

PUBLIC SERVICE MANAGEMENT IN MEURAXA HOSPITAL BANDA ACEH CITY

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ABSTRACT

Public service management is the process of planning, implementing, coordinating, and completing service activities to realize service goals. This study aimed to identify and analyze public service management and build an ideal service model at the Internal Medicine Polyclinic at Meuraxa Hospital, Banda Aceh City. This study used descriptive research method with a qualitative approach. Informants in this study consisted of outpatients, doctors, nurses, head of medical services, chair of the quality committee. The results of this study explained that the management of health services for outpatients of the Internal Medicine Polyclinic can be analyzed using professional service indicators, as follows: effective service, clarity and certainty (transparency), effective, timely service, responsiveness, and adaptability. This study concludes that outpatients feel satisfied with the services provided by the Internal Medicine Polyclinic.

Keyword: *Public service management, Internal Medicine Polyclinic, Ideal service model*

A. INTRODUCTION

Public service or public service is a service, both in the form of public goods and services that is carried out and is the responsibility of regional, regional, central and regional government-owned enterprises (BUMD) or state-owned enterprises (BUMN) which aims to fulfill community needs following statutory regulations. The government bureaucracy has the responsibility and obligation to provide optimal and professional service. The government has a role in the administration of public services (Herry Wibawa, 2010).

Various demands from the community to obtain optimal, quality public services, clear, fast, and affordable Standard Operating Procedures (SOPs) will emerge in discussions on governance administration. This desire and pressure

emerged at the same time as the awareness that every citizen has the right to get good public services and the government should provide optimal and quality services (Sirajuddin, 2011). Public services provided by the government apparatus to the public are related to the function of the state apparatus as public servants who have the goal of realizing people's welfare.

The position of the government in providing public services has a quite strategic position where the role of the government determines the extent to which the government provides excellent service to the community, therefore the extent to which the state can carry out its role properly in realizing the welfare of its people. One of the services provided by the government to the community is in the field of health services.

Health is a fundamental need for humans to be able to carry out their activities properly and normally, therefore it is necessary to provide health care at a low cost and of good quality (Suaib, 2013). Based on statutory regulations Number 36 of 2009 concerning health, article 28 H paragraph 1 of the 1945 Constitution explains that: "Everyone has the right to live in physical and spiritual prosperity, to have a place to live and to get a good and healthy living environment and has the right to receive health services health.

Health is a basic need for society. Every community wants to have a healthy body, so they can live a good, normal and productive life both economically and socially. The government has the responsibility to fulfill the health needs of its people. The form and responsibility of the local government is to provide a place for health services in the form of a public hospital for health center facilities to the community (Griselda and Tagor, 2007).

Based on (Rikomah, 2017) explains that hospitals have duties and authorities regulated in Law no. 44 of 2009 regarding the hospital. The hospital's task is to carry out a health service business efficiently and effectively by prioritizing healing and recovery which is carried out in harmony and integrated with improvement and prevention and implementation of referral efforts, the hospital also has the task of providing complete individual health services.

Plenary health services are health services that include promotive services, preventive services, curative services, and reliable services. The services provided by public hospitals usually emphasize the service delivery system, which means delivering services to the community whose financing is charged to the state budget (Saefullah, 2008). Service strategy or service management can be interpreted as the process of applying science and art to compile, implement plans, coordinate and complete service activities to achieve firm and customer-friendly service objectives, and create special and public interactions, often identified with agency management government.

According to Manulang, as quoted by Ratminto & Atik Septi Winarsih (2016: 1), argues that management is the art and science of planning, organizing, preparing, directing, and controlling human resources to achieve predetermined goals. The goals of a company or educational institution will be achieved properly if the management is well-managed. Customer satisfaction in a company or educational institution is determined by good service management or good service to customers.

Health services according to the Indonesian constitution must be administered by the state, through the standardization of health services, because people have the right to health. Health services by the Regional General Hospital (RSUD) are the provision of services by the state to meet the needs or needs of people who are sick or have other concerns, or people who have an interest in hospitals following the main rules and procedures that have been determined, to provide healing, solving health problems, and administrative affairs to provide satisfaction for the people served (Kurniawan, 2008).

Health services in hospitals run by government agencies have social motives, namely carrying out their main tasks, and seeking solutions to overcome public health problems, although they are often possessed by political motives, where serving well is a political reputation. Sinambela et al. (2006) argue that public services are carried out to some people who need services, offering satisfaction through several types of service products in the form of patient registration, examination, treatment, drug administration, provision of inpatient facilities, waiting rooms as well as administrative and financial services related to human health. Therefore, agencies must be able to manage public services properly and optimally.

Service Management, namely process management, means that in terms of management that can regulate and control a service process, so that the public service system runs well, is optimal, right on target and able to provide satisfying services to the people served (Moenir, 2008: 186). Meanwhile, Ratminto and Atiksepti Winarsih (2005: 4) expressed another opinion that service management is a process of applying knowledge and art to be able to plan, implement plans, coordinate and complete service-related activities so that the goals of the service are realized.

Based on data obtained from the Head of Public Relations and Marketing Subdivision Iga Herlita, regarding complaints service reports through information centers, suggestion boxes, Facebook, January - December 2021 data there are still several complaints from the public regarding public services at the Meuraxa Hospital Banda Aceh, including patients were not treated immediately when they arrived at the hospital, drugs were not given because they were treated too quickly, referrals were rejected because they did not comply with regulations, service took a long time, waiting for officers who had not come to the Polyclinic and the insurance agent asked for an immediate fee claim form to be filled out. Data on the recapitulation of public complaints for 2022 explains that the facilities and infrastructure of the hospital are incomplete so it has an impact on public services at the Meuraxa Hospital (RSUD) in Banda Aceh City.

Professional public services according to Widodo (2001) are public services that are characterized by accountability and responsibility from government officials, with the following characteristics: effective, clear and certain (transparent), openness, efficiency, timeliness, responsiveness, and adaptive. The management of public services in the health sector at the Regional General Hospital (RSUD) is not only based on product or service delivery but emphasizes the process of administering and distributing these services to the public. Furthermore, the scope of this research was carried out in outpatient services at

the Internal Medicine Polyclinic at the Meuraxa Hospital (RSUD), Banda Aceh City. With the presence of several complaints from the public or patients regarding the ineffective management of public services at the Meuraxa Hospital in Banda Aceh City. Thus, there is a need for further studies related to the management of public services in the Internal Medicine Polyclinic.

Based on the problems above, it is necessary to use better public service management for the Meuraxa Regional General Hospital in Banda Aceh City by using the principles and functions of better, directed, and organized public service management to provide optimal public services to the community. Based on this description, the author wants to conduct a study entitled "Management of Public Services at the Meuraxa Hospital in Banda Aceh City, Study of Public Services at the Internal Medicine Polyclinic"

B. LITERATURE REVIEW

The implementation of public service management in each regional apparatus organization (OPD) that provides public services is intended to provide services quickly and accurately in accordance with the instructions for sending publicity services. Khaidir (2018.10) explains that service management can be interpreted in such a way as the process of applying science and art in making plans, implementing plans, and coordinating the implementation of service work to achieve goals. According to Sahur (2017.1), managing public services is also a management business from various aspects of management in planning, producing, or presenting goods and services to the community as well as evaluating and evaluating these activities.

From the various explanations about the theory of public service management, the researcher wants to conduct research with related factors based on the Professional Public Service Indicators according to Widodo (2001), the indicators are as follows: efficient service, effective service, openness and transparency, accuracy time, responsive service, adaptive service, and availability of facilities and infrastructure. The explanation is as follows:

1. Effective, related to prioritizing the achievement of common goals and objectives.
2. Clarity and Certainty (Transparent), the meaning is as follows:
 - a. Service procedures or procedures
 - b. Service requirements both technically and administratively
 - c. Working units of funds or officials who are authorized and responsible for providing public services
 - d. Details of fees or service rates and payment procedures
 - e. Service completion time schedule
3. Transparency, relating to procedures or procedures for requirements, work units or officials responsible for providing services, time of completion, details of time or rates, and other matters related to the service process that must be informed openly so that they are not easily understood and understood by society, whether requested or not.
4. Efficient, related to the following:
 - a. Service requirements are limited to matters directly related to the

achievement of service targets while still paying attention to the integration between the requirements and the service product.

- b. There is no repetition of fulfilling the requirements for community services related to the completeness of files from the relevant government work units.
5. Timeliness, meaning that the implementation of service completion can be completed within the time specified by the government agency.
6. Responsive, related to responsiveness and quick response to problems, needs, and aspirations of the community being served.
7. Adaptive, government agencies can adjust to what is the demands, desires, and aspirations of the people who are always dynamic

C. METHODS

The research method used in this study is a qualitative method with a descriptive approach. Qualitative methods are used to examine natural objectives. In this qualitative method, the instrument uses people, namely the researcher himself. The researcher is a key instrument, to be able to become an instrument, the researcher must have very broad theoretical insights and provisions so that he can ask questions, analyze, photograph, and construct the social situation under study so that it becomes clear and has meaning.

Informants will be a source of information from research conducted by researchers who know everything related to the place or institution under study. Research informants using a purposive sampling technique (selection deliberately) with all the considerations that exist. The informants referred to in this study have the ability and expertise in issues related to the management of public and community services or patients who experience the services provided by the Internal Medicine Polyclinic at the Meuraxa Regional General Hospital (RSUD) in Banda Aceh City. The informants in this study included: the head of the medical service sector, the chairman of the quality committee, the doctor of the polyclinic, the head of the polyclinic, and seven patients.

The research was conducted at the Internal Medicine Polyclinic at the Meuraxa Hospital (RSUD) in Banda Aceh City which was held in October 2022. The data collection methods used in this study were observation, interviews, and documentation. This study using descriptive analysis techniques, namely an analysis that wants to describe in detail the implementation of public service management at the Internal Medicine Polyclinic at the Meuraxa Regional General Hospital (RSUD) based on findings in the field. Then the data obtained will be grouped based on professional public service indicators and presented in the form of a description

D. EXPLANATION

Efficient services in providing cost and time inputs that relieve the community

Effective service at the Internal Medicine Polyclinic that in providing services at the Internal Medicine Polyclinic doctors and nurses can work well together in providing efficient services, doctors are already at the hospital on time

according to open service standards and are ready to serve patients wholeheartedly. However, regarding service hours in the afternoon, there is no doctor at the Internal Medicine Polyclinic. Some patients complain about the absence of a doctor during the afternoon service hours. Clarification from the Head of Service in the Medical Field said that the absence of doctors at the Internal Medicine Polyclinic was because the doctor was on a visit to another room, the doctor filled out the status, and the doctor was obliged to teach young doctors because the Meuraxa Regional General Hospital (RSUD) is a type B educational hospital.

In providing professional and optimal public services in the health sector, researchers can provide input regarding service hours at the Internal Medicine Polyclinic at the Meuraxa Regional General Hospital as follows: Seeing the schedule of medical services at 08.00 - 16.00 the hospital should provide services according to the schedule set. determined by the hospital. It is better to ensure that there is a doctor on duty at the Internal Medicine Polyclinic, even if there is only one doctor on duty. So, when a patient arrives at 14.00 - 16.00 they are still well served.

Effective service to the public by providing easy services with procedures that are not complicated, fast, precise and satisfying.

Effective service at the Internal Medicine Polyclinic that the Meuraxa Hospital (RSUD) in Banda Aceh City provides effective services based on Standard Operating Procedures (SPO) document number: 001-IRM-2019, dated 22 August 2019 concerning the Registration of Outpatient. The SPO explains the procedures for outpatient registration. Effective service to the community with easy service with procedures that are not complicated, fast, precise, and satisfying. This is to the results of interviews with patient informants who said that the services provided were effective, efficient, and good service.

Openness and transparency of public services at the Internal Medicine Polyclinic at Meuraxa Hospital, Banda Aceh

The results of interviews with informants one to seven informants generally stated that information on openness and transparency of services at the Internal Medicine Polyclinic at the Meuraxa Hospital (RSUD) was conveyed very well. This can be seen from the openness and transparency of services that are reported through hospital social media, for example, websites, Facebook, Instagram, and radio-electronic media, installation of information boards in the registration room, and front area of the hospital which makes it easier for patients to get service information, both flow and Standard Operating Procedures (SPO) installed in the registration area, and if patients experience difficulties they will be assisted by security to facilitate access to services for patients. So far, from the observations of researchers, the community is satisfied with the openness and transparency of the services provided at the Internal Medicine Polyclinic at the Meuraxa Hospital (RSUD), Banda Aceh City.

Timeliness of completion of public services at the Internal Medicine Polyclinic of the Meuraxa Hospital Banda Aceh City

The timeliness of services provided by the Internal Medicine Polyclinic can be explained through observations and interviews with several informants, it can

be said that the time for completing services to the public or patients at the Internal Medicine Polyclinic has been running well and according to service standards is less than 60 minutes. However, obstacles in providing medical services to the public or patients are caused by the following: long patient registration due to limited counters, only seven registration counters at Meuraxa Hospital, and network systems that are stuck because they use an online system. However, related to the network system that is stuck, the Information and Technology provide a quick response and is immediately resolved unless the disturbance is at the center of the provider network used by the hospital, the queue at the hospital pharmacy is long because it takes time to mix drugs and limited staff. The solution to this problem is that the hospital should increase health administration service counter employees and medical record employees as well as additional employees at the Hospital Pharmacy.

Responsive public services at the Internal Medicine Polyclinic of the Meuraxa Hospital, Banda Aceh City

The services provided by doctors and nurses at the Internal Medicine Polyclinic are responsive to the needs and aspirations conveyed by patients. This can be seen from the doctors and nurses providing optimal service, following the policies of the hospital well, and still serving wholeheartedly. In general, six of the seven informants said that the service at the Polyclinic was good and responsive. However, there was one informant who said that the drug prescription service was not good. However, this is not discussed by the researcher because it is not the researcher's area to discuss the prescriptions given by doctors to patients. Doctors give medicine to patients with consideration of the patient's condition.

Adaptive public services in the development of technology, information, and the demands of the times

Adaptive public services at the Internal Medicine Polyclinic of the Banda Aceh City Meuraxa Hospital have been well implemented. This can be seen from the medical equipment used that is sophisticated, both registration and drug prescription are online, and have used the Hospital Management Information System (MIS) in processing patient examinations. Thus, all patients are well served even though there are some cleanliness and roofs from the hospital that need to be considered by the hospital regarding the care and maintenance of buildings and facilities from the hospital.

Availability of Facilities and Infrastructure at the Internal Medicine Polyclinic of Meuraxa Hospital, Banda Aceh City

The standardization of the availability of facilities and infrastructure in the Internal Medicine Polyclinic at RSUD Meuraxa is adequate and satisfactory. Although there are still facilities and infrastructure that need to be added, for example, service ambassadors and the availability of ECG equipment, which so far amounts to one piece for use in three rooms, namely two rooms of the Internal Medicine Poly and Sub-Poly. However, these obstacles are not a barrier to providing medical services to patients.

The availability of facilities and infrastructure at the Internal Medicine Polyclinic, especially for outpatients, is appropriate based on the Regulation of the

Minister of Health of the Republic of Indonesia Number 24 of 2016 concerning Technical Requirements for Hospital Buildings and Infrastructure explaining that the standardization of clinical room area is 9 – 24 m² taking into account the movement space for officers, patients, and equipment. While the area of the waiting room adjusts to the need for service capacity with a calculation of 1 – 1.5 m²/person.

E. CONCLUSION

Based on the results of discussion and research conducted in outpatient services at the Internal Medicine Polyclinic of the Regional General Hospital (RSUD) Meuraxa, Banda Aceh City, it can be concluded that:

Public services in the health sector provided to outpatients at the Internal Medicine Polyclinic of the Banda Aceh City Meuraxa Regional General Hospital (RSUD) are generally good and by the standards applicable in the Hospital, this is reflected in several service indicators, namely: efficient service at the Internal Medicine Polyclinic is efficient, but in its implementation in the afternoon service hours patients complain about the absence of doctors in the Internal Medicine Polyclinic. This is because the doctor is conducting a visit, filling out the status and the doctor is teaching young doctors at the hospital. In terms of effective services, the Internal Medicine Polyclinic has provided easy service, fast, precise, and satisfying service procedures for the community or patients. Openness and transparency of services have been well conveyed to the public or patients. This can be seen from the openness and transparency of services reported through social media, radio, and information boards posted around the hospital. Completion of service time that is following the standard of less than sixty (60) minutes in examination services. However, in practice, many patients queue for a long time in the patient registration section and hospital pharmacies. Services that have been responsive to the needs and aspirations conveyed by patients. Then, seen from the adaptive service that the hospital has been adaptive to technological developments, information, and the guidance of the times. This can be seen from the sophisticated medical equipment and registration and drug prescription using an online system. Furthermore, in terms of facilities and infrastructure, it is adequate, although there are still some facilities and infrastructure that need to be added, for example, service ambassadors and Electrocardiograms (ECG).

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