

ANALISIS KOMPETENSI MANAJER RUMAH SAKIT
PKU MUHAMMADIYAH GAMPING
MANAGERIAL COMPETENCE ANALYSIS IN PKU
MUHAMMADIYAH HOSPITAL OF GAMPING
Ranggit Oktanita¹, Susanto², Qurratul Aini³

- 1. Program Studi Manajemen Rumah Sakit Program Pasca Sarjana
Universitas Muhammadiyah Yogyakarta, Email:
oktanita.ranggit@gmail.com*
- 2. Dosen Program Studi Manajemen Rumah Sakit Program Pasca
Sarjana Universitas Muhammadiyah Yogyakarta, E-mail :
paksanto1@yahoo.com*
- 3. Dosen Program Studi Manajemen Rumah Sakit Program Pasca
Sarjana Universitas Muhammadiyah Yogyakarta, E-mail:
q.ainiumy@gmail.com*

ABSTRACT

Background: *The lack of the managers proportion who were trained about management skills, resulting in ineffective management system. In general, management capacity has been identified as concealed weakness in various fields of expertise of health managers. PKU Muhammadiyah Hospital of Gamping is a hospital that try to be independent management, it needs officials competent management and can retrieval strategic decision to advanced the hospital. Managers who lack understanding of authority and responsibility officials and lack of managerial evaluations still have management-related constraints in the process toward independence.*

Methods: *This study used a mixed method with the quantitative and qualitative approaches. The primary data obtained from questionnaires and interview to all levels of managers. The object of research was all of manager competence and leadership (the top-level, mid-level and lower level managers) at PKU Muhammadiyah Hospital of Gamping.*

Results and Discussion: *analysis questionnaire and in depth interview showed that the average competency of the top, middle, and low-level managers on financial management was 3.20; 3.40; 2.87. The average competency of the top, middle, and low-level*

managers on the human resources management was 4.00; 3.75; 4.25. The average competency of the top, middle, and low-level managers on quality management was 5.00; 2.67; 3.26. The average competency of the top, middle, and low-level managers on the equipment and drug management was 4.00; 3.00; 3.21. The average competency of the top, middle, and low-level managers on the information system management was 3.00; 2.75; 2.75. The average competency of the top, middle, and low-level managers on the leadership skills was 4.33, 3.46, 3.37. The managers competence of PKU Muhammadiyah Hospital of Gamping was currently at a competent, advanced and expert level. The competencies of almost all level managers still do not meet the needs of PKU Muhammadiyah Hospital of Gamping

Conclusion: *For the current time, structural arrangement of PKU Muhammadiyah Hospital of Gamping was still not perfect, it was still need to improve. There was still official structural managerial who served multiple positions, in the other hand there was some units in the hospital has not been formed, so that the workload of managers and existing units were heavier.*

Keywords: Managerial competence, hospital management.

INTISARI

Latar Belakang: Kurangnya jumlah manajer yang telah dilatih tentang keterampilan manajemen berakibat pada kurang efektifnya sistem manajemen. Secara umum, kompetensi manajemen telah diidentifikasi sebagai kelemahan tersembunyi di berbagai bidang keahlian manajer kesehatan (Hoang Long, 2010). Rumah sakit PKU Muhammadiyah Gamping, sebagai Rumah Sakit yang sedang berupaya mandiri secara manajemen memerlukan pejabat manajemen yang berkompeten dan dapat mengambil keputusan strategis yang dapat memajukan rumah sakit. Para manajer yang kurang memahami kewenangan dan tanggung jawab sebagai pejabat struktural dan kurangnya evaluasi manajerial masih terdapat kendala terkait manajemen dalam proses menuju kemandirian.

Metode: Penelitian ini menggunakan metode *mixed method* dengan pendekatan kuantitatif dan kualitatif. Data yang digunakan adalah data primer, diperoleh dari wawancara dan pemberian kuesioner kepada semua tingkatan manajer. Penelitian dilaksanakan pada bulan September 2016. Objek penelitian adalah kompetensi seluruh manajer (manajer tingkat puncak, tingkat menengah, dan tingkat bawah) di RS PKU Muhammadiyah Gamping.

Hasil dan Pembahasan: Analisis kuesioner dan *indepth interview*, rata-rata kompetensi manajer puncak, menengah dan bawah berturut-turut mengenai manajemen keuangan 3.20; 3.40; 2.87, manajemen SDI 4.00; 3.75; 4.25, manajemen mutu dan kualitas pelayanan 5.00; 2.67; 3.26, manajemen obat dan peralatan 4.00; 3.00; 3.21, manajemen SIM RS 3.00; 2.75; 2.75, dan keterampilan kepemimpinan 4.33, 3.46, 3.37. Kompetensi manajer RS PKU Muhammadiyah Gamping saat ini berada pada tingkat *competent, advance* hingga *expert*. Masih terlihat gap kompetensi, sebagian besar manajer bawah, tengah dan puncak masih belum memenuhi kebutuhan PKU.

Kesimpulan: Untuk saat ini susunan struktural Rumah Sakit PKU Muhammadiyah Gamping masih belum sempurna, masih terdapat pejabat struktural manajerial yang menjabat posisi ganda, Selain

itu masih terdapat unit yang belum terbentuk, sehingga beban kerja dari manajer dan unit itu yang ada menjadi lebih berat.

Kata Kunci: kompetensi manajerial; manajemen rumah sakit