

## Gambaran sistem penilaian kinerja karyawan di Rumah Sakit Haji Jakarta tahun 2012 = Description of employee performance appraisal system in Haji Jakarta Hospital in 2012

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### Abstrak

Skripsi ini membahas tentang sistem penilaian kinerja karyawan di Rumah Sakit Haji Jakarta. Ada sembilan variabel yang diteliti yaitu penilai, karyawan yang dinilai, metode penilaian, instrumen penilaian, periode dan waktu penilaian, pelaksanaan penilaian, pengolahan hasil penilaian, tindak lanjut hasil penilaian dan hambatan dan kendala dalam penilaian. Penelitian ini adalah penelitian kualitatif dengan desain studi kasus. Pengumpulan data dalam penelitian ini menggunakan metode wawancara mendalam dan telaah dokumen. Penelitian ini dilaksanakan selama tiga bulan, yaitu Oktober sampai Desember 2012. Informan dari penelitian ini terdiri dari sembilan orang. Hasil penelitian menunjukkan bahwa sistem penilaian kinerja karyawan di Rumah Sakit Haji Jakarta belum berjalan secara optimal, bias dan subyektivitas dalam penilaian masih tinggi. Berdasarkan hasil penelitian tersebut, penulis menyarankan agar merevisi instrumen penilaian dengan menambah unsur penilaian yang lebih terukur dan standar yang jelas, dilakukan sosialisasi kepada penilai dan karyawan yang dinilai tentang penilaian kinerja, dalam memberikan penilaian juga bisa dilibatkan atasan, bawahan, dan rekan kerja, penilai dapat membuat catatan khusus setiap karyawan yang dinilai sebagai dasar dalam memberikan penilaian, dan mengoptimalkan pemanfaatan hasil penilaian dengan membuat program pengembangan karyawan sesuai dengan kebutuhan karyawan.

.....The focus of this study is about overview of the employee performance appraisal system in Haji Jakarta Hospital. There are nine variabeles studied, namely appraiser, employees who appraised, appraisal methods, appraisal instrument, time and appraisal period, appraising, processing of appraisal result, follow-up appraisal result, barriers and constraints in appraisal. This research was qualitative approach with a design case study. Data collection in this research used in-depth interviews and document review. This research was conducted in three months, October until December 2012. Informant of this research consists of nine persons. The results of this research showed that the employee performance appraisal system in Haji Jakarta Hospital not running optimally, bias and subjectivity in appraisal is still high. Based on these results, the author suggest to revising the appraisal instruments with adding the element of appraisal that is measurable and clearly defined standards, conducted socialization to the appraiser and employees who appraised about performance appraisal, in appraising could also be involved superiors, subordinates and peers, appraiser can make special note of any employees who is appraised as a basis for appraising, and optimizing the use of appraisal results by creating employee development programs according to the needs of the employees.