ABSTRACT

ROLE OF THE APPLICATION OF CONTROL SERVICE PATIENTS IN HOSPITALITY INSTALLATIONS
BLOSTER THE PERFORMANCE OF FIRST PRIMA AT IMMANUEL HOSPITAL BANDUNG

A hospital is a nonprofit organization that differs clearly shaped by the organization aimed at for-profit company. The hospital is an institution of labor-intensive and capital-intensive activities are in great need of support funds. Hospitals absorb the largest health budget in comparison with other health programs. But even with this fact is not sufficient to fund the operational needs of the optimum.

The author conducted research in Immanuel. Located at 161 Kopo street in Bandung. The purpose of this study is to determine the role of application service management control systems in-patients in improving the plant performance hospitalization in Immanuel Bandung. Indicators are used to seeing the implementation of management control system inpatient services are structures and processes of management control systems. While the indicators used to assess the performance of inpatient installation is BOR, BTO, LOS and ToI.

The author obtained the data and dissemination of information through questionnaires, interviews and literature study. The method used in this research is descriptive method with approach of case studies. While statistical methods using Champion.

The results showed that in accordance with the provisions set forth by the authors, the authors propose a hypothesis: "the role of controlling the application of inpatient services to support inpatient installation performance" unacceptable. This means that the controlling role of inpatient services at Immanuel Hospital in Bandung was instrumental in supporting the installation of performance while the performance of inpatient care still must be improved.

Keywords: control, service, performance, hospitality installation.
ABSTRAK

PERANAN PENERAPAN PENGENDALIAN PELAYANAN PASIEN RAWAT INAP DALAM MENUNJANG KINERJA INSTALASI RAWAT INAP PRIMA I DI RUMAH SAKIT IMMANUEL BANDUNG

Rumah sakit merupakan organisasi nirlaba yang berbeda jelas dengan organisasi berbentuk perusahaan yang bertujuan mencari laba. Rumah sakit merupakan institusi padat karya dan padat modal yang dalam kegiatannya memerlukan dukungan dana yang besar. Rumah sakit menyerap anggaran kesehatan yang paling besar di bandingkan dengan program kesehatan lainnya. Tetapi meskipun dengan demikian kenyataannya dana tersebut belum mencukupi kebutuhan operasional yang optimal.

Penulis melakukan penelitian di Rumah Sakit Immanuel. Yang berlokasi di jalan Kopo 161 Bandung. Tujuan dari penelitian ini adalah untuk mengetahui peranan penerapan sistem pengendalian manajemen pelayanan pasien rawat inap dalam meningkatkan kinerja instalansi rawat inap di Rumah Sakit Immanuel Bandung. Indikator yang digunakan untuk melihat penerapan sistem pengendalian manajemen pelayanan pasien rawat inap adalah struktur dan proses sistem pengendalian manajemen. Sedangkan indikator yang digunakan untuk menilai kinerja instalasi rawat inap adalah BOR, BTO, LOS dan TOI.

Penulis memperoleh data dan informasi melalui penyebaran kuesioner, wawancara serta studi kepustakaan. Metode yang digunakan dalam penelitian ini adalah metode deskriptif dengan pendekatan studi kasus. Sedangkan metode statistiknya menggunakan metode champion.

Hasil penelitian menunjukan bahwa sesuai dengan ketentuan yang dikemukakan oleh penulis, maka hipotesis yang penulis ajukan yaitu: “Peranan penerapan pengendalian pelayanan pasien rawat inap dalam menunjang kinerja instalasi rawat inap” tidak dapat diterima. Hal ini berarti peranan pengendalian pelayanan pasien rawat inap pada Rumah Sakit Immanuel Bandung sangat berperan dalam menunjang kinerja instalasi rawat inap sedangkan kinerja masih harus lebih ditingkatkan lagi.

Kata-kata kunci: Pengendalian, pelayanan, kinerja, instalasi rawat inap.
## DAFTAR ISI

<table>
<thead>
<tr>
<th>Bab/Tabel</th>
<th>Halaman</th>
</tr>
</thead>
<tbody>
<tr>
<td>KATA PENGANTAR</td>
<td>iv</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>vii</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>viii</td>
</tr>
<tr>
<td>DAFTAR ISI</td>
<td>ix</td>
</tr>
<tr>
<td>DAFTAR GAMBAR</td>
<td>xiii</td>
</tr>
<tr>
<td>DAFTAR TABEL</td>
<td>xiv</td>
</tr>
<tr>
<td>DAFTAR LAMPIRAN</td>
<td>xvi</td>
</tr>
</tbody>
</table>

### BAB I PENDAHULUAN

1.1 Latar Belakang Penelitian ................................................................. 1  
1.2 Identifikasi Masalah ........................................................................ 4  
1.3 Manfaat dan Tujuan Penelitian ....................................................... 4  
1.4 Kegunaan Penelitian .......................................................................... 5  
1.5 Kerangka Pemikiran .......................................................................... 5  
1.6 Metode Penelitian ............................................................................. 10  
1.7 Lokasi dan Waktu Penelitian ............................................................. 11  

### BAB II TINJAUAN PUSTAKA

2.1 Konsep tentang Peranan ................................................................. 12  
2.2 Pengendalian .................................................................................... 13
2.2.1 Pengertian Pengendalian ................................................................. 13
2.2.2 Elemen-elemen Pengendalian ......................................................... 13
2.2.3 Jenis-jenis Pengendalian ................................................................. 15
2.2.4 Karakteristik Pengendalian ............................................................. 16
2.2.5 Proses Pengendalian ..................................................................... 18

2.3 Jasa ...................................................................................................... 19
2.3.1 Pengertian dan Konsep Jasa ......................................................... 19
2.3.2 Klasifikasi Jasa ............................................................................. 21
2.3.3 Karakteristik Jasa ......................................................................... 25

2.4 Organisasi Nirlaba ........................................................................... 27
2.4.1 Pengertian Organisasi Nirlaba ...................................................... 27
2.4.2 Karakteristik Organisasi Nirlaba ................................................... 28
2.4.3 Pengukuran Prestasi pada Organisasi Nirlaba ............................... 29

2.5 Tinjauan Umum atas Rumah Sakit ................................................... 29
2.5.1 Pengertian Rumah Sakit ............................................................... 29
2.5.2 Klasifikasi Rumah Sakit ............................................................... 30
2.5.3 Pentingnya Sistem Pengendalian Manajemen Bagi Rumah Sakit ... 32

2.6 Instalasi Rawat Inap ....................................................................... 33

2.7 Kinerja ............................................................................................... 33
2.7.1 Pengukuran Kinerja .................................................................... 33

2.8 Peranan Penerapan Sistem Pengendalian Manajemen Pelayanan Pasien

Rawat Inap dalam Meningkatkan Kinerja Instalasi Rawat Inap ............ 40
BAB III METODE PENELITIAN

3.1 Objek Penelitian ................................................................. 42

3.2 Metode Penelitian ............................................................... 43

3.2.1 Metode yang Digunakan ................................................... 43

3.2.2 Metode Pengumpulan Data................................................. 43

3.2.3 Penentuan Responden ....................................................... 44

3.2.4 Definisi Variabel ............................................................. 45

3.2.5 Operasionalisasi Variabel .................................................. 46

3.2.6 Skala Pengukuran ............................................................ 48

3.2.7 Analisis Data dan Pengujuan Hipotesis .............................. 49

BAB IV HASIL PENELITIAN DAN PEMBAHASAN

4.1 Sejarah Singkat Rumah Sakit Immanuel ............................... 52

4.2 Visi, Misi dan Tujuan Perusahaan ........................................ 52

4.2.1 Aktivitas Pelayanan Kesehatan Rumah Sakit Immanuel ....... 53

4.2.2 Struktur Organisasi dan Uraian Tugas ............................... 55

4.2.3 Instalasi Rawat Inap Prima I Rumah Sakit Immanuel ............ 61

4.3 Pelaksana Pengendalian .......................................................... 62

4.3.1 Penerapan Sistem Pengendalian Manajemen Pelayanan Pasien

   Rawat Inap .............................................................................. 63

4.3.1.1 Medis .............................................................................. 64

4.3.1.1.1 Dokter ........................................................................ 64

4.3.1.1.2 Perawat ........................................................................ 66

4.3.1.1.3 Penunjang Medis ......................................................... 68
4.3.1.2 Pelayanan Mutu ................................................................. 71
4.3.1.3 Manajemen................................................................. 75
4.3.1.3.1 Struktur Sistem Pengendalian Manajemen .......... 75
4.3.1.3.2 Proses Sistem Pengendalian Manajemen .......... 77
4.3.1.3.2.1 Penyusunan Program ........................................... 77
4.3.1.3.2.2 Penyusunan Anggaran ......................................... 80
4.3.1.3.2.3 Pelaksanaan dan Pengukuran ......................... 82
4.3.1.3.2.4 Pelaporan dan Analisis ......................................... 85
4.3.2 Kinerja Instalasi Rawat Inap .................................... 88
4.4 Analisis Pengujian Hipotesis ........................................ 89
4.4.1 Analisis Deskriptif ...................................................... 89
4.4.2 Analisis Statistik ......................................................... 90

BAB V KESIMPULAN DAN SARAN

5.1 Kesimpulan ................................................................. 93
5.2 Saran ................................................................. 97

DAFTAR PUSTAKA ................................................................. 98

LAMPIRAN ................................................................. 100
DAFTAR GAMBAR

Halaman

Gambar 2.1 Elemen-elemen Proses Pengendalian........................................14
Gambar 4.1 Struktur Organisasi Instalasi Rawat Inap Prima I ......................55
DAFTAR TABEL

<table>
<thead>
<tr>
<th>Tabel</th>
<th>Judul</th>
<th>Halaman</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Jenis-jenis Pengendalian</td>
<td>15</td>
</tr>
<tr>
<td>3.1</td>
<td>Variabel X, Indikator, Sub Indikator dan Skala Pengukuran</td>
<td>46</td>
</tr>
<tr>
<td>3.2</td>
<td>Variabel Y, Indikator, Sub Indikator dan Skala Pengukuran</td>
<td>48</td>
</tr>
<tr>
<td>4.1</td>
<td>Data Penyebaran Kuesioner</td>
<td>57</td>
</tr>
<tr>
<td>4.2</td>
<td>Hasil Kuesioner Indikator Dokter</td>
<td>64</td>
</tr>
<tr>
<td>4.3</td>
<td>Resume Kuesioner Indikator Dokter</td>
<td>66</td>
</tr>
<tr>
<td>4.4</td>
<td>Hasil Kuesioner Indikator Perawat</td>
<td>67</td>
</tr>
<tr>
<td>4.5</td>
<td>Resume Kuesioner Indikator Perawat</td>
<td>68</td>
</tr>
<tr>
<td>4.6</td>
<td>Hasil Kuesioner Indikator Penunjang Medis</td>
<td>69</td>
</tr>
<tr>
<td>4.7</td>
<td>Resume Kuesioner Indikator Penunjang Medis</td>
<td>70</td>
</tr>
<tr>
<td>4.8</td>
<td>Hasil Kuesioner Indikator Pelayanan Mutu</td>
<td>72</td>
</tr>
<tr>
<td>4.9</td>
<td>Resume Kuesioner Indikator Pelayanan Mutu</td>
<td>74</td>
</tr>
<tr>
<td>4.10</td>
<td>Hasil Kuesioner Indikator Struktur Sistem Pengendalian Manajemen</td>
<td>75</td>
</tr>
<tr>
<td>4.11</td>
<td>Resume Kuesioner Indikator Struktur Sistem Pengendalian Manajemen</td>
<td>77</td>
</tr>
<tr>
<td>4.12</td>
<td>Hasil Kuesioner Indikator Penyusunan Program</td>
<td>78</td>
</tr>
<tr>
<td>4.13</td>
<td>Resume Kuesioner Indikator Penyusunan Program</td>
<td>80</td>
</tr>
<tr>
<td>4.14</td>
<td>Hasil Kuesioner Indikator Penyusunan Anggaran</td>
<td>81</td>
</tr>
<tr>
<td>4.15</td>
<td>Resume Kuesioner Indikator Penyusunan Anggaran</td>
<td>82</td>
</tr>
<tr>
<td>4.16</td>
<td>Hasil Kuesioner Indikator Pelaksanaan dan Pengukuran</td>
<td>83</td>
</tr>
<tr>
<td>4.17</td>
<td>Resume Kuesioner Indikator Pelaksanaan dan Pengukuran</td>
<td>84</td>
</tr>
<tr>
<td>Tabel</td>
<td>Judul</td>
<td>Halaman</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>4.18</td>
<td>Hasil Kuesioner Indikator Pelaporan dan Analisis</td>
<td>85</td>
</tr>
<tr>
<td>4.19</td>
<td>Resume Kuesioner Indikator Pelaporan dan Analisis</td>
<td>87</td>
</tr>
<tr>
<td>Lampiran</td>
<td>Judul</td>
<td>Halaman</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Lampiran A</td>
<td>Tata Organisasi</td>
<td>101</td>
</tr>
<tr>
<td>Lampiran B</td>
<td>Struktur Organisasi</td>
<td>102</td>
</tr>
<tr>
<td>Lampiran C</td>
<td>Data Pelayanan Mutu Instalasi Rawat Inap Prima I Tahun 2009</td>
<td>103</td>
</tr>
<tr>
<td>Lampiran D</td>
<td>Kuesioner</td>
<td>104</td>
</tr>
<tr>
<td>Lampiran E</td>
<td>Tabulasi Jawaban Kuesioner</td>
<td>105</td>
</tr>
<tr>
<td>Lampiran F</td>
<td>Surat Izin Penelitian</td>
<td>106</td>
</tr>
<tr>
<td>Lampiran G</td>
<td>Berita Acara Bimbingan</td>
<td>107</td>
</tr>
</tbody>
</table>