ORGANISASI & MANAJEMEN

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TOPIK MATRIKULASI

1. Pengertian Dasar Organisasi & Manajemen (Kesehatan)
2. Fungsi Manajemen (Kesehatan)
3. Pengambilan Keputusan Manajerial
4. Sistem Kesehatan
5. Manajemen Sumber Daya Manusia
6. Manajemen Pembiayaan Kesehatan
7. Manajemen Logistik Kesehatan
Mengapa ORGANISASI & MANAJEMEN perlu dipelajari?
Motivate & Lead people and group

1. Satisfying individual need & values
   - Perception
   - Motivation
   - Negotiation
2. Providing direction
   - Leadership
   - Managership
3. Recognizing the nature of groups
   - Social structure of work group

In response to problems of personnel (commitment, absenteeism, turnover, apathy & conflict among professionals)

Operate the technical system

1. Determining the appropriate work design
2. Establishing communication & coordination mechanism
3. Controlling performance
   - Authority
   - Power
   - Influence

In response to problems of technical performance (productivity, efficiency, quality & customer satisfaction)

Renew the organization

1. Determining appropriate organization design
2. Acquiring resources & managing the environment
3. Managing change & innovation
4. Attaining Goals
   - Effective
   - Efficient

In response to problems of the environment (complexity & uncertainty, technology & social change, competitive force, multiple performance demand)

Chart the future

1. Managing strategically
2. Anticipating the future

In response to problems survival & growth (long-term survival, long-run performance & growth)
ORGANISASI & MANAJEMEN
(dasar-dasar & pengertian)
ORGANISATIONS

“ The framework of the management process”
“ Organizations are intricate human strategies designed to achieve certain objectives”
“ Organizations are systems of inter-dependend human being”
ORGANISASI

PENGERTIAN:
Sekumpulan orang-orang yang diarahkan utk mencapai tujuan spesifik

KARAKTERISTIK ORGANISASI:

a. Orang-orang
b. Tujuan
c. Struktur
ASAS-ASAS ORGANISASI

a. Struktur
b. Departemenisasi
c. Pencapaian tujuan
d. Kerjasama
e. Hierarki wewenang & tanggung jawab
f. Sentralisasi vs Desentralisasi
g. Pembagian kerja / Divisi
h. Kejelasan tugas
i. Span of control / Rentang Kendali
j. Effektivitas
k. Efisiensi
KEY ORGANIZATIONAL VARIABLES

1. Purpose & Goals
2. People
3. Tasks
4. Technology
5. Culture
6. External Environment
JENIS-JENIS ORGANISASI

1. Organisasi Lini / Garis
2. Organisasi Lini & Staff
3. Organisasi Fungsional
4. Organisasi Panitia / Tim Kerja
**TRADITIONAL ORGANIZATION**

a. Stable  
b. In-flexible  
c. Job-focused  
d. Work is defined by job position  
e. Individual oriented  
f. Permanent jobs  
g. Command oriented  
h. Manager always make decision  
i. Rule oriented  
j. Relatively homogeneous workforce  
k. Workdays defined as 9 to 5  
l. Hierarchical relationship  
m. Work organizational facility during specific hours

**NEW ORGANIZATION**

a. Dynamic  
b. Flexible  
c. Skills-focused  
d. Work is defined in terms of tasks to be done anywhere  
e. Team oriented  
f. Temporary jobs  
g. Involvement oriented  
h. Employees participate in decision making  
i. Customer oriented  
j. Diverse workforce  
k. Workdays have no time boundaries  
l. Lateral & Networked relationship  
m. Work anywhere, anytime
Why are organizations changing?
BUDAYA ORGANISASI

Adalah sistem kesamaan perilaku dan keyakinan-keyakinan tertentu dalam suatu organisasi yang dapat mempengaruhi bagaimana para anggota organisasi bertindak / bekerja

Meliputi :

a. sistem / pola tata nilai ( rules & taboos )
b. simbol-simbol
c. ritual
d. mitos
e. praktek
IMPLIKASI BUDAYA ORGANISASI

1. Budaya adalah PERSEPSI
   ( berdasarkan apa yang dilihat, didengar, dirasakan & pengalaman dalam organisasi )

2. Anggota organisasi cenderung menggambarkan budaya organisasi dalam terminologi yg sama
DIMENSIONS OF ORGANIZATIONAL CULTURE

Organizational Culture

- **Attention to Detail**: Degree to which employees are expected to exhibit precision, analysis and attention to detail
  - Low……..High

- **Innovation & Risk Taking**: Degree to which employees are encouraged to be innovative & to take risks
  - Low…………..High

- **Stability**: Degree to which organizational decisions and actions emphasize maintaining the status quo
  - Low……..High

- **Aggressiveness**: Degree to which employees are aggressive & competitive rather than cooperative
  - Low…………..High

- **Team Orientation**: Degree to which work is organized around teams rather than individuals
  - Low…………..High

- **Outcome Orientation**: Degree to which managers focus on results or outcomes rather than on how these outcomes are achieved
  - Low……..High

- **People Orientation**: Degree to which management decisions take into account the effects on people in the organizations
  - Low……..High
Strong cultures are cultures in which the key values are deeply held and widely shared - have a greater influence on employees than do weak cultures.
How Employees Learn Culture?

1. Organizational “stories”
2. Corporate “rituals”
3. Material “symbols” (get a “feel” for the material i.e. place, lay-out, facilities, dress, etc)
4. Language
ENVIRONMENT OF ORGANIZATION

a. INTERNAL - ENVIRONMENT

b. EXTERNAL - ENVIRONMENT
   - Specific Environment
   - General Environment
SPECIFIC - ENVIRONMENT

1. Customers
2. Suppliers
3. Competitors
4. Public Pressure Groups
GENERAL - ENVIRONMENT

1. Economic Conditions
2. Political / Legal Conditions
3. Socio-Cultural Conditions
4. Demographic Conditions
5. Technological
6. Global
How The Environment Affects Organization?

• Through the degree of **environmental uncertainty**, which is determined by two dimensions:
  a. The degree of changes
  b. The degree of complexity in an organization’s environment
“Management is a social process ... the process consists of ... planning, control, coordination & motivation” (Brech)

“To manage is to forecast and plan, to organize, to command, to coordinate and to control” (Fayol)

“Managing is an operational process initially best dissected by analysing the managerial functions... The five essentials managerial functions are: planning, organising, staffing, directing and leading, and controlling.” (Koontz & O’Donnell)
"Management as the process of coordinating work activities so that they are completed efficiently and effectively with and through other people" (Robbins)
MANAGEMENT

• Proses pengaturan berbagai sumberdaya organisasi untuk mencapai tujuan yang sudah ditentukan melalui pelaksanaan fungsi-fungsi tertentu.

• Sumberdaya organisasi: Man, Money, Material, Machines, Methods, & Market (6M)
EFFICIENCY:
“doing things right”

EFFECTIVENESS:
“doing the right things”
FUNGSI MANAJEMEN

Taylor : Planning, Organizing, Actuating, Controlling (POAC)
Fayol : Planning, Organising, Commanding, Coordinating, Controlling (POCCC)
Koontz & : Planning, Organising, Staffing, Directing, Leading, Controlling (POSDLC)
O’Donnell : Planning, Organising, Leading, Controlling (POLC)
Robbins : Planning, Organising, Leading, Controlling (POLC)
Depkes : P1 - P2 - P3
PERKEMBANGAN MANAJEMEN

1. **TEORI KLASIK**
   * Scientific Management
   * Orientasi pd struktur & aktivitas formal.
   * Efektivitas organisasi sangat ditentukan oleh kejelasan pembagian kerja, hirarki kewenangan yg tegas & rentang kendali
   * Pendekatan preskriptif, melihat bgm manager melaks fungsi kepemimpinan dlm organisasi
   * Tokoh : Henry Fayol, Taylor, Weber (teori birokrasi )
2. **TEORI HUMAN RELATION**  
* Aspek “human factor at work” dan “social relationship”  
* Perhatian pd issu-issu yg menyangkut motivasi, komunikasi interpersonal & gaya kepemimpinan.  
* Fokus pd “individual satisfaction”  
* Pemikiran fundamental pendekatan human relation dlm manajemen adalah bahwa “human needs” adalah faktor terpenting utk tercapainya efektivitas organisasi  
* Tokoh : Elton Mayo (“Hawthorne Studies”), McGregor, Likert, Herzberg, etc
PERKEMBANGAN MANAJEMEN

3. TEORI SISTEM & PENDEKATAN KONTINGENSI

* Memandang organisasi sbg suatu sistem yg kompleks, mencakup orang-orang, tugas & teknologi.

* Organisasi adalah bagian dari lingkungan yg lebih besar yg saling berinteraksi & dipengaruhi oleh faktor2 sosial lainnya (teknis & ekonomi)

* Organisasi sbg “sistem terbuka” dan “sistem tertutup” dengan lingkungannya
PERKEMBANGAN MANAJEMEN

4. PENDEKATAN MANAJEMEN MODERN

* Efektivitas organisasi dilihat pd kemampuan / fokus melihat issu-issu strategis
* Orientasi pd efektivitas & efisiensi organisasi
* Bagaimana mengembangkan visi & missi-missi strategis & implementasi dari nilai & budaya organisasional, a.l : memanage perubahan, mempromosikan TQM, pencapaian “organizational excelence”, pemberdayaan personal & hubungan dgn “stake-holder”
a. INTERPERSONAL ROLES
   * Figurhead
   * Leader
   * Liaison

b. INFORMATIONAL ROLES
   * Monitor
   * Disseminator
   * Spokesman

c. DECISIONAL ROLES
   * Entrepreneur
   * Disturbance handler
   * Resource allocator
   * Negotiator
MANAGEMENT - SKILLS

1. TECHNICAL - SKILLS
Knowledge of an proficiency in a certain specialized field

2. HUMAN - SKILLS
The ability to work well with other people both individually and in a group

3. CONCEPTUAL - SKILLS
The ability to think and to conceptualized about abstract and complex situations

(Henry Mintzberg)
Are affected by the extent of, and the relationship between:

a. The “core” of the jobs (the responsibilities of the job-holder which cannot be delegated) or the “demands” of jobs
b. The “constraints” of the jobs
c. The “choices” available to the job-holder by way of different work from another person
Relationship between Management and Organization

HOW?
KEY VARIABLES OF MANAGEMENT

a. People
b. Work & Structures
c. System & Procedures
d. The Goals of the Organization
e. The Technology Available
f. The Culture of the Organization
MANAGING IN DIFFERENT AND CHANGING SITUATIONS

• Management is not (and cannot be) based on simplistic principles
• Different and changing situations require managers to use different approaches & techniques
• Entrepreneurial skills
• Contingency - Perspective: An approach that says that organizations are different, face different situations (contingencies) and require different ways of managing
POPULAR CONTINGENCY VARIABLES

1. Organization Size
2. Routineness of Task Technology
3. Environmental Uncertainty
4. Individual Differences