

## Analisis mutu organisasi direktorat bina upaya kesehatan rujukan dengan pendekatan kriteria malcolm baldrige tahun 2014 = Quality analysis organization of the refferal health directorate building effort with malcolm baldrige criteria approach 2014

Jamaluddin Lendang, author

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### Abstrak

Organisasi yang menghasilkan suatu produk seperti jasa, memerlukan suatu evaluasi berupa penilaian mandiri (self assessment) yang dapat meningkatkan kualitas pelayanan secara terus-menerus (continuous improvement) sehingga didapatkan kualitas pelayanan yang tinggi dan sesuai dengan tuntutan zaman. Salah satu penilaian keberhasilan suatu organisasi adalah hasil kinerja yang optimal yang diukur berdasarkan target-target yang ditentukan organisasi itu sendiri. Peneliti menggunakan 7 (tujuh) kriteria yang terdapat dalam Malcolm Baldrige Health Care Criteria for Performance Excellence untuk mengetahui mutu organisasi Direktorat Bina Upaya Kesehatan Rujukan tahun 2014. Metode penelitian adalah mix metode dengan sequential eksplanatory design.

Hasil analisis bivariat menunjukkan hubungan yang kuat dan berpola positif antara hasil kinerja organisasi dengan enam kriteria Malcolm Baldrige. Sedangkan hasil analisis multivariat menunjukkan empat kriteria yang positif dan satu kriteria negatif yang dapat menjelaskan hasil kinerja organisasi sebesar 65,7% sementara satu kriteria tidak masuk dalam pemodelan.

Hasil kinerja Direktorat Bina Upaya Kesehatan Rujukan termasuk dalam range sangat rendah. 3 permasalahan yang masih yang menonjol antara lain organisasi belum menetapkan sasaran, tujuan dan ukuran kinerja (key performance indicator) dalam perencanaan organisasi; belum menetapkan visi, misi dan nilai-nilai organisasi serta perencanaan belum disusun berdasarkan periode jangka panjang dan jangka pendek. Permasalahan tersebut dapat diselesaikan jika direktur dan pimpinan organisasi segera menetapkan visi, misi dan nilai-nilai organisasi, menyusun perencanaan strategis sesuai dengan tugas dan fungsi organisasi serta berdasarkan periode jangka panjang dan jangka pendek.

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Organizations that produce a product such as services, requires an evaluation of a self-assessment to improve service quality continuously to obtain a high quality of service and in accordance with the demands of the times. One of the assessment of an organization's success is the result of optimal performance as measured by the target-the specified target organization itself. Researchers are using seven (7) criteria contained in the Malcolm Baldrige Health Care Criteria for Performance Excellence to determine the quality of the organization of the Refferal Health Directorate Building Effort, 2014. Research method is the sequential explanatory mixed method design.

The results of the bivariate analysis showed a strong association between positive and patterned organizational performance results with the six criteria of the Malcolm Baldrige. While the results of the multivariate analysis showed four positive criteria and negative criteria that one can explain the results of the organization's performance by 65.7%, while the criteria are not included in the modeling.

The results of the performance of the Refferal Health Directorate Building Effort references included in the very low range. 3 problems that still stand out among other organizations have not set goals, objectives and

performance measures (key performance indicators) in the planning of the organization; has not set a vision, mission and values of organization and planning has not been prepared based on a period of long-term and short-term. These problems can be solved if the director and the head of the organization immediately set the vision, mission and values of the organization, strategic planning in accordance with the duties and functions of the organization as well as by long-term period and the short-term.