

**ABSTRACT****Relationship between Organizational Culture, Organizational Commitment, and Reward and Punishment System to Performance Primary Health Care (Study in Surabaya's primary health care)**

Performance of primary health care based on service coverage aspect and quality of service and management. Annual performance in 2013 report that the performance in service coverage aspect at Surabaya's primary health care has showed 6,35% was good, 44,44% was enough, and 49,21% was less than enough. The purpose of this study was analyze relationship between organizational culture, organizational commitment, reward and punishment system to performance in several chosen Surabaya's primary health care. This study proceed with with analytic and cross sectional approach. The research location was in 9 Surabaya public health centers then randomly selected. The study period was on December 2016 until February 2017. The sampel in this study using random sampling technique. In addition, the research used group discussion. The type of test used was crosstabulation. The result showed dominant organizational culture in Surabaya's primary health care was involvement. The dominant organizational commitment in Surabaya primary health care was normative commitment. Result of reward and punishment system in Surabaya's primary health care showed excellent. Then performance of primary health care showed deficient. Based on the crosstabulation showed that there was relationship between organizational culture type involvement and adaptability (mix culture), relationship between organizational commitment type continues commitment, and excellent reward and punishment system to performance. to performance in Surabaya's primary health care

Key word: Organizational Culture, Organizational Commitment, Reward and Punishment System, Performance

**ABSTRAK****Hubungan Budaya Organisasi, Komitmen Organisasi, dan Sistem Penghargaan dan hukuman dengan Kinerja Puskesmas (Studi di Puskesmas Kota Surabaya)**

Penilaian kinerja Puskesmas dinilai berdasarkan aspek cakupan pelayanan serta aspek kualitas pelayanan dan manajemen. Berdasarkan Penilaian Kerja Puskesmas (PKP) tahun 2013 pada aspek cakupan pelayanan terdapat 6,35% Puskesmas berkategori baik, 44,44% Puskesmas berkategori cukup, dan 49,21% berkategori kurang. Tujuan dari penelitian ini yaitu menganalisis hubungan budaya organisasi, komitmen organisasi, dan sistem penghargaan dan hukuman dengan kinerja di Puskesmas Kota Surabaya. Penelitian ini dilakukan secara analitik dan pendekatan *cross sectional*. Penelitian ini dilakukan dalam periode Desember 2016 sampai Februari 2017. Sampel penelitian yang digunakan dalam penelitian ini menggunakan teknik *random sampling*. Selain itu dalam pengumpulan data menggunakan grup diskusi. Jenis uji yang digunakan yaitu *cross tabulation*. Hasil dari penelitian ini menunjukkan bahwa *organizational culture* Puskesmas Kota Surabaya yang dominan yaitu bertipologi *involvement organizational commitment* Puskesmas Kota Surabaya yang dominan yaitu *normative commitment*. Sistem *reward and punishment* Puskesmas Kota Surabaya sangat baik. Kinerja (program wajib) Puskesmas Kota Surabaya yaitu sangat kurang. Berdasarkan uji *cross tabulation* menunjukkan bahwa ada kecenderungan hubungan cukup antara *organizational culture* bertipologi *involvement and adaptability (mix culture)*, *organizational commitment* bertipe *continues commitment* dan sistem *reward and punishment* sangat baik dengan kinerja (program wajib) Puskesmas.

Kata Kunci: Budaya Organisasi, Komitmen Organisasi, Sistem Penghargaan dan Hukuman, Kinerja