

ABSTRAK

Latar belakang : Salah satu hal yang penting dalam sebuah organisasi adalah perubahan. Perubahan adalah proses yang berkelanjutan di setiap organisasi dengan harapan terjadi peningkatan kondisi yang lebih baik dari sebelumnya seperti peningkatan suatu efektifitas. Balai Besar Penelitian dan Pengembangan Tanaman Obat dan Obat Tradisional (B2P2TOOT) merupakan salah satu satuan kerja dibawah Badan Penelitian dan Pengembangan Kesehatan (Badan Litbangkes) mengalami perubahan organisasi sejak diterbitkannya Permenkes Nomor 26 Tahun 2022 tentang Organisasi dan Tata Kerja Rumah Sakit di Lingkungan Kemenkes, dimana pada Pasal 117 disebutkan bahwa dalam rangka efisiensi dan efektivitas pelayanan, dilakukan pengintegrasian tugas dan fungsi, sumber daya manusia, sarana dan prasarana serta anggaran terkait pelayanan kesehatan pada B2P2TOOT di Tawangmangu ke dalam RSUP Dr. Sardjito Yogyakarta. Ada ketidakefektifan dan ketidakefisienan yang terjadi di B2P2TOOT seperti pemanfaatan lahan kebun tanaman obat yang tidak optimal. Keberhasilan perubahan organisasi bisa dilihat dari kesiapan individu yang ada didalamnya. Dengan mengetahui persepsi para pegawai maka dapat diketahui sejauh mana kesiapan para pegawai menuju perubahan.

Tujuan : Mengeksplorasi persepsi pegawai B2P2TOOT terhadap perubahan organisasi

Metode : Desain penelitian adalah kualitatif eksploratif. Pengumpulan data yang telah dilakukan meliputi wawancara mendalam, *focus group discussion*, observasi serta dokumentasi. Data penelitian dilakukan analisis tema dengan bantuan *software opencode 4.03*

Hasil dan Pembahasan : Persepsi yang didapat dari pegawai berstatus ASN meliputi persepsi positif terhadap perubahan pengaturan kerja terutama persepsi terhadap perubahan dari *cost center* menjadi *revenue center* serta persepsi positif terhadap dukungan organisasi dan kesiapan individu. Sementara persepsi pegawai berstatus non ASN meliputi persepsi negatif terhadap perubahan pengaturan kerja serta persepsi positif terhadap dukungan organisasi dan kesiapan individu terhadap perubahan. Terjadi *gap* informasi berkaitan perubahan *cost center* menjadi *revenue center* antara pegawai ASN dengan pegawai non ASN. Persepsi negatif memiliki multi faktor, seperti faktor pendidikan, faktor sarana prasarana, faktor keluarga dan yang paling utama adalah faktor komunikasi.

Kesimpulan : Persepsi pegawai ASN terhadap perubahan organisasi adalah persepsi positif utamanya terhadap perubahan *cost center* menjadi *revenue center* dalam rangka efisiensi dan efektivitas organisasi. Sementara, persepsi pegawai non ASN terhadap perubahan organisasi dari *cost center* menjadi *revenue center* adalah persepsi negatif. Perlu kebijakan yang tepat untuk menindaklanjuti temuan persepsi negatif pada pegawai non ASN.

Kata kunci : Persepsi pegawai, perubahan organisasi, efisiensi, efektivitas

ABSTRACT

Background: The one of the important things in an organization is change. Change is a continuous process in every organization with the hope of improving conditions that are better than before such as increasing effectiveness. The Center for Research and Development of Medicinal Plants and Traditional Medicines (B2P2TOOT) is one of the work units under the Agency for Health Research and Development (Badan Litbangkes) has undergone organizational changes since the issuance of Permenkes Number 26 of 2022 concerning Organization and Work Procedures of Hospitals within the Ministry of Health, where in Article 117 it is stated that in the context of efficiency and effectiveness of services, tasks and functions, human resources, facilities and infrastructure and budgets related to health services at B2P2TOOT in Tawangmangu are integrated into Dr. Sardjito Hospital Yogyakarta. There are ineffectiveness and inefficiency that occur in B2P2TOOT such as the non-optimal utilization of medicinal plant garden land. The success of organizational change can be seen from the readiness of the individuals in it. By knowing the perceptions of employees, it can be seen how far the readiness of employees towards change

Objective: Exploring B2P2TOOT employees' perceptions of organizational change

Methods: The research design was exploratory qualitative. Data collection included in-depth interviews, focus group discussion, observation and documentation. The research data was subjected to theme analysis with the help of opencode 4.03 software.

Results and discussion: Perceptions obtained from ASN status employees include positive perceptions of changes in work arrangements, especially perceptions of changes from cost centers to revenue centers and positive perceptions of organizational support and individual readiness. While the perceptions of employees with non-ASN status include negative perceptions of changes in work arrangements and positive perceptions of organizational support and individual readiness for change. There is an information gap regarding the change from cost center to revenue center between ASN employees and non-ASN employees. Negative perceptions have multiple factors, such as educational factors, infrastructure factors, family factors and most importantly communication factors.

Conclusion: The perception of ASN employees towards organizational change is a positive perception, especially towards changes in cost centers to revenue centers in the context of organizational efficiency and effectiveness. Meanwhile, the perception of non-ASN employees towards organizational changes from cost centers to revenue centers is negative. Appropriate policies are needed to follow up on the findings of negative perceptions of non-ASN employees.

Keywords: Employee perceptions, change organization, efficiency, effectiveness