



UNIVERSITAS
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INTISARI

Budaya Organisasi, Disiplin Kerja dan Kinerja Pegawai RSUD Elia Waran

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Latar Belakang: RSUD Elia Waran merupakan rumah sakit yang masih berkembang

menghadapi berbagai tantangan dalam meningkatkan mutu pelayanan. Data rumah sakit menunjukkan tingkat ketidakhadiran pegawai masih mencapai 8–12% per bulan, terdapat pelanggaran standar prosedur operasional (SOP), serta sekitar 25% pegawai belum memenuhi target kinerja individu. Kondisi tersebut menunjukkan pentingnya memahami budaya organisasi dan disiplin kerja sebagai bagian dari upaya peningkatan kinerja pegawai.

Tujuan: Mendeskripsikan budaya organisasi, disiplin kerja, dan kinerja pegawai serta mengidentifikasi faktor-faktor yang memengaruhi ketiga aspek tersebut di RSUD Elia Waran.

Metode: Penelitian ini menggunakan pendekatan deskriptif kualitatif. Data diperoleh melalui wawancara mendalam terhadap informan kunci dari unsur manajemen dan tenaga kesehatan serta Focus Group Discussion (FGD) dengan perawat dan tenaga penunjang medis. Analisis data dilakukan secara tematik menggunakan triangulasi sumber dan metode untuk meningkatkan kredibilitas hasil penelitian.

Hasil: Budaya organisasi menunjukkan kekuatan pada dimensi keterlibatan, kemampuan beradaptasi, dan komitmen terhadap pelayanan, namun koordinasi lintas unit serta internalisasi visi dan misi organisasi masih perlu diperkuat. Disiplin kerja mengalami peningkatan melalui penerapan absensi elektronik dan pengawasan kepatuhan terhadap SOP, meskipun ketidakhadiran dan turnover pegawai masih menjadi kendala. Kinerja pegawai menunjukkan komitmen tinggi terhadap keselamatan pasien, tetapi pencapaian target individu, dokumentasi pelayanan, dan ketersediaan sumber daya masih memerlukan perbaikan.

Kesimpulan: Peningkatan kinerja pegawai memerlukan penguatan budaya organisasi, penegakan disiplin kerja yang konsisten, koordinasi lintas unit, pengembangan sumber daya manusia, retensi pegawai, serta digitalisasi pelayanan untuk mendukung peningkatan mutu pelayanan rumah sakit.

Kata kunci: budaya organisasi, disiplin kerja, kinerja pegawai, rumah sakit, penelitian kualitatif.

ABSTRACT



Background: Budaya Organisasi, Disiplin Kerja dan Kinerja Pegawai RSUD Elia Waran

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challenges in improving service quality. Hospital records indicate employee absenteeism rates of

8-12% per month, several violations of Standard Operating Procedures (SOPs), and approximately

25% of employees failing to achieve their individual performance targets. These conditions highlight the importance of understanding organizational culture and work discipline as essential components for improving employee performance.

Objective: To describe organizational culture, work discipline, and employee performance, and to identify factors influencing these aspects at RSUD Elia Waran.

Methods: This study employed a descriptive qualitative design. Data were collected through in-depth interviews with key informants representing hospital management and healthcare professionals, complemented by Focus Group Discussions (FGDs) involving nurses and supporting medical staff. Data were analyzed using thematic analysis with source and method triangulation to enhance the credibility of the findings.

Results: Organizational culture demonstrated strengths in employee involvement, adaptability, and commitment to service quality. However, cross-unit coordination and internalization of the hospital's vision and mission remained suboptimal. Work discipline improved following the implementation of an electronic attendance system and stricter monitoring of SOP compliance, although absenteeism and employee turnover continued to present challenges. Employee performance reflected a strong commitment to patient safety and service delivery, but achievement of individual performance targets, documentation quality, and resource availability still required improvement.

Conclusion: Improving employee performance requires strengthening organizational culture, consistently enforcing work discipline, enhancing cross-unit coordination, developing human resources, improving employee retention, and accelerating service digitalization to support continuous quality improvement in hospital services.

Keywords: organizational culture, work discipline, employee performance, hospital, qualitative research.