

## **Analisis Pelaksanaan Sistem Pengembangan Jenjang Karir Perawat Klinis Berdasarkan Kompetensi Di RSUD UKI**

### **ABSTRAK**

Untuk menghadapi persaingan layanan kesehatan antar negara dan kemajuan teknologi, maka rumah sakit harus meningkatkan kualitas pelayanan termasuk diantaranya kualitas sumber daya manusia (SDM). Perawat merupakan salah satu sumber daya penting di rumah sakit dan juga salah satu kunci keberhasilan pelayanan di rumah sakit, hal ini dikarenakan perawat merupakan sumber daya terbanyak di rumah sakit dan yang berinteraksi lebih banyak dengan pasien. Perawat sebagai profesi yang sedang berkembang dituntut untuk terus meningkatkan profesionalisme melalui pendidikan yang terencana dan bertahap. Pemberian kesempatan pengembangan karir sangat penting dilakukan oleh rumah sakit. Penelitian ini bertujuan untuk menganalisis kesenjangan antara tingkat kepentingan dan pelaksanaan pengembangan karir di Rumah Sakit Umum Universitas Kristen Indonesia (RSU UKI) dilihat dari persepsi manajemen dan perawat pelaksana. Penelitian ini adalah penelitian mix method. Desain penelitian ini adalah penelitian komparatif asosiatif. Data diperoleh dengan melakukan penyebaran kuesioner pada bagian manajemen keperawatan dan perawat pelaksana serta wawancara mendalam dengan bagian SDM RS, kepala bidang keperawatan, komite keperawatan dan perawat pelaksana. Analisis data kuantitatif dengan menggunakan importance performance analisis sedangkan analisis kualitatif dengan menggunakan analisis deskriptif. Hasil penelitian menunjukkan rata-rata gap negatif (-0,09) antara tingkat kepentingan dan pelaksanaan yang dilihat dari persepsi manajemen dan perawat yang tergolong masih kecil nilai gapnya. Sedangkan hasil wawancara mendalam tentang harapan perawat dan manajemen tentang pelaksanaan sistem pengembangan jenjang karir perawat berdasarkan kompetensi menekankan bahwa harus ada pelatihan khusus untuk peningkatan profesionalitas yang adil dan merata. Selanjutnya penghargaan atau insentif yang diterima perawat harus sesuai dengan tingkat karirnya. Sistem pelaksanaan pengembangan karir di RSUD UKI harus lebih fokus kepada kompetensi fungsional yang memperhatikan kompetensi individual jangan hanya terfokus pada administrasi akreditasi. Kesimpulannya, kesenjangan antara tingkat kepentingan dan pelaksanaan di RSUD UKI pada persepsi manajemen dan perawat masih dianggap sesuai namun rumah sakit perlu mendukung dan memperlihatkan faktor-faktor yang dapat mempengaruhi kepuasan perawat. Hasil penelitian ini dapat dijadikan sebagai salah satu bahan referensi dan kajian pada bidang ilmu keperawatan, khususnya pada bidang manajemen keperawatan terkait dengan persepsi pengembangan karir dengan kualitas pelayanan rumah sakit. Penelitian ini dapat dijadikan sebagai bahan monitoring dan evaluasi gap dalam sistem pelaksanaan pengembangan jenjang karir perawat pelaksana berdasarkan kompetensi yang telah dijalankan di RSUD UKI dalam meningkatkan kualitas pelayanan rumah sakit UKI.

Kata Kunci : Pengembangan Karir, Kompetensi, Perawat Klinis

## Analysis of the Competency-Based Clinical Nurse Career Path Development System Implementation at UKI General Hospital

### Abstract

It is necessary to improve the quality of health services by hospitals, one of which is through the quality of human resources (HR) in it. This is an effort to face competition in health services between countries and technological advances. Nurses are one of important human resources in a hospital and are one of the keys to the successful implementation of services in the hospital. It is because nurses are the most resource in the hospital and have more interactions with patients. As a growing profession, nurses are required to continuously improve their professionalism through planned and gradual education. Providing opportunities in the form of career development is very important for the hospital to organize. The purpose of this study was to analyze the gap between the level of importance and implementation of career development at the Christian University of Indonesia General Hospital (RSU UKI) in terms of the management and nurse executives perceptions. This research is a quantitative and qualitative research. Data obtained by distributing questionnaires in the nursing management and clinical nurses as well as in-depth interviews with the HR department of the hospital, the head of the nursing department, the nursing committee and the executive nurse. Quantitative data analysis was carried out using importance performance analysis, while descriptive analysis was used for qualitative analysis. The results of the study found that the negative average gap (-0.09) between the level of importance and implementation in terms of management and nurse perceptions was low. From in-depth interviews about the expectations of nurses and management regarding the implementation of a competency-based nurse career path development system, it is known that they more emphasize the need for special training as an effort to increase professionalism that is fair and equitable. In addition, the rewards or incentives received by nurses should be in accordance with the their career level. The career development implementation system at RSU UKI should be able to focus more on functional competencies by paying attention to individual competencies rather than only focusing on accreditation administration. Based on the results of the study, it was concluded that the gap between the level of importance and implementation at the UKI Hospital judging from the management and nurses perception was still in the fair category. However, it is very necessary for the hospital to always support and determine the factors which may affect nurse satisfaction. The research result can be used as material for reference and the study in the field of nursing science, particularly in the field of nursing management related to perceptions of career development with the quality of hospital services. This research can be used as material for monitoring and evaluating gaps in the implementation system for developing career paths for nursing careers based on the competencies that have been implemented at the UKI Hospital in improving the service quality of UKI hospital.

*Keywords-* Career development, Competence, Clinical Nurse