

**LAPORAN AKHIR**  
**PENELITIAN KOLABORASI DOSEN MAHASISWA**



**JUDUL**  
**ANALISIS MODEL KEPEMIMPINAN AGILE DALAM**  
**MENINGKATKAN KINERJA ORGANISASI DI INSTITUSI**  
**KESEHATAN**  
**(Studi Kasus Di Klinik Griya Husada Bekasi Jawa Barat)**

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Nomor Kontrak Penelitian: 372/F.03.07/2022  
Dana Penelitian: Rp 15.000.000,00

**FAKULTAS PASCASARJANA**  
**PROGRAM STUDI MANAJEMEN**  
**UNIVERSITAS MUHAMMADIYAH PROF DR HAMKA**  
**JAKARTA**  
**TAHUN 2022**



UNIVERSITAS MUHAMMADIYAH PROF. DR. HAMKA  
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Nomor : **372**/ F.03.07 / 2022  
 Tanggal : 2 Maret 2022

***Bismillahirrahmanirrahim***

Pada hari ini, Rabu, tanggal Dua, bulan Maret, Tahun Dua Ribu Dua Puluh Dua, yang bertanda tangan di bawah ini **Dr. apt. Supandi M.Si.**, Ketua Lembaga Penelitian dan Pengembangan Universitas Muhammadiyah Prof. DR. HAMKA, selanjutnya disebut sebagai PIHAK PERTAMA; **Dr. Bambang Dwi Hartono, M. Si.** selanjutnya disebut sebagai PIHAK KEDUA.

PIHAK PERTAMA dan PIHAK KEDUA sepakat untuk mengadakan Perjanjian Kontrak Kerja Penelitian yang didanai oleh RAPB Universitas Muhammadiyah Prof. DR. HAMKA

Pasal 1

PIHAK KEDUA akan melaksanakan kegiatan penelitian dengan judul : **Analisis Model Kepemimpinan Agile Dalam Meningkatkan Kinerja Organisasi Di Institut Kesehatan (Studi Kasus Di Klinik Griya Husada Bekasi Jawa Barat)** dengan luaran wajib dan luaran tambahan sesuai data usulan penelitian Batch 2 Tahun 2021/2022 melalui [simakip.uhamka.ac.id](http://simakip.uhamka.ac.id).

Pasal 2

Kegiatan tersebut dalam Pasal 1 akan dilaksanakan oleh PIHAK KEDUA mulai tanggal 2 Maret 2022 dan selesai pada tanggal 2 Agustus 2022.

Pasal 3

- (1) Bukti progres luaran wajib dan tambahan sebagaimana yang dijanjikan dalam Pasal 1 dilampirkan pada saat Monitoring Evaluasi dan laporan pada bulan Juli.
- (2) Luaran penelitian, dalam hal luaran publikasi ilmiah wajib mencantumkan ucapan terima kasih kepada pemberi dana penelitian Lemlitbang UHAMKA dengan menyertakan nomor kontrak dan Batch 2 tahun 2021.
- (3) **Luaran penelitian Scopus Minimal Q3 wajib PUBLISH**, maksimal 1 tahun sejak tanggal SPK.

Pasal 4

Berdasarkan kemampuan keuangan lembaga, PIHAK PERTAMA menyediakan dana sebesar Rp.15.000.000,- (Terbilang : *Lima Belas Juta Rupiah*) kepada PIHAK KEDUA untuk melaksanakan kegiatan tersebut dalam Pasal 1. Sumber biaya yang dimaksud berasal dari RAB pada Lembaga Penelitian dan Pengembangan Universitas Muhammadiyah Prof. DR. HAMKA Tahun Anggaran 2021/2022.

Pasal 5

Pembayaran dana tersebut dalam Pasal 4 akan dilakukan dalam 2 (dua) termin sebagai berikut;

(1) Termin I 70 % : Sebesar 10.500.000 (Terbilang: *Sepuluh Juta Lima Ratus Ribu Rupiah*) setelah PIHAK KEDUA menyerahkan proposal penelitian yang telah direview dan diperbaiki sesuai saran reviewer pada kegiatan tersebut Pasal 1.

(2) Termin II 30 % : Sebesar 4.500.000 (Terbilang: *Empat Juta Lima Ratus Ribu Rupiah*) setelah PIHAK KEDUA mengunggah laporan akhir penelitian dengan melampirkan bukti luaran penelitian wajib dan tambahan sesuai Pasal 1 ke [simakip.uhamka.ac.id](http://simakip.uhamka.ac.id).

#### Pasal 6

(1) PIHAK KEDUA wajib melaksanakan kegiatan tersebut dalam Pasal 1 dalam waktu yang ditentukan dalam Pasal 3.

(2) PIHAK PERTAMA akan melakukan monitoring dan evaluasi pelaksanaan kegiatan tersebut sebagaimana yang disebutkan dalam Pasal 1. Bila PIHAK KEDUA tidak mengikuti Monitoring dan Evaluasi sesuai dengan jadwal yang ditentukan, tidak bisa melanjutkan penyelesaian penelitian dan harus mengikuti proses Monitoring dan Evaluasi pada periode berikutnya.

(3) PIHAK PERTAMA akan membekukan akun SIMAKIP PIHAK KEDUA jika luaran sesuai pasal 3 ayat (3) belum terpenuhi.

(4) PIHAK PERTAMA akan mendenda PIHAK KEDUA setiap hari keterlambatan penyerahan laporan hasil kegiatan sebesar 0,5 % (setengah persen) maksimal 20% (dua puluh persen) dari jumlah dana tersebut dalam Pasal 4.

(5) Dana Penelitian dikenakan Pajak Penghasilan (PPH) dari keseluruhan dana yang diterima oleh PIHAK PERTAMA sebesar 5 % (lima persen).

(6) PIHAK PERTAMA akan memberikan dana penelitian Termin II dalam pasal 5 ayat (2) maksimal 2 Agustus 2022.

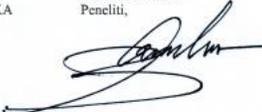
Jakarta, 2 Maret 2022

PIHAK PERTAMA  
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### LAPORAN PENELITIAN

UNIVERSITAS MUHAMMADIYAH PROF DR. HAMKA Tahun 202X

Judul : ANALISIS MODEL KEPEMIMPINAN AGILE  
DALAM MENINGKATKAN KINERJA  
ORGANISASI DI INSTITUSI KESEHATAN  
(Studi Kasus Di Klinik Griya Husada Bekasi Jawa  
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Skema Hibah : PKDM  
Fakultas : Pascasarjana  
Program Studi : Manajemen  
Luaran Wajib

No	Judul	Nama Jurnal/ Penerbit/Prosiding	Level SCIMAGO/SI NTA	Progress Luaran
1	ANALISIS MODEL KEPEMIMP INAN AGILE DALAM MENINGK ATKAN KINERJA ORGANISA SI DI INSTITUSI KESEHAT AN (Studi Kasus Di Klinik Griya Husada Bekasi Jawa Barat)	International Journal of Scientific Research and Management	International Journal of Scientific Research and Management ISSN : 2321- 3418   DOI : 10.18535/ijsrm Indexcopernicu s ICV : 89.90 (2017), 87.64 (2018), 83.26 (2019) Call For Paper Volume 10 issue 8 Submission Deadlines Volume / Issue / Month : Volume 10 Issue 8, August 2022)	Submit

## Luaran Tambahan

No	Judul	Nama Jurnal/ Penerbit/Prosiding	Level SINTA/SCIMAGO	Progress Luaran
1	ANALISIS MODEL KEPEMIM- PINAN AGILE DALAM MENING- KATKAN KINERJA ORGANIS- ASI DI INSTITUS I KESEHAT- AN (Studi Kasus Di Klinik Griya Husada Bekasi Jawa Barat)	International Journal of Scientific Research and Management	International Journal of Scientific Research and Management ISSN : 2321-3418   DOI : 10.18535/ijstrm Indexcopernicus ICV : 89.90 (2017), 87.64 (2018), 83.26 (2019) Call For Paper Volume 10 issue 8 Submission Deadlines Volume / Issue / Month : Volume 10 Issue 8, August 2022)	Submit

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## LAPORAN AKHIR

### ANALYSIS OF AGILE LEADERSHIP MODEL IN IMPROVING ORGANIZATIONAL PERFORMANCE IN HEALTH INSTITUTIONS ( Study Case In Clinic Griya Husada Bekasi West Java )

#### I. Background

Clinic is facility service health that organizes and provides service medical base and or specialist , hosted by more from one type power health and led by a power ( Permenkes RI No. 9, 2014). Clinic Griya Husada is a clinical model that provides service health for patient with love dear , professional and give spirit to be healthy . Clinic Griya Husada give service from Inspection General , Dentistry , Obstetrics , Gynecology start of the inspection process pregnant until the delivery and examination process Diagnostic simple and cooperation with Referral Health Facilities ( Laboratory and Ronsen ). Moment this , we has enter the era of full life with challenge . Very fast change and increasing complexity \_ increase demand organization , company , home sick even Health clinic to be more adaptive or capable adapt with various change to survive in the future and achieve increase . Creation adaptive organization \_ naturally no miss from influence leader . because of that leader have influence or a very important role to be able to create agile and adaptive organization in the middle strong current change environment . one \_ style leadership that fits the situation this is Agile Leadership or style agile and agile leadership . of several study before seen that not yet someone did \_ study about Agile Leader at a Health Clinic . So that researcher want to researching how actually Agile Leader role required by Health Clinic . With a lot competition clinic at the time this make owner Clinic always attempted maintain existence so as not left behind with development clinic other . one \_ already formed bentuk done by Clinic Griya Husada moment this is clinic already cooperate with BPJS ( Organizing Body) Guarantee Social ) Health and registered as Health Facilities Level 1 Bekasi City. And as long as Pandemic Covid 19 Clinic Griya Husada add service health care for patients who do the Covid-19 Swab Test, Home Care or Home Service. Leader Clinic Griya Husada is competing leaders have enthusiastic big in To do competition at the moment this is proven many very developments services and policies that have been run in the midst of the covid 19 pandemic, so Clinic Griya Husada permanent endure until now in operate activity its operations . However from results observations that have been done at the clinic that , development service that has been provided by Clinic Griya Husada no supported with level maximum achievement . \_ Seen number Clinic visit \_ Griya Husada still experience drop service During pandemic among others: a. Decrease number visit service general ; b. Decrease Swab Covid examination examination ; c. Decrease service teeth ; d. Decrease number pregnancy ; e. Decrease number visit immunization . Decrease that is caused because patient feel afraid if come to

clinic and will infected with a very dangerous virus so that more choose To do treatment herbal , patient afraid give birth at the clinic because must do SWAB , Covid SWAB prices at the clinic Griya Husada no could compete because still more expensive than with clinic various place

## II. Literature Review

Performance as results \_ \_ function profession or activity somebody or group in something organizations that are affected by various factors to achieve destination organization in period time certain (Pabundu: 2010). Whereas Mangkunegara (2014) explains performance ( achievement work ) is results work by quality and quantity achieved \_ a employee in doing his job in accordance with not quite enough the answer given to him . Organizational performance as a draft experience various development measurement and definition . Understanding and definition about performance organization in literature academic and some study management is very diverse , so that permanent Becomes issue and continue experience development (Barney, 2001). Well bad performance a could influenced by factors , such as Satisfaction work , motivation , environment work and culture organizational . In a organization the most important element is leadership . Leadership is ability give inspiration to others to work same as something group in order to reach something destination general . Enhancement performance organization is strongly supported by the ability strategic leader in direct as well as move members going to expected goals . \_ The theory of action and job performance is a grand theory study this , administrator is leader and as executor operational LPD activities have role include entrepreneur as company strategy policy . Manager in doing must also have a role pay attention to the values that are believed as well as internal and external environment . So that role an entrepreneurial leader should notice score applicable ethics . \_ Limitations competence source power Becomes reason use knowledge sharing variable . According to theory this must pay attention to entrepreneurial leadership and knowledge sharing to improve innovation in skeleton achievement performance best (best fit). Leadership is a mutual relationship \_ affect between \_ leaders and followers ( subordinates ) who want change real reflecting \_ destination with him . Leadership have a number of implications , including : 1) Leadership means involving people or party others , namely employees \_ or subordinates ( flowers ) . 2) a effective leader \_ is someone with \_ his power (his or herpower ) is able evoke followers to achieve satisfactory performance . \_ 3) Leadership must have honesty to self own (integrity), attitude responsible sincere responsibility ( compassion), knowledge ( cignizance ) , courage Act with belief (commitment), confidence in yourself oneself and others (confidence) and the ability to convince others ( comminication ) in build organization . A leader especially must have function as mover or dynamist and coordinator from source power human , source power nature , all the funds and means prepared by the group people who

organize to achieve a purpose . Agile leaders are agile leader . The agile leader is those who have vision or clarity goal , able adapt with fast to change the environment . Leaders who have traits , characteristics of "agile" or agile leadership. Agile leadership is what is needed Keep going developed and become a mindset that is owned by every existing HR in organization . Good agile leader is is inclusive and democratic leaders who demonstrate \_ more openness \_ big to ideas and innovation . Agile way of working move from role hierarchy traditional Among team and manager to more organization \_ flat (Peterson, 2019).

Leadership is a process of giving influence to others to achieve destination together ( Yudiaatmaja , 2013). More carry on Yudiaatmaja explain to define with more focus need see leadership from two context namely team leader and organizational leader. More organizational leaders leads to leader in the business world or industry that has destination main to make led company \_ capable endure good in level local , national nor international . Even though different context but the essence of leadership itself have the same meaning . According to Greanleaf ( in Khan, Nawaz, & Khan, 2016) focus a leader is need to push have autonomy and knowledge more from every his followers . In Thing this leader position self equivalent with his followers . More continued Khan correlate in context organization and declare that servant leadership is not means serve the people however Becomes leader who directs members to be together reach vision . Result not one-self greater or seen only great leader \_ but whole unity great team . \_

From explanation various figure could concluded that leadership is a main skill used \_ in the process of motivating team to achieve vision organization . Agility refers to capacity individual to complexity , novelty , ability adaptability , flexibility cognition , risk , ambiguity , and change . Very agile individual tend avoid dogmatism and rigidity , and they really appreciate learning and growth from experience , including failure (Swisher, Hallenbeck , Orr, Eichinger , Lombardo, & Capretta , 2012) The famous Korn Ferry (2017) with name "Korn Ferry Four Dimensional Enterprise Assessment" : Research guide and technical manual, states that Agility take effect to success executive . Agility Dimensions according to korn Ferry consists of data a number of component namely : 1) Adaptability; 2) Curiosity; 3) Focus; 4) Risk Taking; 5) Tolerance of ambiguity. Max Weber delivered that individual man in Public is creative actor and reality \_ social no is a static tool rather than coercion fact social . It means action man no fully determined by the norms , habits , values , and so on which are included in the draft fact social . In other things , Weber also admitted in Public there is structure social and institutional social , where structure social and institutional social is two mutual concept \_ related in shape action social ( Wirawan . 2015; 79). Explained more carry on that interaction social is behavior that can categorized as as action social . Where is the action social is an actor process involved in taking decision subjective

about means and ways to achieve destination certain who have selected , action the about all type behavior human , aimed at to the behavior of others, who have past , present and expected next time \_ come . action social action is actions that have meaning subjective (a subjective meaning) for and from actor the culprit.Action social whole behavior humans who have subjective meaning of those who do . Good that is open as well as closed ones, which are expressed by born or secretly, which by the perpetrator directed at the goal . With thereby action social that not accidental behavior \_ but who has pattern and structure certainand meaning certain . In explain theory , Weber started from statement that every action social activities carried out by individuals always there is reason or motive ". Weber separates four action social inside \_ sociology, namely : a. Zweck rational; b. Wert rationale; c. Affectual; d. Tradition

### **III. Metodologi (Method)**

Study this aims to find out and analyze description practice leadership at clinic Griya Husada . Study this will be done at the clinic Griya Husada which is located on Jl Raya Kaliabang Tengah, Kec . North Bekasi, Bekasi City, West Java 17125. Subject in study this is performance organization at clinic Griya Husada . study this use paradigm natural or the usual known with view phenomenological . In study this writer use two data source that is primary data sources , namely direct data collected by the researcher ( or officer ) from source first . As for what becomes primary data source in study this is employees working at the clinic Griya Husada of 26 Employees and 7 Partners , and in addition to that will To do taking sample by random with interview Patients visiting the clinic \_ Griya Husada as many as 10 patients . Data collection techniques using 1. Study Documents , researchers focus on archives documents used \_ in activity Clinic Griya Husada , such as patient data visiting the Clinic Griya Husada , notes results interview that has been done at the clinic Griya Husada and notes other relevant \_ with problem research ; 2. In -depth Interview , conducted with dialogue and ask answer with owner clinics , as well as employees on duty as well as consumers who direct visit the clinic Griya Husada ; 3. Observation , using method observation the most effective way is complete it with the format or blank observation as an instrument. Compiled format contains items about incident or Act behavior that describes will happen ; 4. Questionnaire , the aim is to obtain description agility level of leadership Clinic Griya Husada . Based on theory that has been built as well as design research yag has described in section start , then questionnaire will be arranged in accordance dimensions from each \_ approach namely : a. Questionnaire to measure the high and low one's level of agility leader Clinic from indicators : (1) Adaptability , (2.) Curiosity , (3). Focus , (4). risk take , and (5). Tolerance of ambiguit ; b. Questionnaire next to measure characteristics Mindset from a leader Clinic , with method evaluate tall low leadership mindset from a number of indicator :

Always look for challenge and want growing under \_ pressure , More motivated moment everything Becomes the more difficult , no let one error or setback stop potency they believe \_ that work hard is what matters because talent experience no enough , love what are they do and do n't want to stop do it ; c. Then the last one to complete the data above in To do analysis of what agile leadership model is applied , then researcher use Thomas Killmann 's model approach , to obtain which model data is suitable applied in clinic Griya Husada from the five indicators These are : avoidance , competition , accommodation , compromise , and collaboration

#### **IV. Research Results**

The results of research conducted by penlitin support theory created by Carol Dweck, psychologist from Stanford University, independently scientific mindset is one \_ predictor best a success . It means success somebody no depends on intelligence , creativity , and courage to take risk , more from it's a mindset too be determinant success . This is about mental attitude and pattern thought . Their Fixed Mindset tend surrender before try , stop before trying . While their Growth Mindset will try more first , try , and work hard in period more time \_ long . Growth Mindset is needed by workers even leader something company or organization , to get maximizing its potential and improve \_ performance to create satisfactory result \_ for the organization . Leader clinic house husada realize will importance Thing that . For that , various training held as form concern Leader clinic house husada to development potential and skills power the work he has . There are various training that can selected by each employees , however employee clinic must take training in accordance with needs and responsibilities in the clinic .

From research above , see that the leadership model and growth mindset competence something leader organization is needed to improve performance organization . Because a leader must can think by fast in take decision and can complete something existing problems \_ with calm and \_ wise . Leader is description from what will \_ generated for the future , so that from discussion study this leader must can realize leadership characteristics and models that could made as a process to become more good .

#### **V. Conculsion**

From result Questionnaire Majority respondents (86%) stated that the appropriate Leadership model with Clinic Griya Husada is the one who has character capable create ideas in follow development situation so that to in the Adaptibility model , other than that Rating to two match \_ with character Leader clinic is always want service at the clinic that fast , accurate and deliver satisfaction to patient so that the model enter to in the Focus model, according results questionnaire by 84.6%, this in accordance with results Interview where are the informants state that the leadership model enter into the Component Adaptability and Curoisity where Leader clinic is an easy

person adaptable and have a great curiosity in every \_ existence policies and findings service new .

From result questionnaire Majority respondent by 84% stated that by 84% stated that Leader Clinic Griya Husada have Where are the characteristics of the Growth Mindset? Leader Clinic always emphasize to every employees to be able Keep going Up in increase competence and don't satisfied with knowledge that has been got in school..Following \_ \_ trainings and continuing school , this in accordance with results interviews of informants who stated that Leader always motivate employee with work by sincere , work in accordance with Applicable procedures and also have rewards for employees to improve knowledge knowledge with follow school advanced in accordance professions and trainings in accordance service and provide cost training and school for its employees ,

From result questionnaire Majority respondent state that character Leader Always a clinic try that every employee could give opinion for development clinic , give opportunity employees to think and always take decision by together employee in every meeting or solution problem so this model enter into the model is Accomodation , Compromise and collaboration where is the model in accordance with results interview informants \_ that is dgive opportunity all employees for opinion and leadership Clinic faith leader clinic always invite discussion when there is problem or service new one that will done , leader Clinic always capable turn on atmosphere work between profession in the environment clinic with method give freedom to all staff to be able each other cooperate and care activity trustworthy clinic and ready to face customer anytime .

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2. Barney, JB, & Arikan , AM (2001). The resource-based view: Origins and implications. Handbook of strategic management, 124188.
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