

**Pengembangan Model Pengukuran Kinerja Pegawai Dalam Upaya Meningkatkan Promosi Kesehatan di Puskesmas Wilayah Surabaya Utara Berdasarkan Pendekatan *Human Resources Scorecard***

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**HUMAN RESOURCES SCORE CARD; HEALTH CENTER**

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## **RINGKASAN**

Pengukuran kinerja merupakan instrumen yang wajib dimiliki oleh organisasi. Permasalahan yang sering terjadi ialah pengukuran kinerja hanya mengedepankan kuantitas dibandingkan kualitas, salah satunya terjadi pada pengukuran kinerja pegawai promosi kesehatan di puskesmas. Kinerja pegawai promosi kesehatan ialah kinerja *intangible* sehingga diperlukan pengukuran kinerja yang tidak hanya mengandalkan kuantitas namun diharapkan pada pencapaian kualitas kinerja SDM. Maka rumusan masalah dalam penelitian ini adalah Bagaimanakah pengembangan model pengukuran kinerja pegawai Puskesmas wilayah Surabaya Utara berdasarkan pendekatan *Human Resource Scorecard*? *Human Resource Scorecard* merupakan pendekatan yang bertujuan menjabarkan kinerja *intangible* sehingga dapat menjadi kinerja *tangible* dan kontribusi SDM terhadap organisasi dapat diukur. Teori lainnya untuk mendukung penelitian ini adalah teori pengukuran kinerja dan promosi kesehatan sebagai arah bidang tugas pegawai promosi kesehatan. Bahan lain yang perlu dikaji ialah model pengukuran kinerja yang sudah ada, sehingga dengan model pengukuran kinerja pegawai yang dikembangkan dapat memperbaiki model yang sudah ada. Kerangka pemikiran yang digunakan ialah deduktif dan induktif. Deduktif dalam hal mengkaji model pengukuran kinerja yang sudah ada dan mengkaji bidang tugas pegawai promosi kesehatan. Induktif dalam hal teknik analisis data yang telah didapatkan dari lapangan sehingga dapat memperoleh model yang diharapkan oleh pegawai dan kepala puskesmas, lebih representatif terhadap bidang tugas pegawai promosi kesehatan dan menggambarkan sejauh mana kontribusi yang dapat diberikan pegawai promosi kesehatan. Tipe penelitian ini ialah deskriptif kualitatif. Lokasi yang dipilih ialah wilayah Surabaya Utara karena sebelumnya tercatat sebagai wilayah yang memiliki permasalahan kesehatan lebih tinggi dibanding wilayah lainnya. Informan dalam penelitian ini ialah pegawai yang bekerja dalam bidang tugas promosi kesehatan dan kepala puskesmas. Tahap pengambilan data dalam penelitian ini ialah dua tahap. Tahap pertama sebagai pengumpulan data dengan pegawai puskesmas kemudian tahap kedua yaitu analisis tahap pertama dan menciptakan model pengukuran kinerja pegawai dengan wawancara kepada kepala puskesmas. Berdasarkan data lapangan, tahap pertama menghasilkan 8 unsur *HR Deliverable* kemudian pada tahap kedua, unsur tersebut dianalisis sehingga menghasilkan 12 unsur yang dapat dijadikan model pengukuran kinerja pegawai promosi kesehatan yang baru. Selain itu, dapat digambarkan pula kelemahan-kelemahan dari pengukuran kinerja yang sudah ada yang dirasa oleh pegawai dan kepala

puskesmas. Secara teoritik *HR Scorecard*, 12 unsur tersebut dapat dijabarkan 14 variabel pengukuran yang memberikan dampak pada kinerja organisasi. Berdasarkan teori strategi promosi kesehatan terdapat 12 variabel utama dan 2 variabel penunjang kinerja pegawai promosi kesehatan. Model pengukuran kinerja yang dikembangkan memiliki lebih banyak dimensi dan memberikan pola hubungan timbal balik, sehingga memberikan gambaran kontribusi pada masing-masing dimensi. Berdasarkan penelitian, diharapkan model pengukuran kinerja ini dapat diimplementasikan dengan komitmen dan disiplin dari pegawai dan kepala puskesmas agar dapat efektif. Selain itu model pengukuran ini, bukanlah hasil akhir namun setiap model pengukuran kinerja pegawai harus diperbarui agar tetap berdampak jangka panjang dan berkesinambungan dalam pencapaian tujuan organisasi.

## SUMMARY

Performance measurement is an instrument which shall be held by the organization. Problem that often occurs is only put forward the performance measurement of quantity than quality, one of occur in employee performance measurement of health promotion in community health centers. Health promotion officer performance is intangible performance so that performance measurement is required not only rely on the quantity but the quality of performance expected in the achievement of human resources. So the formulation of the problem in this research is How model employee performance measurement developed regions of North Surabaya based Human Resource Scorecard approach? Human Resource Scorecard is an approach that aims to describe the performance of intangible so it can be a tangible performance and contribution to the organization's human resources can be measured. Another theory to support this research is the theory of performance measurement and health promotion as the field of health promotion officer duties. Other materials that need to be examined is the performance measurement model that already exists, so that employee performance measurement model that was developed to improve existing models. Framework used is deductive and inductive. Deductive model in terms of reviewing the existing performance measurement and review the field of health promotion officer duties. Inductively in terms of data analysis techniques that have been obtained from the field so as to obtain a model that is expected by the employee and the head of the health center, more representative of the field of health promotion staff tasks and describes the extent to which contributions can be given employee health promotion. This type of study is qualitative descriptive. The location was chosen because it is North Surabaya region previously listed as areas that have higher health problems than other areas. Informants in this study is that employees who work in the field of health promotion duty and the chief public health center. The data collection phase of this research is two stages. The first stage as the collection of data with employee health clinic and then the second stage of the first stage of analysis and creating a model of employee performance measurement with an interview to the head of the health center. Based on field data, the first stage produced 8 HR Deliverable element later in the second stage, these elements are analyzed to produce 12 elements that can be employee performance measurement model of the new health promotion.

Also, it can be described also the weaknesses of existing performance measurement that is felt by the employee and the head of the health center. Theoretically HR Scorecard, 12 elements can be translated 14 measurement variables that have an impact on organizational performance. Based on the theory of health promotion strategies there are 12 main variables and 2 variables supporting health promotion officer performance. Performance measurement model that was developed to have more dimension and give the pattern of reciprocal relationship, so give a contribution in each dimension. Based on the research, expected performance measurement model can be implemented with commitment and discipline of employees and the head has to be effective. In addition, this measurement model, not the final result but every employee performance measurement model should be updated in order to stay long term and sustainable impact in the achievement of organizational goals.

## ABSTRACT

Develop Model Employee Performance Measurement in Regions of North Surabaya Based Human Resource Scorecard Approach

Performance health promotion during this neglected in community health centers. In this case because health centers are still not able to measure the performance of employees intangible of efforts to improve health promotion. Based on the problems it is necessary to model a new employee performance measurement in health centers in an effort to improve health promotion. The approach that supports performance measurement intangible is HR Scorecard. HR Scorecard approach is needed to develop a model of employee performance measurement. This type of study is qualitative descriptive. Location of the study is the health center area of North Surabaya. Informants in this study is that employee health promotion and work units associated with health promotion efforts as well as the holder of the head has authority employee performance measurement. The theory used is the theory of performance measurement, HR Scorecard approach and health promotion strategies The results of this study is that employee performance measurement model in an effort to improve health promotion based approach to HR Scorecard. The new model contains a pattern of mutual influence on the dimensions of performance that does not exist in previous models and generate 12 variables supporting the primary and 2 variables in employee performance in an effort to improve health promotion. Implementation of this model requires commitment and discipline of staff and head of the health center.

*Key Words : Human Resources Scorecard, performance measurement, health promotion, health center*