

ABSTRAK

Sepri Hariyadi

Analisis Proses Perubahan Budaya Organisasi di Badan Rumah Sakit Umum Tabanan Bali

xviii + 119 halaman + 4 tabel + 9 gambar + 20 lampiran

Badan Rumah Sakit Umum Tabanan Bali sejak tahun 2002 telah terjadi perubahan di berbagai aspek organisasi yang kemudian berdampak dan bermakna pada cara pemberian pelayanan selanjutnya meningkatkan jumlah kunjungan pasien dan kesejahteraan karyawan, yang secara keseluruhan mengubah citra rumah sakit. Tujuan penelitian ini menganalisis proses terjadinya perubahan budaya organisasi rumah sakit (asumsi dasar, tata nilai, norma, dan artefak) pada aspek struktur, teknologi, dan orang melalui tahapan-tahapan perubahan (*refreezing, freezing, unfreezing*).

Jenis penelitian observasional, kualitatif. Pengumpulan data dengan wawancara mendalam, pengumpulan dokumen, dan pengamatan langsung. Subjek penelitian terdiri dari informan utama 4 orang manajer (puncak dan menengah), informan triangulasi 3 orang tenaga fungsional (dokter dan perawat).

Hasil, pada awalnya organisasi BRSU ada perbedaan pada asumsi dasar, tata nilai, norma, dan artefak. BRSU berstatus UPTD, minim teknologi, terdapat kecurangan pendapatan disetiap bagian, kualitas SDM rendah. Keadaan ini memotivasi direktur (sebagai inisiator) untuk mengubah budaya organisasi rumah sakit. Pelaksanaannya dengan memberikan pemahaman, penyadaran kepada seluruh karyawan yang dituangkan pada Visi, Misi, Keyakinan Dasar, Nilai-nilai dasar, Norma, artefak dan motto. Kemudian perubahan yang terjadi pada: 1) struktur pada status RS UPTD menjadi RS LTD oleh bupati dan DPRD, mengikuti standarisasi akreditasi, ISO, Pelayanan piala citra. 2) Teknologi pada SIM RS, system komunikasi, melakukan KSO peralatan. 3) Orang dengan meningkatkan kualitas SDM. Dampak yang terjadi: 1) Peningkatan penghasilan rumah sakit pada tahun 1999 ke 2000 sangat fantastis dari 350-400 juta menjadi 1,6 milyar setahun, 2) Peningkatan penghasilan karyawan secara signifikan. Pengawasan: adanya auditor, kredensial, penyegaran budaya organisasi secara berkala. Dampak perubahan keseluruhan adalah meningkatnya kualitas pelayanan dan tanpa terganggunya kualitas pelayanan setelah terjadi dua kali penggantian pimpinan rumah sakit. Tipe budaya organisasi yang dianut saat ini di BRSU Tabanan adalah tipe budaya organisasi terbuka. Saran, perubahan pasti akan selalu terjadi diharapkan BRSU Tabanan dapat mengendalikan perubahan itu kearah lebih baik tanpa henti baik fisik maupun non fisik.

Kata kunci : Budaya organisasi, perubahan budaya
Daftar pustaka : 30

ABSTRACT

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Analysis of Process for Changing Organizational Culture at Tabanan Public Hospital in Bali

xviii + 119 pages + 4 tables + 9 figures + 20 enclosures

A Tabanan Public Hospital in Bali since 2002 has changed in various aspects of organization. It has a significant impact on methods of providing services, the increase of patient visit number and employees welfare. This research aimed to analyze the process of changing hospital organizational culture (basic assumptions, values, norms, and artefacts) on aspects of structure, technology, and people through the stages of change (refreezing, freezing, and unfreezing).

This was observational qualitative research. Data were collected using indepth interview, document collection, and direct observation. Main informants consisted of 4 managers (top and middle level) and informants for triangulation purpose consisted of 3 practitioners (physician and nurse).

The results of this research showed that initially, the hospital organization had differences in the basic assumptions, values, norms, and artefacts. Status of the hospital was Regional Unit for Technical Assistance (RUTA) and lack of technology. In addition, there was any corruption in each department and low quality of human resource. These situation motivated a hospital director (as an initiator) to change organizational culture at the hospital by improving employees' awareness through rearranging vision, mission, and basic assumptions, basic values, norms, artefacts, and motto. The results were as follows: 1) the change of the hospital status to be Regional Technical Institution approved by a regent and Regional Parliament, following accreditation standard, ISO, and image trophy services; 2) Technology in Hospital Management Information System, communication system, and KSO of equipment; 3) Improving quality of human resource. The results were as follows: 1) the increase of hospital income fantastically from 350-400 million in 1999 to 1.6 billion in 2000; 2) the increase of employees' income significantly. In terms of Monitoring, there was any auditor, credential, and refreshing organizational culture regularly. Overall, quality of services was very good even though there were any twice changes in a director position. Kind of organizational culture used at the hospital was open. As a suggestion, the hospital management needs to control the physical and non-physical changes continually in order to be better in the future.

Key Words : Organizational Culture, Change of Culture

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