

# Analisis perubahan budaya organisasi puskesmas cilincing setelah menjadi rumah sakit umum Cilincing = Analysis of organizational culture change health center of Cilincing after being general hospital of Cilincing

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## Abstrak

Perubahan budaya dalam organisasi merupakan upaya dalam menciptakan suatu budaya baru bagi organisasi untuk berubah menjadi lebih baik. Dalam organisasi pemerintah sektor publik di bidang pelayanan kesehatan yaitu Pusat Kesehatan Masyarakat (Puskesmas) dan ataupun Rumah Sakit Umum (RSU) dituntut untuk dapat memberikan pelayanan kesehatan yang baik kepada masyarakat. Dalam kondisi semakin meningkatnya kebutuhan masyarakat akan pelayanan kesehatan, maka organisasi pemerintah di bidang pelayanan kesehatan dituntut untuk melakukan perubahan budaya organisasi. Penelitian ini bertujuan untuk menganalisis perubahan budaya organisasi Puskesmas Cilincing setelah menjadi RSU Cilincing. Penelitian ini menggunakan pendekatan post positivis dengan metode pengumpulan data melalui wawancara mendalam.

Hasil penelitian menunjukkan bahwa perubahan budaya organisasi pada RSU Cilincing dari sisi proses telah dilakukan melalui perumusan dan penetapan perubahan budaya organisasi. Sedangkan dari sisi konteks telah dilaksanakan melalui sosialisasi budaya organisasi serta penanganan resistensi terhadap perubahan budaya organisasi. Namun dari sisi subjektif pada RSU Cilincing belum mengalami perubahan budaya organisasi karena kurangnya pemahaman pegawai terhadap pedoman tata nilai RSU Cilincing, serta bentuk sikap pegawai RSU Cilincing di dalam bekerja mengenai pelanggaran disiplin seperti datang terlambat yang belum mencerminkan budaya organisasi RSU Cilincing.

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The cultural change in the organization is an attempt to create a new culture for the organization to change for the better. In the public sector governmental organizations in the health care field, namely Community Health Center (Puskesmas) and or the General Hospital (RSU) are required to be able to provide good health services to the community. Under conditions of increasing health care needs of the community, then government organizations in the health care field is required to change the culture in the organization. This study aimed to analyze the changes in the organizational culture Health Center of Cilincing after being General Hospital of Cilincing. This study uses a post-positivist approach and the method of data collection through in-depth interviews.

The results showed that changing the organizational culture at RSU Cilincing of the process has been done through the formulation and determination of organizational culture change. In terms of context has been implemented through the socialization of organizational culture as well as the handling of the resistance to change organizational culture. But in terms of the subjective in RSU Cilincing has not undergone changes in organizational culture due to a lack of understanding of the guideline values employee RSU Cilincing as well as employee attitudes in the work of the disciplinary offenses like coming late for work has not yet reflect the organizational culture of RSU Cilincing.