convey constructive ideas, thoughts or suggestions for the development of the community health center organization. Providing opportunities to convey ideas, suggestions and thoughts will also make the quality of the company's human resources grow. It could be that their suggestions or ideas are brighter and newer than what the leadership thinks.

The important role of Human Resources in an organization is that all potential resources possessed by humans can be utilized as an effort to achieve success in achieving goals both personally and within the organization. These resources, namely time, energy and human abilities (both thinking power and physical power) can really be utilized in an integrated and optimal manner for the benefit of the organization.

## **CONCLUSIONS**

There is an impact of the student facilitator and explaining model strategy on increasing HRK knowledge through strategies at the UPTD Hilisataro Health Center, South Nias Regency. There is an impact of the student facilitator and explaining model strategy on the creativity and innovation of HRK through strategies at the UPTD Hilisataro Community Health Center, South Nias Regency. There is an impact of the student facilitator and explaining model strategy on the use of technology by HRK through strategies at the UPTD Hilisataro Community Health Center, South Nias Regency. There is an impact of the student facilitator and explaining model strategy on the ability to express opinions by

SDMK through strategies at the UPTD Hilisataro Community Health Center, South Nias Regency. There is an impact of the student facilitator and explaining model strategy on HRK's critical thinking through strategies at the UPTD Hilisataro Health Center, South Nias Regency. Knowledge Improvement (Increasing knowledge), for example by conducting internal training, so that HRK knowledge can increase continuously. Creativity and Innovation (creativity and innovation), for example by holding internal competitions with the promise of rewards that can trigger the spirit of HRK in exploring their potential in creativity and being able to develop themselves through cutting-edge innovations. Technology operations and concepts (use of technology), for example by inviting people who are experts in the IT field and giving SDM K the confidence to learn to operate technologically advanced tools, so that SDM K is able to improve their performance because they are motivated to be able to use technology. Ability of Opinion (ability to express opinions) such as giving the opportunity to speak to all SDM K, respecting and accepting constructive suggestions so that in the future SDM K will not be lazy in giving arguments *Critical Thinking*(critical thinking) invites HRK to think for service progress, so that all HRK can think critically.

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