

**EVALUASI PENERAPAN
SISTEM REKRUTMEN DAN SELEKSI KARYAWAN BARU
DI RUMAH SAKIT MUHAMMADIYAH LAMONGAN**

ABSTRAK

Latar Belakang Penelitian: Setiap regulasi yang ada pada sebuah organisasi yang telah disusun harus dilakukan evaluasi dan monitoring untuk mengetahui sejauh mana penerapan atau tingkat keberhasilannya sebagaimana prinsip dasar manajemen. Begitu pula dengan Pedoman Penerimaan Karyawan Baru (Rekrutmen dan seleksi) di RS Muhammadiyah Lamongan yang telah diterapkan bertahun-tahun, juga diperlukan adanya penilaian dan pengukuran hasil kegiatan sehingga diharapkan dapat dilakukan evaluasi dan perbaikan terhadap pedoman dan pelaksanaan kegiatan rekrutmen dan seleksi di RSML. Pedoman Penerimaan karyawan baru RSML yang telah ada sejak tahun 2001 tersebut belum dilengkapi dengan tinjauan literatur, belum ada Evaluasi Hasil Rekrutmen dan Seleksi, serta belum pernah dibandingkan dengan pedoman dan pelaksanaan di institusi pelayanan kesehatan yang lain.

Tujuan Penelitian: Mengevaluasi kesesuaian antara pedoman penerimaan karyawan RSML dengan teori rekrutmen dan seleksi secara umum, mengevaluasi hasil penerimaan pada tahun 2009 dalam hal *cost-benefit analysis*, *selection rate*, dan nilai dasar keberhasilan yang difokuskan pada *turn over* karyawan, membandingkan sistem dan hasil rekrutmen dan seleksi RS Muhammadiyah Lamongan dengan RS PKU Muhammadiyah Delanggu.

Metode Penelitian: Penelitian ini merupakan penelitian kualitatif menggunakan pendekatan deskriptif dokumentatif pada Rumah Sakit Muhammadiyah Lamongan dan dilakukan komparasi pada salah satu Rumah Sakit yang lain untuk dapat membandingkan *Cost-Benefit Analysis* (analisa biaya-manfaat), *selection rate* (nilai seleksi) dan nilai dasar keberhasilan (fokus *turn over*) karyawan di Rumah Sakit PKU Muhammadiyah Delanggu. Dengan demikian dalam penelitian ini menggunakan metode campuran berupa kualitatif, deskriptif dan komparatif. Obyek penelitian ini adalah Pedoman Penerimaan Karyawan dan laporan hasil rekrutmen dan seleksi, penempatan karyawan baru, dan karyawan hasil rekrutmen dan seleksi tahun 2009 yang akan diteliti *Cost-Benefit Analysis* (analisa biaya-manfaat), *selection rate* (nilai seleksi) dan nilai dasar keberhasilan (fokus *turn over*) karyawan, serta akan dikomparasikan dengan hasil rekrutmen dan seleksi karyawan baru di RS PKU Muhammadiyah Delanggu Klaten. Penelitian ini dilakukan di Rumah Sakit Muhammadiyah Lamongan Jawa Timur sebagai obyek utama dan di RS PKU Muhammadiyah Delanggu Jawa Tengah sebagai obyek pembanding.

Hasil dan Kesimpulan Penelitian: Hasil penelitian ini menunjukkan bahwa :

1. Pedoman rekrutmen dan seleksi RSML belum sesuai dan belum dapat memenuhi semua item tata cara dan tahapan standar rekrutmen dan seleksi yang ada dalam referensi umum. Analisa biaya dan manfaat (*cost-benefit analysis*) rekrutmen dan seleksi di RSML tahun 2009 **sangat tinggi**, per karyawan diterima membutuhkan biaya Rp. 1.186.153,- (satu juta seratus delapan puluh

enam ribu seratus limapuluh tiga rupiah) dan *benefit* yang diperoleh adalah loyalitas, militansi, kebaggaan dan *turn over* yang rendah, nilai seleksinya (selection rate) **sangat baik** yang dapat menghasilkan karyawan untuk dipekerjakan sebanyak 13,98%, nilai dasar keberhasilan (fokus pada *turn over*) karyawan **sangat rendah** sebesar 1,3%.

2. Studi Komparasi antara RSM Lamongan dengan RS PKU Muhammadiyah Delanggu menunjukkan :
 - a. Terdapat perbedaan yang cukup signifikan terhadap kelengkapan pedoman dan dokumen Rekrutmen dan seleksi antara RS Muhammadiyah Lamongan dan RS PKU Muhammadiyah Delanggu, terdapat kesamaan dari sebagian besar item dalam penerapan pedoman penerimaan antara RSM dengan RS PKU Muhammadiyah Delanggu.
 - b. Dalam Evaluasi Pelaksanaan Rekrutmen dan Seleksi yang terdiri dari Cost-Benefit Analysis (fokus pada biaya penerimaan), selection rate dan *turn over* terdapat perbedaan yang signifikan, dimana analisis biaya penerimaan di Rumah Sakit Muhammadiyah Lamongan Rp. 1.186.153,- dan di Rumah Sakit PKU Muhammadiyah Delanggu Rp. 665.455, Nilai seleksi (selection rate/SR) di RS Muhammadiyah Lamongan 13,98%, dan di RS PKU Muhammadiyah Delanggu 6,21%. Pencapaian target penerimaan di RS Muhammadiyah Lamongan 60,46% dan di RS PKU Muhammadiyah Delanggu 100%, Nilai Dasar Keberhasilan (*turn over*) di RS Muhammadiyah Lamongan 1,3%, dan di RS PKU Muhammadiyah Delanggu 3,53%.

Kata kunci : Evaluasi, Rekrutmen dan Seleksi, Analisa Biaya dan Manfaat, Nilai Seleksi, Nilai Dasar Keberhasilan Seleksi.

**THE EVALUATION OF
THE IMPLEMENTATION OF RECRUITMENT AND SELECTION SYSTEM
IN MUHAMMADIYAH HOSPITAL LAMONGAN**

ABSTRACT

Research Background: *Each regulation implemented in a hospital needs to be evaluated and monitored in order to know whether the implementation or the results in line with basic principles of management. The Guidelines of Employee Recruitment System in Muhammadiyah Hospital Lamongan has been implemented for years. It needs to be evaluate and measure in order that its evaluation and improvement can be done. The Guidelines of Employee Recruitment System in Muhammadiyah Hospital Lamongan exists since 2001, anyhow it has not been equipped with literature and not evaluated yet. Furthermore, the result of recruitment has not been compared with other guidelines of recruitment system belonging to the other health institutions.*

Research Objectives: *The research objectives is to measure the guidelines of recruitment system in Hospital of Muhammadiyah Lamongan to the genaral theories of selection recruitment, to evaluate the result of employee recruitment in 2009, stressed on cost – benefit analysis, selection rate dan basic success values, focusing on employee turn over, to compare the guideline of recruitment system in RSML to those of RS PKU Muhammadiyah Delanggu.*

Research Methodology : *It is a qualitative research, using descriptive and documentative approaches in Hospital of Muhammadiyah Lamongan, comparing to other hospitals, to compare Cost Benefit Analysis, selection rate and the turn over of the employees in Hospital of PKU Muhammadiyah Delanggu. In this case, the research uses a mixed methode, i.e. qualitative, descriptive and comparative methods. The object of the research is The Guidelines of Recruitment System, the report of the recruitment, and arraging job positions, and the recruited employees. Those will be examined for cost benefit analysis, selection rate, basic values of success and compared with the results of recruitments in Hospital of Muhammadiyah PKU Delanggu Klaten. The research is held in Hospital of Muhammadiyah Lamongan East Jawa as a main obejct and in Hospital of PKU Muhammadiyah Delanggu Middle Java as a comparative object.*

Results and Conclusions: *The results of this study indicate that:*

- 1. Guidelines for recruitment and selection in Hospital of Muhammadiyah Lamongan is not appropriate and cannot meet all of the items the procedures and standards of recruitment and selection phases present in the common reference. Analysis of the costs and benefits of the recruitment and selection of Muhammadiyah Lamongan Hospital in 2009 is very high, per employee acceptable cost Rp. 1,186,153, - (one million one hundred eighty-six thousand one hundred fifty three rupiah), the selection is very good rate which can result*

in employees to be employed as much as 13.98%, the baseline success of the selection (focus on turnover) employees is very low at 1,3%.

2. Comparison Study between Muhammadiyah Lamongan Hospital with PKU Muhammadiyah Delanggu Hospital shows the results:

a. There is a significant difference to the completeness guidelines and documents Recruitment and selection between the Muhammadiyah Lamongan Hospital and PKU Muhammadiyah Delanggu Hospital, there is a similarity of most items in the application guidelines for the recruitment and selection between Muhammadiyah Lamongan Hospital with PKU Muhammadiyah Delanggu Hospital.

b. There are significant differences in the Evaluation of Recruitment and Selection consisting of Cost-Benefit Analysis (the procurement costing focus), Selection Rate, and the baseline success of the selection (turnover). Cost Analysis at hospital of Muhammadiyah Lamongan Rp. 1,186,153, - and at hospital of PKU Muhammadiyah Delanggu is Rp. 665 455, the selection rate at Muhammadiyah Lamongan Hospital is 13.98%, and at PKU Muhammadiyah Delanggu Hospital is 6.21%, but in the achievement of revenue targets at the Hospital of Muhammadiyah Lamongan 60.46% and at PKU Muhammadiyah Delanggu Hospital 100 %, the baseline success of the selection (turnover) at the Hospital of Muhammadiyah Lamongan 1.3%, and at Hospital of PKU Muhammadiyah Delanggu 3.53%.

Key words: Evaluation, Recruitmen and Selection, Cost-Benefit Analysis, Selection Rate, the success of the basic values (Turn Over).