

# The Overview of Employee Management in Medical Record Division toward Employee Performance at Bina Kasih Pekanbaru Hospital

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## Abstract

The management function of POACE (Planning, Organizing, Actuating, Controlling, and Evaluation) is a system which cannot be separated from hospital management. Therefore, the whole division or unit in hospital should apply the management function itself particularly in medical record division. However, the issue appears on this research is the employee of medical record at Bina Kasih Pekanbaru Hospital conduct a double job or extra work, so that, the employee of medical record cannot focused in carry out their duty and pileup of medical records file in assembling activities. This research aim to know about the employee management in medical records division toward employee performance at Bina Kasih Pekanbaru Hospital. This research employs qualitative method and analyzed the data by inductively. Data collected by observation and in-depth interview to seven informants. The result of this research found that the employee management in medical record division does not run as expected, in which the human resource planning has not been met optimally, the organizing still using duplicate work (double job), the implementation is not accordance with SOP, the controlling and evaluation has already quite well by conducting customer satisfaction survey. Suggestion, the management of Bina Kasih Pekanbaru Hospital should increase their number of employee in medical records division, conduct training and control and evaluate their performance continuously and sustainably.

*Keywords: Employee Management, Planning, Organizing, Actuating, Controlling and Evaluation.*

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## 1. Background

Health is a human right and one of the welfare elements that should be realized in accordance with the ideals of Indonesia nation as defined in the constitution of Indonesia Republic year 1945. Health development was organized based on humanitarian principles, balance, benefit, protection, respect for the right and obligations, justice, non-discrimanotary of gender and religious norms. Health development has aim to increase awaraness, willingness, and ability of healthy life for everyone to manifest the health of society as high as possible, as an investment for the development of human resource socially and economically [1].

Hospital is a complex health care institution, many specialist and capital intensive. This complexity arises because of hospital services related to various functions of service, education, and research and includes a variety of professional functions both in the technical field of medical and health administration [2].

The hospital has several units that play an important role in health care, one of which is medical record. According to the Regulation of Health Minister No. 269 / Menkes / Per /

III / 2008 about medical records has explained that medical records is the file containing the records and documents on identity, examination, treatment, action and other services that have been given to patients.

The purpose of conducting medical record in hospital is to achieve the success of discipline administrative in imporving of hospital service quality to the society. In this case, the hospital is responsible for protecting the data stored on medical record file to the possibility of loss information or falsification of data or used by unauthorized person, and must no be taken out from hospital unless for court order with the permission from hospital director.

Herlambang et al [3] defined the management is a process of planning, organizing, actuating and controlling the activities of organization members and the use of organization resource in order to achieve organization goal that has been set before. The processs of management consist of planning, organizing, actuating and controlling activities.

Human resource is the most important capital and asset of any human activity. Man as the absolute most important element, analyzed and developed in such a manner, time, energy, and ability of him actually can be used optimally for the organization and for the interests of individuals [4].

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The relationship between management and human resource is a process to achieve a goal of organization through cooperation with others. Its means show the utilization from data from others to achieve goals [4].

According to Putri [5], the management of medical record requires competence of human resource. The medical record employee or staffs at each hospital are the people who really able and competence in manage medical record file both physically and content of medical records file. Medical record is a vital department in managing, maintenance, service, until destruction of medical record file. The employee of medical record expected to be able to control the cycle of medical record of each patient in hospital.

The Bina Kasih Pekanbaru hospital is the hospital with category of class C. This hospital founded in 1986 with No. HK.07.06/III/1904/09. Medical record in this hospital has been existing since this hospital established although simple in the form of recording complaints, examination, and treatment of patient in the file. Furthermore, Medical Records has developed its role to follow the demands of the national hospital, especially since 2008, in the era of hospital accreditation begins. Currently in 2016, Medical Record has been developed accreditation standards refer to the 2012 version.

Based on the result from observation and interview in Bina Kasih Pekanbaru Hospital found that the total of human resource in medical record departemen is 4 person with different educational background, for detail information, as shown in Table 1.

Based on Table 1 and the result of pre-interview to the management of hospital has found that the total of employee medical record is 4 person, with the division of work are one person as the head of medical record department, two person work in morning shift and 1 person work in evening shift. In other side, the total average of outpatient that must be served per day in October until December 2014 as much 24

person. The limited number of medical record employee that exist in Bina Kasih Pekanbaru hospital have an impact on medical record employee to conduct double job/task on the assembling activities, filing, distribution, and more there is not clear in job description for each employee, so that, make the employee did not focus in work and make their work delayed, while the SOP for medical record employee has already provided.

Table 1  
Total Human Resource and Educational Background Year 2016

Position	Education	Work experience
Head of Medical Record Unit	D3 Communication	1 Mont
Medical record Staff	D3 Medical Record	1 Year
Medical Record Staff	D3 Medical Record	1 Years
Medical Record Staff	D3 Medical Record	1 Week
Total staff : 4 Person		

\*Source: Bina Kasih Pekanbaru Hospital 2016

Therefore, it necessary to improve the management in medical record departement in order to the management of medical record department must be better and the employee performance of medical record department should be increased, so that, the service quality of Bina kasih Pekanbaru hospital also increases.

## 2. Method

The method in this research employs Qualitative analysis method. The instrument was used in collected data are observation and indepth-interview to five informan (Table 2), while data analysis inductively. This research was conducted from maret until april 2016 at Bina Kasih Pekanbaru Hospital.

Table 2  
The Total Informan of Research

Informan Code	Position	Education Background	Work Experience
Informan 1	Service and Support Medical Manager	S1 Medical	1 Year
Informan 2	Head of Medical Record Unit	D3 Communication	1 Month
Informan 3	Medical Record Staff	D3 Medical Record	1 Year
Informan 4	Medical Record Staff	D3 Medical Record	1 Year
Informan 5	Medical Record Staff	D3 Medical Record	1 Week

## 3. Result and Discussion

### 3.1 Observation

Based on the observation result at Bina Kasih Pekanbaru Hospital can be concluded that there are several aspect in employee management which is not yet optimal such as the

proposal planning of Human Resource needs has no yet fulfilled optimally. In organizing aspect, the division of task is still using dual system because of lack human resource in Medical record unit. In actuating aspect is still not work based on SOP. In controlling aspect is still not conducted continously. In evaluation aspect is still not used the bachmark to evaluate the work result, for detail information we can look on the Table 3.

Table 3  
Observation Result

No	Aspect to be observed	Fulfilled	Unfulfilled
A	Planning		
	The aim to be achieved	✓	
	The type and total of human resource desired		✓
	There is job description of Human resource	✓	
	Proposed the need of Human resource		✓
	Efektive in selection of Human resource	✓	
	The priority of human resource educational background	✓	
B	Organizing		
	Good in teamwork	✓	
	Appropriate work placement (Job Description)		✓
	The Organizational Structure	✓	
C	Actuating		
	Doing the task based on SOP		✓
	Develop employee abilities and skill (provision on motivation and training)		✓
	Smooth communication among employee	✓	
	The Role of Leadership	✓	
	Ensuring the work environment condition in order to increase employee motivation and performance	✓	
D	Controlling		
	Observe the implementation of activities continuously		✓
	Conduct correction in case of irregulaties	✓	
E	Evaluation		
	Assessing the objective wether can be achieved or not	✓	
	Assessing in deviation, why and how should not to be repeated again	✓	
	Correction the devition that occurs because of its caused factors	✓	
	Measuring the result or achievement that have achieved by employee or organization		✓
	To compare between the result has been achieved with the benchmark has been determined previously	✓	

\*Source: Bina Kasih Pekanbaru Hospital 2016

*the number of existing human resources is still lack, however, their educational background recording is good enough" (Informant 3, 4, 5).*

### 3.2 Interview

#### 3.2.1 Planning

Based on the interview result found that the human resource planning in medical record unit at Bina Kasih Pekanbaru Hospital was conducted through internal meeting to determine the criteria and the number of medical record staff to be recruited. It can be seen from interview result as follow are:

*"Human Resource Planning of medical records was through a phase of internal meetings management (Directors, service and support medical Managers, Human Resources Manager, Head of medical records unit) for the amount of medical records Human Resource to be recruited (in accordance with the conditions of work in the field and adapted to considerations of efficiency and effectiveness of the hospital). Recruitment is conducted in stages; those are written test and interview. Specific criteria: medical records HRs with work experience and good appearance are preferred. The type and amount of the demanded human resources in the medical record unit are the responsible ones and in accordance with the needs of the hospital" (Informant 1).*

*"Human Resource's planning in medical records unit has not been optimal. Recruitment and orientation of new employees has been carried out well. For the Human Resources recruitment, there is no specific criterion. The type and amount of demanded medical record Human Resource are 1 person of head of medical record unit (office hour), 1 staff of filling / shift, 1 staff of assembling / shift, 1 staff of transfer / shift. The total of demanded Human Resource is 13 people. But the amount of available Human Resources curenly is only four people" (Informant 2).*

*"Human Resource Planning in medical records unit is not yet maximized because the demanded eLOYEE still has not been met, while*

#### 3.2.2 Organizing

Based on the interview result found that the organizing in medical record unit at Bina kasih Pekanbaru Hospital has work properly with the cooperation between employee. But, in division of task has still using dual system. This is because of the lack of human resource in medical record unit. It can be seen from interview result as follow are:

*"The cooperation among employee has run well, where each employee does their each job and whenever they find obstacles in their service they help each other to solve it, under the coordination of head medical record. Placement of employees has not been done optimally because the employee are still doing the job concurrently, but the employee was placed in accordance with the education and the ability of employee. The Human Resource with work experience and ability on better coordination, they will be placed as head of medical record" (Informant 1)*

*"Our collaboration among employees runs well. Placement of employees is in accordance with the majors but the implementation is still concurrent. The organizational structure has been established" (Informant 2).*

*"Our partnership among employees goes well. But the implementation is still done concurrently. The ability of human resources is quite good and organizational structure has been established" (informant 3, 4, 5).*

### 3.2.3 Actuating

Based on the interview result found that the actuating in medical record unit at Bina Kasih Pekanbaru Hospital has not yet conducted based on SOP. Seminar and training activities has not conducted optimally. But, the reward for employee performance has done properly and continuously. It can be seen from interview result as follow are:

*"Medical record employee with good performance will be nominated for the best monthly employees. If they are selected as the best employee, they will receive a monthly bonus. In-house training is given every month. Then, training and seminars from other agencies are in accordance with the procurement training to employee of Medical Records. Motivation is given during a briefing conducted every morning along with head of Medical Record and incentive for employee who are active in the Medical Record Hospital accreditation preparation is given per month" (Informant 1).*

*"Rewarding employee performance is carried out through granting of a charter and reward. Training is not specified to how many times a year but if it is held, it must always be followed, however, it is regarded to the policy or permission from the hospital. Giving motivation to employees is by giving direction. SOP in the medical records unit is already existent, but it needs to be renewal" (Informant 2).*

*"Implementation is not in accordance with the SOP. For seminars and training activities from outside institutions are still lack, in my opinion, but if we get permission from superiors, we would follow the seminar. We create a good cooperation through good communication" (Informant 3, 4, 5).*

### 3.2.4 Controlling

Based on the interview result found that the controlling which conducted by head of medical record unit has done properly, the inspection which conducted by Human Resource Manager has not yet conducted continuously, the observation which conducted by director of hospital has performance through an avaluation report of medical report activities which is reported in monthly and annually. It can be seen from the interview result as follow are:

*"The performance of human resources in the medical record of Pekanbaru Hospital still needs to be much improved (by training and studying), regarding that the most current Human Resource do not have previous work experience (fresh graduates). Medical Record Human Resource are discipline enough, comply the attendance (through the finger print system). Employees' permission and leave are obtained through permission and knowledge of head of Medical Record unit, service and support medical Managers and Human Resource Managers. The implementation of observations on Medical Record task: close-observation by head of medical record unit on each working day; visit/inspection by service and support medical Manager, Human Resources Manager, Director of the Hospital; observation through monthly and annual evaluation report on Medical Record. Medical Record employee at Bina Kasih Hospital is still less in terms of quantity and in terms of quality, they need improvement/development" (Informant 1).*

*"The performance and discipline of employees are good. To observe the implementation of activities in the medical record unit filling form on assessment of the medical records of all employees is carried out. While in terms of number of employees is not sufficient, it may need to be supplemented" (Informant 2).*

*"The atmosphere of work and discipline of employees in the medical record is good" (Informant 3, 4, 5)*

### 3.2.5 Evaluation

Based on the interview result found that the evaluation in medical record unit at Bina Kasih Pekanbaru Hospital has done properly through performance in daily briefing and annual meeting in order to solve of service problem. It can be seen from interview result as follow are:

*"The assessment is done referring to the value of customer satisfaction surveys (internal and external). Monthly evaluation meeting is carried out among management, Medical Record unit and other related units, and incidental meeting is carried out when problem is occurred in service. The cause of arisen problems is examined; the related units then discuss possible solutions. Then the solution is applied and re-evaluated. Meetings held are daily briefings and monthly evaluation meeting" (Informant 1).*

*"The assessment is conducted in the presence of a meeting with the higher authorities. The way to assess the deviation reason and how it won't be repeated is by meeting and giving directives to the concerned parties. The results of the activities that have been achieved have not been compared with the predetermined benchmark. Meetings are usually held monthly" (Informant 2).*

*"The assessment is conducted through monthly meetings and the monthly assessment form. Monthly meetings held, as I know, have never done a comparison between the achieved results with achieved activities set so far" (Informant 3, 4, 5).*

## 4. Discussion

### 4.1 Planing

Based on interview results, researchers assumed that the Human Resource of planning process undertaken in the medical record unit of Bina Kasih Hospital Pekanbaru had not been optimal where the nomination for Human Resource needs still unmet while the currently available human resources are less.

According to Suwatno et al [6], human resource planning is a process of strategy formation to determine the needs of both qualitative and quantitative of human resources based on certain stages.

In order for human resource need to be achieved, it is required to do an internal meeting of the hospital, attended by the director, service and support medical manager, Human Resources Manager, head of medical records unit and related parties to calculate the amount of human resources required of the workload, determine criteria, determine the type and form of recruitment test, and determine the requisite of recruitment.

### 4.2 Organizing

Based on interviews, the researchers assumed that the organizing system in Medical Record Unit of Bina Kasih Hospital Pekanbaru had been running quite well for the cooperation occurred among employees, but the division of tasks still using a dual system. It was because Human Resource at the medical records were less.

According to Rusby [7], organizing is a function of the preparation and establishment of an organization to design the structure and relationships among workers and the tasks to be done, including setting a division of duties, authorities and responsibilities.

In order for the organization run smoothly, it is necessary for job division and placement in accordance with the areas controlled by each staff in the medical record unit, since through appropriate job division and placement, besides simplifying the work, it will also facilitate the attainment of the objectives of the hospital.

#### 4.3 Actuating

From interviews, the researchers assumed that the actuating did not work well because most of the activities had not been implemented according to available SOP. Whereas for activities like seminars and training had not still been implemented to the maximum, but reward granting for good performance staff were still continued.

According to Alamsyah [8], the actuating function is a guidance process for staff to enable them to work optimally performing tasks according to their skills, and give support to these resources.

In order for medical record Human Resource would be directed and driven the need for the role of leadership as directing staff to conduct activities in accordance with standard planned operating procedures, to motivate staff by giving awards to officers who perform, collaborate and communicate well to all the staff and help staff to develop their ability to involve and engage staff in seminars and training.

#### 4.4 Controlling

From interviews, researchers assumed that the controlling was good enough where this activities were carried out by the head of Medical Records, visit/ inspection by sevice and support medical manager, Human Resources Manager, whereas it had not carried out continuously, and observations by the Director of Hospital performed through evaluation of medical records in monthly and annual reports.

Controlling is an observational process done continuously, the implementation of activities is in accordance with the prepared work plans and correction is established if deviation is occurred [8].

In order for the human resources in the medical record unit be better, then the monitoring should be carried out continuously to achieve the goal of an organization or a hospital. There are three types of supervision that can be done; preliminary control, concurrent control, and feedback control. An organization / hospital should have drafted a monitoring process, which is useful for planning a systematic and structured manner, so that the regulatory process run well in accordance with required or planned activities.

#### 4.5 Evaluating

From interviews, the researchers assumed that the implementation of the evaluation / assessment had been done well where the evaluation carried out through daily briefings and monthly meetings aimed to overcome any problems occurred in the service. However, comparing the achieved results with the previous benchmarks set was not yet implemented.

According to Azwar [9], evaluation is a process which is ordered and systematic in comparing the achieved results with benchmarks or criteria that have been established, then a conclusion and drafting at every stage of the implementation of the program are established.

The evaluation of employee performance in medical record unit should refer to the result of customer satisfaction survey (Internal and external). That is because of medical record activities are not directly related to patient care (document medical record), it is necessary the evaluation process which consist of three steps are measure the result and achievement that have been achieved by employee or organization, comparing between the result has been achieved with the benchmark has been determined previously, and correction the deviation that occurs because of its caused factors. Through the evaluation function, the success of program that has been created can be achieved.

### 5. Conclusion

The human resource planning in medical record unit at Bina Kasih Pekanbaru hospital has not yet optimally, where the proposal for the need of Human resource still yet unfulfilled by hospital, in other side, the available human resource currently are still lacking.

The organizing in medical record unit at Bina kasih Pekanbaru Hospital has work properly. But, in division of task has still using dual system. This is because of the lack of human resource in medical record unit.

The actuating in medical record unit at Bina Kasih pekanbaru Hospital has not ye conducted based on SOP. Seminar and training activities has not conducted optimally. But, the reward for employee performance has done properly and continously.

The controlling which conducted by head of medical record unit has done properly, the inspection which conducted by Human Resource Manager has not yet conducted continuously, the observation which conducted by director of hospital has performance through an avaluation report of medical report activities which is reported in monthly and annually.

The evaluation in medical record unit at Bina Kasih Pekanbaru Hospital has done properly through performance in daily briefing and annual meeting in order to solve of service problem. But, to compare between the results has been achieved with the benchmark has been determined previously is not yet implemented.

### 6. Suggestion

- a. It is expected that the planning process can be conducted by well if the proposal for human resource needs are fulfilled optimally. So, the organizational goal can be achieved.
- b. Place their employee with clear division of task among individual in order to avoid from using dual system, so that, the organizationa goal can be work properly because of addition in Human resource.
- c. It is expected that actuating function can be worked properly in order to increase employee performance, so that, the organizational goals can be achieved as planned.

- d. It is expected that the controlling can be conducted continuously as planned and conducting correction in case deviation.
- e. It is expected that the evaluation can be done properly through conducting regular meeting and compare the work result with hospital goals.

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