Improving Performance Employees of Poly Service Department Nahdatul Ulama Hospital Strategy (RSNU) Tuban

Hendra Suwardana[1]

[1] Industrial Engineering
Universitas PGRI Ronggolawe, Tuban
E-mail: suwardanahendra@gmail.com

ABSTRAK

Faktor penentu dalam meningkatkan kinerja pegawai dalam menghadapi persaingan adalah faktor sumber daya manusia. Semua organisasi jasa akan menghadapi khususnya di bidang jasa atau jasa. Begitu juga dengan RS Nadhlatul Ulama Tuban dalam mempertahankan eksistensinya di tengah persaingan pelayanan dengan rumah sakit lain terhadap masyarakat di Kabupaten Tuban. Cara yang paling tepat untuk menguji hasil kinerja adalah dengan melakukan riset. Tujuan penelitian ini adalah untuk memahami strategi manajemen sumber daya manusia dalam meningkatkan kinerja karyawannya. Hasil penelitian menunjukkan pengolahan data faktor-faktor yang dapat mempengaruhi kinerja pegawai. Ini disebut faktor individu, psikologi dan perusahaan. Nilai semangat di RSNU Tuban juga cukup berpengaruh terhadap strategi peningkatan kinerja pegawainya, karena segala bentuk tindakan yang dilakukan tidak terlepas dari nilai perjuangan organisasi yang dibentuk dan dihadirkan di tengah masyarakat. Hasil pengolahan data penelitian yaitu nilai IFAS (Internal Strategic Factors Analysis Summary) sebesar 3,45 dan nilai EFAS (External Strategic Factors Analysis Summary) sebesar 2,99. sehingga dapat disimpulkan bahwa strategi peningkatan kinerja pegawai melalui perbaikan pengelolaan sumber daya manusia dapat meningkatkan kinerja di RSNU dan berada pada kategori memuaskan.

Kata Kunci : *Kinerja, Sumber Daya Manusia dan RSNU*

ABSTRACT

The determinant factor in improving employee performance in the face of competition is the human resource factor. All service organizations will face particular in the service or service sector. Likewise with Nadhlatul Ulama Tuban Hospital in maintaining its existence amid service competition with other hospitals against the community in Tuban Regency. The most appropriate way to test the performance results is to do research. The purpose of this study is to understand human resource management strategies in improving the performance of its employees. The research results showed data processing of factors can affect employee performance. It called individual factors, psychology and company. The value of spirit in RSNU Tuban is also quite influential on the strategy of improving the performance of its employees, because all forms of action taken are not independent of the value of the organization's struggle established and presented amid the community. The results of processing research data are IFAS (Internal Strategic Factors Analysis Summary) value found 3.45 and EFAS (External Strategic Factors Analysis Summary)value found 2.99. so it can be concluded that employee performance improvement strategy through improved human resource management can improve performance in the RSNU and be in the category of satisfactory.

Keywords: *Performance, Human Resources and RSNU*

INTRODUCTION

A breakthrough development of quality human resources as a strength for the organization to survive at any moment follows the growth and development of human resource readiness, which is still like a calculation series. The speed of technological progress has implications for increasing the number and level of competition between business units/organizations that are

directly or indirectly related. All aspects of this condition experience mutual connectivity [1].

Human resource management (MSDM) is one of the areas of management in general which includes the basic aspects of planning (planning), organizing, implementation (actuating), and controlling (controlling). Meanwhile, the focus of the study is the problem of human labor arranged according to the order of its functions, to be effective and efficient in realizing the goals of the company, employees and society. Employees are planners, actors and always take an active role in company/business activities. In the context above, human resources are considered an elan vital role in achieving goals.

The various experiences of research results in the field of human resources (HR) are measurably and systematically categorized in the human resource management science [2]. Human resource management activity responsible to analysis planning activities, workforce planning, recruitment and selection, training and development, career planning, work achievement assessment until the accountability of compensation.

Development of human resources as an imperative necessity is the only way to address the dynamics of business rivalry in the present and the future. Experience shows that with the implementation of an introduction program that is very comperehensive even though not yet guaranteed, but the employees/employees can perform the task satisfactorily [3].

Human beings are a very important resource in the endeavors of an organization, institution, or government or private agency to achieve goals and successes. Human resources are interpreted as the entirety of people who exist in an institution that contributes to the running of the organization, so it requires full attention in its management in a good and sustainable manner. According to A. Yusmiar human resources can support the organization with work, talent, creativity, motivation and innovation [4].

The importance of this human resource needs to be realized by all levels of management. However, technology is today, but the human factor still plays an important role for the success of an organization. In fact, it showed that management is essence human resource management, or human resource management is synonymous with management itself [5].

High performance can be established by the awareness of company leaders in order to provide support to employees by actively providing briefings on the work done by employees. Employee performance can also be improved through increased compensation and work motivation. The goal of increasing compensation and motivation for employees can make the maximum spirit and rigor in work, focus, and discipline that are automatically correlated to improved company performance.

Discourse of the issue of human resources, can actually be seen from two aspects, namely quantity and quality. Quantity concerns the amount of labor required, while quality refers to the potential productivity capability produced [6].

Improvement of employee performance will be seen after the HR development policy itself. Company performance is the main direction success or failure of the organization's objectives that have been set together. Performance is the quality and quantity of the work of individuals and groups in a particular activity that results from natural abilities or abilities gained from the process and desire to excel [7].

Performance assessment can also be a way to help individuals manage their performance, and performance can be seen from the prespective objectives of each company. Performance is often linked to productivity levels indicating input and output ratios within the enterprise. In fact, it can be seen from a performance angle by putting emphasis on efficiency values attributed to the quality of output produced by employees based on some pre-set standards by the organization [8].

The low discipline of one's work will affect the compensation he gets. The intensity of employee attendance in work, then in line with the large amount of compensation obtained. In addition, a late employee will also result in the ineffectiveness of the time used to complete their work tasks [9].

Based on the results of research and research in the field (RSNU) there are still many employees who arrive late and lack communication among employees of one division, in addition there are still employees who do not arrive without permission.

METHODS

This study was conducted at Nadlatul Ulama Hospital (RSNU) Tuban in 2022 by conducting depth interviews and filling questionnaires as many as sixteen (16) employees from all service polies. How to obtain the required data through observation [10] is a method that summarizes the activities include:

1. Perform direct observation of the object of research in the field.
2. Retrieve research object data as needed, including employee hours data, company profile, organizational structure and others.
3. Interviewing HRD Hospital Nadlatul ulama tuban.

The results of the findings are continuously compiled and conducted analysis based on Strenght, Weakness, Oppurtunity, Threat (SWOT). SWOT analysis is one method of describing the condition and evaluating an issue based on external factors and internal factors of the company [11].

SWOT analysis is the systematic identification of various factors to formulate a company's strategy. Strategy planning methods are used to evaluate strengths, weaknesses, opportunities, and threats in a field of work to be generated (predictable). Those four factors are what make up the acronym SWOT. SWOT will describe from the Internal environment in the form of Strengths and Weaknesses, while from the external environment in the form of Opportunities and Threats facing the company [12].

Strengths are well-run organizational activities or controllable resources. Weaknesses (weaknesses) are activities of organizations that are not well run or resources needed by the organization but are not owned by the organization. Opportunities are positive external environmental factors. Threats are negative external environmental factors [13]

Table 1: Threats are negative external environmental factors

	Internal factor	Quality	Rating	Score
Undergraduate degree	Streinght Have fresh graduate human resources	0,3	4	1,2
Master Degree	Have an active and	0,35	4	1,4
	creative human resources			
Sub total power		**0,65**	**7**	**2,6**
W1	Weakness Less disciplined employees	0,2	2	0,4
W1	Lack of communication between employees	0,15	3	0,4
Sub total weakness		**0,35**	**5**	**0,8**
Total internal factors		**1,0**	**13**	**3,45**

Based on the above data showed the strength value (strength) is the highest value for the IFAS Matrix with the amount of 2.6 compared to the weakness factor (weakness) is 0.8, then the value that can be presented the policy basis is the strength value (strength).

Table 2: strength value (strength).

	Internal factor	Rating	Quality	Score
O1	Opportunity establish cooperation with many other companies	3	0,35	**1,05**
O2	to become the best private hospital in Tuban	4	0,2	1,8
O3	Has been accredited	3	0,15	1,45
Sub total chance		**11**	**0,7**	**2,3**
T1	Threat (Threat) Competition with other hospitals	2	0,1	0,2
T2	Evolving technology	2	0,2	0,4
Sub total threat		**5**	**0,3**	**0,6**
Total external factor		**16**	**1,0**	**2,99**

Based on the above data that the chance value (Oportunity) is the highest value for the EFAS Matrix is 2.3 compared to the threat factor (Threat) is 0.6 food that can be made the

basis of the policy is the opportunity value (Oportunity).

After obtaining IFAS and EFAS values, the IE Matric is obtained as.

TOTAL SKOR FAKTOR INTERNAL

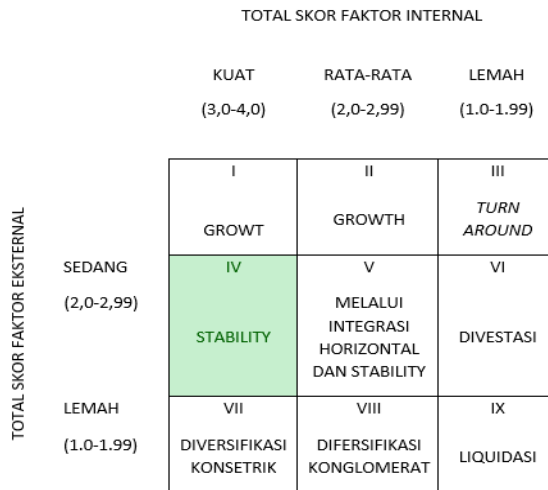|	KUAT (3,0-4,0)	RATA-RATA (2,0-2,99)	LEMAH (1.0-1.99)
SEDANG (2,0-2,99)	I GROWT	II GROWTH	III TURN AROUND
	IV STABILITY	V MELALUI INTEGRASI HORIZONTAL DAN STABILITY	VI DIVESTASI
LEMAH (1.0-1.99)	VII DIVERSIFIKASI KONSETRIK	VIII DIFERSIFIKASI KONGLOMERAT	IX LIQUIDASI

(TOTAL SKOR FAKTOR EKSTERNAL — vertical label)

Figure 1: IE Matric

Based on the analysis through IE matric it can be known that the results of RSNU Tuban human resource management analysis are in cell number IV namely Stability strategy is a strategy that is applied without changing the direction of the established strategy. Where this position explains that the document manual used by RSNU Tuban is stable by not changing anything in it and maintaining while improving the same strategy in a sustainable manner.

From the results of the IFAS analysis, strength and home factors have a total score of 3.34 which means that RSNU Tuban is at a strong point in its efforts to execute a strategy of harnessing strengths to overcome weaknesses.

From the results of the EFAS analysis, chance and threat factors have a total score of 2.99 which means RSNU Tuban is at a moderate point in its efforts to execute an opportunity utilization strategy and avoid threats.

Next, the total score of each factor can be detailed Strength 2.60 Weakness 0.80 Opportunity 2.3 and Treath 0.6, makadikekekekedthe total difference of SkorFactorStrenght and Weakness (+) 1.8. Medium the difference in total SkorFactorOpportunity and Treath (+) 1.7. Below is a picture of the Cartesius SWOT Analysis diagram:
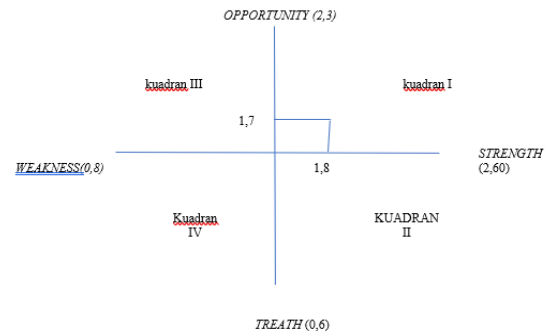

Figure 2: Cartesius SWOT Analysis diagram

From the above cartesisus diagram can be concluded that the position of the strategy used by MSDM RSNU is in quadrant I where the quadrant is in a favorable position, this strategy signifies a strong company and able to develop by taking the opportunity or opportunities that exist to achieve maximum turnover. although in reality there are still many employees who lack discipline work time, it would be better if employees are less desplin warning to get better in the future.

CONCLUSION

Based on analysis and research that has been done, it can be considered as follows: That human resource management strategy in finding manpower is by doing recruitment and prioritizing fresh graduates because mastering technology and information that continues to progress and develop and can cooperate with environmental connectivity around it. The results of the analysis of SWOT performance of employees of the poly section of RSNU Tuban have increased, this can be seen from the table matric IFAS and EFAS it is known that its IFAS value is 3.45 and its EFAS value is 2.99. Thus RSNU Tuban is in selke IV, Stability strategy is a strategy that is applied without changing the direction of the strategy that has been set. Where this position explains that the document manual used by RSNU Tuban is stable by not changing the conduciveness of work and maintaining while enhancing the same strategy on a sustainable basis.

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