

Learning Organization and Accreditation Performance of Community Health Centers in Mojokerto, Indonesia

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Abstract-This research is motivated by the low achievement of accreditation of Community Health Centers (CHC) in Mojokerto city. CHC accreditation survey in 2016, from five health centers, three of them are accredited middle class, while the other two are accredited basic. Data self assessment carried out by the health center accreditation showed lower average value of the self-assessment accreditation in all health centers in 2016 in the amount of 77.2% when compared with the accreditation standards plenary value that is equal to 80%. This study aimed to determine the relationship between learning organization and accreditation performance of CHC. This observational study used cross sectional study design. The study was conducted from March to April 2017 in five CHC. Data collection used questionnaires with interview techniques. Respondents were the head of CHC as well as the CHC accreditation team, with a total of 50 respondents. The method of analysis using descriptive analysis and cross tabulation on learning organization on the performance of the health center accreditation. The results showed that there is a relationship between learning organization with performance of CHC accreditation.

Keywords: organizational learning, performance accreditation, health center

1. INTRODUCTION

CHC accreditation has been enacted since the issuance of Regulation of Health Minister Number 46 in 2015 about Accreditation of CHC, Primary Clinic, Self Practice Place of Doctor and Dentist. According to Regulation of Health Minister Number 46 in 2015, accreditation is an acknowledgment given by the independent accreditation organizational agency stipulated by Health Minister after meeting the accreditation standards. The main purpose of CHC accreditation is to foster quality improvement, performance through continuous improvement of management system, quality management system and service delivery system and program, and implementation of risk management, and not merely an assessment to obtain accreditation certificate.

Mojokerto municipal health office has five health centers, consisting of two outpatient health centers and three hospitalized health centers, all of them accredited (three accredited medium and two basic accredited). This accreditation status acquired in September 2016, after the previous accreditation survey in June 2016. The health center should perform a self-assessment to evaluate the readiness of the accreditation process of the health center for the accreditation survey.

Result of self assessment accreditation of all CHC shows that value is still below standard, that is accreditation value of plenary. The value requirement for plenary accreditation is at least 80% for all working groups (pokja), either pokja 1, 2 or 3. The

value of this plenary accreditation should be reached in 2019, in accordance with the Mojokerto City Health Office Strategic Plan. Therefore, efforts should be done to improve performance achievement of health center accreditation in Mojokerto City.

Peter Senge (1990) created a theory called learning organization, which consists of five disciplines, namely: a shared vision, personal mastery, team learning, mental models and systems thinking. This theory was developed by Watskin & Marsick (2003), which consists of seven dimensions: 1) create continuous learning opportunities, 2) promote inquiry opportunities, 3) encourage collaboration and team learning, 4) create systems to capture and share learning, 5) empower people toward a collective vision, 6) connect the organization to its environment, and 7) provide strategic leadership for learning. Seven dimensions conveyed by Watkins & Marsick is more appropriate with the learning process in CHC accreditation which is new for most CHC employees.

The learning process within the organization will actually strengthen the employees and integrate work and learning in an ongoing process (Bryson, et al, 2004). Building a learner organization has shown many benefits: improving the ability to innovate, helping to create, analyze, store and disseminate knowledge, improve skills, competencies and conditions to improve customer satisfaction (Alas & Sharifi, 2002; Ayupp & Perumal, 2008; Marquardt, 2002).

According to Nonaka (1991), a successful organization in the future is a learning organization that can apply learning culture. Senge (1990) proposed a five disciplines of a learning organization include personal mastery, building a shared vision, measuring mental models, team learning and systems thinking. Watkins & Marsick (1993) argue that the learning organization is not a collection of individual learners within the organization, but it is believed that it is a process that occurs at different levels of the organization.

Based on these data, the problem of the proposed research is the low value of the average self-assessment accreditation in all health centers in Mojokerto 2016 in the amount of 77.2% when compared with the accreditation standards plenary value that is equal to 80%. This study aims to determine the relationship between Learning Organization and the performance of accreditation Health Center in Mojokerto.

2. METHOD

This research type is observational research, that is research approach where in collecting data and information only observe without intervention or giving treatment to population. The approach is done with cross sectional approach that emphasizes the time of measurement or observation of the independent and dependent variable data only once at a time (time point approach), so that the variable which is the cause and effect are not distinguished (Supriyanto, 2011).

Research was located at five CHC and conducted in March to April 2017. The population of this study were five health centers in Mojokerto City. This study uses total sampling. Respondents of this research are Head and accreditation team of CHC in Mojokerto City. Each CHC is represented by ten people, so the total number of respondents is 50 people. Data collection techniques of this study is an interview with a questionnaire guide.

3. RESULTS

Of all respondents (n = 50), 24 (48%) of the respondents had an educational background at the bachelor of profession level and 17 (34%) respondents graduated from 3 years diploma. In this study also found that 22 (44%) of respondents have a good level of knowledge about CHC and CHC accreditation, and each 13 people (26%) have medium and excellent knowledge level. While for skill level (skill to make accreditation document according to responsibility and skill of running program system / service according to accreditation standard), 44% have good skill, and 32% have medium skill. .

Following the distribution of the conditions of Learning Organization in health centers in Mojokerto:

Table 1 Distribution of Variable Learning Organization in CHC Mojokerto

CHC	Variabel Learning Organization							
	Not Good		Less		Medium		Good	
	∑	%	∑	%	∑	%	∑	%
Kedundung	0	0	5	50	4	40	1	10
Gedongan	0	0	1	10	7	70	2	20
Wates	0	0	0	0	7	70	3	30
Mentikan	0	0	0	0	5	50	5	50
Blooto	0	0	0	0	6	60	4	40

Table 1 can explain that learning organization in CHC Mojokerto with the highest value obtained by Mentikan health centers, of which 50% of respondents gave good value. While CHC Kedundung get the value of the lowest Learning Organization, as many as 50% of respondents give less value to this health center. Health center has a value of minimum conditions of learning organization is Kedundung health center (72.6), while having the highest value is CHC Blooto (97.9). Good category is achieved when the value reaches more than 96.5. The data in Table 3.2 also shows that all sub-variables of the learning organization in the five CHC on average show good and excellent results. The highest value is in subvariabel Providing strategic leadership for learning, which is found very good value in three health centers, namely CHC Gedongan, Mentikan and Blooto. This shows that in three CHC already have a leadership pattern that supports the learning process in CHC. The following description of the performance of CHC accreditation in Mojokerto City based on self assessment conducted in April 2017.

Table 2 Performance Overview Accreditation of Community Health Centers in Mojokerto City Year 2017

CHC	Self Assessment Accreditation (%)				
	Pokja 1	Pokja 2	Pokja 3	Average	Criteria
Kedundung	81,00	71,00	55,00	69,00	Not Good
Gedongan	80,07	51,33	49,76	60,39	Not Good
Wates	82,70	75,77	64,32	74,26	Not Good
Mentikan	84,55	78,37	67,92	76,94	Not Good
Blooto	95,28	80,86	74,59	83,57	Good

Table 2 can show that the lowest accreditation performance is Kedundung CHC, while the best is Blooto CHC. Performance is assessed accreditation of self-assessment performed by each health center. Accreditation performance score is good if the value

of self assessment reaches above 80%. Each health center accreditation is expected to conduct a self assessment every six months in order to evaluate the accreditation process after accreditation surveys. Moreover, their self-assessment accreditation routinely expected viability (sustainability) accredited health center, because in fact the accreditation of the health center is not just about making the document, but more important is the passage of the administrative system, the program attempts Public Health as well as Health service in accordance with the standards of CHC accreditation.

Tabel 3 Cross Tabulation Results Between Learning Organization by the Accreditation Performance Health Center in Mojokerto 2017

Learning Organization	Accreditation Performance	
	Good	Not Good
Good	Blooto	-
Not Good	-	Kedundung, Gedongan, Mentikan, Wates

Tabel 3 show that there is the relationship between the Learning Organization with the performance of accredited health center. It can be concluded from the data that CHC Blooto who has a good learning organization evidently have a good accreditation performance. While Kedundung, Gedongan, Wates and Mentikan Health Center which has a value learning organization that is not good, it turns out the accreditation performance is not good anyway.

There is a linear relationship between the learning organization with the performance of accredited health center. We can see that in CHC Kedundung with 50% less LO value, it has less accreditation value as well. While CHC Blooto, 40% give good value for LO, and its accreditation performance value is good category. There are interesting in Gedongan Health Center, where 70% of respondents give moderate value for LO CHC, but the value of accreditation performance is not good category. The relatively good condition of the LO is expected to improve the performance achievement of accreditation in the next period.

4. DISCUSSION

The concept of a learning organization has been associated with innovation and performance in the organization in several studies (Power & Waddle, 2004; Watkins & Marsick 1993). The ability to change and implement continuous improvement efforts to address the challenges of the environment in which the organization operates in accordance with the organization's ability to learn (Armstrong & Foley, 2003; Senge, 1990). Organizations experiencing the learning process will be able to match the

development and improvement that exist in the environment (competitors) to lead to success.

Learning organization needed to survive in a rapidly changing business environment. The inability of the organization to learn causes the company to lose knowledge that will lead to repetitive error patterns, lower productivity, and lower performance. (Martins and Martins, 2011). The correlation test results between learner organization and knowledge performance conducted at Whiz Hotel in 2015 showed significant relationship. Learning Organization serves as supporting the implementation of value chain activities as a major activity in improving the effectiveness of research and learning by the organization that ultimately lead to success for the innovation strategy. Research conducted by the Nazari in 2012 also showed that the dimensions of learning organization positively and significantly correlated with organizational commitment scale.

This study proves the relationship between learning organization with the performance of CHC accreditation. CHC Blooto has good learning organization value, so it has good accreditation performance also. Five of the seven learning organization subvariables showed good results. There are two subvariable that has a value that is currently Establishing system to capture and share learning and Empowering people toward a collective vision.

At Kedundung Public Health Center, all subvariables of learning organization get medium value. While CHC Gedongan, from seven subvariables, only one that included good category that is providing strategic leadership for learning, while six others are in medium category. CHC Wates has three subvariables that get medium value, and four others get good grades. While the fifth CHC, which is CHC Mentikan has two subvariabel with good value, and five others with medium value. By knowing the value of each subvariabel, each CHC can do mapping according to subvariabel condition which have less / moderate value, and improve it so that it can create good learning organization condition. A good learning organization condition is expected to improve the performance of CHC accreditation.

5. CONCLUSION

This study can show there is relationship between learning organization with performance of accreditation CHC. The better learning organization and performance of CHC accreditation can increase. CHC can improve the performance of accreditation by improving the condition of learning organization.

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