

## **ABSTRAK**

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**Dampak Pergantian Pemimpin terhadap Situasi Kerja Karyawan Dinas Kesehatan Kota Jayapura Provinsi Papua**

Otonomi daerah memberikan kewenangan penuh pada Bupati/Walikota mengatur semua potensi yang ada di daerah, termasuk Sumber Daya Manusia. Dalam periode 2010-2012, Dinas Kesehatan Kota Jayapura telah mengalami 6 kali pergantian Kepala Dinas. Pergantian tersebut berdampak pada situasi kerja staf/karyawan Dinas Kesehatan Kota Jayapura. Tujuan penelitian adalah menjelaskan dampak pergantian pemimpin Dinas Kesehatan terhadap situasi kerja.

Penelitian dilakukan dengan metode kualitatif. Informan utama meliputi pejabat eselon 3 (3orang) dan eselon 4 (3orang) serta staf administrative (2orang). Informan triangulasi yaitu Kepala Puskesmas (2orang), Kepala Gudang Farmasi (1orang), Koordinator LSM (2orang) dan Ketua Bappeda (1orang). Pengumpulan data dilakukan dengan wawancara mendalam. Analisis data dilakukan dengan *content analysis*.

Hasil penelitian menunjukkan bahwa staf/karyawan mempersepsikan pergantian pimpinan merupakan kewenangan Walikota berdasarkan pertimbangan tertentu termasuk pertimbangan politis. Pergantian pemimpin merupakan hal wajar karena bersifat *tour of duty*. Dampak yang ditimbulkan yaitu miskomunikasi berupa terganggunya komunikasi, koordinasi, perubahan kebijakan dan pengawasan. Koordinasi terganggu karena adanya keputusan yang seringkali berbeda, mekanisme pengawasan berubah, hubungan interpersonal cenderung bersikap saling curiga dan persaingan mengakibatkan motivasi kerja menurun yang terjadi di lingkungan Dinas Kesehatan. Namun demikian terdapat juga dampak positif yang ditemui berupa penyegaran suasana yang baru oleh karena Kepala Dinas yang baru.

Disimpulkan bahwa proses pergantian pemimpin lebih berdampak negatif terhadap situasi kerja berupa perubahan kebijakan, gangguan komunikasi, koordinasi serta penurunan motivasi kerja.

Kata kunci : Pergantian Pemimpin, Otonomi Daerah, Kepemimpinan, Situasi Kerja

Kepustakaan : 34 buku, 1985-2011

**ABSTRACT**

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**The Impact of Succession on Working Situation at Jayapura Health Office in Papua Province**

District autonomy status gave full authority for district/ city leader to manage all district/city potencies including human resource. In the period of 2010-2012, Jayapura city health office had six times of leader change. This change had impact to the work situation of Jayapura city health office workers. Objective of this study was to explain the impact of leader change in the health office toward work situation.

This study was done using qualitative method. Main informants were 3 people from the third echelon, 4 people from the fourth echelon, and 2 administrative staffs. Triangulation informants were 2 heads of primary healthcare centers (puskesmas), one head of pharmacy storage, 2 coordinators of non-government organization (LSM), and one Bappeda leader. Data collection was done through in-depth interview. Content analysis was applied in the data analysis.

Results of the study showed that workers considered the leader change as a district leader's authority that was based on certain considerations including political issue. Leader change was an ordinary event because it was a tour of duty. Impact of leader change was miscommunication such as communication disturbance, coordination, policy change, and supervision. Coordination disturbance occurred due to the existence of different decisions, change in the mechanism of supervision, non-conducive interpersonal relationship, and unhealthy competitive work atmosphere. Those situations caused reduction in the work motivation. However, a positive impact was found such as giving a fresh work atmosphere.

In conclusion, leader change process gave more negative impacts to the work situation such as change in policies, communication disturbance, communication disturbance, and work motivation reduction.

**Key words** : leader change, district autonomy, leadership, work situation

**Bibliography** : 34 books, 1985-2011