

## **Change and Development of Organization (Case Study Change Organizations of General Hospitals of Tenriwaru Regency of Bone)**

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**ABSTRACT:** This study aims to analyze and explain: (1) The process of organizational change and development (2) How the implications of organizational change to the development of service performance to the community, and (3) Strategies that can be applied to improve service performance to the community post-change and organizational development RSUD Tenriwaru Kabupaten Bone. The research was conducted by qualitative method with case study approach. Data collection techniques by interview, documentation and direct observation. Data analysis techniques include data reduction, data presentation, temporary conclusion and verification, data collection and final drawing, a process of interactive cycles or processes. Data Validity Technique using Triangulation Technique. The findings of this study reveal that organizational change can be realized through changes in structure, and employee behavior, working order and interpersonal communication effective in achieving the goals set together. The wholehearted strategy of providing service is essentially the ability and skill of the apparatus to play its role as a health serviceer who devotes his whole feeling sincerely, knowledge and skills and cares to others for organizational progress and change and fulfills public expectations. The application of Attitude 4 P, (passionate, progressive, proactive and positive) as a health service strategy to improve service performance as well as guidance for Tenriwaru hospital organization Bone District.

**KEYWORD:** Implementation of passionate, progressive, proactive, positive attitude and organizational change and development

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### **I. INTRODUCTION**

The era of globalization requires every organization to maintain its survival, develop and compete freely with other elements within and outside the organization's environment. (Robbins, 2003) [1]

Wursanto (2005) explains that modern organizations are formal organizations whose structures and types of activities are so complex with a wide variety of complexities encountered. Various kinds of complexities faced by organizations, among others, caused by organizational goals to be achieved more complex, the organization increased, the number of members of the organization is relatively large with educational background, temperament, experience, different knowledge, and the ever changing situation- change so that it is out of control or can not be monitored. [2]

This is also the case with public organizations (in this context of governmental organizations), created or arising in conjunction with the development of their working environment which has much to do with activities in meeting the needs of society as claimed by Guy. B. Peters (1989) that governmental organizations are part of everyday life of the average society of diverse. The diversity of people's livelihood needs is the starting line that determines the formation of various types of public organizations as an accommodative first step towards the demands of a very diverse society on the willingness of the government to fulfill them. For example, the community's need for water leads to the emergence of the organization "Perusahaan Daerah Air Minum", the need for a clean and healthy environment has resulted in the emergence of containers such as the Health Office and Hospital and so on. [3]

Similarly, the changes that occur in a country's social life will affect the configuration of government organizations in the country, as well as the reforms taking place in our country have resulted in changes in multi sectors such as economy, socio-cultural politics and so on.

The hospital as an organization or institution that manages a business (medical services, nursing services, general administration and finance, laboratory services, pharmacy, nutritional services and so on) must

meet new demands. One of the fundamental efforts that can be done is to make internal corrections of the organization proper and healthy to a hospital that continues to grow with high mobility, in line with the demands of external development organization.

The hospital is a unique and densely packed healthcare organization, which is densely packed, capital-intensive, technologically-dense, densely packed with human resources (HR) and profession because it deals with the internal impact of the hospital's multi-entrepreneur that is the problem. The phenomenon is exacerbated by the emergence of regional and global problems, namely changes that occur very quickly, the challenges of free competition, the demands of performance-based strategic planning, and the birth of the paradigm of organization and leadership of the future. Other environmental challenges faced by hospitals are the people who are now inclined to choose (choosy) and are fond of demanding. Therefore, the hospital as a referral center of basic level services should maintain the quality of service to the community. (Matzen, 2012) [4]

The importance of the organization as a means of administration and management, seen if the move or not the organization toward the achievement of goals depends on the ability of people in the organization to move the organization in the direction set. If it is said that the organization is a tool of administration and management. (Siagian, 2003) [5]

Hospitals as an organization is one form of health facilities organized by the government and or the community function to make efforts health and or health referrals and or supporting health efforts, in carrying out its functions are expected to always pay attention to social functions in providing services to the public

Hospital's success in performing its function is marked by the quality of hospital's excellent service. The presence of nurses as the spearhead of service should be properly addressed and professionally managed so as to contribute positively to society as well as to the progress of the Hospital itself. Kotler (2005), states that service is said to be satisfactory depending on the performance of the bid in meeting the buyer's expectations, the feelings of pleasure or disappointment of someone who emerges after comparing the performance of the thought product to the expected performance (or outcome). If performance is below expectations, customers are not satisfied. If the performance meets the expectations of satisfied customers. If performance exceeds expectations, the customer is very satisfied or happy. Such a service is perceived as a quality service and ideal. [6]

Health services continue to be faced with the demand for change. In this case, changes are related to the quality of public services that are able to build awareness of the importance of learning organizations as well as new ideas as the foundation and drivers of organizational development.

Organizational change according to the Reckles reinforced by Rosyidi (2011) is defined as a plan, initiative, awareness, and control and ultimately become a stable change that is expected to produce positive results for the organization. Organizational change is a continuous adaptation of an organizational structure and strategy for dealing with external conditions. [7]

In the process of developing a strong organization required a change in behavior patterns of many groups as well as from individuals of the organization. Successful organizational performance is not only a result of the well-being of the plan but also the result of organizational leaders changing their management behaviors according to organizational goals.

Bolman, (1991) states that organizational development is a program that seeks to increase organizational effectiveness by integrating the individual's desire for growth and development with organizational goals. [8]

Through the effort to develop the value of seriousness attitude in serving is believed to improve the performance of health organization. Each public service must prioritize the quality of service, because the quality of service will affect customer satisfaction. The concept of quality is often regarded as a relative measure of the good of a product or service. Sinambela, (2006) declares that any beneficial activity in a set or unit and offers satisfaction even if the result is not bound to a product in a bound. [9]. Sampara (2000) argues that service is an activity or sequence of activities that occur in direct interactions between people with others or machines physically and provide satisfaction for customers. [10]

According to Patton, (2001) states that the true value in the whole-hearted service of the service apparatus must be able to understand and care about the feelings of the people served. The wholehearted service lies in the seriousness of the 4 (four) "P" attitudes, namely passionate, progressive, proactive and positive. This strategy is basically a guide for organizations including government in improving public services and improving the quality of human resources apparatus. [11]

In an effort to improve the public service strategy, among others, developed to increase the quality of behavior and professionalism of government apparatus, creating a policy of public service that is not too procedural and convoluted and improvement of facilities that support the quality of public services.

This research analyzes the four attitudes as application of organizational development strategy principles at Tenriwaru Hospital of Bone Regency. Dale, (2003) argues that organizational development is a

complex educational strategy planned to improve organizational effectiveness and health through planned interventions by a consultant using applied behavioral science theories and techniques. [12]

Therefore, through the implementation of the 4 P can transform into an organization that has services that survive at Tenriwaru Hospital Bone District.

## **II. RESEARCH METHODS**

This study used descriptive qualitative research by analyzing the application of the principles of wholehearted service through the attitude of "P", ie passionate, progressive, proactive and positive, in Public Service at Tenriwaru Hospital of Bone Regency. This research is intended to analyze systematically, factually and accurately about the phenomenon about the implementation of wholehearted service with attitude model 4. Determination of research location based on existence of gap between hope and reality in health service. The focus of the research is the extent to which the implementation of wholehearted service and description of changes and organization development of Tenriwaru Hospital of Bone District. Data analysis techniques include data reduction, data presentation, temporary conclusion and verification, data collection and final drawing, a process of interactive cycles or processes.

## **III. RESULTAND DISCUSSION**

This research analyzes organizational change and organization development. Tenriwaru Hospital Organization Bone Regency can adjust to make changes in itself by organizational structure changes, where the organizational structure is one component of the organization that is often the target of change.

Change attitudes and behavior of employees by providing coaching, development, education and training of employees. In addition to changing the flow of work, adding more modern work equipment and make changes in inter-personal working relationships, either vertically, diagonally or horizontally. The dimension of service quality, the ability of the apparatus and the health infrastructure facilities has become the focus of attention for the Tenriwaru District Hospital Bone to conduct guidance and improvements so that the changes that have been run it can be better in realizing a convenient and safe service for patients and community.

Strategy of service performance improvement to society after change and organization development of Tenriwaru Hospital of Bone Regency is done by applying wholehearted service which is characterized by four attitude that is:

### **1. Passionate**

Passionate or passion is one element of Patton's whole-hearted service strategy. Passion means bringing life and vitality to work, resulting in a great passion for work, self and others. Given the passion in doing the work will differentiate how to look at yourself and the work of behavior and how to provide services to the community. characterized by the awareness of the importance of their work in relation to humanity and the safety of the five human beings as well as their high spirit and motivation in working though sometimes constrained by the attitude and behavior of patients and society who do not obey the rules but are served with patience and full of hospitality and courtesy. Therefore, the passion in carrying out the work is very important in the implementation of organizational changes at Tenriwaru District Hospital Bone in order to improve service performance to the community.

### **2. Progressive**

Progressive or progressive is one part of a whole-hearted service strategy. This strategy is concerned with creating new and exciting ways to improve public service and personal style. Any work done, if it has a passion and a progressive work pattern will make the job more interesting. Being progressive and creative starts from thinking, not limiting oneself to the way of giving services.

Impelemntasi this strategy is also one of the efforts made by organizations and government agencies in providing services at Tenriwaru District Hospital Bone. In providing services to the public, service personnel always follow the rules and guidelines that have been determined.

### **3. Proactive**

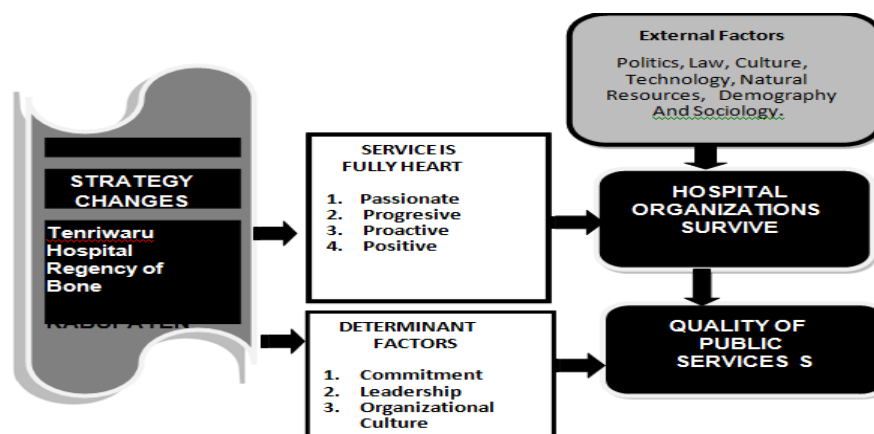
Proactive really keeps the discipline and earnestness of work that begins by altering the mirror of the heart, and learning to explore our internal image of the world, bringing it to the surface and holding it thoroughly for a careful study. To achieve better service quality requires the right initiative, not much silence and waiting to be told to do something if necessary. In carrying out the duties within an organization or institution, members or apparatus must be proactive to perform their duties and work without having to wait orders from the boss or superior because it will greatly affect the quality of services provided to the community. If in accordance with the rules and mechanisms that exist then should be implemented with the best. Similarly in

Tenriwaru District Hospital Bone, officers have been proactive in carrying out their duties and work to provide services to the community. This is very important because it will affect the quality of services provided, the more proactive the officers the better service and vice versa.

#### 4. Positive

The final dimension of a whole-hearted service strategy is positive or positive. Being positive means being warm in welcoming customers and there are no questions or requests that are out of place. Smile is the universal sign language that everyone in the world understands. Being positive is very interesting, because this attitude can change the atmosphere and excitement in almost all consumer interactions. A positive attitude is one strategy that can be used to improve service performance to the community. As one of the government agencies, Tenriwaru Hospital must implement the positive strategy, especially after organizational change into class B and model of BLUD management. The main element to be positive is the service personnel because the level of community satisfaction is highly dependent on the quality of services provided by the service personnel at Tenriwaru Hospital Bone District.

To better understand this research, the researcher proposes the application of 4 P as wholehearted service which can be described at Tenriwaru Hospital of Bone Regency, as follows:



**Figure 1.** Design of research findings

Factors that determine the implementation of the wholehearted service through organizational commitment, leadership and organizational culture. All three factors are already running quite a maximum. This can be seen from the commitment of all hospital personnel who are marked by compliance with rules and changes in hospital management for the better. The existence of leadership style applied in Tenriwaru Hospital Bone Regency that does not harm each other (leadership and employees / subordinates), Cultural factors of the organization also provide support for organizational change. The culture of sipakoku or sipatuwo sipatokkong (mutual respect for each other and mutual support) has been implemented which ultimately facilitates organizational change. If there is a miss communication between the boss and the officer / subordinate as well as the patient then they solve it fraternally.

Tenriwaru hospital changes Bone Regency influenced by external factors, namely political factors, law, culture, technology, natural resources, demography and sociology. This also determines in every hospital organization change.

The study found that the implementation of the 4 P strategy as an organizational development approach would be successful if supported by commitment, leadership and organizational culture. Leaders' behavior as well as commitment and support to create connectedness and encouragement to work together among both medical and non medical employees. They work just like working with the conscience of working with the center of human consciousness, namely the heart. Conscience is a heart that has been colored or filled with the light of truth. In work, should listen to conscience as a policy maker. This can be seen from the growing spiritual climate at the Tenriwaru hospital through the hospital's spiritual activities and religious symbols used in the interaction process. Concrete example is a smile that is a worship is a real thing that is always shown especially to patients so that patients feel peace and tranquility during the period of care.

The culture of sipakatau and sipakalebbi (mutual respect for each other) in each group (specialists, nurses, managers, units) differ from each other in overcoming the many things that are often present in the work environment. The impact of a heart-based service is to sincerely engage individuals they are constantly improving, resulting in the formation of a new mentality characterized by a more holistic, altruistic, human service orientation, a commitment to truth, and other forms of sublime behavior, and self-awareness awareness).

Self-control, optimism, impulse to do best, and initiative, all of which are related to self-leadership and management, which is also another impact of spirituality. The development of a learner organization is an ideal form in this information age. Because in this fast-growing information era it is pushing the increasingly strong globalization, the ever-increasing competition, the rapidly changing environment and the information flow easier to access without limitation of space and time, but it requires spiritual values in the face.

Furthermore, organizational culture deals with how employees perceive characteristics of an organization's culture, not whether they like it or not. Dominant culture expresses core values shared by the majority of members to reflect the problems, situations, or experiences shared by members.

If an organization does not have a dominant culture, the value of organizational culture as an independent variable will be greatly reduced as there will be no uniform interpretation of what describes appropriate and inappropriate behavior, but we also cannot ignore the reality that many organizations have cultural children can affect the behavior of its members. Thus, culture has a strong and greater impact on the work performance of the organization, such as: Tenriwaru hospital organization culture Bone District implies the performance of health workers. Organizational culture is an important factor in determining the success or failure of the organization.

Thus, organizational development is needed strategy of strengthening organizational culture and spiritual value in the work of every health medical personnel so that in the way of thinking and pattern of human resources acts directed to the achievement of vision and mission organization Tenriwaru hospital Bone regency.

#### **IV. CONCLUSION**

Based on the result of this research, it can be concluded as follows:

1. The process of organizational change and development of Tenriwaru Regional Hospital of Bone Regency is done by a change of government policy, namely Minister of Health Regulation No. 340 of 2010 on Hospital Classification, human resources, facilities and infrastructure, community services, and service standards. The change of RSUD Tenriwaru is influenced by external factors, namely political factors, legal factors, cultural factors, technological factors, natural resource factors, demographic factors and sociological factors
2. In the process of change of RSUD Tenriwaru Bone Regency done through the stages of liquefaction (unfreezing), the phase of change (change) and freezing or refreezing (freeze or refreezing)
3. Implications of organizational change and development of RSUD Tenriwaru Bone Regency towards the development of service performance to the community has increased significantly, with the characteristics of the assessment of service quality as follows:
  - a. Procedure of service has been run well with the establishment of SPM, SOP; the determination of the motto of service is to serve with the heart, science and technology and smile, greetings, the principle of justice and humane as the implementation of the values Bugis Bone sipakatau sipakalebbi; the fairness and certainty of the cost of services in an accountable and transparent manner; and certainty of service schedule.
  - b. The service officers have given their best service because they have good ability and competence in accordance with their duties and work; carry out the task with full discipline and responsibility; and service personnel are polite and friendly in providing services to the community.
  - c. Service facilities are available with sufficient quantity and good quality, in the form of service buildings, clean rooms and complete with amenities, medical equipment and equipment, pharmacies, parking areas, operational vehicles and service vehicles, guard posts and clean environments, neat and beautiful to ensure the comfort and safety of patients and other communities.
4. Strategy to improve service performance to the community after the change and organization development of Tenriwaru District Hospital Bone is done with a wholehearted service strategy. This strategy consists of passionate, progressive, proactive and positive. Implementation of the strategy is as follows:
  - a. Passionate or passion, this is marked by the awareness of the service officers of the importance of their work relating to humanity and the salvation of human soul as well as their high spirit and motivation in working.
  - b. Progressive or progressive, this is marked by the creation of new ways of providing services to the community through the policy of setting service standards in the form of SPM, SOP, work culture, ethical and behavioral guidelines and provide flexibility to the officers to create innovative ways of creating services.
  - c. Proactive or proactive, this is marked by the determination of the policy as in point b and procurement of facilities and infrastructure services and improvement of quality and competence of human resources.
  - d. Positive or positive, this is marked by the provision of service with the motto of serving with the heart, science and technology and smile, greetings, greetings conducted with passion, friendliness and patience.

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