

Holistic Leadership Model Heads of Puskesmas (Community Health Center) in Garut Regency, West Java Province

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Abstract—This research was conducted because of the interest in the phenomenon that the quality of health services in Garut Regency, especially Puskesmas, was deemed unsatisfactory when viewed from the results of the accreditation assessment carried out by the FKTP (Fasilitas Kesehatan Tingkat Pertama / first-rate health facility) accreditation commission which is now still under the auspices of the Ministry of Health. One of the assessments of the accreditation surveyor is the leadership in the Puskesmas. This qualitative descriptive study aims to describe the capacity of the holistic leadership model of the head of the Puskesmas in Garut Regency which is considered an integral leadership model that covers all aspects of leadership. The data was obtained by conducting a survey through filling out a self-assessment questionnaire to 67 Heads of Public Health Centers in Garut Regency with the results that more than 50% of the Heads of Puskesmas in Garut Regency have Holistic Leadership capacity as a role model which includes elements of customer leadership, business strategy leadership, cultural leadership and value leadership, teamwork leadership, organizational leadership and personal leadership. By looking at the results of the survey, all health centers in Garut Regency should have good service quality, even very good if you only measure it from leadership capacity, but perhaps further and more in-depth research needs to be done regarding the quality of filling out the self-assessment conducted by the community. The head of the Puskesmas, it is necessary to think about how to fill in the self-assessment honestly and honestly so that you can get valid survey results.

Keywords—*head of health center, holistic leadership, quality of health services introduction*

I. INTRODUCTION

Community Health Center, hereinafter referred to as Puskesmas, is a health service facility that organizes public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts in its working area [1]. Puskesmas as government-owned first-level health facilities have quite complex tasks, besides having the main task of carrying out public health efforts (UKM) and individual health efforts (UKP) they must also develop networks and networks of Puskesmas, then they must also pursue the achievement of SPM (service standards minimum / standar

pelayanan minimal) in the health sector as stated in the Minister of Health Regulation number 04 of 2019 [2] and which is currently being intensively carried out, namely the success of the "Healthy Indonesia Program" through the "Family Approach" [3]. In addition, during this pandemic, we must also be at the forefront of controlling and preventing the spread of COVID-19 [4].

To be able to carry out all of the above, it takes a leader who truly has a commitment not only in words but also in harmony with his actions. It takes a community health center leader who is serious, responsible and innovative, because in the future the challenges in the health sector will continue to increase along with the increasing development of information technology and changes in people's lifestyles and behavior [5].

The Garut District Health Office as the organization that oversees the Community Health Center has facilitated all Heads of Public Health Centers in Garut Regency to conduct Community Health Center Management Training which is one of the requirements as Head of Public Health Center in which there is material on leadership. What is expected from the training is that the knowledge and ability of Puskesmas management from the head of the Puskesmas will increase which will have the effect of increasing the quality of health services in their respective work areas and in the end the degree of public health will increase with the realization of the Healthy Subdistrict and the Healthy Indonesia Program will soon be realized.

If you look at the development of health facilities in Garut Regency, especially the Puskesmas in the last 5 years, there have been many changes, based on the results of interviews with several community members who use the Puskesmas, they think that now the Puskesmas in Garut Regency has undergone many changes, it is much better, more neat, cleaner, the building is quite good, the infrastructure is quite complete, very much different from the impression of the Puskesmas which used to seem slum with very minimal facilities. However, the improvement in Puskesmas facilities in Garut Regency is still less significant with the quality of its services when viewed from the results of the Puskesmas Accreditation Assessment conducted by the first-rate health facility Accreditation

Commission every 3 years which has been carried out in the last 4 years.

To note, of the 67 health centers in Garut Regency as many as 65 health centers have followed accreditation and the results are 6 primary accredited health centers, 36 middle accredited health centers, 23 basic accredited health centers and there is no public health center that is fully accredited as the best accreditation status [6]. This raises the question of whether the problem is in the leadership quality of the puskesmas head or the lack of supporting human resources, or the lack of guidance from the Health Office or the lack of puskesmas infrastructure or even the lack of support from across sectors. On this occasion the author will try to examine in terms of the leadership quality of the head of the puskesmas.

Leadership is not the same thing as management; it is a higher ability. Leaders are strategists who set organizational goals; while managers focus on ways in which the organization can achieve that goal. Good leadership has been defined as the ability to integrate a group of individuals into a productive team or unit to achieve goals [7]. Each leader has his own style in leading an organization called leadership style, of course this is motivated by various factors that influence him in addition to his own nature is also influenced by the experience he has experienced, his education / knowledge, age and possibly other factors.

To be able to carry out their duties and functions properly, a puskesmas leader cannot work alone, of course, requires a team, of course requiring the cooperation of all parties in his work area, therefore a comprehensive / holistic leadership strategy is needed where this leadership must be anti- nature in dealing with problems. Complex in an integrated (holistic) and innovative way in the era of competition [5].

To find out the description of the holistic leadership strategy capacity model of the Head of Puskesmas in the Garut Regency area, the authors conducted a survey of 67 Heads of Puskesmas through observation and filling out a self-assessment questionnaire.

II. RESEARCH METHOD

This research was conducted in Garut Regency for about 1 week from 31 August 2020 to 06 September 2020 using qualitative descriptive methods. Meanwhile, the data was obtained by filling out a self-assessment questionnaire for the Head of the Health Center's Holistic Leadership, observing the Garut District Health Profile and interviewing related parties. The Holistic Leadership self-assessment questionnaire was sourced from the Module Book of Community Health Center Management Training Materials which was then poured into a google form which was then distributed to the WhatsApp Group Head of the Garut District Health Center to be filled out and sent to the author's email address.

III. RESULT AND DISCUSSION

One of the uniqueness of holistic leadership is that before acting, the leader first measures the leadership capacity gap from 6 elements, namely the elements of customer leadership, business strategy leadership, cultural leadership and value leadership, teamwork leadership, organizational leadership, and personal leadership [5].

A. *Customer Leadership, Seen from Its Ability in Terms of:*

- Gather information from potential customers.
- Putting the customer first.
- Implement change on an ongoing basis.
- Provide opportunities to interact with customers.
- Advocate for employees to respond to customer needs.

B. *Business Strategy Leadership, Seen from Its Ability in Terms of:*

- Study the competitive environment.
- Focus on building the vision, mission and customer value and competitive advantage.
- Unify the direction of high value activities.
- Maintain relationship with key stakeholders.
- Ensure resources are allocated for strategic activities

C. *Cultural and Values Leadership, Seen from Its Ability in Terms of:*

- Equalize employees' perceptions of organizational culture
- Cultivate work behavior that supports business strategy.
- Promote the desired culture and values.
- Decision making based on cultural values.

D. *Organizational Leadership, Seen from Its Ability in Terms of:*

- Understand the broad organizational context.
- Organizational dialogue in line with organizational goals.
- Set common goals and promote employee talent.
- Decision making based on primary interests.

E. *Team Leadership, Seen from Its Ability in Terms of:*

- Use a way for individuals or teams to understand each other's perspectives.
- Creating a vision with the team.

- Communicate team vision & goals and manage performance effectively.
- Provide opportunities for team members to interact and build working relationships actively.
- Organize forums where teams can lobby for the resources needed to achieve goals.

F. Personal Leadership Seen from Its Ability in Terms of:

- Using tools to understand his/her strengths and weaknesses.
- Conducting mentoring and coaching programs for development.
- Help optimize his productivity and contribution.
- Providing opportunities to help achieve success.
- Provide opportunities to increase the value of the organization itself. Gather information from potential customers.

From the survey results through filling out self-assessment questionnaires to 67 Heads of Public Health Centers in Garut Regency, it was found that more than 50% of Heads of Puskesmas in Garut Regency have Holistic Leadership capacity as a Role Model. By looking at this, most of the Puskesmas in Garut Regency should have good service quality, even very good, which is indicated by the fact that more people get the Main accreditation and even Plenary because other factors, namely the facilities and infrastructure are better and more complete based on the results of observations.

IV. CONCLUSION

In carrying out their duties as leaders of a community health center that has quite complex tasks, the Heads of Puskesmas in Garut Regency have tried to improve their leadership abilities by trying to apply the Holistic Leadership Model and it is proven from the results of the survey that 50% are Role Models, but unfortunately this does not support the

success of most of the Heads of the Puskesmas in implementing their leadership model in an effort to improve the quality of Puskesmas Health services as evidenced by the main or plenary accreditation value. Therefore, it may be necessary to conduct further and more in-depth research regarding the quality of filling out the self-assessment conducted by the head of the puskesmas and to think about how to complete the self-assessment honestly so that it can get valid survey results. It may also be necessary to examine further other factors that also affect the results of the puskesmas accreditation assessment besides the leadership factor.

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