

INTISARI

Latar Belakang Masalah: RSIA Bunda Bahagia adalah RS tipe C dengan kapasitas 25 tempat tidur, mengalami pergantian pengelola manajemen yang awalnya berada langsung di bawah naungan Yayasan Kesehatan GKJW, namun sekarang merupakan kerja sama operasional (KSO) perorangan dan beroperasi secara mandiri. Berdasarkan data profil kesehatan Kota Malang tahun 2021, terdapat total 26 rumah sakit di Kota Malang dan 12 diantaranya merupakan rumah sakit ibu dan anak. Ketenagaan di RSIA Bunda Bahagia berjumlah 63 orang. Angka *turnover* pegawai mengalami peningkatan dan terdapat dugaan permasalahan terkait suasana kerja yang dapat mempengaruhi kepuasan kerja dari pegawai. Belum pernah dilakukan analisis mendalam terkait kepuasan kerja seluruh pegawai di RSIA Bunda Bahagia.

Tujuan: Mendeskripsikan determinan yang mempengaruhi kepuasan kerja pegawai di RSIA Bunda Bahagia.

Metode Penelitian: Jenis penelitian menggunakan studi kasus eksploratoris dengan desain kasus tunggal terpancang. Kasus yang diteliti adalah eksplorasi determinan yang mempengaruhi kepuasan kerja. Adapun jumlah populasi dalam penelitian ini 63 orang yang terdiri dari dokter, unit pelayanan medis, unit penunjang medis, serta keuangan dan umum. Instrumen penelitian menggunakan kuesioner dan wawancara mendalam untuk data primer dan studi dokumentasi untuk data sekunder.

Hasil: Determinan kepuasan kerja pegawai di RSIA Bunda Bahagia terdapat faktor intrinsik yang paling dominan dari pekerjaan itu sendiri dinilai puas oleh pegawai karena adanya pekerjaan yang bermakna dan pegawai merasa dibutuhkan akan keahlian dan keterampilannya, sedangkan promosi dinilai puas oleh pegawai karena adanya kebebasan yang diberikan oleh pihak manajemen rumah sakit bagi para pegawai di dalam membuat keputusan serta tanggung jawab. Faktor ekstrinsik yang paling dominan dari pengawasan dinilai tidak puas oleh pegawai karena evaluasi penilaian yang bersifat subjektif, dan gaji dinilai tidak puas karena ketidaktepatan waktu pemberian gaji dan bonus serta besaran gaji di bawah UMR yang diterima pegawai.

Kesimpulan: Determinan kepuasan kerja pegawai di RSIA Bunda Bahagia dari peranan pekerjaan itu sendiri dinilai puas karena pekerjaan yang bermakna dan adanya keahlian pegawai dibutuhkan oleh rumah sakit, peranan promosi dinilai cukup puas karena pegawai diberi kebebasan di dalam membuat keputusan dan tanggung jawabnya, peranan pengawasan dinilai tidak puas karena evaluasi penilaian yang bersifat subjektif dari pimpinan, peranan rekan kerja dinilai puas karena memiliki tim kerja yang solid serta hubungan yang baik dan akrab dengan sesama rekan kerja, peranan gaji dinilai tidak puas karena besaran gaji dan bonus lebih rendah dibandingkan yang diterima pegawai di rumah sakit lainnya dan ketidaktepatan waktu dari pemberian gaji dan bonus.

Kata Kunci: Kepuasan Kerja, Determinan Kepuasan Kerja, Rumah Sakit.

ABSTRACT

Background: RSIA Bunda Bahagia is a type C hospital with a capacity of 25 beds, experiencing a change in management which was originally under the auspices of the GKJW Health Foundation, but now it is an individual operational collaboration (KSO) and operates independently. Based on health profile data for Malang City in 2021, there are 26 hospitals in Malang City and 12 of them are mother and child hospitals. There are 63 staff in RSIA Bunda Bahagia. The employee turnover rate has increased and there are suspected problems related to the work atmosphere which can affect employee job satisfaction. There has never been an in-depth analysis regarding the job satisfaction of all employees at RSIA Bunda Bahagia.

Objective: To describe the determinants that influence employee job satisfaction at RSIA Bunda Bahagia.

Method: This type of research uses an exploratory case study with a single embedded case design. The case studied is an exploration of the determinants that affect job satisfaction. The total population in this study was 63 people consisting of doctors, medical service units, medical support units, as well as finance and the general public. The research instrument used questionnaires and in-depth interviews for primary data and documentation studies for secondary data.

Results: The determinant of employee job satisfaction at RSIA Bunda Bahagia is that the most dominant intrinsic factor is that the work itself is considered satisfied by employees because there is meaningful work and employees feel needed for their expertise and skills, while promotions are considered satisfied by employees because of the freedom given by management hospital for employees in making decisions and responsibilities. The most dominant extrinsic factor from supervision is considered dissatisfied by employees because the evaluation of evaluations is subjective, and salaries are considered dissatisfied because of the timing of the distribution of salaries and bonuses and the amount of salary received by employees below the Regional Minimum Wage (UMR).

Conclusion: The determinants of employee job satisfaction at RSIA Bunda Bahagia from the role of the work itself are considered satisfied because work is meaningful and the presence of employee expertise is needed by the hospital, the promotion role is considered quite satisfied because supervisors are given freedom in making decisions and responsibilities, the supervisory role is assessed as dissatisfied due to the subjective evaluation of the leadership, the role of co-workers is considered satisfied because they have a solid work team and good and close relationships with fellow co-workers, the role of salary is considered dissatisfied because the amount of salary and bonuses is lower than that received by employees at the hospital and the untimely distribution of salaries and bonuses.

Keywords: Job Satisfaction, Determinants of Job Satisfaction, Hospitals.