

INTISARI

Latarbelakang Puskesmas sebagai salah satu institusi pelayanan umum dapat dipastikan membutuhkan peran seorang pemimpin yang mampu mengelola puskesmas lebih baik dan mampu membuat puskesmas berperan sebagaimana mestinya. Keberhasilan puskesmas dalam meningkatkan derajat kesehatan masyarakat di wilayah kerjanya tidak terlepas dari peranan seluruh tenaga kesehatan yang ada di Puskesmas tersebut. Faktor manajerial yang baik serta kepemimpinan yang efektif merupakan hal penting untuk meningkatkan kinerja puskesmas guna mencapai kualitas produk layanan yang baik. Dalam siklus hidup sebuah organisasi kegiatan manajerial yang baik memiliki dampak positif terhadap kinerja organisasi tersebut. Kepala puskesmas sebagai manajer dipuskesmas perlu menerapkan peran sebagai manajer untuk menjadi pemimpin yang efektif sehingga apa yang terjadi selama ini di beberapa puskesmas yaitu adanya konflik antara kepala puskesmas dengan staf maupun di masyarakat tidak terjadi lagi.

Tujuan mengetahui peran manajerial kepala puskesmas dalam meningkatkan Kinerja Puskesmas.

Metode penelitian penelitian ini menggunakan metode kualitatif dengan rancangan studi kasus. Penelitian ini dilaksanakan di wilayah kerja Kabupaten Jayapura berdasarkan kriteria geografis daerah perkotaan, daeran pinggiran kota dan daerah terpencil yaitu Puskesmas Sentani, Puskesmas Harapan dan Puskesmas Ebungfau pada bulan Januari sampai April 2017. Informan sebanyak 15 (limabelas). Data diambil dari hasil pedoman wawancara mendalam (*in-depth interview*), dokumentasi, buku catatan, alat perekam suara.

Hasil peran manajerial seorang kepala puskesmas sangat penting dalam meningkatkan kinerja staf di puskesmas. peran pemipin kepala puskesmas ditemukan peran pemimpin kepala puskesmas pendekatan secara kekeluargaan. Hal yang menarik dalam penelitian ini adalah pemberian *reward* berupa insentif bagi staf sesuai jumlah kehadiran dan apel setiap hari yang memberikan dampak dalam peningkatkan kinerja staf di puskesmas. peran pengawasan yang dilakukan dipuskesmas melalui minilokakarya internal puskesmas dan lintas sektor sangat berpengaruh dalam pencapaian target program puskesmas serta membangun dukungan masyarakat terhadap program puskesmas. Peran pengambilan keputusan seorang kepala puskesmas dapat dilakukan baik melalui musyawarah bersama dengan seluruh staf maupun intern dengan penanggungjawab program, namun keputusan juga dapat diambil berdasarkan otoritas kepala puskesmas.

Kesimpulan Peran pemimpin, pengawasan dan pengambilan keputusan sangat berpengaruh dalam meningkatkan kinerja staf di puskesmas. Hal ini sangat dipengaruhi oleh kemampuan peran manajerial oleh seorang kepala puskesmas.

Kata Kunci Pemimpin, Pengawasan, Pengambilan Keputusan, Studi Kasus.

ABSTRACT

Background Health Center as one of the public service institutions can certainly require the role of a leader who is able to manage the Health Center better and able to make the Health Center role properly. The success of the public health center in improving the health status of the community in its working area cannot be separated from the role of all health personnel in the health center. Good managerial factors and effective leadership are important to improve the performance of Health Center in order to achieve good quality of service. In the life cycle of an organization a good managerial activity has a positive impact on the performance of the organization. Leader of Health Center as manager of the Health Center need to apply role as manager to become effective leader so that what happened during this time in some Health Center that is conflict between Leader of Health Center with staff and also in society not to happen again.

Objective: To find out the managerial role of Health Center Leader in improving Health Center Performance.

Research method: This research used qualitative method with case study design. This research was conducted in Jayapura District working area based on geographical criteria of urban area, sub-urban and remote area of Sentani Health Center, Harapan Health Center and Ebungfau Public Health Center from January to April 2017. Informants were 15 (fifteen). The data were taken from in-depth interviews, documentation, bookkeeping, and voice recorder.

Result: The managerial role of a Health Center Leader was crucial in improving staff performance at Health Center. The role of Leader of Health Center was found in roles of leaders, namely the role of Leaders of Health Center that were familial. The interesting thing in this study was the provision of rewards in the form of incentives for staff according to the number of every day attendance which give impact in improving the performance of staff at Health Center. The role of supervision conducted by the Health Center through the internal mini workshop of Health Center and across sectors was very influential in achieving the target of the Health Center program and building the community support for Health Center program. The decision-making role of a Health Center Leader can be done either through consultation with all staff as well as internally by being responsible to the program, but decisions could also be made based on the authority of the Health Center Leader.

Conclusion The roles of leader, supervision and decision making were very influential in improving the performance of staff at Health Center. This was strongly influenced by managerial ability of a Health Center leader.

Keyword Leader, Supervision, Decision Making, Case Study