

# ANALISIS KOMPETENSI MANAJER DI RSIA ‘AISYIYAH KLATEN

## INTISARI

Manajer adalah orang yang berwenang dan bertanggung jawab membuat rencana, mengatur, memimpin, dan mengendalikan pelaksanaannya untuk mencapai sasaran tertentu. Kompetensi adalah kemampuan dan karakteristik yang dimiliki oleh seorang pegawai berupa pengetahuan, keterampilan, dan sikap perilaku yang diperlukan pada tugas jabatannya sehingga dapat melaksanakan tugasnya secara profesional, efektif dan efisien. Saat ini RSIA ‘Aisyiyah Klaten mempunyai beberapa kendala yang mengakibatkan lambatnya perkembangan RS dan hingga saat ini belum pernah melakukan akreditasi. Penelitian ini untuk mengetahui masalah dan tantangan manajerial yang sedang dihadapi, mengetahui kompetensi manajer terhadap keterampilan kepemimpinan, manajemen keuangan, manajemen SDM, manajemen obat dan peralatan, serta manajemen sistem informasi dan untuk mengetahui celah kompetensi apa yang perlu diperbaiki untuk menghadapi masalah dan tantangan tersebut.

Penelitian *mix method* dengan metode longitudinal. Analisis kualitatif lebih dominan dan analisis kuantitatif sebagai pendukung. Dilakukan di RSIA ‘Aisyiyah Klaten terhadap 21 orang yang terdiri dari manajer puncak, menengah dan bawah. Pengumpulan data dengan kuesioner, wawancara dan FGD (*focus group discussion*). FGD dilakukan terhadap 8 karyawan dengan bidang profesi yang berbeda-beda.

Hasil penelitian diketahui masalah yang sedang dihadapi RSIA ‘Aisyiyah Klaten saat ini. Rata-rata kompetensi manajer puncak, menengah dan bawah berturut-turut mengenai keterampilan kepemimpinan 3,12;3,10;2,67, manajemen keuangan 3,40;2,56;2,10, manajemen sumber daya manusia 3,37;2,65;2,17, manajemen mutu 3,17;2,57;2,33, manajemen obat dan peralatan 3,12;2,35;2,10, manajemen sistem informasi 3,37;2,80;2,50. Kompetensi manajer RSIA ‘Aisyiyah Klaten saat ini rata-rata belum cukup kompeten atau masih dasar, namun manajer puncak sudah ditingkatkan kompeten.

Masalah dan tantangan manajerial yang sedang dihadapi adalah mengenai ijin operasional gedung baru, perpindahan gedung RS, akreditasi RS, peningkatan kesejahteraan karyawan, dan perbaikan kuantitas dan kualitas SDM. Kompetensi manajer saat ini rata-rata belum cukup kompeten atau tingkat dasar. Celah kompetensi perlu diperbaiki untuk menghadapi masalah dan tantangan terutama mengenai manajemen mutu dan keterampilan kepemimpinan.

Kata kunci: kompetensi, keterampilan, manajer, rumah sakit

## **THE ANALYSIS OF MANAGER COMPETENCIES IN RSIA 'AISYIYAH KLATEN**

### **ABSTRACT**

*A manager is someone who is in charge of and responsible for making plans, managing, leading, and handling the implementation of the plans to achieve a particular target. A competency is an ability and characteristics owned by an employee which is in form of knowledge, skills, and attitudes required in his position so that he can do his duties professionally, effectively, and efficiently. Nowadays, RSIA 'Aisyiyah Klaten has some obstacles resulting in the slow development of the hospital and it has not done any accreditation processes. This study aimed at investigating the problems and managerial challenges being faced, finding out the managerial competencies toward leadership skill, financial management, human resource management, equipment and drug management, as well as information system management, and finding out the competencies which need improving to face the problems and obstacles.*

*This study is a mix method study with longitudinal method. The qualitative analysis is the main analysis supported by the quantitative analysis. The research was conducted in RSIA 'Aisyiyah Klaten to 21 people consisting of top-level managers, middle-level managers, and low-level managers. The data were collected by using questionnaires, interview, and FGD (focused group discussion). The FGD was done to 8 employees with different professions.*

*The findings showed some problems faced by RSIA 'Aisyiyah Klaten. The average competency of the top, middle, and low-level managers on leadership skill was 3.12; 3.10; 2.67. The average competency of the top, middle, and low-level managers on the financial management was 3.40; 2.56; 2.10. The average competency of the top, middle, and low-level managers on the human resources management was 3.37; 2.65; 2.17. The average competency of the top, middle, and low-level managers on the quality management was 3.17; 2.57; 2.33. The average competency of the top, middle, and low-level managers on the equipment and drug management was 3.12; 2.35; 2.10. The average competency of the top, middle, and low-level managers on the information system management was 3.37; 2.80; 2.50. The results showed that currently the managers of RSIA 'Aisyiyah Klaten are incompetent or are in the basic level. However, the top-level managers are competent.*

*The problems and managerial challenges being faced by RSIA 'Aisyiyah Klaten are about the operational permission for the new building, the displacement of the hospital building, the accreditation of the hospital, the improvement of the employees' welfare, and the improvement on the quality and quantity of the human resources. The competency of the managers is incompetent or in the basic or low level. The competency gap must be fixed to face the problems and challenges particularly on the quality management and leadership skill.*

*Keywords: Competency, Skill, Manager, Hospital*