

## **ALTERNATIF SOLUSI MENINGKATKAN KEPUASAN KERJA PEGAWAI RSUD SAWAH BESAR**

**Dini Utami Ningrum<sup>1</sup>, Laksono Trisnantoro<sup>2</sup>, Hanevi Djasri<sup>3</sup>**

### **ABSTRAK**

**Latar belakang:** Survey yang dilakukan tahun 2016 di RSUD Sawah Besar tentang kepuasan kerja menunjukkan beberapa faktor penyebab ketidakpuasan antara lain Supervisi (69,14%), Lingkungan Kerja (67,58%), Pendidikan dan Pelatihan (68,63%) serta pada faktor kompensasi dan manfaat (65,50%). Perubahan peraturan gubernur baru tentang pedoman pemberian penghasilan bagi pegawai non pegawai negeri sipil pada SKPD Kesehatan memberikan dampak pada honor shift tenaga paramedis menurun hingga 6 kali lipat dan penghasilan yang diterima dokter spesialis menurun sekitar 24%. Kondisi fisik dan fasilitas rumah sakit juga menjadi bagian masalah yang harus diselesaikan oleh manajemen RSUD Sawah Besar.

**Tujuan:** Mengidentifikasi masalah dan harapan para pegawai terhadap faktor-faktor yang paling berpengaruh terhadap kepuasan kerja serta mencari alternatif solusi untuk meningkatkan kepuasan kerja pegawai RSUD Sawah Besar.

**Metode:** Penelitian studi kasus eksplanatoris menggunakan metode kualitatif. Teknik pengumpulan data menggunakan wawancara mendalam, Focus Group Discussion (FGD) dan observasi. Penelitian dilakukan di RSUD Sawah Besar pada bulan September 2017 sampai bulan Maret 2018. Sampel penelitian 31 informan dengan empat kelompok besar yaitu dokter, perawat, penunjang dan TU.

**Hasil:** Pada faktor supervisi ditemukan masalah kompetensi dan sikap supervisor, faktor kompensasi ditemukan masalah penilaian dan reward, faktor pendidikan dan pelatihan ditemukan masalah perencanaan dan keadilan, dan faktor lingkungan kerja ditemukan masalah fasilitas fisik dan hubungan antar rekan kerja. Beberapa alternatif solusi yang diberikan bagi RSUD Sawah Besar yaitu: memperkuat kompetensi dan fungsi supervisi, melakukan kajian kompensasi tidak langsung berdasarkan KPI, membuat perencanaan program pelatihan berdasarkan *training needs assessment*, melakukan perbaikan fasilitas gedung dan membuat SPO kegiatan dan pelayanan. Bagi dinas kesehatan untuk melakukan kegiatan supervisi, membuat regulasi tentang analisis jabatan supervisor di RS, penyusunan kebijakan, pedoman serta standar teknis e-kinerja, Membuat Standar Mutu Manajemen Rumah Sakit yang komprehensif mencakup *leadership*, merumuskan nilai dan kebijakan remunerasi dokter spesialis.

**Kesimpulan:** Supervisi, kompensasi, pendidikan dan pelatihan serta lingkungan kerja adalah beberapa faktor yang menjadi alternatif solusi untuk meningkatkan kepuasan kerja di RSUD Sawah Besar.

**Kata Kunci:** Alternatif Solusi, Supervisi, Kompensasi, Pendidikan dan Pelatihan, Lingkungan Kerja, Kepuasan Kerja

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## **ALTERNATIVE SOLUTION TO IMPROVE EMPLOYEE JOB SATISFACTION OF RSUD SAWAH BESAR**

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### **ABSTRACT**

**Background:** The job satisfaction survey in Sawah Besar General Hospital (2016) showed there were several factors causing dissatisfaction such as supervision (69.14%), working environment (67.58%), education and training (68.63%) also compensation and benefit factors (65.50%). The change of new governor's regulation on the guidance of income for non-civil servants in the Health's Regional Work Unit had an impact on the paramedic's shift of salaries dropped by 6-fold and the income received by specialists doctor decreased by about 24%. The physical condition and hospital facilities are also the problem that must be solved by the Sawah Besar General Hospital management.

**Objectives:** To identify the problems and the employees expectations to the most influential factors on job satisfaction and to find the alternative solutions to improve job employee satisfaction at Sawah Besar District Hospital.

**Methods:** This is explanatory case study research using qualitative methods. Data collection techniques are in-depth interviews, Focus Group Discussion (FGD) and observation. The study was conducted in Sawah Besar General Hospital in September 2017 until March 2018. The sample was 31 informants with four major groups namely doctors, nurses, medical support, and administration unit.

**Result:** In supervision factor found the problem of competence and supervisor attitude, compensation factor found the problem of appraisal and reward, education and training factor found the problem of planning and justice, and work environment factor found the problem of physical facility and relation between co-worker. Several alternative solutions provided for Sawah Besar General Hospital are: strengthening competence and supervision function, conducting indirect compensation study based on KPI, creating plan program based on training needs assessment, improving building facilities and creating SOP and services. For health offices: conducting supervisory activities, making regulations on the analysis of supervisor positions in hospitals, formulating the policy, guidelines and technical standards, formulating evaluation of performance-based institutions, formulating the value and remuneration policy of specialist doctors, D-type hospital equipment standard, and government employees job rotation.

**Conclusion:** Factors of supervision, compensation, education and training, and work environment are impact on dissatisfaction job employees at Sawah Besar General Hospital.

**Keywords:** Alternative Solutions, Supervision, Compensation, Education and Training, Work Environment, Job Satisfaction

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