

ABSTRAK

EVALUASI STRATEGI MANAJEMEN SUMBER DAYA MANUSIA DALAM PENINGKATAN KINERJA PERAWAT DI RUMAH SAKIT UMUM UNIVERSITAS MUHAMMADIYAH CIREBON

Latar Belakang: Manajemen sumber daya manusia (SDM) memegang peranan penting dalam mendukung kualitas pelayanan keperawatan di rumah sakit. RSUD Universitas Muhammadiyah Cirebon (RSU UMC) telah menerapkan berbagai strategi manajemen SDM untuk meningkatkan kinerja perawat. Namun, dalam praktiknya masih dijumpai tantangan yang memengaruhi efektivitas pelaksanaannya, seperti ketidaksesuaian antara kebijakan dan implementasi di lapangan. **Metode:** Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus untuk menggambarkan realitas dan pengalaman perawat dalam pelaksanaan strategi SDM. Teknik pengumpulan data meliputi wawancara semi-terstruktur terhadap 24 informan (terdiri dari kepala bagian SDM, Kepala bidang Keperawatan, kepala ruang keperawatan, dan perawat pelaksana), observasi partisipatif terhadap praktik kerja perawat di unit rawat inap dan *Intensiv Care*, studi dokumentasi terhadap regulasi dan laporan SDM, serta penyebaran kuesioner kepada perawat dan kepala keperawatan untuk mengukur kepuasan terhadap sistem manajemen SDM. **Analisis Data:** Data dianalisis menggunakan model Miles dan Huberman melalui pendekatan tematik, dengan uji keabsahan data melalui triangulasi sumber dan metode. **Hasil:** Strategi SDM yang diterapkan mencakup proses rekrutmen, pelatihan, dan pemberian insentif serta kinerja perawat. Proses rekrutmen di RSUD UMC dinilai transparan dan sesuai prosedur, namun terkendala ketiadaan bank calon tenaga, penempatan yang belum selalu sesuai kebutuhan unit, dan pemerataan orientasi. Survei menunjukkan 2 (9,1%) sangat setuju, 7 (31,8%) setuju, dan 13 (59,1%) netral. Pelatihan terstruktur dengan target 50 jam/tahun dan dilakukan 2–3 kali, namun belum sepenuhnya relevan dengan kebutuhan unit. Hasil survei terkait pelatihan: 2 (9,1%) sangat setuju, 9 (40,9%) setuju, 10 (45,5%) netral, dan 1 (4,5%) tidak setuju. Supervisi dinilai lemah (1 sangat setuju, 5 setuju, 9 netral, 6 tidak setuju, 1 sangat tidak setuju) dan evaluasi kinerja belum disertai umpan balik. Sistem insentif dinilai sebagian perawat belum adil dan stabil, Survei menunjukkan hanya 1 (4,5%) sangat setuju dan 3 (13,6%) setuju terkait keadilan insentif, sementara 11 (50%) tidak setuju/sangat tidak setuju. Meski demikian, motivasi kerja masih tinggi (7 sangat setuju, 15 setuju), walaupun berisiko menurun akibat beban kerja berat dan ketidakseimbangan insentif. **Kesimpulan:** Strategi manajemen SDM di RSUD UMC secara umum sudah diterapkan, namun belum sepenuhnya efektif dalam meningkatkan kinerja dan kepuasan kerja perawat. Diperlukan perbaikan dalam bentuk pelatihan berbasis kebutuhan praktik, evaluasi kinerja berbasis kualitas, sistem insentif yang lebih adil, serta perencanaan distribusi staf yang lebih proporsional untuk menunjang mutu layanan keperawatan.

Kata kunci: Strategi SDM, Kinerja Perawat, Kepuasan Pasien, Pelayanan Keperawatan, Rumah Sakit

ABSTRACT

EVALUATION OF HUMAN RESOURCE MANAGEMENT STRATEGIES IN IMPROVING THE PERFORMANCE OF NURSES AT THE MUHAMMADIYAH UNIVERSITY GENERAL HOSPITAL IN CIREBON

Background: Human resource management plays an important role in supporting the quality of nursing services in hospitals. The Muhammadiyah University Hospital Cirebon (RSU UMC) has implemented various human resource management strategies to improve nurse performance. However, in practice, there are still challenges that affect the effectiveness of implementation, such as inconsistencies between policy and implementation in the field. **Method:** This study employs a qualitative approach with a case study design to describe the realities and experiences of nurses in implementing HR strategies. Data collection techniques include semi-structured interviews with 24 informants (comprising the HR department head, Nursing Department Head, ward nursing supervisors, and frontline nurses), participatory observation of nursing practices in inpatient units and intensive care units, documentation studies of HR regulations and reports, and the distribution of questionnaires to nurses and nursing heads to measure satisfaction with the HR management system. **Data Analysis:** Data were analyzed using the Miles and Huberman model through a thematic approach, with data validity tested through triangulation of sources and methods. **Results:** The HR strategy implemented covers the recruitment process, training, and incentives as well as nurse performance. The recruitment process at UMC Hospital is considered transparent and in accordance with procedures, but is hampered by the lack of a candidate pool, placements that are not always in line with unit needs, and uneven orientation. The survey showed that 2 (9.1%) strongly agreed, 7 (31.8%) agreed, and 13 (59.1%) were neutral. Structured training targets 50 hours per year and is conducted 2–3 times, but it is not yet fully aligned with unit needs. Survey results related to training: 2 (9.1%) strongly agree, 9 (40.9%) agree, 10 (45.5%) neutral, and 1 (4.5%) disagree. Supervision is considered weak (1 strongly agree, 5 agree, 9 neutral, 6 disagree, 1 strongly disagree), and performance evaluations are not accompanied by feedback. The incentive system is considered unfair and unstable by some nurses. The survey shows that only 1 (4.5%) strongly agree and 3 (13.6%) agree regarding the fairness of incentives, while 11 (50%) disagree/strongly disagree. Nevertheless, work motivation remains high (7 strongly agree, 15 agree), although it risks declining due to heavy workloads and incentive imbalances. **Conclusion:** Human resource management strategies at UMC General Hospital have generally been implemented, but they are not yet fully effective in improving the performance and job satisfaction of nurses. Improvements are needed in the form of practice-based training, quality-based performance evaluations, a more equitable incentive system, and more proportional staff distribution planning to support the quality of nursing services.

Keywords: Human Resource Strategy, Nurse Performance, Patient Satisfaction, Nursing Services, Hospital