Entrepreneurship and Small Business Research
Volume 3, Issue 2, p. 66 – 74
E-ISSN2829-0275

Analysis of POAC Based Human Resource Development Strategy for Therapists at the Gus Mus Raksa Jasad Association Cileunyi Branch Bandung Regency

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ARTICLE INFO
Article history:
Received 13 June 2024
Revised 15 July 2024
Accepted 02 August 2024
Available Online 16 August 2024

ABSTRACT
This study aims to analyse human resource development strategies based on the Planning, Organising, Actuating, and Controlling (POAC) management functions among traditional therapists at the Gus Mus Raksa Jasad (GMRJ) Association, Cileunyi branch, Bandung Regency. The study uses a qualitative approach with descriptive methods through participatory observation and literature review. The results show that human resource development has been implemented through monthly training programmes based on internal modules that combine theory and practice, coordinated organisation between administrators, instructors, and therapists, and training implementation with a learning-by-doing approach that emphasises technical competence and quality service ethics. In addition, supervision and evaluation have been directed at maintaining safe and comfortable therapy practices in accordance with applicable legal regulations. However, in practice, there is still a need to strengthen aspects of competency standardisation, performance indicators, workload analysis, and a more structured and documented evaluation system. Overall, the presence of the Cileunyi branch of GMRJ provides economic added value through the provision of affordable alternative health services and social added value through increased public confidence in professional and sustainable traditional health practices.

Keywords:
Human Resource Management
POAC
Management Function
Traditional Health

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https://doi.org/10.55980/esber.v3i2.395

1. Introduction

The development of traditional health practices in Indonesia is growing in the face of increasingly modern global development, while integrating cultural knowledge with contemporary healthcare (Busro et al., 2024; Kusuma et al., 2025). Traditional medicinal practices remain essential in Indonesian communities, preserving indigenous healthcare knowledge while offering opportunities for integration with modern healthcare systems (Febriyanti et al., 2025). WHO research indicates that approximately 80% of people in developing countries prefer alternative therapies to chemical drugs. Traditional health practices are not only considered a cultural heritage but also crucial as a support for alternative health that preserves natural remedies. The public is also increasingly aware of the importance of alternative medicine, which is natural, holistic, and preventative, creating its own distinctive characteristics. These characteristics make traditional health practices a practical

advantage. They not only preserve cultural heritage but also offer a solution to the often prohibitive costs of modern medicine (Nova et al., 2022).

The success of an organization or company largely depends on optimal human resources, whose competencies, motivation, job satisfaction, and well-being contribute to sustainable organizational performance (Van den Broek, 2024). Effective managerial competencies enhance employee performance, productivity, and organizational success through communication, leadership, and strategic decision-making (Alebiosu et al., 2022). In the health sector, the availability and capacity of human resources are a crucial foundation for achieving high-quality health development, particularly through effective emergency preparedness (Sasie et al., 2025). However, in practice, organizations often do not align with the realities of life, as they frequently face various challenges with serious consequences. These consequences often arise from the demands of the community, as patients, for quality services and care. This is crucial to consider, as it can impact public trust in quality of life and well-being (Nur et al., 2021). Therefore, human resource development is crucially implemented through employee training programs to improve competency and ability in carrying out their work. Ultimately, these outputs will support the achievement of an organization's vision and mission.

Human resource development is essential for strengthening employee competencies, fostering innovation, and improving organizational competitiveness through continuous learning, professional training, and effective workforce management strategies (Agustinah et al., 2025). These strategies also support workforce performance through participatory training, supportive supervision, and adequate resources (Seekey et al., 2025). This goal is intended to optimally contribute to the sustainability of an organization as a source of excellence and profit (Mokobombang & Natsir, 2024). In addition to producing increasingly productive, effective, and efficient employee performance, human resource development also plays a crucial role in advancing national development, or in other words, maintaining sustainability and building public trust. Strategic personnel management improves service quality, while green training supports environmental sustainability (Muczyński & Stachowska, 2025; Nazir et al., 2025). These practices strengthen organizational capabilities and promote responsible institutional development. Furthermore, in the health sector, the goal of human resource development is to create a qualified, adequate, equitable, and beneficial healthcare workforce to improve the quality of public health and ensure sustainable health development (Fatimah, 2022).

In line with the development of traditional healthcare practices in Indonesia, the government has established regulations to ensure public safety and protection. Regulatory frameworks are essential for maintaining professional standards, ensuring practitioner accountability, and protecting patients through appropriate healthcare oversight mechanisms (Case, 2025; Cloatre & Ramas, 2019). These regulations include Law of the Republic of Indonesia Number 17 of 2023 concerning Health and Government Regulation of the Republic of Indonesia Number 103 of 2014 concerning Traditional Healthcare Services. Both regulations outline the requirements for traditional healthcare practices that healthcare workers must adhere to, with the prerequisite being the competence of experts in their field and meeting quality service standards. Furthermore, these regulations emphasize that the professionalism of therapists is not merely an internal organizational requirement but a normative obligation with a strong legal basis. However, this implementation is often inconsistent in practice, particularly in terms of optimal human resource development.

Various problems frequently arise in the field, such as unlicensed or illegal practices, the lack of professional certifications from health professionals, and the frequent promise of instant results without clear medical intervention (Budiyanti & Herlambang, 2023). This situation reflects the persistent gap or inconsistency between applicable regulations and field practice, stemming from the lack of optimal human resource development. To address this situation, educational, training, and motivational initiatives are needed. Formal education is believed to demonstrate the capabilities and hone the skills of healthcare workers. Comprehensive training can enhance clinical and managerial skills. Recognition and awards based on high performance can foster intrinsic motivation, leading to a more solid and professional workforce (Fajrah et al., 2024). Furthermore, challenges to human resource development in the healthcare sector include the limited availability of healthcare workers in line with educational needs. Maldistribution of healthcare workers is also a problem, stemming from the lack of fair regulations regarding graduate placement and inadequate incentives (Attriani, 2022). In this context, one organization specializing in traditional health

practices exists to foster and develop traditional therapists. This organization is the Gus Mus Raksa Jasad Traditional Healing Association (GMRJ). The word "Gus Mus" comes from the name of its founder, Buya Agus Muslim. The term "Raksa Jasad" is then added, meaning "maintaining health" or "caring for the body." The purpose of this name is to create a forum for therapists and experts in traditional health who are professionals in the field of public health and well-being. GMRJ was officially established on July 12, 2018, although its initial activities began in 1997. Initially, the organization developed in Citengah Village, Sumedang Regency, known as the Nabawadatala traditional kabuyutan. GMRJ has experienced significant growth, with members spread across several Indonesian provinces and abroad, including Brunei, Malaysia, and Saudi Arabia. Furthermore, GMRJ has received recognition and legitimacy from the Ministry of Health, Education, and Culture as a professional traditional health institution. GMRJ operates in the field of traditional therapeutic health, including traditional massage, herbal-based medicine, mental therapy, and non-medical treatment methods oriented towards natural health care and recovery. These therapy methods include anatomical acupoints, cupping, acupuncture, hypnotherapy, and herbal therapies derived from cultural heritage. GMJ also offers an applicable solution for patients who are uncomfortable with invasive methods or are afraid of needles. By providing alternative therapy through hypnotherapy, patients' doubts or fears are minimized. However, if patients still feel unsuitable, they will be directed to herbal therapy for internal cleansing. Therefore, one of its advantages is that herbal products or treatments are formulated according to cultural heritage with naturally selected raw materials that pay attention to planting age, harvest time, and excellent processing methods such as fermentation and crystallization. These steps have met legal standards, including those of the Food and Drug Supervisory Agency. These herbal remedies are available in various forms, such as powder, capsules, tea, and even honey, so they can be tailored to the patient's condition and needs.

In this research, the focus of the study was the Cileunyi branch in Bandung Regency. The Cileunyi branch of the GMRJ has implemented a significant level of human resource development through a module-based training system that combines theory with hands-on practice under the guidance of instructors. Human resource development is carried out through routine monthly activities, direct technical coaching in the field, and a coordination forum among members to maintain high-quality service standards. The human resource development program is intended to improve the competence and standardize practice for traditional therapists. However, in practice, the implementation of this development program still faces various technical and managerial challenges, including coordination difficulties, inadequate leadership competencies, and limited employee participation (Lleo et al., 2021; Yang et al., 2022). Examples include the limited availability of therapists, unmeasured competency standards, and a training monitoring and evaluation system that needs to be strengthened.

Based on this background and previous research, it is clear that human resource development is considered a crucial instrument in supporting the quality of health services and well-being in traditional health practices, which require competence, professionalism, and compliance with applicable regulations. The implementation of planned and sustainable human resources not only affects the maintenance of service quality and the level of public trust, but also expands access to safe and comfortable alternative therapies, and supports the empowerment of strong therapists. Thus, this research focuses on the study whose object is at the GMRJ Cileunyi branch to analyze how human resource development strategies are implemented to support the improvement of therapist competence and the quality of quality and quality services, using the Planning, Organizing, Actuating, and Controlling (POAC) management function approach. Therefore, this research is expected to theoretically enrich the literature review in providing contributions related to the development of optimal human resource management, especially in the context of traditional health practices. In addition, it is expected to practically serve as reference and evaluation material in strengthening the training system, competency standardization, and human resource management that is more effective, efficient, and sustainable. Strengthening therapist education, professional competencies, and regulatory compliance is essential for supporting practitioner development and promoting consistent standards in traditional healthcare services (Carè et al., 2021; Roichman, 2022). Therefore, implementing structured training programs, continuous competency development, and systematic performance evaluation can help therapists maintain professional standards, improve service consistency, and strengthen public confidence in traditional healthcare practices.

2. Methods

This research employs a qualitative approach with descriptive methods. A Qualitative approach is descriptive in nature and is used to examine the natural conditions of the object, with the researcher as the key instrument. This approach enables researchers to explore contextual realities through interviews, observations, and document analysis, providing deeper insights into participants' perceptions, experiences, and social practices (Muslimin et al., 2025). Qualitative research was chosen because its focus is not on numerical measurements, but rather on implying deeper meaning in social phenomena related to managerial practices, contextually and naturally, according to the actual conditions of the organization. This study aims to provide an in-depth description of the human resource development strategy based on the Planning, Organizing, Actuating, and Controlling (POAC) management function for therapists at the Gus Mus Raksa Jasad Association (GMRJ) Cileunyi branch, Bandung Regency. The POAC management function encompasses the planning process for training, organizing and coordinating activities, implementing development programs, and implementing the organization's monitoring and evaluation systems.

Data collection techniques in this study utilize participatory observation and literature review. Participatory observation is conducted to directly observe the research location and engage in the activity situation without interfering with the organization's activities. Participatory observation enabled researchers to obtain relevant and appropriate data sources based on real-world conditions within the organization, specifically at the Gus Mus Raksa Jasad Association (GMRJ) in the Cileunyi branch of Bandung Regency. Furthermore, a literature review was used to collect and review sources from books, journal articles, previous research, and legal documents, both printed and digital (Mugisana & Sukanta, 2026). These regulations include Law of the Republic of Indonesia Number 17 of 2023 concerning Health and Government Regulation of the Republic of Indonesia Number 103 of 2014 concerning Traditional Health Services. Furthermore, the data analysis technique used in this study was descriptive analysis, with the stages of data reduction, data presentation, and conclusion drawing. The collected data was analyzed inductively to produce systematic, factual, and in-depth findings in accordance with the research objectives.

This study also formulated several research questions to provide a more focused and targeted study, allowing the content analysis in the results and discussion sections to be presented in a systematic and relevant manner (Mugisana et al., 2025). The formulated research questions are presented in table 1.

Table 1. Research Question

Code	Description
RQ 1	How is the planning process in the human resource development strategy at Gus Mus Raksa Jasad (GMRJ) Cileunyi Branch?
RQ 2	How is the organization of human resource development implemented at Gus Mus Raksa Jasad (GMRJ) Cileunyi Branch?
RQ 3	How is the implementation actuating of the training and coaching program to improve the competence of therapists at Gus Mus Raksa Jasad (GMRJ) Cileunyi Branch?
RQ 4	How is the control system for human resource development programs at Gus Mus Raksa Jasad (GMRJ) Cileunyi Branch?

Source: Author Processed Data (2024)

3. Results

This section demonstrates that human resource development at the Gus Mus Raksa Jasad (GMRJ) Cileunyi branch, which focuses on traditional therapists, is conducted through a monthly, module-based training program that combines theory and hands-on practice. These modules are instructor-guided and applied to traditional therapists. They are kept confidential and cannot be shared or shared with the public. The modules include training in traditional massage, herbal medicine, mental therapy, and non-medical treatment methods focused on natural health care and recovery. These therapy methods include anatomical acupoint therapy, cupping, acupuncture, hypnotherapy, and herbal therapies derived from cultural heritage. GMRJ also offers a practical solution for patients who are uncomfortable with invasive methods or are afraid of needles. By

providing alternative therapies through hypnotherapy, patients' doubts and fears are minimized. However, if patients still feel unsuitable, they will be directed to herbal therapy for internal cleansing. Therefore, one of its advantages is that herbal products or treatments are formulated in accordance with cultural heritage, using naturally selected raw materials, taking into account planting age and harvest time, and using excellent processing methods such as fermentation and crystallization. These steps meet legal standards, including those of the Food and Drug Monitoring Agency (BPOM). These herbal treatments are available in various forms, such as powder, capsules, tea, and honey, so they can be tailored to the patient's condition and needs.

Furthermore, the focus of this research is not on explaining traditional practices, but rather on developing the human resources of traditional therapists, both technically and managerially. In addition to the skills-focused training program, therapists are also required to improve their service ethics and provide high-quality service. Furthermore, supervision and evaluation are conducted through digital coordination between branches using Google Meet or Zoom if attendance is not possible, combined with direct field observation during the training. However, the training results in developing human resources for therapists still face various challenges. These challenges include the limited availability of therapists, unmeasured competency standards, and the need for strengthening the training monitoring and evaluation system. This reflects that such development requires not only routine monthly training programs but also a systematic managerial approach.

This study focuses on the analysis of human resource development among therapists at the GMRJ Cileunyi branch using the POAC approach. The POAC approach can be understood as a management function consisting of planning, organizing, actuating, and controlling. Planning is a systematic process carried out as the initial step toward achieving an organizational goal. Planning is also needed as a conceptual foundation so that management can anticipate existing challenges and prepare for the necessary human resource needs. Furthermore, organizing is the process of arranging and grouping resources human, capital, and physical in an effective and efficient coordination and organization. Actuating or implementing is a process that focuses on directing human resources in practice to carry out work according to the established plan and division of tasks. Without effective actuating or implementing, planning and organizing will be difficult to implement in practice. Furthermore, the monitoring and evaluation system is a systematic process across all aspects to ensure that each task is carried out according to the initial plan and applicable regulatory standards. Therefore, the POAC approach is expected to provide analysis related to the focus of the research questions, which will be discussed in more depth in the discussion section.

4. Discussion

Analysis of Human Resource Development Planning for Therapists at the Gus Mus Raksa Jasad (GMRJ) Cileunyi Branch

The human resource development planning focused on the Gus Mus Raksa Jasad Cileunyi branch reflects a fairly good plan. Furthermore, while the basis for training program development is conducted periodically every month, using internal modules as a reference for instructors, the planning is still minimal and not supported by documented competency standards. For example, indicators for technique accuracy, treatment duration, and initial patient screening procedures prior to therapy are lacking. This is in line with research (Fatimah, 2022), which explains that the objectives of development training must be clearly defined and measurable for optimal results, and the therapists' competencies must be aligned with their capacities and the needs of patients with varying conditions.

Ideally, planning should begin with a structured and systematic job needs analysis, which should include identifying gaps between current therapist skills and required competency standards as implemented within the organization. This includes documented competency standards, such as basic, intermediate, and advanced therapist competency levels, practice assessment indicators, and adequate benchmarks through workload analysis. This allows organizations to assess whether traditional therapists are meeting their capacity when treating patients with diverse conditions. Without such planning, the focus remains on infrastructure experience and evolving practice habits, making it difficult to ensure equitable distribution of technical and service quality experience among therapists. Therefore, documented competency standards and workload analysis benchmarks are needed as a basis for systematic managerial planning. This aligns with research (Juliana et al., 2025), which explains that thorough planning is ideally key to the success of an organization's training program. Furthermore, it not only ensures

improved workforce competency but also serves as evidence of the sustainability of relevant and effective development programs.

Analysis of the Organization of Human Resource Development for Therapists at the Gus Mus Raksa Jasad (GMRJ) Cileunyi Branch

At this stage, the organization of human resource development at the Gus Mus Raksa Jasad Cileunyi branch is considered structured through coordination involving core management, instructors, and therapist members who are interconnected. This is intended to serve as a managerial link for effective training implementation, such as ensuring schedules are adhered to and the need for necessary infrastructure and facilities for the training. In addition to in-person meetings, this branch also implements digital communication via Google Meet or Zoom to maintain consistent information and coordinate planned training programs. This organizational approach is not seen as merely individualistic, but rather as strengthening solid and collective teamwork.

Furthermore, from a management perspective, organizing focuses not only on the division of tasks and roles, but also on communication and collective teamwork. Clarity in coordination flows, authority boundaries, and accountability mechanisms is essential for every activity. The GMRJ therapists have implemented a fairly good organizational structure, but it could be strengthened by developing a structured and systematic flowchart for coordination between teams, allowing the managerial structure to support human resource development within a more optimal organizational context. Therefore, this aligns with research Sofianne et al.(2025) which states that organization is crucial in the managerial arrangement of organizational resource development. This is due to its crucial function in clarifying matters including those responsible, task requirements, and work procedures. This step is necessary to improve internal control or facilitate managers in conducting more effective and efficient supervision.

Analysis of Human Resource Development Implementation for Therapists at the Gus Mus Raksa Jasad (GMRJ) Cileunyi Branch

This section examines the implementation of human resource development for therapists at the Gus Mus Raksa Jasad (GMRJ) Cileunyi branch through a routine monthly training program, which adheres to internal modules and is strictly confidential. Practical learning approaches integrate theoretical knowledge with real-world experiences, enabling participants to develop professional competencies through active engagement (Bouzon et al., 2025). Through direct participation in therapeutic procedures and simulated patient cases, therapists can strengthen their technical understanding, improve practical skills, and develop greater confidence in delivering professional and ethical healthcare services. The training focuses not only on the technical aspects of therapeutic methods but also on upholding good patient service ethics. Technical skills include anatomical acupoints, cupping and acupuncture procedures, hypnotherapy stages, and herbal medicine preparation using safe fermentation and crystallization methods. Ethical service includes strengthening interactive communication with patients, prohibiting exaggerated claims of instant or absolute healing, and maintaining patient confidentiality from the public.

This technical and managerial training is implemented to foster professionalism and discipline among therapists. Technically, therapists are required to understand how they work as part of their professional work. Managerially, through improved service ethics, interactive and educational communication with patients is required. Furthermore, in practice, making exaggerated claims, such as guarantees of instant or absolute healing, is prohibited, and patients' conditions are required to be kept confidential from the public. However, the lack of measurable workload analysis indicators has resulted in uneven distribution of training results. Workload analysis is needed to provide an ideal benchmark for workload, applicable operational standards, and compensation, all aligned with the level of contribution or competence. This aligns with research (Dianingsih et al., 2026), which states that the absence of measurable indicators can hinder the creation of an optimal work environment. Furthermore, leadership, communication, and motivation in mobilizing or carrying out this function can improve human resources.

Analysis of Human Resource Development Monitoring and Evaluation for Therapists at the Gus Mus Raksa Jasad (GMRJ) Cileunyi Branch

This section examines the monitoring and evaluation system for human resource development among therapists at the Gus Mus Raksa Jasad (GMRJ) Cileunyi branch. This monitoring and evaluation system is implemented through training and therapy practice. This reflects the organization's commitment to ensuring human resource development aligns with ethical service values and safe, comfortable patient practices.

Furthermore, given the evolving needs of the organization, the monitoring and evaluation system still has room for continuous improvement through measurable and documented indicators. This effort is being undertaken to ensure that therapist performance indicators can be measured based on competency levels through workload analysis as a conceptual basis and a proportional control system. A structured flowchart provides a transparent visualization of interconnected processes, facilitating systematic monitoring, assessment, and identification of potential operational vulnerabilities (Khan et al., 2020). In this context, implementing a standardized flowchart can clarify therapist performance assessment procedures, establish consistent evaluation criteria, and support more transparent and accountable managerial decision-making.

Overall, this study has added value in economic and social aspects, with the presence of the Gus Mus Raksa Jasad (GMR) association, Cileunyi branch, as a traditional health practice. Economically, the existence of this association can have a positive impact on alternative care or treatment at an affordable cost compared to modern health services. In addition, socially, it can foster public trust in traditional health practices in maintaining sustainable cultural heritage by paying attention to ethics and professionalism in safe and comfortable performance. In addition, the association is in line with the provisions of applicable legal regulations. These regulations are the Law of the Republic of Indonesia Number 17 of 2023 concerning Health and the regulation of the Government Regulation of the Republic of Indonesia Number 103 of 2014 concerning Traditional Health Services, so that it can provide a sense of security and comfort as protection for patients while strengthening the legitimacy of traditional health practices.

5. Conclusion

It can be concluded that the human resource development strategy based on the Planning, Organizing, Actuating, and Controlling (POAC) approach for traditional therapists at the Cileunyi branch of the Gus Mus Raksa Jasad Association (GMRJ) has generally been successful and complies with applicable legal regulations on health and traditional therapy practices. This is reflected in the monthly training program, which is based on internal and confidential modules, designed to apply theory to practice. Furthermore, the organization is well-coordinated and organized, involving administrators, instructors, and therapist staff. Furthermore, the training is driven and implemented through a learning-by-doing approach, emphasizing the importance of professionalism, technical competence, and ethical service delivery through informative and educational communication with patients. A robust monitoring and evaluation system is also in place, preventing therapists from making exaggerated claims of instant or absolute cures. Instead, they must adhere to existing policy standards, using therapeutic methods taught based on natural, holistic, and preventative traditional therapy.

However, in practice, various technical and managerial challenges remain. These challenges include the limited availability of therapists, unmeasured competency standards, and a training monitoring and evaluation system that needs to be strengthened. For example, identifying gaps between current therapist skills and the required competency standards as implemented in the organization. This includes documented competency standards, such as basic, intermediate, and advanced therapist competency levels, practice assessment indicators, and adequate benchmarks through workload analysis. Furthermore, a structured and systematic flowchart should be developed to coordinate between teams and their respective responsibilities, resulting in a more robust managerial structure. Furthermore, this study provides added economic and social value through the presence of the Gus Mus Raksa Jasad (GMRJ) Cileunyi branch as a traditional health practice. Economically, the association's presence could have a positive impact on alternative care or treatment at a more affordable cost than modern health services. Furthermore, socially, it can foster public trust in traditional health practices in maintaining a sustainable cultural heritage by adhering to ethics and professionalism, ensuring safe and comfortable performance.

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