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The Analysis of Training Needs fo head of Public Health Centre (Puskesmas) in South Nias District

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Abstract

Based on the Regulation of the Minister of Health of the Republic of Indonesia Number 43 the Year 2019, the Public Health Centre (Puskesmas), the requirements of the head of the Puskesmas include having management skills in the field of public health and having attended Puskesmas management training. The study aims to analyze the training needs of the head of the Puskesmas. The research method is descriptive qualitative. Data collection was carried out by in-depth interviews, Focus Group Discussion (FGD), and document review. The research informants included the Head of the Department, 36 Heads of Puskesmas, and 36 Puskesmas staff, a total of 73 people. The results showed that the skills in the field of employee administration, archival documentation was not optimal, the head of the puskesmas had not been able to influence their employees and had not been able to make a planning list of goods requirements. Based on this research, it was concluded that not all puskesmas heads in South Nias met the requirements according to the Regulation of the Minister of Health of the Republic of Indonesia Number 43 the Year 2019, therefore it is better if in determining the head of the puskesmas, a selection must be made and training is conducted.

Keywords: Head of Public Health Centre, Training Needs

Introduction

Public Health Centre (Puskesmas) is the leading health service unit in Indonesia which is led by a Head of Puskesmas. Puskesmas as a health service organization is of course very much needed by a Puskesmas head who has adequate competence. According to the research results of Dakhi, et.al (2020), the human resources of the state civil apparatus are human resources who have technical competence, managerial competence, and socio-cultural competence.

Minister of Health Regulation Number 43 of 2019 concerning Puskesmas states that the requirements for the Head of Puskesmas include having management competence in the field of public health and having attended Puskesmas management training.

Of course, the competence of the Head of the Puskesmas comes from formal education and work experience, and various training before becoming the Head of the Puskesmas. However, the position of the Head of the Puskesmas certainly requires someone who has certain competencies so that the health services provided at the Puskesmas to the public as expected by the public. Therefore it is necessary to analyze the training needs of the Head of the Puskesmas as a support for the Head of the Puskesmas in carrying out leadership and public service duties.

All organizations must focus on conducting training need assessment before deputing any employee for training. Though most of the organizations are aware of the fact of conducting a need assessment for training their employees; yet most of the organizations fail to practice it (Shulagna, 2013).

The data shows that the performance achievement of the Head of the Puskesmas in South Nias District in the last 3 years, concerning the Regulation of the Minister of Health of the Republic of Indonesia Number 857 / Menkes / IX / 2009, concerning Guidelines for the Assessment of Health Human Resources in Puskesmas, resulted in an

assessment that there were only 5 Puskesmas those who scored category I (good), 13 Puskesmas with category 2 (less), and 18 Puskesmas with category 3 (poor). Therefore, it can be stated that the performance of the Puskesmas in the South Nias District is still lacking.

Currently, the community health empowerment efforts carried out by the Puskesmas have not been carried out comprehensively, integrated and continuously, because they are still oriented towards curative services (Puskesmas services should be more promotive and preventive in nature).

Besides, planning for human resource needs in Puskesmas so far both the number and qualifications are still not as expected, namely based on workload and type of work.

Therefore research and analysis are needed on the training needs of the Head of Puskesmas in the South Nias District Health Office which aims to determine the competence of the Heads of puskesmas in South Nias District, analyze their competency gaps and formulate training needs for them.

Method

The research method used in this research is a descriptive method with a qualitative approach on the grounds that the researcher can explore the phenomena and problems that are the focus of the research. In this study, researchers conducted an analysis of the results of in-depth interviews, Focus Group Discussions (FGD) and existing documents.

Researchers determine informants who have expertise, understand well, and are responsible for carrying out employee development, especially the Head of the Puskesmas. The research informants totaled 73 people consisting of 1 Head of Health Service, 36 Heads of Puske The research method used in this research is a descriptive method with a qualitative approach because the researcher can explore the phenomena and problems that are the focus of the research. In this study, researchers analyzed the results of in-depth interviews, Focus Group Discussions (FGD), and existing documents.

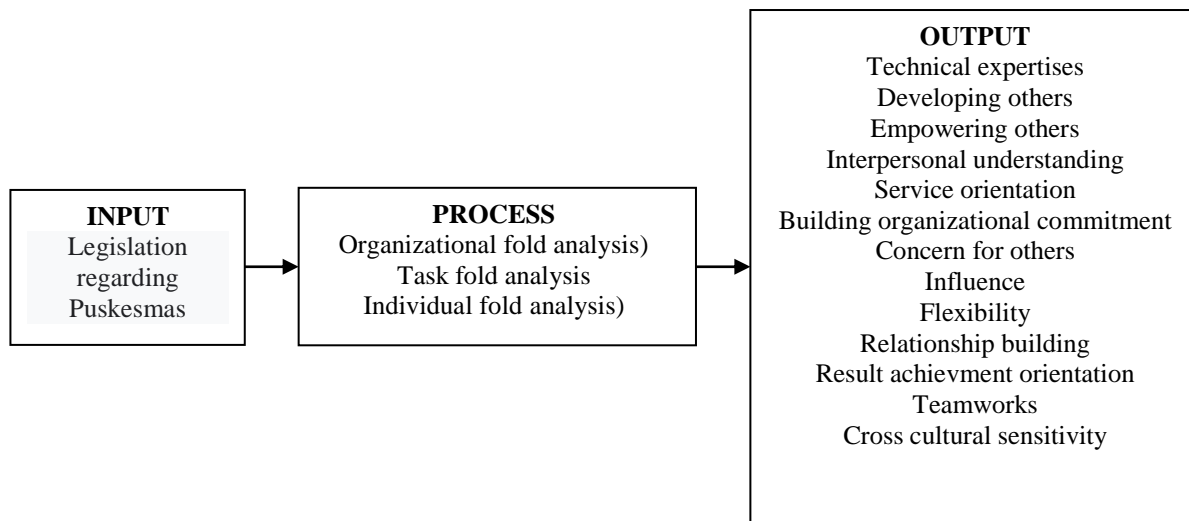
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Data collection is carried out naturally, primary data sources, and data collection techniques are more on participation observation, in-depth interviews, and documentation. Verification of data from interviews and for data validity was carried out through a credibility test with a triangulation technique approach.

Analysis of training needs is carried out by applying the theory of Chang et.al (2012), namely: Organization Fold Analysis as Strategic capabilities needs dimensions, Task Fold Analysis as Performance gap needs dimensions, and Individual Fold Analysis as Competency gap needs dimensions.

Furthermore, according to Spencer and Spencer (1993), indicators of managerial competence include Technical expertise, Developing others, Empowering others, Interpersonal understanding, Service orientation, Building organizational commitment, Concern for Others, Influence, Flexibility, Relationship building, Result achievement orientation, Teamworks, and Cross-cultural sensitivity.

Referring to the aforementioned theories, the conceptual framework of this research can be described as follows:



Theoretical Framework

Result

Organizational fold analysis

The requirements needed to become the Head of a Puskesmas are that the minimum education they have is a medical degree or doctor. However, based on data from the personnel department, not all of the Heads of Puskesmas have a bachelor's degree in health or doctors, and not all of them have received training in puskesmas management.

Data on 36 Heads of Puskesmas based on education level and type of education include 10 people with a Diploma in Nursing, 5 people with a Diploma in Midwifery, 12 people with a Bachelor of Health, and 3 with medical education. There are 25 Heads of puskesmas who have never attended Puskesmas Managerial Training.

Task fold analysis

Recruitment, work standards, training, and work control of the Head of the Puskesmas, can be seen from the answers to the following information:

.... "The standard of work is based on the main tasks and regulations that exist, both from the Ministry of Health, the Provincial Health Officer, and from the Government of South Nias District"

... "The head of the puskesmas controls by conducting routine evaluations in the form of coordination meetings. Indeed, at this time it has been rare to carry out evaluations".

The head of the Health Office has difficulty finding people who have leadership, role models, and care for work. The Head of the Health Office always conducts routine evaluations of the Puskesmas performance appraisal report which is carried out in a coordination meeting of the Head of the Puskesmas every at least once in 3 months.

Individual Fold Analysis

Regarding individual fold analysis, it can be seen from the following in-depth interview results

"The head of the puskesmas must have an honest character, have a sense of responsibility, know about the position he is assigned, not only based on salary, and able to get out of the pressure at work."

.. "Now it is difficult to find people who have a caring attitude towards work and empathy for others, and have innovation."

The personality that must be possessed by the Head of Puskesmas is honesty, exemplary, and responsibility. In working, not only to get a salary but must be responsible for the position they hold, especially now that there is a lot of pressure from the community to improve the quality of the Puskesmas.

.. "Recruitment of the head of puskesmas is no longer based on rank but level and type of formal education and work experience."

It is better if when choosing the Head of the Puskesmas it is explained the burdens and things that are his responsibilities.

Technical expertise

The discussion group forum gave the result that the Head of Puskesmas so far in determining managerial competence is only based on formal education, previous year's experience, and assignments. According to the staff, the Head of the Puskesmas does not yet have competence in matters of administration, especially in correspondence, but according to the Head of the Health Office, this ability is not a necessity because all can be trained and learned by themselves. Heads of Puskesmas need administrative training in the fields of personnel, logistics, medical records, and financial management. Also, Heads of Puskesmas need training in leadership, decision making, and policy formulation. Puskesmas heads also need training in planning and budget management as well as performance and financial audits. Puskesmas cover a certain area so that the program approach must be based on epidemiology, for that, a Head of Puskesmas needs epidemiological training.

Developing others

Developing others can be seen from the answers of the following informants:

.... "It is difficult for the Health Office to develop employees because the authority and responsibility for employee development lie with the Regional Civil Service Agency of South Nias District. The Health Office only has the authority to propose".

One way of developing employees is by permitting them to participate in education and training held at the Provincial and National levels, the costs of which are borne by these employees. Some of the training held by the Health Office is not related to developing the competence of the Head of the Puskesmas but training related to health programs, for example, case finding training in the field of epidemiology, training in the management of rabies cases, all of which are technical training and are aimed at staff at the Puskesmas.

The head of the Puskesmas in planning, organizing, actuating, and controlling human resources is only based on previous experience without any special training for that. The head of the Puskesmas is also directly assigned without prior on-the-job training.

Empowering others

The technique used by the Head of the Puskesmas is by dividing the tasks given, and planning and monitoring supervision, and evaluating activities. In terms of empowering others, it is sometimes done by transferring and rotating employees as well as refreshing the employees concerned. Employee competency assessment training is needed.

Interpersonal understanding

Interpersonal understanding is carried out through various informal activities, such as banquets together, maintaining communication, giving gifts or awards to outstanding employees, respecting each other. Human relations and communication training are very necessary.

Service orientation

Service orientation can be seen from the following interview results:

... "Always be reminded that the Head of the Puskesmas is a public servant, on the other hand, the community keeps changing its mindset, needs, and demands on the quality of health services so that the Head of the Puskesmas must be able to provide services according to these changes."

Building organizational commitment

This commitment is made through an agreement with employees to achieve common goals. The head of the Puskesmas provides rewards for employees who excel and punishment for employees who do not perform well. The head of the Puskesmas must be a role model for its employees.

Concern for order

An agreement between the head of the puskesmas and employees is that they work by their respective main duties and functions so that no employee has an excessive workload or vice versa.

Influence

There is the Head of the Puskesmas who always reminds and gives influence to employees in carrying out their duties, some are not. Some time ago there was a Head of Puskesmas who was transferred due to refusal from an employee.

Flexibility

The head of the puskesmas and the staff of the puskesmas agree that the head of puskesmas must be flexible, both in terms of work and regulations, because if he is not flexible the job will not run smoothly. For example, when there is a shortage of manpower in one field of work for some reason, it must be done by other departments.

Relationship building

Puskesmas are at the forefront of health services, so the Head of the Puskesmas has many cross-sectoral relationships such as the Village Office, Sub District Office, Police Officer, and others. The head of the puskesmas can develop a strong network that facilitates cross-sector cooperation through various meetings, meetings, or communication both vertically and horizontally.

Result achievement orientation

The agreement between the head of the puskesmas and employees is that the result achievement orientation can be seen from the completion of the assignment given to the employee, if the employee violates the commitment, it will be sanctioned.

Cross-cultural sensitivity

The head of the puskesmas and employees respect each other's opinions and cultures and must be able to understand the cultural background of each employee, reduce the individualistic nature of both the head or puskesmas staff, maintain solidarity between religions and cultures, and we must respect every local culture and community leaders, especially South Nias District includes rural areas, urban areas, and tourism areas.

Discussion

Organizational fold analysis shows that leadership training is the training needed by the Head of Puskesmas. Christina, et.al (2018)'s research result show that leadership training programs have a positive effect on affective, cognitive, and skill-based learning outcomes. It means that leadership training is not only organizational but to increase affective, cognitive, and skill-based learning outcomes.

Task Fold Analysis shows that epidemiological training, puskesmas administration training, and puskesmas management training are the training needed by the head of the Puskesmas. This shows that the Head of the Puskesmas must be able to understand both technically and managerially the activities carried out in the Puskesmas he leads. Epidemiological training very useful in terms of mapping and knowing the patterns of disease and trends so that the programs implemented at the puskesmas are contextual and right on target. As stated by Janet et. al (2008) that Epidemiology Competency Development and Application to Training for Local and Regional Public Health

Practitioners.

In terms of management competence, Kent (2005) said that the functions of leadership and management are inseparable. The functions of leaders and managers can be studied separately, but "in reality, they reside within and are practiced by single individuals." Therefore, it is not only reasonable but logical rather, to conclude that the roles of the leader and manager are the same.

Individual Fold Analysis shows that risk management training, policy analysis training, employee interest, and competency assessment training, human resource management training, human relationship training, communication training, advocacy training, and socio-cultural training are the training needed by the head of the Puskesmas. Szabó & Csepregi (2011) argues that social competencies are connected with communication skills, social competencies connected with co-operational skills.

Conclusions and recommendation

The head of the Puskesmas in an organizational manner requires leadership training and in a task, it requires epidemiological training, administrative training for the Puskesmas, and training for the management of the Puskesmas are the training needed by the Head of the Puskesmas. Besides, individual Puskesmas heads need risk management training, policy analysis training, employee interest, and competency assessment training, human resource management training, human relationship training, communication training, advocacy training, and socio-cultural training.

Recruitment of puskesmas heads should be carried out based on the results of competency tests, both organizational, task, and individual competencies. Candidates with the highest competence are appointed as Head of the Puskesmas. On-the-job training is carried out for the head of the Puskesmas concerning the results of his competency analysis at the time of recruitment, which means that the competencies expected of a Puskesmas head can be fulfilled so that the Puskesmas tasks they lead can run well.

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