

Evaluating education & training program of the human resources

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Abstract. The main aim of this research was to evaluate the education and training of human resources apparatus at Public Hospital Syamsuddin Sukabumi, West Java. It was conducted through the use of a qualitative method by applying the Context, Input, Process, Product (CIPP) model, with four different stages: Context, Input, Process, and Product. The result of the study revealed (1) Program setting/context had 3 high scoring categories, (2) Education and training input had 3 high scoring categories, (3) Program implementation had 3 high scoring categories, and (4) Education and training program result had 3 high scoring categories. It was concluded that education and training evaluation targeted to the human resources apparatus was a recommended act to be developed as a quality improvement at Sukabumi Public Hospital services to all of its customers.

Keywords: human resources development, hospitality, Sukabumi

1. Introduction

The Public Hospital Syamsuddin Sukabumi has the main task to carry out medical services, health education, research and community services. As Regional Public Service Agency (BLUD), the implementation of individual health services effectively and efficiently through curative and rehabilitative services carried out through education, training, research and development [1].

However, there were a number of issues surrounding Human Resources (HR) to conduct education, training, research and development for the implementation of effective and efficient health services in Public Hospital Syamsuddin Sukabumi. These problems were found in the 2011-2015 period, seen on its strategic plan report. Firstly, the HR commitment of Public Hospital is still not optimal yet in terms of customer-oriented services [2]. The urgency of increasing the quality of employees' power and needs to be done in a planned, directed and sustainable manner in order to improve the capabilities of its organization. The target of employee quality development is to improve the performance in Public Hospital Syamsuddin [3]. In addition, the high quality of employee resources will lead to a strong commitment in completing routine tasks according to their respective responsibilities and higher functions effectively, and productively [4]. The low productivity of these employees is caused by a lack of skills aspect. We identified three types of skills weaknesses inherent in Public Hospital Syamsuddin employees in West Java, namely: a) Managerial ability, it's a lack of leadership ability to move subordinates, coordinate and decisions making [5]; b) Technical ability, the lack of ability to skillfully to complete the task efficiently; and d) Technological capability, which is a lack of ability to

utilize the results of technological discoveries in the tasks execution such as Automatic Data Processing (ADP) or Electronic Data Processing (EDP).

The statement above shows how important the role and position of employees are as implementing elements of organizational activities. Therefore, the organization makes various provisions governing for all employees. This organization's attention is basically inseparable from the conditions of today's competitive power needs where employees as competitive power elements must have high dedication and quality so that they are able to face various kinds difficulties arise in the process of achieving the organization's vision and mission.

Secondly, the Public Hospital's organizational culture has not yet formed a human resource with a customer-oriented mindset. In fact, Public Hospital Syamsuddin has now conducted education and training in capacity building of the operational through training and development of HR organizational in response to anticipating a change in environment and fast phase customer's demands. However, the question is "is education and training right?" If the answer is "yes" the other questions that arise are the basics and effectiveness of education and training, and the integration of education and training in a holistic manner with mission, vision, strategy and Public Hospital Syamsuddin organizational culture. The answer to this question is important as a base for evaluating the effectiveness of education and overall training development. Measurement tools to calculate the effectiveness of HR organizations and activities needs to be integrated design.

Third, the HR of Public Hospital Syamsuddin entrepreneur spirit has not been maximized yet. This needs to be stated because in the future the problems and challenges that will be faced by Public Hospital in West Java will be more severe and complex, for example related to the ASEAN Economic Community (AEC) which has been effective since the end of 2015, so that, it takes the resources of employees who are good in anticipating various problems. Reality shows that the condition of employees is still far from what is expected, where the quality of employees in the Public Hospital in West Java has not been satisfactory yet because of the low work productivity displayed.

Fourth, the organizational structure of the Public Hospital Syamsuddin is not in accordance with the Regional Public Service Agency (BLUD) organizational structure, the company's organization according to the current mindset is a collection of various resources, capabilities, and competencies that can later be used to form a particular market position. Thus, internal environmental analysis includes analysis regarding the resources, capabilities and competencies of the company. Today, due to the dynamic changes, attention to the internal environment is increasingly dominant. Even the strategists then argue that reactive to changes in the external environment that are so dynamic should no longer be the main concern of company management because they have not had time yet to react to a change, other changes have taken place and buried the assumptions previously applied. Reactive to changes in the external environment can make the organization or individual do nothing and become a spectator in the competition. Thus, needs serious attention is that the management of the company is able to create core capabilities and competencies that are difficult to imitate competitors in order to achieve the desired competitive advantage. This context is an organizational structure that is in accordance with the functions and roles of Public Hospital.

Fifth, the management of Public Hospital Syamsuddin has hard experienced reliable recruitment of specialist doctors and paramedics because it is related to the limitations of Civil Servants formation and the growing number of Private Hospitals with certain excellent services. Whereas the business world will be increasingly globally oriented even more. So if the implementation of free trade becomes a reality. The competition will become increasingly tight and the demands of the world will increase. Hamel and Prahalad, for example, said that competition in the future could not only be done by redefining the strategy but also needed to redefine the role of management in creating the strategies [6]. Therefore, the role of business people to identify future businesses, analyze, plan, determine /

formulate and implement the right strategies is essential and determines for example through organizational transformation.

Sixth, the Management Operational Standard of Public Hospital Syamsuddin has not set the well scheduled related to the maintenance of hospital equipment so that the utilization rate becomes less optimal. This means that the implications of globalization on HR management at Public Hospital Syamsuddin still seem to be disproportionately lacking in direct relevance with the special strategy of Public Hospital in West Java. In fact, the role of HR in supporting the implementation of Strategic Business Unit (SBU) and functional corporate strategy is very important and decisive. The discussion of HR development, in the context of the sixth issue, can actually be seen from two aspects, namely quantity and quality. Definition of quantity concerns the number of human resources. The quantity of human resources without being accompanied by good quality skills will be a burden on the organization.

While the quality, related to the quality of human resources related to ability, both physical ability and non-physical ability such as intelligence and mental. Therefore, for the sake of accelerating the main tasks and functions of any organization, improving the quality of human resources is one of the main requirements. The quality of human resources involves two aspects, namely physical aspects or physical quality and non-physical quality which are related to the ability to work, think, and other skills. Therefore, efforts to improve the quality of human resources can be directed at both aspects. To determine physical quality can be pursued through education and training to improve welfare and nutrition. While to improve non-physical quality, education and training efforts are needed. This effort is meant by HR development.

But on the other hand that happened at Public Hospital in West Java, the development of employees often received less attention. The existence of constraints regarding the development of the ability of employee's causes the quality of work tends not to be practiced. The quality performance of employees is still less visible in terms of accuracy and speed and the results of the work carried out are not in accordance with what is expected. This shows the neglect of efficient aspects and of course also not effective. Recognizing this, employees need to be developed or nurtured on an ongoing basis so that they can consistently contribute according to the expected professional level and have more reliable behavior. The main components needed individuals to do work effectively are knowledge, skills and attitudes. Each can be developed or improved (from an organizational point of view) with effective training.

Seeing the above problems encourages researchers to conduct evaluations education and training to improve the capability of human resources apparatus in Public Hospital Syamsuddin. It is expected that the evaluation can produce examples, and as an improvement in Syamsuddin Hospital services to customers.

Scriven [7] said that "evaluation is the process of determining the merit, worth and value of things and evaluation are the products of the process". Evaluation is a process of determining price benefits and the value of something and evaluation is the product of the process of determining the benefits and value of something [8]. The product is shaped in the form of findings written in the form of reports.

Furthermore, Scriven states; in using "evaluation logic" has four steps, there are: the first step of choosing the eligibility criteria or value [9]. The second step is: setting certain performance standards (for example, the level of performance required) for criteria. Third: collecting performance data and comparing observed performance levels with the level of performance required is determined by performance standards. And the fourth step is: conducting an evaluation or judgment value, in short the evaluation is about identifying achievement criteria and being feasible, setting standards, collecting data and score making. Gronlund states, that, the term evaluation is a systematic process to determine or make decisions, to what extent the goals of education and training have been achieved [10].

In the education sector, the terms "evaluation", "assessment" and "measurement" are known. The three terms are often used interchangeably for the same purpose. The three terms above are interrelated. However, all three have different meanings. Measurement is the process of comparing something with a unit scale of measure (quantitative). Assessment is the process of making decisions about something of good or bad measuring base (qualitative). The assessment is on the basis of measurement results. "Evaluation covers both activities and measurement and assessment" [11].

Determination of the quality or value in the evaluation of education and training is obtained by comparing the facts with the existing standards or criteria. Evaluation is a comparison of the conditions or performance of something or more standard [12]. Objectives are also a comparison in evaluation. Djaali said "evaluation is the process of assessing things based on criteria or objectives that have been set, which is then followed by making decisions on objects that have been evaluated.

Based on the opinions and statements of the experts above, what is meant by education evaluation in this study is an activity of collecting data and information systematically on an activity that has been designed and conducted to achieve a particular goal, then the data and information are compared with a criterion or standard so that an understanding of the conditions of quality and benefits of the activity can be obtained from a decision on the activity.

Organizational capability evaluation, of course, aims to ensure the achievement of the goals and objectives of the organization. In addition, the purpose of the evaluation is to determine the position of the organization and the achievements that have been achieved by employees as human resources.

According to Pantzalis, Human Capital comprises the physical and intellectual skills and capabilities acquired through education and training that enable individuals to perform tasks effectively and to be productive [13]. Human resources have the physical and intellectual skills and abilities needed to carry out tasks effectively and productively obtained through education and training.

Evaluation of Education and Training in improving the capability of apparatus resources is very useful to find out the problems that occur in the organization. For example, to find out the delays or irregularities that have occurred, after being evaluated, all deviations will be known and can be immediately corrected so that the goals of the organization can be achieved optimally.

In addition, the evaluation purpose is also to ensure the achievement of organizational goals and objectives and also to determine the organization position and achievement goals levels of the organization, especially to find out if there are delays or irregularities in order to be corrected, so that the goals or objectives are achieved. Organizational capability evaluation results will achieve individual performance evaluations that can be utilized for many organizational interests.

Nadler and Gerstein in the Bates journal suggest a high-performance work system is a system that optimizes the compatibility between system elements (people, processes, information, technology, or sub-systems) in a way that allows the work system to meet or exceed its performance goals. Work systems are defined as architectures interdependent human activities, which are directed towards achieving a valued goal or outcome. This broad definition broadens the concept of a working system from loose individual collections to the organized work teams and non-profit work organizations and formal services. This includes informal organizations, such as community-based organizations, consisting of a number of individuals without formal organizational structures, who act interdependently to achieve goals that are often unclear. The concept also extends to a collection of interdependent work sub-systems, as reflected in the regional or national workforce development system, education system, health or social service system. This larger work system reflects organized networks of smaller work systems that are appropriate in a way that allows a larger system to respond various customer demands and threats or environmental opportunities.

The results of the study reveal a framework aims to provide assistance to practitioners in the workplace in developing social arrangements that develop human capabilities. The design combines the basis of human rights for ability with how workers want this to materialize in work, and consequently support workplace characteristics. The discussion about the framework implications dealt with practitioners and policy makers. This can help improve the organization role as an institution capacity building in the community through the provision of jobs and a quality work environment that is important in development of human capabilities. Human capabilities are broadly defined as 'the ability of people to do something' to improve their welfare, and conceptualized as composed from the capacity of people ('what they can do'), people's opportunities ('choices available to people to get financial and personal rewards from their capacity usage'), and, matching ('matching capacity with opportunity'). Implicitly in this framework is that prosperity, though not well defined, is achieved through labor market participation (or human capacity development), Bryson and O'Neil in Industrial Relations Center (IRC) and Victoria University of Wellington in Developing Human Capability, Employment Institutions and Individuals [14].

The apparatus are state government tools, civil servants, State, state apparatus, especially covering the institutional, administrative, and staffing fields that have the responsibility to carry out the daily government wheels. Apparatus is one of the most important factors in a government institution besides other factors such as money, technology-based tools such as computers and the internet. Therefore the apparatus resources must be well managed to improve the effectiveness and efficiency of government organizations to realize employee professionalism in doing work.

Every government apparatus in carrying out its performance must always be based on responsibility, in carrying out its duties in order to create optimal quality performance and benefit for the community in general. A government institution cannot be separated from the apparatus as the executor of governance. The apparatus is basically intended to increase its ability to develop and carry out government service tasks in ways that can increase usability and efficiency.

In order to increase the apparatus commitments to develop and implement the work culture, the Indonesian Ministry of State Apparatus Empowerment issued Decree No.25 / KEP / M / PAN / 4/2002 concerning Guidelines for the Development of the State Apparatus Culture which includes the following: a) Apparatus Culture Development Policy; b) Basic Values of the Work Culture of the State Apparatus; c) Implementation of the Work Culture Values of the State Apparatus; d) Socialization of State Apparatus Work Culture Development.

The guideline for developing the Work Culture of the State Apparatus is a guideline to perform the work culture of the state apparatus in the environment of their respective agencies or institutions to grow and improve the spirit of work ethic, discipline and moral responsibility of the apparatus continuously and consistently, in accordance with the each tasks and functions.

In the Indonesian Ministry of State Apparatus Empowerment Decree Number 25 / KEP / M.PAN / 4/2002, three important and interacting elements in the development of work culture are the values, institutions or systems of work and human resources of the state apparatus, and environmental influenced factors. These three elements are a concern in organizing work culture, starting from the choice of values to be used as a reference, to be implemented in every system, procedure and management, so as to produce performance in the form of quality products or services for improving community services.

The concretization development of work culture for the state apparatus which aims to create prosperity and well and correctly community services, as well as sustainable in the Republic of Indonesia context needs to be immediately manifested. As state leaders and apparatus still often ignore the moral values and work culture of the state apparatus. The fundamental problem in understanding and implementing the work culture is a heavy task that is taken as a whole because it involves the process of building

character, attitudes and behavior as well as national civilization. As a culture, the work ethic of the state apparatus can be identified in the form of the values contained in it, the institution or work system, the attitude and behavior of apparatus human resources (HR) who carry it out.

New models of education and training (or learning) assume that companies and other employers' organizations will be the main providers of learning opportunities. There has been an increase the number of 'work experience placements' provided for short-term learners through various national programs and local initiatives.

The main impact of the 'new types of standards' introduced is that they make explicit the results sought in education and training programs. This is in stark contrast to previous forms of education and training that have been defined in terms of 'input' of learning in the form of syllabi, courses, training specifications and so on. Qualification requirements are also based primarily on the contents of the syllabus and training specifications, and not vice versa. The shift from an input-led system to a system that produces results has fundamental implications, both in determining the content of education and training and in opening access to various learning models. Result specifications provide the key to unlock the education and training systems.

Jessup confirmed, a measure of success for every education and training system must be what things people really learn from it, and how effective it is [15]. Just common sense, you might think, but this is a relatively new idea. Most write and think about education and training related to institutional arrangements, curriculum theory, teaching practices, staff development and so on.

Boella said, 'On the Job Training' in the hotel and hospital industries, most of the staff work was done in direct contact with customers [16]. For this reason a lot of new staff training must be done 'at work' so that the experience of dealing with customers can be obtained. Therefore, training 'at work' is an important part of the industry training approach [16].

Although it has been realized that human resources management is a fatal thing in the organization, but implementing it is not an easy task. Sometimes managers in the organization are confused to start the initial step in the development of human resources. Megginson makes several questions as the beginning of thinking about [17], increasing HR capabilities as follows: a) what changes (in terms of skills and ability) are needed to improve the performance / performance of certain individuals? b) What deficiencies are clearly identified in performance relation need to be addressed immediately? c) What improvements are related to technology, production processes and organizational culture for employees who learn something new? d) What opportunities are currently available for employees to get new skills? e) Who is responsible for the organization for the availability of the right learning opportunities? f) What behavioral generally changes must be made by staff to improve their performance and also support other performance improvements? g) What things that did not work properly and what mistakes did we make? h) What do we get from our experience in previous education and training?

The aspects of Education and Training on Capability of Apparatus Resources Improvement in Sukabumi Regional Public hospital, West Java which must be evaluated are effectiveness, efficiency, adequacy, equity, responsiveness and accuracy. Effectiveness is to evaluate whether the desired results have been achieved? Efficiency is to evaluate how much effort is needed to achieve the desired results? Adequacy is to evaluate how far the desired outcome to solve the problem is achieved? Equity is to evaluate whether the cost of benefits is distributed equally to different groups? Responsiveness is to evaluate whether education and training satisfy the needs / preferences or values of a particular group? Accuracy is to evaluate whether the desired results (goals) are really useful or valuable?

Based on the explanation above, it is necessary to conduct education and training evaluations to provide complete information of apparatus in enhancing the capability of apparatus resources in

Syamsuddin Public Hospital. For that, select the CIPP evaluation model developed by Stufflebeam argues that evaluation is a process of describing, obtaining, and providing information that is useful for assessing decision-making alternatives [9]. Describing means to specify, define, and explain to focus the information needed by decision makers. Obtaining means by using measurements and statistics to collecting organize and analyze information. Providing means to synthesizing information so that it will serve the evaluation needs of the stakeholder evaluation properly.

2. Method of Research

The research method used in this evaluation research is the CIPP Evaluation model with the stages of Context, Input, Process and Products which are the components of Evaluation. Training and education evaluations improve human resource capabilities using the CIPP evaluation model and Kirkpatrick's of four level models as a measure of the performance capabilities of participants who have finished attending education and training. The use of Kirkpatrick's four-level evaluation model is more comprehensive and effective to describe, obtain and present information that is very useful for assessing alternative education and training decisions [18]. Data collection uses observation, interview, documentation and triangulation techniques. Performance of each aspects of evaluation will compared with evaluation criteria's. Data analysis techniques used are Miles and Huberman techniques [19], there are; data reduction, data display, and conclusion by the triangulation process.

This CIPP evaluation model consists of 4 types of evaluation, such as: Context Context evaluation, Input evaluation, Process evaluation, Product evaluation [9]. Evaluation Model CIPP model is linear, meaning that evaluation of input must be preceded by context evaluation, process evaluation must be preceded by evaluation of input. Context Evaluation: an assessment of the environment in which an innovation or program will be used, to determine the needs and objectives for innovation and also identify factors in the environment that will have an impact on the successful use. This analysis is often used as a basic for assessment needs, and is used in making decisions in program planning. According to the CIPP Stufflebeam model, evaluators must be present from the beginning of the project, and must assist in conducting assessments needs.

Input Evaluation: Here, the evaluation question is raised about the resources that will be used to develop and carry out the innovation program. Who are the people or participants, funds, space and equipment that will be available for the project? Will this be enough to produce the desired results? Is the conceptualization of the program adequate? Will the program design produce the desired results? Is the program has expected benefit to be greater than the prospective innovation/program cost ? This type of evaluation is helpful in making decisions in structuring the program. The evaluator must play as key role in the input evaluation.

Process Evaluation: This is closely related to formative evaluation. Process evaluation is used to examine the way in which an innovation or program is developed, how it is implemented, and the initial effectiveness, and effectiveness after revision. Collected data to inform the project/program (and personnel or people involved) about the status of the project in how it is implemented, whether it meets legal and conceptual guidelines, and how the innovation was revised to meet the implementation objectives. Process evaluation is used in the making of implementation decisions.

Product Evaluation: It focuses on the success of program innovation in producing desired results. Product evaluations include measuring outcome variables determined in program objectives, identifying unwanted results, assessing service programs, and conducting cost analyzes. Product evaluation is used when making summative evaluation decisions, for example, for what are the overall and feasible benefits from education and training? And should it continue?

3. Results and Discussion

Based on research on educational evaluation and training on capability improvement of apparatus of Public Hospital in West Java, the researcher present the findings in 4 stages based on the CIPP Model Evaluation Program (the Context, Input, Process, and Product stages) as follows: 1) Context Components, which is an evaluation carried out on: 1) Legal Basis with Educational and Training Objectives, Evaluation Criteria are met, Assessment is categorized as "High". Decisions can be made where the basic aspects of law planning and organizing can be maintained and developed. 2) Clear and specific objectives in education and training, can be measured, describe the attainable, result oriented. Evaluation criteria can be fulfilled when assessment is categorized as "High". Decisions can be made where aspects of education and training goals can be maintained and developed.

Input Components, namely evaluations carried out on: 1) Organization Structure, 2) Planning and Organizing, Evaluation Criteria fulfilled, Assessment is categorized as "High". Decisions can be made where aspects of Organizational Structure and Planning and organizing, through education and training as an effort to improve the apparatus resources at Syamsuddin Public Hospital can be maintained and developed.

Process Components, which are evaluations carried out on: 1) Types of capability of apparatus resources improvement activities, having various activities to improve the apparatus resources capabilities as an effort to improve employee skills, among others: a. improvement of infrastructure facilities, b. employee book in modules form, c. education and training regular schedules, d. has the coverage of core competencies, e. have a learning method, f. have basic needs. g. has a format design for improving apparatus resource capability, h. benefits after attending education and training. i. utilization of training and education, and j. needs for the purpose and basis of education and training in improving the capability for apparatus resources. Evaluation Criteria are met, the assessment is categorized as "high" in terms of the aspects of organizational needs so that it can lead to decision taken as needs aspects are always considered to be developed and maintained for organization's needs.

Product Components, the evaluations carried out on: 1) competitive advantage through apparatus human resources (HR personnel), among others; a. proper use of personnel, b. profit consciousness, c. innovativeness, d. fair treatment, e. technical expertise, f. decision making skill, g. motivating skill, h. system development. Evaluation Criteria are met, in terms of system development from apparatus resources in Syamsuddin Public Hospital is categorized as "High". Thus, decisions can be made regarding aspects of employee competitive advantage can be applied and increased.

Based on the findings and discussion of the results of the evaluation through education and training in improving the capabilities of apparatus human resources in Sukabumi, West Java, the results achievement by education and training for apparatus human resources at Syamsuddin Public Hospital after attending training education by using Kirkpatrick evaluation model or known as the Model Four Levels which was developed by Kirkpatrick [18]. It calls Four Level because it is developed based on the learning sequences or learning experienced by someone (individual). Evaluation is done sequentially starting from the reaction, learning, behavior, to the results. The results descriptions of the evaluation through Kirkpatrick model for education and training participants, as follows;

Reaction, at Level 1 is carried out to measure the level of reaction designed to find out the opinions of trainees and education about training and education programs. In this level, data collection methods are used as a benchmark for achieving improvement in the capabilities / participant's performance in Syamsuddin Public Hospital apparatus HR by looking at the performance of participants after attending education and training. The training and education that has been followed and carried out by many participants has benefited especially as an improvement in the quality of service quality of

Syamsuddin Public Hospital towards customers. This can be seen from the performance capabilities applied after attending education and training.

Learning, on Level 2 is carried out to determine the extent of the ability to increase the knowledge, skills and attitudes of participants towards training and education in the training material provided. In this level aims to see and find out how the knowledge absorption of materials that has been given and also before the material is given, so that the evaluation data shows results comparison by measuring before and after training and education followed by each trainee. This is an achievement in improving Syamsuddin Public Hospital apparatus human resources capability.

Behavior, at Level 3 this is a learning evaluation continuation because it refers to the attitude or performance of the participants who attend the education and training program after they returning to the workplace at Public Hospital. Therefore this measurement can only be done for participants who have a positive reaction towards training and education that is followed according to their fields and abilities. Based on the above understanding, behavioral evaluation is also an outcome evaluation, as a determinant of education and training achievement to improve the quality of services towards customers.

Results, at Level 4 the coverage of participants' results on education and training can be reviewed including desired work results, higher work quality, increased participants capability who had attended training and education. Employees' capability improvements can also be seen in terms of lives of workers, improvement in human relations, improvement in organizational communication, and improvement in quality services towards customers, higher morale employee, less accident rates, increase the job satisfaction, and most importantly profits increase.

Conclusion

The comprehensive training and education on human capabilities of the apparatus, which are carried out and designed as the organizational needs in Public Hospital Syamsuddin need to be improved and adjusted to the needs. The education and training to improve human resources has beneficial for participants who had attended, seeing the improvement of human resource capabilities, rising of services quality towards customers of Public Hospital Syamsuddin.

Learning or training and education materials, need to be improved and adjusted according to the participants competency/human resources of the apparatus competency. The absorption capacity of the participants' knowledge, skills and attitudes gained after participating in training and education, as an achievement of improving the capabilities of the apparatus in Syamsuddin Public Hospital.

By enhancing the capabilities of human resources of Syamsuddin Public Hospital through training and education, the apparatus' behavior become more optimal. The behavior of the apparatus in carrying out its role as human resources needs to be maintained by reviewing and evaluating its performance. The optimal achievement or success in improving the capability of human resources in Syamsuddin Public Hospital through education training needs to be evaluated and developed as an effort to increase the services quality towards consumers/customers to face global market competition.

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