

# Analisis fungsi operasional manajemen sumber daya manusia sehubungan perubahan bentuk badan hukum Rumah Sakit Umum daerah Pasar Rebotahun 1996-2009 = Analysis of operational function on human resource management as impact of the legal entity changing at Rumah Sakit Umum Daerah Pasar Rebo 1996-2009

Ririen Razika Ramdhani, author

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## Abstrak

Perubahan kelembagaan atau bentuk badan hukum rumah sakit memberikan kewenangan mengelola sumber daya manusia, barang dan sarana termasuk persediaan, keuangan dan operasional yang merupakan upaya nyata kemandirian rumah sakit pemerintah dalam memberikan pelayanan yang prima kepada masyarakat, sehingga dapat meningkatkan daya saing, efisiensi, kinerja serta memiliki keunggulan kompetitif.

Penelitian ini bertujuan untuk mengetahui bagaimana fungsi operasional manajemen sumber daya manusia RSUD Pasar Rebo Jakarta sehubungan dengan perubahan bentuk badan hukumnya sejak tahun 1996 hingga 2009. Penelitian dimulai pada bulan Maret hingga Juni 2009, dilakukan dengan desain studi kualitatif yang bersifat deskriptif. Dalam analisisnya mencakup variabel perubahan organisasi yang terdiri dari bentuk badan hukum, visi-misi, tujuan utama, dan struktur organisasi, variabel status pegawai, serta variabel fungsi operasional manajemen sumber daya manusia yang terdiri dari rekrutmen dan seleksi pegawai, penilaian kinerja, pemberian kompensasi, serta pendidikan dan pelatihan. Teknik untuk memperolah data adalah wawancara mendalam dan kajian dokumen.

Hasil penelitian menunjukkan bahwa dengan perubahan bentuk badan hukum telah terjadi perubahan visi, misi dan tujuan ke arah peningkatan jangkauan dan kualitas pelayanan serta profesionalisme sumber daya manusia. Upaya peningkatan fungsi operasional manajemen sumber daya manusia telah dilakukan, namun masih perlu diperbaikan. Rekrutmen dan seleksi mengalami perubahan sistem dan instrumennya guna memperoleh pegawai RS yang berkualitas. Penilaian kinerja belum rampung dibuat. Pemberian kompensasi mengalami peningkatan guna menambah kesejahteraan pegawai. Remunerasi belum disahkan oleh pemerintah DKI Jakarta. Pendidikan dan pelatihan pegawai telah banyak dilakukan, namun saat ini mengalami hambatan pendanaan tugas belajar.

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The change of legal entity gives an authority to the hospital to manage all resources such as human resources, goods, and services include inventories, finance and operational hospital, that becomes a real effort to achieve independence as a public hospital in order to give the best health services to society and become the efficient hospital and can increase its competitiveness.

The research is done to know how operational function of the human resource management at RSUD Pasar Rebo adapt the change of its legal entity since 1996 until 2009. The research was started in March until June 2009, with descriptive, qualitative method. The research explored and analysed organizational changes variables, that included, vision, mission, organizational goals, organizational structure, employment,

operational function of human resource management, such as recruitment process, selection process, evaluation process, compensation program, training and education program. The research was done by indepth interviewing and literatures studying.

Result of the research provides information that the change of legal entity at RSUD Pasar Rebo makes changes to mission, vision, goals of the hospital, that increase their targets, professionalism of human resources and better services to society. Operational function of human resource has better changes, but still need more improvement. Recruitment and selection process have changed to better system and instrument, in order to get the best employees for hospital. Evaluation system has improved, but are not finish yet. Compensation system has increased employees welfare but the remuneration scheme has not been approved yet by The Government of Provinsi DKI Jakarta. Training and education program have improved and many employees can have chance to improve their skill and knowledge, but still have funding obstacle.