

ABSTRACT

**Preparation of Performance Improvement Strategies Based on Analysis of External Organizations Factors, Management Systems, Work Environment, Human Resource and Job Satisfaction
(Study of Citra Medika Hospital Sidoarjo)**

Satisfaction survey at Citra Medika Hospital in 2017 and 2018 obtained a quite high number of dissatisfaction results. The high number of complaints in Citra Medika Hospital related to services (waiting time and punctuality of service schedules) in January-December 2017 reached 47.92% and reached 60.3% in January- September 2018. The general objective of this study was to compile a performance improvement strategy based on the analysis of external organizational factors, management system, work environment, human resources and job satisfaction at Citra Medika Hospital. This study was a descriptive observational study with the unit of analysis of 27 head of work units, 26 specialist doctors and 210 employees. The variables were measured using a questionnaire. The external organizational factors measurement showed that head of work unit and specialist doctors rated Citra Medika Hospital worse than competitor hospital on facilities and infrastructures, and monitoring and evaluation system. The monitoring system on implementation aspect in work units is categorized into medium category and on monitoring tool aspect is categorized into poor category. The result of measurement of the implementation of evaluations aspect shows that it is categorized into medium category and evaluation tools aspect is categorized into poor category. Analysis of the availability of infrastructure showed that medical equipment had not met the Permenkes standard. The maintenance of medical devices is suitable according to hospital SPO, but some had not been calibrated corresponding to the Permenkes standard. Human resource: (1) the leadership style of the head of the work unit was team leadership and middle road leadership (2) The head of the unit has a high level of commitment, except in facilities and infrastructure; (3) The head of the unit has a high work motivation. Job satisfaction of the head of work unit, specialist and employees are categorized into less satisfied. Performance improvement strategies with a performance management approach were needed to improve the performance of work unit heads and employees so that the individual work goals would align with organizational goals.

Keywords: performance improvement, hospital

ABSTRAK

**Penyusunan Strategi Peningkatan Kinerja Berdasarkan Analisis Faktor Eksternal Organisasi, Sistem Manajemen, Lingkungan Kerja, Sumber Daya Manusia dan Kepuasan Kerja
(Studi di Rumah Sakit Citra Medika Sidoarjo)**

Survei kepuasan di Rumah Sakit Citra Medika periode tahun 2017 dan tahun 2018 diperoleh hasil angka ketidakpuasan yang cukup tinggi. Angka komplain yang tinggi di Rumah Sakit Citra Medika terkait pelayanan (waktu tunggu serta ketepatan jadwal layanan) periode Januari-Desember 2017 sebesar 47,92% dan periode Januari-September 2018 sebesar 60,3%. Tujuan umum penelitian ini adalah menyusun strategi peningkatan kinerja berdasarkan analisis faktor eksternal, faktor sumber daya manusia, lingkungan kerja, sistem manajemen serta kepuasan kerja) di Rumah Sakit Citra Medika. Penelitian ini merupakan penelitian deskriptif observasional dengan unit analisis 27 unit kerja dan sumber informasi adalah 27 kepala unit kerja, 26 dokter spesialis dan 210 karyawan. Pengukuran variabel penelitian menggunakan kuesioner. Hasil pengukuran faktor eksternal organisasi menunjukkan bahwa kepala unit kerja dan dokter spesialis menilai Rumah Sakit Citra Medika lebih buruk daripada rumah sakit pesaing pada aspek sarana prasarana, sistem monitoring dan sistem evaluasi. Sistem monitoring pada aspek pelaksanaan monitoring di unit kerja termasuk kategori sedang dan pada aspek perangkat monitoring adalah kategori buruk. Analisis ketersediaan sarana prasarana menunjukkan ketersediaan sarana alat kesehatan belum sesuai dengan Permenkes. Pemeliharaan alat kesehatan sesuai SPO rumah sakit, namun ada yang belum dikalibrasi sesuai standar Permenkes. Hasil pengukuran aspek pelaksanaan evaluasi di unit kerja termasuk kategori sedang dan pada aspek perangkat evaluasi adalah kategori buruk. Faktor sumber daya manusia: (1) Gaya kepemimpinan kepala unit kerja adalah *team leadership* dan *middle road leadership*; (2) Kepala unit kerja memiliki tingkat komitmen tinggi, kecuali pada aspek sarana prasarana; (3) Kepala unit kerja memiliki motivasi kerja tinggi. Kepuasan kerja kepala unit kerja, dokter spesialis dan karyawan pada kategori kurang puas. Strategi peningkatan kinerja dengan pendekatan manajemen kinerja diperlukan guna memperbaiki kinerja kepala unit kerja dan karyawan sehingga tujuan kerja individu selaras dengan tujuan organisasi.

Kata kunci: peningkatan kinerja, rumah sakit