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**Konsentrasi Administrasi Rumah Sakit**

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**ABSTRAK**

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**Analisis Efektivitas Sistem Penilaian Kinerja (*Performance Appraisal*) Perawat Poliklinik Rawat Jalan Rumah Sakit Telogorejo Semarang**

**xiii + 97 halaman + 4 tabel + 2 gambar + 12 lampiran**

Penilaian kinerja terhadap karyawan di RS Telogorejo Semarang dilakukan oleh manajer tiap unit setiap enam bulan sekali dengan menggunakan suatu daftar penilaian kinerja dengan parameter penilaian yang sudah ditetapkan oleh bagian HRD guna memenuhi tujuan penilaian kinerja RS Telogorejo yang mencakup perbaikan performa, penyesuaian kompensasi, pengambilan keputusan, peluang yang tidak diskriminatif, serta pemberian umpan balik. Namun dalam implementasinya, masih terdapat masalah dalam sistem penilaian kinerja, seperti adanya ketidakpuasan sejumlah karyawan yang merasa penilaian kurang objektif, padahal hasil penilaian kinerja sangat berpengaruh terhadap gaji dan bonus tahunan dan fungsi penilaian kinerja yang efektif seharusnya bisa memperbesar motivasi karyawan.

Berdasarkan hal tersebut, penulis ingin mengetahui efektivitas sistem penilaian kerja perawat poliklinik RS Telogorejo dengan mengadakan penelitian yang didasarkan pada teorikarakteristik sistem penilaian kinerja yang efektif oleh Caruth dan Humphreys. Jenis penelitian ini adalah kualitatif dengan menggunakan wawancara mendalam. Informan utama dalam penelitian ini adalah perawat poliklinik rawat jalan RS Telogorejo dan informan triangulasi adalah supervisor perawat dan direktur RS Telogorejo. Teknik analisis data dengan analisis isi, meliputi wawancara mendalam dengan informan diolah kemudian dilakukan analisis data.

Berdasarkan hasil pengolahan data, sistem penilaian kinerja perawat poli rawat jalan di RS Telogerojo baru mengandung enam karakter penilaian kinerja yang efektif menurut teori Caruth dan Humphreys, yakni: formalisasi, kesesuaian pekerjaan, standar dan pengukuran, validitas, komunikasi terbuka, kemudahan penggunaan. Unsur yang tidak ada adalah reliabilitas, penilai yang terlatih, dan prosedur peninjauan.

Kesimpulan dari penelitian ini menunjukkan bahwa sistem penilaian kinerja perawat poli belum efektif karena belum dapat mencapai tujuan penilaian kinerja rumah sakit secara optimal.

Kata kunci : Penilaian Kinerja, Perawat Poliklinik, Efektivitas, Objektif

Kepustakaan: 34 (1993-2014)

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**ABSTRACT**

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**Effectiveness Analysis of Performance Appraisal System of Nurses at Outpatient Polyclinic of Telogorejo Hospital in Semarang**

**xiii + 97 pages + 4 tables + 2 figures + 12 appendices**

Performance appraisal to employees at Telogorejo Hospital in Semarang was conducted by a manager of each unit every six months by using a list of performance appraisal with parameters of assessment that had been issued by HRD to fulfil objectives of performance appraisal at the hospital encompassed improvement of performance, adjustment of compensation, making a decision, indiscriminative opportunity, and providing feedback. In fact, there was any problem in a performance appraisal system like any dissatisfaction among employees that obtained unfair assessment results. The results of performance appraisal influenced salary, annually bonus and a function of effective performance appraisal that could motivate them.

The aim of this study was to figure out effectiveness of the performance appraisal system of nurses at polyclinic of Telogorejo Hospital based on a theory of system characteristics of effective performance appraisal by Caruth and Humphreys. This was a qualitative study by conducting indepth interview. Main informants were nurses at outpatient polyclinic of Telogorejo Hospital. Meanwhile, informants for triangulation purpose consisted of supervisor of nurse and director of the hospital. Data were analysed using a method of content analysis.

The results of this research showed that the performance appraisal system only consisted of six characters of effective performance appraisal according to Caruth and Humphreys namely formalisation, suitability of jobs, standard and measurement, validity, open communication, and easiness to use. In contrast, characters of realibility, trained assessor, and monitoring procedure were inavailable.

To sum up, the performance appraisal system of nurses at polyclinic had not been effective because it had not reached the objectives of hospital performance appraisal optimally.

Keywords : Performance Appraisal, Nurse At Polyclinic, Effectiveness,

Objective

Bibliography: 34 (1993-2014)