

# Meningkatkan kepuasan kerja, komitmen afektif, dan kinerja karyawan Rumah Sakit XYZ melalui sistem reward dan program pengembangan karier = Increasing employee job satisfaction, affective commitment, and job performance in XYZ Hospital through reward system and career development programs

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## Abstrak

Tesis ini bertujuan menemukan penyebab utama yang mempengaruhi kinerja Rumah Sakit XYZ dan menyusun rancangan intervensi untuk mengatasinya. Penelitian ini menggunakan pendekatan kuantitatif dan kualitatif. Kepuasan kerja dan komitmen organisasi adalah variabel yang digunakan untuk mengidentifikasi penyebab utama kinerja yang kurang maksimal di RS XYZ dikarenakan dua variabel ini memiliki korelasi dengan kinerja individu secara signifikan menurut literatur. Wawancara dan kuesioner digunakan dalam pengumpulan data. Kepuasan kerja terdiri dari sembilan dimensi, yaitu gaji, promosi, supervisi, tunjangan/manfaat, penghargaan/pengakuan, prosedur, rekan kerja, pekerjaan itu sendiri, dan komunikasi. Selain itu, dimensi pengembangan ditambahkan sebagai dimensi kepuasan kerja. Dari tiga jenis komitmen organisasi, komitmen afektif dianggap yang paling penting dan berkorelasi dengan kinerja individu. Hasil penelitian menunjukkan bahwa dimensi kepuasan kerja yang memiliki skor rendah dan berkorelasi dengan komitmen afektif adalah contingent rewards dan development. Dengan demikian, kedua dimensi ini yang akan diintervensi melalui sistem reward dan program pengembangan karier, dengan tujuan untuk meningkatkan kepuasan kerja dan komitmen afektif organisasi yang mengarah pada peningkatan kinerja individu.

.....This thesis aims to find out the main causes which influence the performance of XYZ Hospital and to develop intervention programs to overcome them. This study used quantitative and qualitative method. Job satisfaction and organizational commitment were variables that were used to identify the main causes of low performance in XYZ Hospital. According to literature, those variables had significant correlations with job performance. Interviews and questionnaires were used for collecting data. Job satisfaction has nine dimensions; namely pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. In addition, development was added as another dimension for job satisfaction. Out of the three organizational commitment, affective commitment was considered to be the most important and had a correlation with job performance. Results showed that the dimensions of job satisfaction, namely contingent rewards and development, which had low scores and significant correlations with affective commitment, were considered. Those two variables were intervened through reward system and career development programs in order to increase employee job satisfaction and their affective commitment, which eventually will lead to increase their performance.