

ORGANISASI & MANAJEMEN

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TOPIK MATRIKULASI

1. Pengertian Dasar Organisasi & Manajemen (Kesehatan)
2. Fungsi Manajemen (Kesehatan)
3. Pengambilan Keputusan Manajerial
4. Sistem Kesehatan
5. Manajemen Sumber Daya Manusia
6. Manajemen Pembiayaan Kesehatan
7. Manajemen Logistik Kesehatan

Mengapa
ORGANISASI & MANAJEMEN
perlu dipelajari ?



Organizations & Manager

Organization Theory & Health Care Management Managerial Role

Need to....

Need to....

**Motivate & Lead
people and group**

**Operate the
technical system**

**Renew
the organization**

**Chart
the future**

- Satisfying individual need & values
 - Perception
 - Motivation
 - Negotiation
- Providing direction
 - Leadership
 - Managership
- Recognizing the nature of groups
 - Social structure of work group

1. Determining the appropriate work design
2. Establishing communication & coordination mechanism
3. Controlling performance
 - Authority
 - Power
 - Influence

1. Determining appropriate organization design.
2. Acquiring resources & managing the environment
3. Managing change & innovation
4. Attaining Goals
 - Effective
 - Efficient

1. Managing strategically
2. Anticipating the Future

In response to problems of personnel (commitment, absenteeism, turn-over, apathy & conflict among professionals)

In response to problems of technical performance (productivity, efficiency, quality & customer satisfaction)

In response to problems of the environment (complexity & uncertainty, technology & social change, competitive force, multiple performance demand)

In response to problems survival & growth (long-term survival, long-run performance & growth)

ORGANISASI & MANAJEMEN (dasar-dasar & pengertian)



ORGANISATIONS

- “ The framework of the management process”
- “ Organizations are intricate human strategies designed to achieve certain objectives”
- “ Organizations are systems of inter-dependend human being”



ORGANISASI

PENGERTIAN :

Sekumpulan orang-orang yang diarahkan utk mencapai tujuan spesifik

KARAKTERISTIK ORGANISASI :

- a. Orang-orang
- b. Tujuan
- c. Struktur



ASAS-ASAS ORGANISASI

- a. Struktur
- b. Departemenisasi
- c. Pencapaian tujuan
- d. Kerjasama
- e. Hierarki wewenang & tanggung jawab
- f. Sentralisasi vs Desentralisasi
- g. Pembagian kerja / Divisi
- h. Kejelasan tugas
- i. Span of control / Rentang Kendali
- j. Efektivitas
- k. Efisiensi



KEY ORGANIZATIONAL VARIABLES

- 1. Purpose & Goals**
- 2. People**
- 3. Tasks**
- 4. Technology**
- 5. Culture**
- 6. External Environment**

JENIS-JENIS ORGANISASI

1. Organisasi Lini / Garis
2. Organisasi Lini & Staff
3. Organisasi Fungsional
4. Organisasi Panitia / Tim Kerja

TRADITIONAL ORGANIZATION

- a. Stable
- b. In-flexible
- c. Job-focused
- d. Work is defined by job position
- e. Individual oriented
- f. Permanent jobs
- g. Command oriented
- h. Manager always make decision
- i. Rule oriented
- j. Relatively homogeneous workforce
- k. Workdays defined as 9 to 5
- l. Hierarchical relationship
- m. Work organizational facility during specific hours

NEW ORGANIZATION

- a. Dynamic
- b. Flexible
- c. Skills-focused
- d. Work is defined in terms of tasks tk anywhereo be done
- e. Team oriented
- f. Temporary jobs
- g. Involvement oriented
- h. Employees participate in decision making
- i. Customer oriented
- j. Diverse workforce
- k. Workdays have no time boundaries
- l. Lateral & Networked relationship
- m. Work anywhere, anytime

Why are organizations
changing ?



BUDAYA ORGANISASI

Adalah sistem kesamaan perilaku dan keyakinan-keyakinan tertentu dalam suatu organisasi yang dapat mempengaruhi bagaimana para anggota organisasi bertindak / bekerja

Meliputi :

- a. sistem / pola tata nilai (rules & taboos)
- b. simbol-simbol
- c. ritual
- d. mitos
- e. praktek



IMPLIKASI BUDAYA ORGANISASI

1. Budaya adalah PERSEPSI
(berdasarkan apa yang dilihat, didengar, dirasakan & pengalaman dalam organisasi)
2. Anggota organisasi cenderung menggambarkan budaya organisasi dalam terminologi yg sama



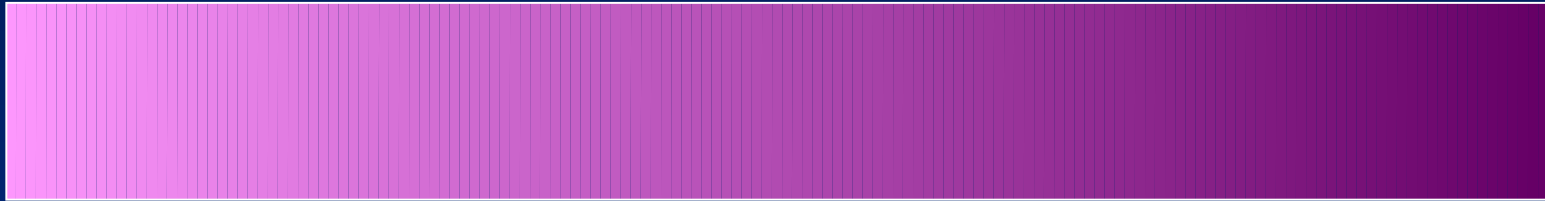
DIMENSIONS OF ORGANIZATIONAL CULTURE



Weak Cultures

Moderate Cultures

Strong Cultures



Strong cultures are cultures in which the key values are deeply held and widely shared - have a greater influence on employees than do weak cultures

How Employees Learn Culture ?

1. Organizational “stories”
2. Corporate “rituals”
3. Material “symbols” (get a “feel” for the material .i.e. place, lay-out, facilities, dress, etc
4. Language



ENVIRONMENT OF ORGANIZATION

a. INTERNAL - ENVIRONMENT

b. EXTERNAL - ENVIRONMENT

- **Specific Environment**
- **General Environment**



SPECIFIC - ENVIRONMENT

1. Customers
2. Suppliers
3. Competitors
4. Public Pressure Groups



GENERAL - ENVIRONMENT

1. Economic Conditions
2. Political / Legal Conditions
3. Socio-Cultural Conditions
4. Demographic Conditions
5. Technological
6. Global




How The Environment Affects Organization ?

- Through the degree of **environmental uncertainty**, which is determined by two dimensions :
 - a. The degree of changes
 - b. The degree of complexity in an organization's environment



MANAGEMENT

- “ Management is a social process ... the process consists of ... planning, control, coordination & motivation” (Brech)**
- “ To manage is to forecast and plan, to organize, to command, to coordinate and to control “ (Fayol)**
- “ Managing is an operational process initially best dissected by analysing the managerial functions... The five essentials managerial functions are : planning, organising, staffing, directing and leading, and controlling.”
(Koontz & O’Donnell)**
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MANAGEMENT

“ Management as the process of coordinating work activities so that they are completed efficiently and effectively with and through other people”

(Robbins)



MANAGEMENT

- Proses pengaturan berbagai sumberdaya organisasi untuk mencapai tujuan yg sdh ditentukan melalui pelaksanaan fungsi-fungsi tertentu.
- Sumberdaya organisasi :
Man, Money, Material, Machines, Methods,
& Market (6M)



EFFICIENCY :
“doing things right”

EFFECTIVENESS :
“doing the right things”



FUNGSI MANAJEMEN

**Taylor : Planning, Organizing, Actuating,
Controlling (POAC)**

**Fayol : Planning, Organising, Commanding,
Coordinating, Controlling (POCCC)**

**Koontz & O'Donnell : Planning, Organising, Staffing,
Directing, Leading, Controlling
(POSDLC)**

**Robbins : Planning, Organising, Leading,
Controlling (POLC)**

Depkes : P1 - P2 - P3

PERKEMBANGAN MANAJEMEN

1. TEORI KLASIK

- * Scientific Management
- * Orientasi pd struktur & aktivitas formal.
- * Efektivitas organisasi sangat ditentukan oleh kejelasan pembagian kerja, hirarki kewenangan yg tegas & rentang kendali
- * Pendekatan preskriptif, melihat bgm manager melaks fungsi kepemimpinan dlm organisasi
- * Tokoh : Henry Fayol, Taylor, Weber (teori birokrasi)

PERKEMBANGAN MANAJEMEN

2. TEORI HUMAN RELATION

- * Aspek “human factor at work” dan “social relationship”
- * Perhatian pd issu-issu yg menyangkut motivasi, komunikasi interpersonal & gaya kepemimpinan.
- * Fokus pd “individual satisfaction”
- * Pemikiran fundamental pendekatan human relation dlm manajemen adalah bahwa “human needs” adalah faktor terpenting utk tercapainya efektivitas organisasi
- * Tokoh : Elton Mayo (“Hawthorne Studies), McGregor, Likert, Herzberg, etc

PERKEMBANGAN MANAJEMEN

3. TEORI SISTEM & PENDEKATAN KONTINGENSI

- * Memandang organisasi sbg suatu sistem yg kompleks, mencakup orang-orang, tugas & teknologi.
- * Organisasi adalah bagian dari lingkungan yg lebih besar yg saling berinteraksi & dipengaruhi oleh faktor2 sosial lainnya (teknis & ekonomi)
- * Organisasi sbg “sistem terbuka” dan “sistem tertutup” dengan lingkungannya



PERKEMBANGAN MANAJEMEN

4. PENDEKATAN MANAJEMEN MODERN

- * Efektivitas organisasi dilihat pd kemampuan / fokus melihat isu-isu strategis
- * Orientasi pd efektivitas & efisiensi organisasi
- * Bagaimana mengembangkan visi & misi-strategis & implementasi dari nilai & budaya organisasional, a.l : manage perubahan, mempromosikan TQM, pencapaian “organizational excellence”, pemberdayaan personal & hubungan dgn “stake-holder”

MANAGEMENT ROLES

a. INTERPERSONAL ROLES

- * Figurhead
- * Leader
- * Liaison

b. INFORMATIONAL ROLES

- * Monitor
- * Disseminator
- * Spokesman

c. DECISIONAL ROLES

- * Entrepreneur
 - * Disturbance handler
 - * Resource allocator
 - * Negotiator
- 

MANAGEMENT - SKILLS

1. TECHNICAL - SKILLS

Knowledge of an proficiency in a certain specialized field

2. HUMAN - SKILLS

The ability to work well with other people both individually and in a group

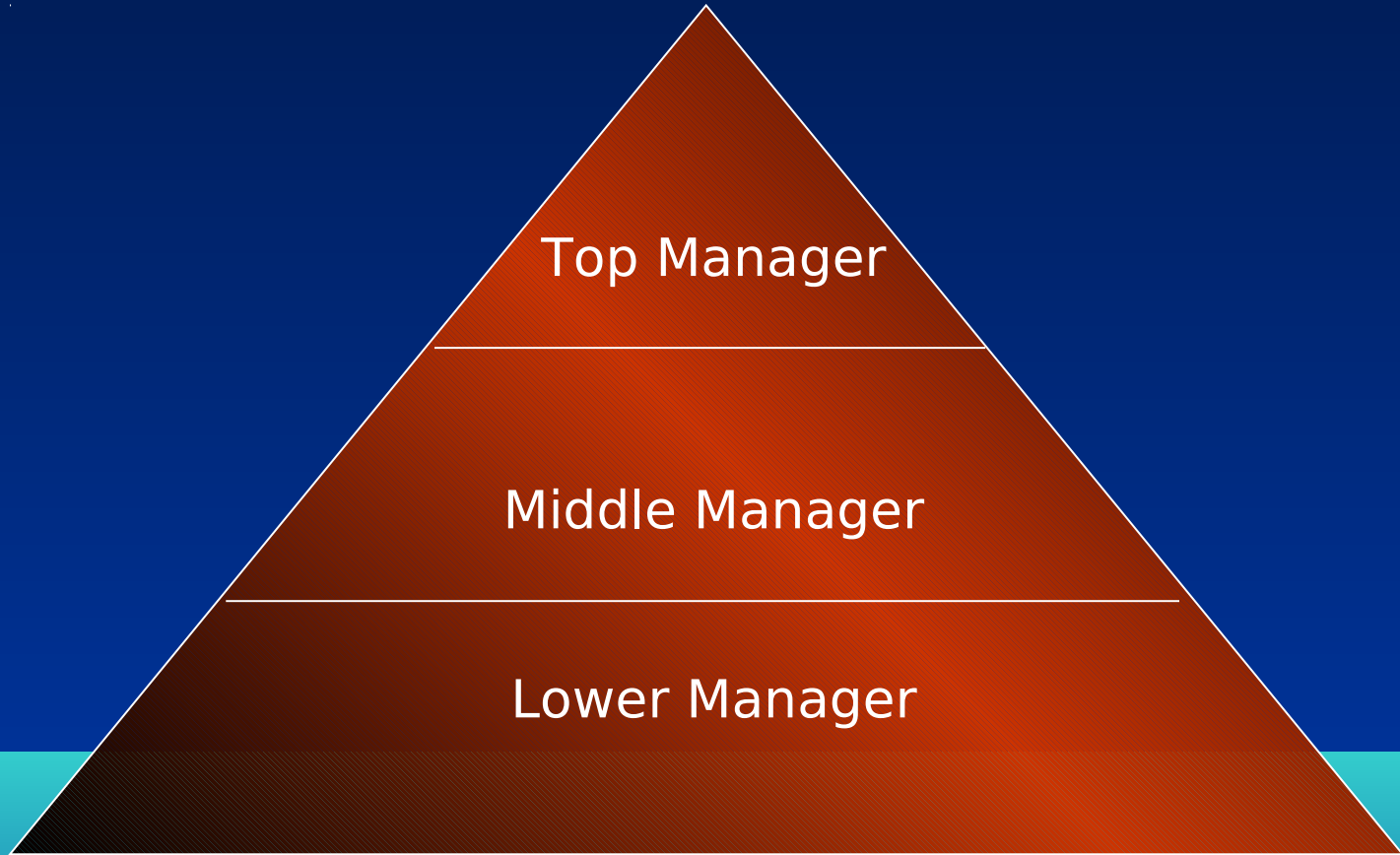
3. CONCEPTUAL - SKILLS

The ability to think and to conceptualized about abstract and complex situations

(Henry Mintzberg)



MANAGEMENT LEVEL



**Top
Management**

**CONCEPTUAL
SKILLS**

**Middle
Management**

**HUMAN
SKILLS**

**Lower – Level
Management**

**TECHNICAL
SKILLS**



Level of importance



MANAGERIAL - JOBS

Are affected by the extend of, and the relationship between :

- a. The “**core**” of the jobs (the responsibilities of the job-holder which cannot be delegated) or the “demands” of jobs
- b. The “**constraints**” of the jobs
- c. The “**choices**” available to the job-holder by way of different work from another person



Relationship between Management and Organization

HOW ?



KEY VARIABLES OF MANAGEMENT

- a. People
- b. Work & Structures
- c. System & Procedures
- d. The Goals of the Organization
- e. The Technology Available
- f. The Culture of the Organization

MANAGING IN DIFFERENT AND CHANGING SITUATIONS

- Management is not (and cannot be) based on simplistic principles
- Different and changing situations require managers to use different approaches & techniques
- Entrepreneurial skills
- Contingency – Perspective :
An approach that says that organizations are different, face different situations (contingencies) and require different ways of managing



POPULAR CONTINGENCY VARIABLES

- 1. Organization Size**
- 2. Routineness of Task Technology**
- 3. Environmental Uncertainty**
- 4. Individual Differences**

