

ABSTRAK

Latar belakang: Budaya organisasi di rumah sakit diartikan sebagai pedoman sistem nilai untuk mengendalikan perilaku anggota organisasi yang ada di rumah sakit dalam berinteraksi. Budaya organisasi perlu diatur dan dikomunikasikan pada setiap anggota organisasi. Komitmen menyeluruh dalam organisasi di rumah sakit berperan penting pada perilaku tenaga kesehatan ketika bekerja. RSU Santo Antonius merupakan rumah sakit swasta type B terbesar di Kota Pontianak, yang terakreditasi paripurna dengan budaya pelayanan Ramah, Senyum, Sopan, dan Antusias (RSSA).

Tujuan: Mengeksplorasi pelaksanaan budaya RSSA dan komitmen pegawai rumah sakit dalam melaksanakan budaya Ramah, Senyum, Sopan, dan Antusias (RSSA) di RSU Santo Antonius Kota Pontianak

Metode: Kualitatif dengan strategi *focused ethnography*, pemilihan subyek penelitian secara *purposive sampling* dan pengumpulan data dilakukan dengan wawancara mendalam, observasi serta telaah dokumen.

Hasil: Kebijakan budaya RSSA sebagai budaya pelayanan di RSU St. Antonius di buat dengan tujuan untuk meningkatkan mutu pelayanan. Komitmen pemimpin, manajemen dan karyawan dalam menggunakan budaya RSSA masih lemah. Tidak nampak adanya peran direktur dalam membangun budaya organisasi. Pihak manajemen kurang mensosialisasikan budaya RSSA, sosialisasi hanya dilakukan saat proses akreditasi rumah sakit. Terdapat ketidakadilan yang dirasakan karyawan dalam bentuk kekecewaan terhadap pemimpin rumah sakit. Implementasi kebijakan terbatas pada slogan dan poster, belum terlihat dalam bentuk perilaku. Pelanggan masih mengeluhkan adanya perbedaan pelayanan dari karyawan untuk tiap kelas.

Kesimpulan: Komitmen RSU Santo Antonius terhadap budaya RSSA masih lemah. Kebijakan yang ada masih di atas kertas, belum ada komitmen dalam bentuk perilaku. Belum ada peran pemimpin untuk memotivasi dan mengarahkan karyawan. Kedepannya, untuk mencapai tujuan budaya organisasi, rumah sakit secara keseluruhan harus berkomitmen untuk mengembangkan dan mempertahankan budaya RSSA dari unsur pimpinan, manajemen, dan karyawan.

Kata kunci: budaya organisasi, komitmen organisasi, rumah sakit, tenaga kesehatan

ABSTRACT

Background: *The organizational culture in hospital defined as a guidance or reference, in form of value system, to manage the behaviour of hospital organization members in interacting between each other. Organizational culture needed to be managed and communicated to every organization members. Commitment in hospital organization had an important role for the health worker behavior while they worked, because commitment would became reference and encouragement for them to be more responsible to do their obligations. Santo Antonius General Hospital was the biggest type-B private hospital in Pontianak City which implemented friendly, smile, polite, and enthusiast culture in its services.*

Objective: *To explore the implementation of friendly, smile, polite, and enthusiast culture and hospital employee's commitment in implementing friendly, smile, polite, and enthusiast culture in Santo Antonius General Hospital, Pontianak City.*

Method: *This research was a qualitative research with focused ethnography design. Research subject determination used purposive sampling method and data collection was done by in-depth interview, observation, and document study.*

Result: *The friendly, smile, polite, and enthusiast cultural policy as service culture in Santo Antonius General Hospital was constituted by several reasons, in order to enhance the service quality and to survive in hospital competition. The commitment from management and employees in implementing friendly, smile, polite, and enthusiast culture was still weak. The hospital management didn't socialize the friendly, smile, polite, and enthusiast culture well. There is no role of director to develop organization culture. Socialization by management sector is still lack. The socialization was only held when hospital was in accreditation process. Staffs felt unfairness in deeply disappointed from hospital director. The implementation of new policy is limited in a symbols like as poster and slogan but have not staff's behavior yet. Costumers still complained about the service differences between each room class.*

Conclusion: *The commitment of Santo Antonius General Hospital towards friendly, smile, polite, and enthusiast culture was still weak. Policies that had been made were still just on papers. There weren't any commitments from the hospital in form of behavioral changes. There is no role of director to motivate and to direct his staffs. In the future, to achieve the goal of organizational culture, this hospital with all staffs must have a strong commitment to develop and maintain the friendly, smile, polite, and enthusiast cultural policy.*

Keyword(s): *Organizational Culture, Organizational Commitment, Hospital, Health Workforce*