

ABSTRAK

MODEL KEPEMIMPINAN RUMAH SAKIT UMUM DAERAH BERBASIS KEBUDAYAAN MINANGKABAU DI SUMATERA BARAT

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The new public health menerapkan program berdasarkan pendekatan sains berbasis bukti, teknologi, dan sistem manajemen dan kepemimpinan dalam rangka mendukung kesehatan individu dan masyarakat. Perlunya pimpinan rumah sakit memperhatikan budaya lokal dijelaskan oleh Reeleder dkk (2006) bahwa fungsi kepemimpinan itu haruslah sensitif, kompeten dan peduli terhadap nilai-nilai kepercayaan dari budaya setempat.

Pada penelitian awal didapatkan bahwa terjadi permasalahan kepemimpinan antara atasan dan bawahan di rumah sakit yang menyangkut aspek komunikasi yang belum sesuai dengan konsep budaya Minangkabau. Tujuan penelitian ini adalah untuk merancang model kepemimpinan yang menggabungkan budaya kepemimpinan modern dengan kepemimpinan Minangkabau khususnya di rumah sakit Sumatera Barat. Penelitian ini menggunakan metode kualitatif melalui *in-depth interview* kepada beberapa pimpinan puncak rumah sakit dan jajaran di bawahnya serta ahli budaya untuk menguji validitas internal instrumen terkait dengan atribut yang menjadi ciri kepemimpinan rumah sakit di Sumatera Barat. Analisis tematik dan studi etnografi juga dilakukan untuk mendukung triangulasi data yang diperoleh dari *stakeholder*.

Hasil penelitian ini menemukan model kepemimpinan rumah sakit berbasis budaya minangkabau dengan ciri: Koordinasi dan supervisi pimpinan terhadap bawahan dilakukan sejalan sesuai dengan istilah adat Minangkabau yaitu *ditinggikan sarantiang dan didahulukan salangkah*. Dalam menghadapi pihak eksternal adalah mematuhi peraturan yang ada, *memahami anggo jo tanggo, memakai raso jo pareso*, menyesuaikan dengan keadaan (*kama kelok lilin, kasinan kelok loyang*). Sementara, dalam menghadapi pihak internal adalah mengikutkan empati yaitu *“lamak dek awak katuju dek urang”*.

Dari penelitian ini dapat disimpulkan bahwa kepemimpinan RS yang menyerupai kepemimpinan Minangkabau menghasilkan kinerja RS yang baik sesuai standar kemenkes maupun target dari pemerintah daerah. Untuk itu, disarankan pemimpin rumah sakit dapat mempelajari dan memahami budaya Minangkabau dalam menjalankan fungsi kepemimpinan mempengaruhi bawahan.

Kata kunci: Kepemimpinan, rumah sakit, dan budaya Minangkabau.

ABSTRACT

A Model of Leadership in regional Hospitals in West Sumatera Based on Minangkabau Culture

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The new public health paradigm implemented program based on science, evidence approach, and management-leadership system to provide individual and health community. Hospital leadership need to considered local culture in order achieve hospital aim and function (reeleder et al., 2006). In the preliminary research showed that there was a gap in communication between leader and employees related to awareness for Minangkabau local culture.

The aim of this research is to develop a model of leadership that combines modern principles with those in the Minangkabau culture, specifically in West Sumatera hospitals. Preliminary findings included the existence of issues related to aspects of communications between the leadership and the employees that do not conform to Minangkabau cultural norms.

The study took a qualitative approach involving in-depth interviews with hospital directors and the managers directly below them as well as experts on culture to test the internal validity of the concepts used in identifying attributes of leadership that were characteristic of hospitals directors in West Sumatra. Thematic analysis was carried out and case studies developed, including triangulation of data obtained from stakeholders.

The findings of this study showed a model of leadership in regional hospitals in West Sumatera based on Minangkabau culture with the characteristic: coordination and supervision between leader and the employees conducted in accordance with the value of proverb in Minangkabau culture like *ditinggikan sarantiang dan didahulukan salangka* [(a leader) should be one twig higher, one step ahead]. On facing external was comply with existing regulation *memahami anggo jo tanggo, memakai raso jo pareso* [understand thoughts and considerations, use feelings and intuition], *adapting with the situasion kama kelok lilin, kasinan kelok loyang loyang* [where the wax flows, so goes the brass]. Internal issues had to be faced using empathy as in *lamak dek awak katuju dek urang* [what tastes good to us is pleasing to others]. This study showed that hospital leadership that more closely conforms to Minangkabau cultural norms is associated with better outcomes as measured by the standards used by the Ministry of Health as well as the targets established by local governments. For this reason, these findings suggest that hospital directors must know and understand local culture (in this case, Minangkabau culture). For this reason, it is suggested that people appointed to leadership positions in West Sumatera hospitals have an understanding of local culture and recognize the role it may play their relationships with their employees.

Key words: leadership, hospitals, Minangkabau culture