

Analisis pengambilan keputusan pemilihan kandidat pimpinan Rumah Sakit di lingkungan yayasan badan Rumah Sakit GKP tahun 2009 = Analysis on final decision to select the candidate for the Leader of the Hospital at Yayasan Badan Rumah Sakit (YBRS) GKP, 2009

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Abstrak

ABSTRAK

Era globalisasi menuntut rumah sakit untuk melakukan pelayanan prima. Pelayanan prima terlaksana jika lingkungan rumah sakit tersebut mempunyai budaya kerja tinggi. Setiap pimpinan rumah sakit bertanggung jawab dan memainkan peranan penting dalam menciptakan lingkungan kerja dengan budaya kerja tinggi. Pimpinan rumah sakit di lingkungan YBRS-GKP berakhir pada bulan Maret 2009. Proses pencarian kandidat pimpinan rumah sakit dengan metode rekrutmen dan seleksi, menghasilkan beberapa kandidat pimpinan rumah, tetapi metoda untuk pengambilan keputusan kandidat terpilih belum ada, sehingga analisis pengambilan keputusan pimpinan rumah sakit di lingkungan YBRS-GKP menarik untuk diteliti. Tujuan penelitian untuk mengetahui metode dan hasil dari rekrutmen, seleksi serta pengambilan keputusan kandidat pimpinan rumah sakit. Penelitian ini merupakan penelitian operational research dengan metode deskriptif analitik dan observasi-partisipatif. Penelitian ini menghasilkan metode rekrutmen pimpinan rumah sakit melalui proses prospecting theory of recruitment dan matching theory recruitment. Dari sumber rekrutmen internal dan eksternal dihasilkan 21 dan 2 kandidat. Dari saluran rekrutmen job offer dan job posting dihasilkan 10 dan 13 kandidat. Metode seleksi melalui sistem compensatory-approach dan sistem successive hurdle. Pengambilan keputusan mempertimbangkan hasil seleksi berdasarkan ranking penilaian presentasi manajer, asessor. Hasil assesment center dipakai jika sesuai dengan kebutuhan. Wawancara sebagai bagian dari proses seleksi hanya dilakukan terhadap calon kandidat terpilih. Test kesehatan tidak dilaksanakan. Dasar pengambilan keputusan yang ada dalam penelitian ini adalah : rasional, intuisi, pengalaman, wewenang, fakta dan model pengambilan keputusan yang ada adalah formalisasi. Pada penilaian presentasi teknik pengambilan keputusan yang dipakai adalah nominal group technique. Teknik ini menghasilkan nilai kandidat terbaik tanpa menimbulkan konflik, tetapi teknik ini tidak dilakukan pada proses pengambilan keputusan akhir. sehingga pada pengambilan keputusan akhir timbul konflik dalam pengambilan keputusan karena adanya perbedaan pendapat. Hasil penelitian menyarankan sebaiknya dalam keadaan konflik maka tehnik pengambilan keputusan yang dipakai sebaiknya menggunakan Metoda Delphi. Seluruh hasil seleksi disarankan untuk diarsipkan sebagai bahan pertimbangan

evaluasi penilaian kinerja.

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ABSTRACT

At this globalization era, a hospital should give their services excellently. An excellent service will be made as the hospital having a high working ethos. The hospital leader, in this case, is the one who take the responsibility and play an important role in managing and maintaining the working environment with its high working ethos. The leadership of the hospital at the YBRS-GKP is ended in March 2009 and a new leader supposes to be recruited. The candidate selection processes is using a recruit and select method, and has producing several candidates. However, there is still no method on making final decision for choosing the best hospital leader, a situation that interesting to analyze. Therefore, this study has a purpose in exploring the method on recruitment, selection, and decision making on choosing the candidate for the hospital leader of YBRS-GKP. The study is an operational research using a descriptive and participation-observational approach. The study produces a recruitment method through a process of prospecting theory of recruitment and matching theory recruitment. From the internal and external sources there are 21 and 2 candidates. From the channel of job offering and job posting, there are 10 and 13 candidates. The selection is using the compensatory-approach system and the successive hurdle system. Decision is made by considering the result of the selection based on the rank of presentation judgment from the managers and from assessors. The result from the assessment center is used if it reaches the criteria needed. An interview as a part of the selection process will be carried out toward candidate chosen, and there is no health examination to the candidates. The decision is made though, in this study, based on rationality, intuition, experience, authority, facts and decision making model of formalize. The judgment of presentation of decision making technique is using the nominal group technique. This technique is yielding the best candidate score without any conflict when it comes to decision. But, this technique is not proceeding in the process of final decision. Therefore, conflicts are emerging as there are some different opinions at the final decision. The study suggest that in order to prevent the conflict at the process, a decision technique would be better to use Delphi method, and all selection process is should be recorded as a consideration substance to evaluate the working performance.