

INTISARI

Latar belakang: Kinerja Puskesmas yang selama ini dinilai kurang memadai dalam memberikan pelayanan kepada masyarakat, disinyalir disebabkan karena rendahnya kinerja para petugas di Puskesmas. Kinerja petugas diketahui merupakan hasil interaksi antara kemampuan dan motivasi individu. Dari segi kemampuan, para petugas Puskesmas mempunyai kualifikasi yang cukup untuk melaksanakan tugas-tugas di Puskesmas, namun dari segi motivasi yang dipengaruhi komitmen, kultur organisasi dan berbagai faktor yang lain dirasakan kurang memadai. Berbagai intervensi (diklat, supervisi dll) yang dilakukan selama ini hampir seluruhnya ditujukan untuk meningkatkan kemampuan teknis dan manajerial, hampir tidak pernah dilakukan kegiatan intervensi yang ditujukan untuk meningkatkan kinerja melalui perbaikan motivasi, komitmen dan budaya organisasi. Oleh karenanya diperlukan alternatif jenis intervensi yang efektif guna memperbaiki kultur organisasi dan kinerja petugas Puskesmas.

Metode: Penelitian dilakukan dengan menggunakan rancangan penelitian *quasi experimental* dengan *non-equivalent control group design* dengan dipilih 3 Puskesmas sebagai sampel penelitian, masing-masing diberi pelatihan *Organizational Learning*, *Achievement Motivation Training* sebagai kontrol. Selanjutnya untuk melihat efektifitas pelatihan yang diberikan dilakukan analisis kovarians.

Hasil: Hasil penelitian menunjukkan bahwa berdasarkan pengamatan dengan kurun waktu 3 bulan, ada perbedaan bermakna perubahan kultur organisasi dan kinerja petugas Puskesmas yang disebabkan intervensi antara kelompok yang mendapat pelatihan *Organizational Learning*, *Achievement Motivation Training* dan kontrol. Pada kurun waktu 1 bulan meskipun antara pelatihan *Organizational Learning* dan *Achievement Motivation Training* sama-sama efektif untuk memperbaiki kultur organisasi namun pelatihan *Organizational Learning* mempunyai pengaruh yang lebih baik, sedangkan setelah 3 bulan kedua jenis pelatihan mempunyai efektifitas yang sama dalam memperbaiki kultur organisasi Puskesmas. Sedangkan untuk penilaian kinerja, pada kurun waktu 1 bulan hanya pelatihan *Organizational Learning* yang telah menunjukkan dampaknya terhadap peningkatan kinerja petugas Puskesmas, selanjutnya setelah kurun waktu 3 bulan kedua jenis pelatihan tersebut mempunyai efektifitas yang sama dalam meningkatkan kinerja petugas Puskesmas. Penelitian ini juga membuktikan bahwa ada korelasi antara budaya organisasi dengan kinerja petugas Puskesmas.

Kesimpulan: Pelatihan *Organizational Learning* dan *Achievement Motivation Training* cukup efektif untuk memperbaiki kultur organisasi dan kinerja petugas Puskesmas.

ABSTRACT

Background: The performance of Community Health Center has so far been considered unsatisfactory in giving services to the community because of low performance of Community Health Center staff. Staff performance is a result of interaction between individual capability and motivation. Viewed from capability aspect, staff of Community Health Center have adequate qualifications to do their job, but from motivation aspect, influenced by commitment, organization culture and other factors, they are less motivated. Various interventions (education, training, supervision, etc) have so far been aimed at improving technical and managerial capabilities, not at increasing performance through improvement of motivation, commitment and organization structure. Therefore an alternative for effective intervention to improve organization culture and performance of Community Health Center Staff is needed.

Methods: The study used quasi experimental with non equivalent control group design. Three community health centers were chosen as samples, each of which was given Organizational Learning and Achievement Motivation Training as control. To know the effectiveness of training given, covariant analysis was made.

Result: The result of the study showed that, based on 3 months observation, there was significant change of organization culture and performance of community health center staff caused by intervention between group having Organizational Learning Training, Achievement Motivation Training and control group. Within a month both kinds of training were effective in improving organization culture but Organizational Learning training had better influenced, whereas after 3 months but had equal effectiveness in improving organization culture of Community Health Center. Meanwhile, for performance evaluation within 1 month it was Organizational Learning training only which had impact to performance improvement of Community Health Center staff. The study also showed that there was correlation between organization culture and performance of Community Health Center Staff.

Conclusion: Organizational Learning and Achievement Motivation trainings were effective in improving organization culture and performance of Community Health Center Staff.