

RINGKASAN

Pengembangan Formula Pembagian Jasa Pelayanan di Rumah Sakit Jiwa Menur Surabaya Berdasarkan Harapan Responden

Endah Ikhtiyarini

Rumah Sakit Jiwa Menur (RSJM) adalah sebuah rumah sakit jiwa tipe A dengan jumlah 300 tempat tidur dan terletak di kota Surabaya. RSJM memberikan pelayanan kepada pasien berupa pelayanan rawat jalan, pelayanan rawat inap serta pelayanan penunjang yang diperlukan pasien. Untuk melayani pasien di RSJM terdapat tenaga medis, tenaga paramedis dan tenaga non medis serta tenaga administratif. Untuk meningkatkan kesejahteraan pegawai di RSJM di samping diberikan gaji setiap bulan, RSJM juga memberikan insentif atau jasa pelayanan yang penerimaannya diberikan setiap 3 bulan sekali. Untuk membagi jasa pelayanan tersebut dipergunakan pedoman pembagian yang ditetapkan dengan SK Direktur.

Masalahnya adalah terdapat ketidakpuasan karyawan Rumah Sakit Jiwa Menur terhadap sistem (formula) pembagian jasa pelayanan pada tahun 2002.

Rumusan masalahnya : 1) bagaimana penilaian karyawan RSJM terhadap formula pembagian jasa pelayanan saat ini 2) Harapan karyawan RSJM Surabaya terhadap formula pembagian jasa pelayanan yang akan datang, 3) Bagaimana formula pembagian jasa pelayanan di RSJM Surabaya berdasarkan harapan karyawan.

Tujuan umum penelitian ini adalah menyusun rekomendasi sistem pembagian jasa pelayanan di Rumah Sakit Jiwa Menur Surabaya berdasarkan harapan responden

Tujuan khusus penelitian ini adalah 1) mempelajari penilaian karyawan RSJ Menur terhadap formula pembagian jasa pelayanan saat ini (Kelompok pembagian, persentase, angka indeks, faktor penentu angka indeks); 2) mempelajari harapan karyawan RSJ Menur terhadap formula pembagian jasa pelayanan yang akan datang (Kelompok pembagian, persentase, angka indeks: Pendidikan, golongan pegawai, jabatan, masa kerja, risiko kerja); 3) merumuskan rekomendasi formula pembagian jasa pelayanan berdasarkan harapan karyawan di RSJ Menur Surabaya.

Metode penelitian adalah penelitian *observasional* dengan pengambilan data secara *cross-sectional*. Besar sampel adalah 62 responden dan berasal dari setiap unit kerja yang ada di RSJ Menur Surabaya.

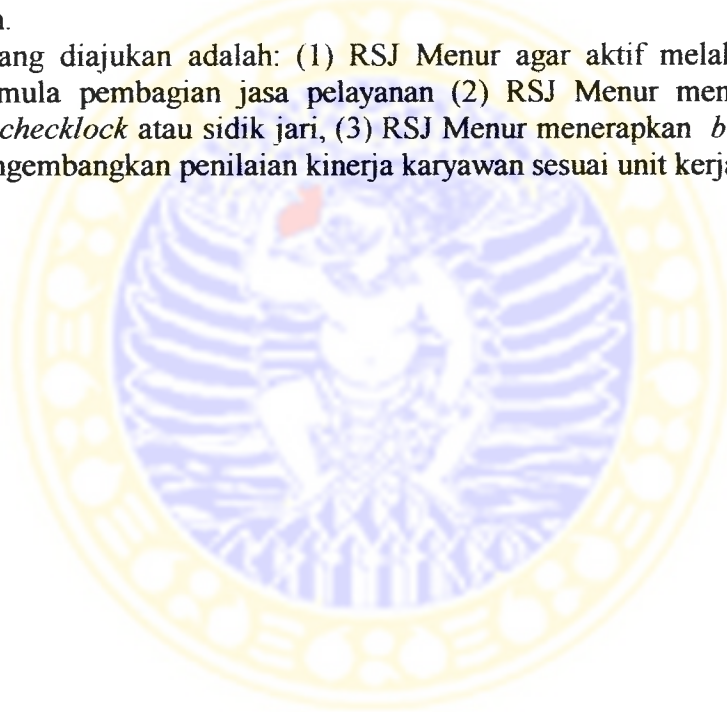
Hasil penelitian menunjukkan. Bahwa sebagian besar responden menilai sistem pembagian jasa pelayanan saat ini kurang atau bahkan tidak adil. Sistem pembagian ini, mengenai formulanya yang mencakup kelompok pembagian, persentase setiap Kelompok pembagian, besar angka indeks serta faktor penentu besar angka indeks.

Oleh sebab itu sebagian besar responden mempunyai harapan agar RSJ Menur Surabaya mengubah sistem pembagian jasa pelayanan yang ada. Harapan tersebut mencakup perubahan : kelompok pembagian, persentase kelompok pembagian, besar angka indeks serta faktor penentu besar angka indeks. Responden mengharapkan bahwa faktor tanggung jawab, beban kerja, resiko kerja, *emergency* serta kinerja dipergunakan sebagai faktor penentu besar angka indeks.

Dari harapan tersebut disusunlah empat alternatif formula pembagian jasa pelayanan yang melalui suatu workshop dipilih satu formula yang paling sesuai dengan harapan responden dan akan digunakan sebagai alternatif formula.

Rekomendasi yang diajukan adalah: (1) formula pembagian tetap terdiri dari Kelompok merata, fungsional serta manajerial; (2) Persentase untuk setiap kelompok adalah 35% untuk merata, 40% untuk fungsional serta 25% untuk manajerial; (3) indeks terdiri dari indeks fungsional dan manajerial; (4) Faktor yang dipergunakan untuk menentukan besar indeks fungsional adalah tanggung jawab, beban kerja, risiko kerja, *emergency* serta kinerja; (5) Faktor yang dipergunakan untuk menentukan besar indeks manajerial adalah jenis jabatan, tanggung jawab, beban kerja, kinerja; (6) karyawan fungsional mendapatkan jasa pelayanan dari pembagian merata dan fungsional, karyawan manajerial mendapatkan jasa pelayanan dari pembagian merata dan manajerial, tetapi bagi karyawan manajerial yang merangkap fungsional akan mendapatkan jasa pelayanan dari pembagian merata, fungsional dan manajerial; (7) Dibuat penilaian kinerja sesuai pedoman penilaian kinerja dan besar nilai indeks kinerja dapat berubah sesuai hasil penilaian atasan.

Saran yang diajukan adalah: (1) RSJ Menur agar aktif melakukan sosialisasi mengenai formula pembagian jasa pelayanan (2) RSJ Menur menyediakan sarana absensi berupa *checklock* atau sidik jari, (3) RSJ Menur menerapkan *billing system*; (4) RSJ Menur mengembangkan penilaian kinerja karyawan sesuai unit kerja.



SUMMARY

The Formula Development of Incentive System in Surabaya Menur Mental Hospital (SMMH) Based on to the Expecting Employees

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Rumah Sakit Jiwa Menur Surabaya or Menur Mental Hospital (SMMH) is an A class mental hospital located in East Surabaya, East Jawa. At present, it has 300-bed Class impatient facility for patients.

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Hospital gives incentive too. Employees receive incentives every three- month. The incentive system makes have by Director. A special team, assigned by Director, arranged the index. The problem of researching is an unsatisfied employee in incentive system in SMMH.

The purpose of this study was to give a recommendation of incentive system in Surabaya Menur Mental Hospital according to expecting employees.

The method of research is cross sectional study. The subject is 62 employees who understood incentive system has been applied now.

The result of this study shows that most of employees feels and find that the incentive system is unfair. The system included: divide group, percentage of group; index value and factor which determined index value.

Beside that, almost all employees have high expectation to management to change the incentive system. They said that several factors like responsibility, work loading, risk, emergency and performance can be used in fungsional index.

From the survey, there is a several recommendation for improving the incentive system through workshop.

The survey showed that most of employees say that the reward system at present is not good, unfair.

The reward system was based on group divided, percentage of every group, index, and index factor. Therefore, the employee hopes that it will be a change of reward system in this hospital. The expectation from the reward system changes includes: divided group, percentage of divided group, a number of index, and determined of index number.

The employee expects that responsibility factor; workload, risk work, emergency and performance can be used in consideration of a number index factor.

From survey, the researcher recommend four formula to be chosen, and the last decision, we choosed only one formula from the workshop.

The recommendation are: (1) Declar the newformula development of incentive system to the SMMH employees; (2) SMMH provice check lock or finger print tools for employee absent; (3) SMMH applies the billing system ; (4) SMMH develop a new performance appraisal for employees.



ABSTRACT

The Formula Development of Incentive System in Surabaya Menur Mental Hospital (SMMH) Based on to the Expecting Employees

Surabaya Menur Mental Hospital (SMMH) is an A class mental hospital located in East Surabaya, East Jawa. At present, it has 300-bed Class impatient facility for patients. SMMH gives a medical services to the patients, such as outpatient, impatient and other supported facilities. To support the system, SMMH has enough medical, paramedic and administrative employees. To increase the welfare of SMMH employees, beside salary, Hospital gives incentive too. Employees receive incentives every three month. The incentive system make of by Director. The index was arranged by a spesial team, assigned by Director. The problem of researching is an unsatisfied employees in incentive system in SMMH. The purpose of this study was to give a recommendation of incentive system in Surabaya Menur Mental Hospital according to expecting employees.

The method of research is cross sectional study. The subject is 62 employees who understood incentive system has been applied now. The result of this study shows that most of employees feels and find that the incentive system is unfair. The system included: divide group, percentage of group; index value and factor which determined index value. Beside that, almost all employees have high expectation to management to change the incentive system. They said that several factors like responsibility, work loading, risk, emergency and performance can be used in fungsional index. The conclusion that the formulas of incentive system divide three groups that are average group, functional group, and managerial group. The value is 35 % average, 40 % for functional, 25 % for managerial.

Key words : incentive system, mental hospital, expecting employee, workshop