

INTISARI

Latar Belakang: Akibat kepemimpinan yang tidak dipersiapkan dan ditempatkannya pemimpin yang tepat, yang mampu menjawab perubahan maka sejak tahun 2003 - 2008 rumah sakit daerah Muara Teweh mengalami pergantian Kepemimpinan sebanyak 5 (lima) Kali. Rumah sakit daerah Muara Teweh terus mengalami kemunduran dimana pengembangan rumah sakit tidak lagi terarah yang mempengaruhi semua sektor, baik itu manajemen rumah sakit, pelayanan kesehatan kepada pasien, pengembangan dan pembangunan rumah sakit. Pemda Kabupaten Barito Utara selaku *Stakeholder* eksternal terkesan berhati-hati dan ragu dalam menetapkan kepemimpinan sedangkan *stakeholder* internal sendiri menunggu dan bereaksi apabila pemimpin yang ditetapkan tidak sesuai dengan keinginan atau harapan mereka, sehingga diperlukan penelitian mengenai persepsi *stakeholder* terhadap kepemimpinan yang tepat di Rumah Sakit Daerah Muara Teweh, Kabupaten Barito Utara.

Tujuan : penelitian ini dilakukan untuk mendapatkan gambaran atau deskripsi tentang kepemimpinan seperti apa yang di inginkan oleh *Stakeholder* di rumah sakit daerah Muara Teweh

Metode: menggunakan metode Penelitian Kualitatif, digunakan untuk mengetahui persepsi stakeholder terhadap kepemimpinan yang tepat di rumah sakit daerah Muara Teweh. Pengumpulan data: data primer didapat melalui wawancara mendalam dengan 13 orang informan penelitian dan wawancara kelompok dengan dua kelompok profesi di rumah sakit daerah Muara Teweh, semuanya merupakan stakeholder rumah sakit daerah Muara Teweh.

Hasil dan Pembahasan: Persepsi *Stakeholder* terhadap Kepemimpinan yang Tepat di Rumah Sakit Daerah Muara Teweh adalah (1) Pemda dan tergantung kondisi daerah serta rumah sakit apakah mampu manage dan tidak harus dokter ; mampu mandiri, dipercaya masyarakat, mengembalikan citra; (2) Kepemimpinan rumah sakit mampu menerapkan praktik manajerial yang etis, mampu mengembangkan & mensejahterakan karyawan, mampu membangun komunikasi dan koordinasi dengan siapa saja, dapat membangun tim kerja yang solid; (3) Masyarakat/DPRD Barito Utara mengharapkan rumah sakit mampu menyediakan dan memberikan pelayanan kesehatan yang bermutu dan terjangkau, sarana-prasarana ditingkatkan, perda tarif yang sesuai dan wajar, menjadi rumah sakit rujukan bagi masyarakat Barito Utara dan daerah sekitarnya.

Kesimpulan : 1. Persepsi *Stakeholder* Rumah Sakit Daerah Muara Teweh terhadap Kepemimpinan yang tepat adalah Kepemimpinan yang mampu bersifat fleksibel, mampu memadukan Gaya Kepemimpinan sesuai situasi di Rumah Sakit Daerah Muara Teweh. 2. Kompetensi atau kemampuan Kepemimpinan yang tepat di Rumah Sakit Daerah Muara Teweh yaitu : (1). menerapkan kepemimpinan strategik yaitu kemampuan menyusun renstra, melaksanakan rekomendasi, berorientasi pasar, bekerja dalam tim; (2). menerapkan dan menekankan berbagai praktik manajerial yang etis yaitu kemampuan mengkoordinasi personil, mengumpulkan dan mengkompilasikan yang kurang pada renstra, mengelola keuangan dengan memperhatikan peraturan yang berlaku sebagai upaya meningkatkan pelayanan pada masyarakat dan mempraktekkan tuntutan idealistis pemberi layanan; (3). membangun kompetensi inti dinamik dimana kemampuan profesional dalam

pelayanan, skill yang dimiliki berorientasi pada SDM, meningkatkan sarana-prasarana rumah sakit; (4). memfokuskan dan mengembangkan *human capital*, melalui pembinaan dan pengembangan SDM baik yang bermasalah dan berprestasi; (5). mengaplikasikan teknologi baru secara efektif, bila di sertai dengan ketersediaan SDM yang terlatih, pendanaan, dan peralatan tersebut sesuai kebutuhan rumah sakit; (6). merumuskan dan mengimplementasikan strategi yang tepat dengan koordinasi keluar dan kedalam, berpegang pada peraturan dan perencanaan, adanya rentang kendali dan teknisnya penyembuhan; (7). mengembangkan struktur budaya organisasional baru, struktur terikat dengan memaksimalkan peluang mengaplikasi PP 38 & PP 41; BLU kondisi belum memungkinkan dimana Budaya organisasi belum ada di rumah sakit.

Kata Kunci : Persepsi, Stakeholder, Kepemimpinan yang tepat

ABSTRACT

Background: Due to unprepared leadership and the absence of an apt leader who could act in response to change, Muara Teweh Regional Hospital underwent changes in leadership five times in the period 2003-2008. Muara Teweh Regional Hospital has continuously shown regression in which its development has shifted away from the orientations, affecting every sector such as the management, health services for patients, as well as the development and improvement of the hospital. The Regional Government of North Barito as external stakeholder seems to have been unassertive and hesitant in leadership appointment while internal stakeholders wait and react when the appointed leader fails to meet their needs or expectations. A research on stakeholders' perception of appropriate leadership in Muara Teweh Regional Hospital, North Barito District, is therefore deemed necessary.

Objective: The research is conducted with the aim of obtaining depiction or description of leadership called for by stakeholders in Muara Teweh Regional Hospital.

Method: The research employs qualitative method seeking to identify stakeholders' perception of appropriate leadership in Muara Teweh Regional Hospital. Data collection: Primary data are obtained from in-depth interviews with 13 source as well as interviews with two professional groups in Muara Teweh Regional Hospital, who at the same time stakeholders in Muara Teweh Regional Hospital.

Results and Discussion: Stakeholders' perception of appropriate leadership in Muara Teweh Regional Hospital are as follows: (1) Whether the regional government depending on the condition of the region as well as the hospital, not necessarily the doctors, is able to run the management; to be self-contained, to gain trust from the people, and to restore good image; (2) The leadership in the hospital is capable to apply ethical managerial practices, to develop and enhance the welfare of the employees, to establish good communication and coordination with any person, to build a solid team; (3) The people as well as the Regional People's Representative Assembly (DPRD) of North Barito expects the hospital to be able to provide high-quality yet affordable health services, to improve its infrastructure, to fix appropriate and reasonable tariffs, and to become a reference hospital for the people of North Barito and its surroundings.

Conclusion: 1. Stakeholders' perception of appropriate leadership in Muara Teweh Regional Hospital is the one flexible which can incorporate natures of leadership corresponding to the situation in Muara Teweh Regional Hospital. 2. Appropriate leadership in Muara Teweh Regional Hospital should be able (1) to practice strategic leadership which requires competence in devising strategies and plans, performing recommendation, being market oriented, and working as a team; (2) to apply and emphasize a variety of ethical managerial practices which entail competence in coordinating personnel, fulfilling and compiling the missing part in the strategies and plans, managing financial matters in such a way that corresponds to the prevailing rules as an effort to improve public services and to meet the ideal of a player in services industry; (3) to build dynamic key competence in which professional capabilities and skills performed in the services are orientated towards human resources and improve the hospital infrastructure; (4) to focus on and develop human capital through education and development of human resources of both poor

and high quality; (5) to apply recent technologies effectively, given that trained human resources, funding, and the equipment which meet the hospital needs are available.; (6) to formulate and implement appropriate strategies with internal as well as external coordination corresponding to the prevailing regulations and plans, a course of control and technical healing; (7) to develop a new organizational culture in relation to maximizing favorable circumstances to apply the Government Regulation Number 38 and the Government Regulation Number 41; the absence of organizational culture in the hospital is an unfavorable condition to establish the hospital as a Public Service Agency (BLU).

Keywords: Perception, Stakeholder, Appropriate Leadership