

ABSTRAK

Latar Belakang: Kepala unit pelayanan kesehatan di RS Claire Medika memiliki peranan penting dalam proses bisnis rumah sakit sebagai pemimpin dan manajer di unitnya masing-masing. Peran ganda kepala unit sebagai pimpinan dan manajer unit serta sebagai staf fungsional menyebabkan benturan peran yang mengakibatkan permasalahan di unit. Kepala unit yang selama ini belum pernah mengikuti pelatihan makin memperjelas masalah di unit. Diperlukan pemahaman yang tepat mengenai peran kepala unit sebagai pemimpin dan manajer di unitnya masing-masing.

Tujuan: mendeskripsikan dan mengevaluasi pemahaman kepala unit pelayanan kesehatan di RS Claire Medika dalam perannya sebagai pemimpin dan manajer di unitnya masing-masing.

Metode: Penelitian ini adalah penelitian kualitatif dengan desain studi kasus. Pengumpulan data wawancara mendalam kepada 10 kepala unit di RS Claire Medika. Data ditranskrip verbatim dan dilakukan *member checking* kepada responden, serta dilakukan analisis tematik. Data dianalisis dengan Analisis tematik dengan bantuan ChatGPT Plus.

Hasil: Hasil wawancara terhadap 10 kepala unit menunjukkan bahwa sebagian besar informan telah memahami dan menjalankan perannya sebagai pemimpin dan manajer unit, terutama pada aspek *communication and relationship management*, *patient safety*, pengelolaan sumber daya manusia, serta kemampuan melakukan perubahan dan pengambilan keputusan. Berdasarkan wawancara, 8 dari 10 informan memahami aspek mutu dan keselamatan pasien. Namun, masih ditemukan keterbatasan pemahaman pada aspek kepemimpinan, *evidence-based practice*, *health equity*, perencanaan strategis, pengelolaan keuangan, pemanfaatan teknologi, serta pengembangan karir dan kepemimpinan dari dalam diri (*leader within*). Lama pengalaman sebagai kepala unit dan riwayat pelatihan komunikasi efektif ditemukan berhubungan dengan pemahaman terhadap peran kepemimpinan dan manajerial kepala unit.

Kesimpulan: Kepala unit di RS Claire Medika telah memahami perannya sebagai pemimpin dan manajer, namun masih diperlukan penguatan pada aspek kepemimpinan internal, kepemimpinan serta pengetahuan tentang lingkungan layanan kesehatan, serta dukungan organisasi agar peran tersebut dapat dijalankan secara optimal dan berkelanjutan.

Kata kunci: kepala unit, pemimpin, manajer, rumah sakit

Abstract

Background: Unit managers in healthcare services at Claire Medika Hospital play a critical role in hospital business processes as leaders and managers within their respective units. The dual role of unit managers as leaders, unit managers, and functional staff often creates role conflict, which may lead to various challenges within the unit. The absence of prior leadership training among unit managers further exacerbates these issues. Therefore, an appropriate understanding of the role of unit managers as leaders and managers within their respective units is essential.

Objective: To describe and evaluate the understanding of healthcare unit managers at Claire Medika Hospital regarding their roles as leaders and managers within their respective units.

Methods: This study employed a qualitative research design with a case study approach. Data were collected through in-depth interviews with 10 unit managers at Claire Medika Hospital. The interview data were transcribed verbatim, followed by member checking with the participants, and analysed thematically. Qualitative data analysis was conducted using ChatGPT Plus.

Results: The interview findings from 10 unit managers indicated that most participants demonstrated an adequate understanding and implementation of their roles as leaders and managers, particularly in the areas of *communication and relationship management*, patient safety, human resource management, as well as change management and decision-making. Based on the interviews, 8 out of 10 participants demonstrated an understanding of quality and patient safety aspects. However, limitations in understanding were still identified in several areas, including leadership, *evidence-based practice*, *health equity*, strategic planning, financial management, technology utilization, career development, and *leader within* competencies. Length of experience as a unit manager and a history of effective communication training were found to be associated with a better understanding of leadership and managerial roles.

Conclusion: Unit managers at Claire Medika Hospital have generally understood their roles as leaders and managers. However, further strengthening is needed in leader within, leadership and knowledge of the healthcare environment. Organizational support is needed to ensure these roles can be performed optimally and sustainably.

Keywords: *unit manager, leader, manager, hospital*