

ABSTRACT

Improving the Performance Quality of Post-Accreditation Survey Using the Analysis of Leadership Style and Learning Organization in Primary Health Centers of Bontang District

Only 33% of working groups in primary healthcare centers of Bontang District decreasingly implemented the follow-up plan for the indicator of management administration and community health action after the accreditation survey in 2017. Meanwhile, only 66.7% of the working groups of the primary healthcare centers of Bontang District encouraged personal health action after the accreditation survey. This study aimed to formulate some recommendations to improve the performance quality of post-accreditation survey in primary healthcare centers of Bontang District by analyzing the leadership style using a learning organization approach. This study was descriptive with a cross-sectional design. It was conducted from September 2018 to July 2019. The study utilized some questionnaires disseminated to the accreditation team and heads of 6 primary healthcare centers in Bontang District. The results show that 50% of primary healthcare centers applied a situational leadership style. The assessment conducted by the accreditation team compared to the self-assessment done by the heads of primary healthcare centers and the heads for the quality team showed different results. In terms of the learning organization, out of 6 primary healthcare centers, only two of them (33.3%) had good performance, and four of them (66.7%) had bad performance. In terms of continuous quality improvement, three primary healthcare centers (50%) performed well. Meanwhile, in terms of performance quality, three primary healthcare centers (50%) had good performance. In conclusion, there was a relationship between the situational leadership style performed by the heads of primary healthcare centers and the continuous quality improvement and performance quality. There was a relationship between the learning organization and the continuous quality improvement and performance quality. There was also a relationship between continuous quality improvement and performance quality. However, there was no relationship between the situational leadership performed by the head for the quality team and the performance quality. There was no relationship between the monitoring and evaluation conducted by the District Health Office and the continuous quality improvement and performance quality.

Keywords: Accreditation for Primary Healthcare Centers, Leadership Style, Learning Organization, Performance Quality

ABSTRAK

Upaya Peningkatan Kinerja Mutu Puskesmas Pasca Survei Akreditasi Berdasarkan Analisis Gaya Kepemimpinan dan *Learning Organization* (Studi di Puskesmas Kota Bontang, Kalimantan Timur)

Masalah yang penelitian ini adalah penurunan pelaksanaan rencana tindak lanjut indikator mutu kelompok administrasi manajemen dan upaya kesehatan masyarakat sebanyak 33,3% Puskesmas, dan indikator mutu upaya kesehatan perorangan sebanyak 66,7% Puskesmas pasca survei akreditasi di Kota Bontang tahun 2017. Tujuan penelitian adalah menyusun rekomendasi peningkatan kinerja mutu pasca survei akreditasi Puskesmas di Kota Bontang melalui analisis gaya kepemimpinan situasional dan pendekatan teori *learning organization*. Jenis penelitian ini adalah deskriptif dengan rancang bangun *cross sectional*. Penelitian dilakukan pada bulan September 2018 sampai dengan Juli 2019. Hasil penelitian menunjukkan 50% Puskesmas mempunyai perbedaan persepsi gaya kepemimpinan situasional Kepala Puskesmas dan ketua tim mutu dengan tim akreditasi. Kondisi LO didapatkan hanya dua dari enam (33,3%) Puskesmas dengan kriteria baik, dan empat Puskesmas (66,7%) dengan kriteria tidak baik. Proses perbaikan berkelanjutan didapatkan tiga Puskesmas (50%) dengan kriteria baik. Sedangkan hasil kinerja mutu Puskesmas didapatkan tiga Puskesmas (50%) dengan kriteria baik. Kesimpulan penelitian ini adalah adanya hubungan antara gaya kepemimpinan situasional Kepala Puskesmas yang sesuai dengan persepsi tim akreditasi dengan proses perbaikan berkelanjutan dan kinerja mutu, adanya hubungan antara LO dengan proses perbaikan berkelanjutan dan kinerja mutu, adanya hubungan antara proses perbaikan berkelanjutan dengan kinerja mutu, dan ada hubungan negatif antara kepemimpinan situasional ketua tim mutu dengan proses perbaikan berkelanjutan dan kinerja mutu, serta hubungan negatif antara monitoring evaluasi Dinas Kesehatan dengan proses perbaikan berkelanjutan dan kinerja mutu.

Kata kunci: akreditasi Puskesmas, gaya kepemimpinan, kinerja mutu, *learning organization*.