

ABSTRAK

Latar Belakang: Remunerasi menjadi strategi penting untuk meningkatkan kompetensi layanan rumah sakit. Remunerasi bertujuan untuk memotivasi pegawai yang dapat dicapai jika sistem remunerasi dijalankan dengan adil. Tetapi kesenjangan antara perbandingan jumlah dokter dan rata-rata poin dengan tarif menyebabkan ketidakpuasan dokter terhadap sistem remunerasi.

Tujuan: Menganalisis tingkat kepuasan remunerasi dan mengukur faktor-faktor kepuasan remunerasi pada Dokter Spesialis Anak dan Dokter Spesialis Obstetri dan Ginekolog di RS ABC Jakarta, salah satu rumah sakit milik pemerintah. Selain itu untuk mendapatkan deskripsi tentang penerapan sistem remunerasi.

Metode: Penelitian metode studi kasus dengan data awal kuantitatif menggunakan Skala Motivasi Keadilan dan Skala Kepuasan Remunerasi. Wawancara digunakan untuk mendapatkan hasil analisis yang komprehensif dari responden yang berada di batas bawah dan batas atas hasil kuesioner. Wawancara juga melibatkan pihak manajemen RS ABC Jakarta.

Hasil dan Pembahasan: Responden berjumlah 44 yang terdiri dari 30 Dokter Spesialis Anak dan 14 Dokter Spesialis Obstetri dan Ginekolog, memperlihatkan ketidakpuasan pada sistem remunerasi (45,46%), netral (31,53%), dan puas (23%). Hasil tersebut dieksplorasi menggunakan wawancara dan penyebab ketidakpuasan dokter karena kesenjangan pencapaian Indeks Kinerja Individu (IKI), banyak tindakan yang tidak terdaftar dalam tarif, serta poin remunerasi tidak mempertimbangkan kompleksitas masing-masing pekerjaan. Sedangkan ketidakpuasan yang dirasakan oleh pihak manajemen disebabkan karena belum terukurnya indikator kualitas dalam sistem remunerasi.

Kesimpulan dan Saran: Ketidakpuasan pada sistem remunerasi di RS ABC disebabkan karena konsep pengembangan model sistem remunerasi yang ada di RS ABC belum berdasarkan teori keadilan remunerasi. Pada keadilan internal penting sekali untuk dilakukan analisis jabatan dan evaluasi jabatan sesuai dengan kompleksitas pekerjaan masing-masing Dokter Spesialis di RS ABC. Survey gaji juga penting dilakukan agar keadilan eksternal terpenuhi.

Kata kunci: Kepuasan Remunerasi, Dokter Spesialis, Keadilan

ABSTRACT

Background: Remuneration is an important strategy to improve the competence of hospital services. Remuneration aims to motivate employees which can be achieved if the remuneration system is implemented fairly, but the gap between the ratio of the number of doctors and the average points to rates causes' physician dissatisfaction toward the remuneration system.

Objective: Analyze satisfaction level and measure remuneration satisfaction factors on Pediatricians and Obstetrics and Gynecologists at ABC Hospital Jakarta, one of the government-owned hospitals.

Method: Case study methods with quantitative data using the Equity Motivation Scale and Remuneration Satisfaction Scale. Interviews were used to obtain comprehensive analysis results from respondents who were in the lower and upper limits of the questionnaire results. The interview also involved the management of ABC Hospital Jakarta.

Result and Discussion: 44 respondents consisting of 30 Pediatricians and 14 Obstetricians and Gynecologists, showed dissatisfaction with the remuneration system (45,46%), neutral (31,53%), and satisfied (23%). These results were explored using interviews and the causes of doctor dissatisfaction due to the gap in the achievement of the Individual Performance Index, lots of doctor examinations that were not listed in the rates, and remuneration points did not consider the complexity of each job. Meanwhile, the dissatisfaction felt by the management was due to the lack of measurement of quality indicators in the remuneration system.

Conclusion and Recommendation: The concept of developing a remuneration system model at ABC Hospital Jakarta is not based on the theory of remuneration justice, so this is the main factor that affect the satisfaction of remuneration felt by specialist-physician at ABC Hospital Jakarta. In internal justice, it is very important to carry out a job analysis and job evaluation in accordance with the complexity of the work of each Specialist-Physician at ABC Hospital Jakarta. It is also important to conduct a salary survey for external equity.

Key words: Remuneration Satisfaction, Specialist-Physician, Justice