

## Gambaran budaya organisasi di Bagian Bedah Sentral RSPAD Gatot Subroto tahun 2003

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### Abstrak

RSPAD GS adalah rumah sakit militer tingkat I yang menjadi pusat rujukan tertinggi dari RS TNI AD/ABRI, melayani pasien baik sebagai anggota ABRI, PNS ABRI beserta keluarganya, juga melayani para pejabat tinggi dan tertinggi, dan masyarakat umum. Salah satu fasilitas layanan yang penting adalah bedah sentral, selain keberadaannya sangat dibutuhkan, bila dikelola dengan baik, bedah sentral akan menjadi salah satu sumber penghasilan bagi rumah sakit yang bersangkutan. Rendahnya kinerja di Bagian Bedah Sentral RSPAD GS, akan berpengaruh terhadap kesempatan menambah penghasilan bagi RSPAD GS.

Untuk dapat mengoptimalkan peran bedah sentral dalam rangka meningkatkan pendapatan rumah sakit perlu dilakukan penelitian studi kasus dengan analisis kuantitatif dibantu dengan Competing values Framework.

Tujuan penelitian adalah untuk mengetahui budaya organisasi Bagian Bedah Sentral RSPAD GS kaitannya dengan kinerja Bagian Bedah Sentral RSPAD GS. Pengumpulan data dilakukan secara survei dengan bantuan kuesioner, besar sampel 89, dan semua populasi di Bagian Bedah Sentral dipilih sebagai responden. Data yang terkumpul dilakukan analisa dengan melihat kecenderungan budaya organisasi sekarang dan yang diinginkan.

Dati hasil penelitian budaya sekarang dan budaya yang diinginkan oleh kelompok manajemen di tingkat rumah sakit adalah budaya tipe klan, menurut kelompok manajemen di tingkat unit dan kelompok pengguna kamar bedah sentral, adalah budaya tipe hirarki.

Penelitian ini menyimpulkan bahwa kelompok manajemen di tingkat rumah sakit, kelompok manajemen di tingkat unit dan kelompok pengguna kamar bedah sentral di bagian bedah sentral RSPAD GS tidak memiliki persepsi yang sama terhadap budaya organisasi di bagian bedah sentral dan masing-masing kelompok tersebut mempunyai harapan budaya organisasi yang berbeda. Peneliti berasumsi bahwa perbedaan harapan tersebut yang selama ini menyebabkan rendahnya kinerja dibagian bedah sentral RSPAD GS.

Bagian bedah sentral di RSPAD GS apabila ingin meningkatkan kinerjanya sebaiknya menyamakan budaya diantara kelompok manajemen di tingkat rumah sakit, kelompok manajemen di tingkat unit dan kelompok medis pengguna kamar bedah agar sejalan dengan visi, misi, strategi dan budaya di bagian bedah sentral RSPAD GS.

<hr><i>Cultural View Of The Main Operating Theatre Of The Gatot Subroto Army Main Hospital RSPAD 2003RSPAD GS is a first class Military Hospital which has become the main referral hospital for other military hospital, providing services for members of the Indonesian Armed Forces (TNI), civilian personnel

of the armed forces as well as their families also for high ranking members of the military as well as that of the high and highest level of official and general public. One of the important services is the Main Operating Theatre. Its presence is extremely needed and if it is well managed, the Main Operating Theatre can become one of the main sources of revenue for the hospital.

The low performance of the Main Operating Theatre of RSPAD GS will have an impact on the opportunity to make extra revenue for RSPAD GS.

In order to maximize the role of the main Operating Theatre so as to raise revenue of the hospital, it is necessary to hold a survey as a case study by using the method of Quantitative analysis with the help of competing value framework.

The aim of the survey is to find out the Organizational Culture of the Main Operating Theatre of RSPAD GS and its connection with performance of the Main Operating Theatre of RSPAD GS. Search for data can be done in a curve' with the help of questionnaires, the amount of samples is 89, conducted to all the personnel at the Main Operating Theatre who will be selected as respondents.

The collected data can be analyzed by observing the current culture and the one desired by the Management Group at the hospital level there is the Clan Type of Culture, and according to the management group at the unit level and group using the Main Operating Theatre it is the Hierarchy type of culture.

The survey concluded that the Management at the hospital level, the management group at unit level and the group using the main operating theatre of the RSPAD GS do not have the same perception about the organizational culture of the main operating theatre and each group has its own different organizational cultural expectation.

The writer assume that these different organizational culture expectation is responsible for the low performance of the main operating theatre. The main operating theatre at RSPAD GS when it wishes to improve its performance should have similar cultural view between the management group at the hospital level, the management group at the unit level and the group using the main operating theatre so that they will have similar vision, mission, strategy and culture at the main operating theatre.</i>