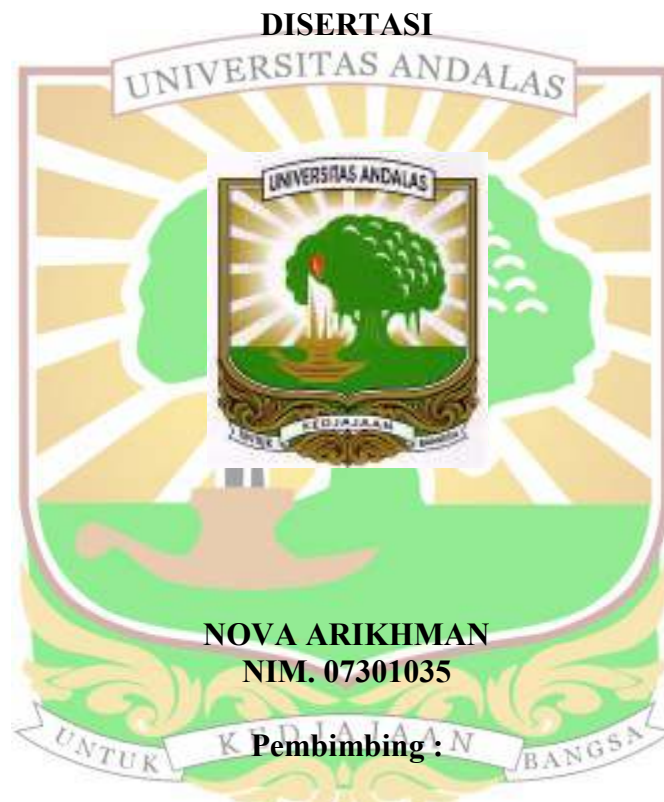


DETERMINAN FAKTOR KINERJA PUSKESMAS BERBASIS *BALDRIGE PERFORMANCE EXCELLENCE* YANG DIPERANTARAI OLEH *SOFT SKILLS* DI PUSKESMAS KOTA PADANG SUMATERA BARAT

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ABSTRAK

DETERMINAN FAKTOR KINERJA PUSKESMAS BERBASIS *BALDRIGE PERFORMANCE EXCELLENCE* YANG DIPERANTARAI OLEH *SOFT SKILLS* DI PUSKESMAS KOTA PADANG SUMATERA BARAT

Nova Arikhman

Kinerja Puskesmas berbasis *Baldrige Performance Excellence* berada pada angka 669,39, yaitu pada level *emerging business leader (average)* yang berpotensi ditingkatkan untuk mencapai level *excellence*, dengan penataan yang komprehensif. Persoalan pada *soft skills*, yaitu dari 58,93% pelayanan yang belum optimal, 69,67% adalah karena persoalan interaksi petugas dengan pasien, yang berkaitan dengan kompetensi afektif dan sosial. Penelitian ini bertujuan menemukan peran *soft skills* sebagai perantara faktor-faktor determinan dengan kinerja, yang bermuara pada penemuan model dan diagram jalur model.

Penelitian ini menggunakan rancangan *cross sectional*, pengumpulan data melalui alat ukur kuesioner kepada 351 sampel yang dijaring dengan metode *proportional cluster random sampling*. Kinerja Puskesmas dihipotesiskan dipengaruhi oleh variabel faktor determinan, yang diperantarai oleh *soft skills*. Jawaban permasalahan penelitian dan konfirmasi hipotesis dilakukan melalui serangkaian analisa menggunakan *software Smart-PLS (Partial Least Square)*.

Hasil penelitian menunjukkan bahwa sebagian besar (73,33%) hubungan antar variabel laten yang diuji, menghasilkan nilai *T Statistics* yang signifikan ($\geq 1,65$), bahkan hampir separoh (46,67%) signifikansinya berada pada tingkat kepercayaan 99%. Menemukan bahwa *Soft Skills* direpresentasikan secara signifikan oleh 27 dimensi, menemukan empat hipotesis diterima, yaitu *soft skills* terbukti berperan dalam memperkuat hubungan antara karakter, motivasi, pengalaman, dan pelatihan khusus dengan kinerja. Selanjutnya menemukan persamaan model “Peranan *Soft Skills* sebagai Perantara Faktor Determinan dengan Kinerja Berbasis *Baldrige Performance Excellence*”. Sekaligus menemukan model diagram jalur, dengan empat jalur hubungan.

Peneliti merekomendasikan agar pengambil kebijakan mempertahankan dan meningkatkan kinerja petugas di Puskesmas dengan mengembangkan *soft skills* melalui penyusunan program dan kebijakan: membangun karakter, meningkatkan motivasi, merumuskan panduan pertimbangan pengisian tanggung jawab jabatan tertentu yang berlandaskan pada pengalaman petugas, dan menyelenggarakan pelatihan khusus yang menekankan pada indikator paling representatif sesuai temuan.

Kata kunci : karakter, motivasi, pengalaman, pelatihan, *soft skills*, kinerja.

Rujukan : 145 (1995-2013).

ABSTRACT

DETERMINANT FACTORS OF HEALTH CENTER PERFORMANCE BASED ON BALDRIGE PERFORMANCE EXCELLENCE MEDIATED BY SOFT SKILLS IN PADANG HEALTH CENTERS WEST SUMATERA

Nova Arikhman

The pilot project showed that the score of performance of health centers based on Baldrige Performance Excellence was 669.39, the level of this score was in emerging business leader (average) which is potentially to improved until the excellence level, with a comprehensive arrangement. The problem that the researchers found in soft skills was, 58.93% of the service is not optimal yet, 69.67% of them was due to the interaction between the staff and patients that related with affective and social competence. The study aims to find the role of soft skills as intermediary determinant to the performance, which led to find of the model and diagram pathway model.

This study used cross sectional design and data collected by questionnaires to 351 samples captured by proportional cluster random sampling method. Performance of health centers was being hypothesized influenced by determinant factors as variabel that mediated by soft skills. The problem's answer of research and confirmation of the hypothesis was done through a series of analysis using software Smart-PLS (Partial Least Square)

The results showed that most of (73.33%) the relationship between the latent variables that being tested brought the significant value of T Statistics ($\geq 1,65$), almost half of significance (46.67%) were at 99% confidence interval. Soft Skills was represented significantly by 27 dimensions. Four hypotheses were accepted : soft skills have role in strengthening the relationship between the characters, motivation, experience, and special training with performance. Furthermore, this research found the equation of model "Soft Skills Role as Mediator of Determinant Factor" with "Performance Based Baldrige Performance Excellence". Not only that, this research found the path diagram model with the four-way relationships.

Researchers recommended that policy makers should maintain and improve the performance of staff in health centers by developing soft skills through the program development and policies: character building, improving motivation, formulating guidelines for the consideration of charging responsibilities for certain position which based on the experience of the staff, and organize special training that emphasizes on the most representative indicators as being found.

Keywords: Character, motivation, experience, training, soft skills, performance.

Reference: 145 (1995-2013).