

THE PUBLIC SERVICE PERFORMANCE OF SEBELAS MARET UNIVERSITY (UNS) HOSPITAL SUKOHARJO

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ABSTRACT

UNS hospital has a highly demanding task, therefore, a good management strategy is required to manage UNS hospital in order to confronting an intense competition inter- hospital. There has been growing a negative paradigm in the society regarding a government hospital service system rather than a private one. A government and regional hospitals (in context of the competition with private hospital) are only in demand by the communities of poverty who has no option. There is no competitive position to get an upper middle class patient. It is occurred because there is such an obstacles from a government hospital that affects a whole hospital s performance. The purpose of research is to know about the public service performance of Sebelas Maret University (UNS) hospital, Sukoharjo. Methods of research use qualitative descriptive approach. The technique of collecting data uses interviews, observation, and documentation. Data validity uses source and method triangulation. Data analysis technique uses qualitative analysis. A research result has conclude that the performance of Sebelas Maret University (UNS) hospital which has measured by productivity indicator, quality of service, responsiveness, responsibility, and accountability has been decent, this can be seen from the official services of giving transparent service that can be found in the principle of public service is that the principle of openness. In this case, the openness of cost, time, procedure, data, and information.

KEYWORDS: the performance of organization, productivity, the quality of service, responsiveness, responsibility and accountability.

INTRODUCTION

UNS hospital Sukoharjo as an educational hospital equipped with a complete advanced infrastructure, it is also expected to achieve a public service performance based on 2015 regulation of the republic of Indonesia no. 93 on educational hospital, which the hospitals primary duties are:

1. Guarantee the implementation of health service that can be uses for medical education and research, dentistry, and another health fields by prioritizing the patient's safety and health
2. Provide protection and legal certainty for patients or clients, servicer, students, professors, medical research objects, dentistry, and another health fields, researchers, the organizer of educational hospital, the institution of education; and
3. Guarantee the quality of health service, education, medical researcher, dentistry, and another health fields.

On the development of uns hospital sukoharjo, it is often confronted with a dilemma which has created a contradiction. UNS hospital is a non-profit organization which is specialized in service, which the primary activity is giving a health care to public. UNS hospital, Sukoharjo have to standing up on a social mission to cure the sick by giving quality servants which can satisfy consumers. However, on the other side, UNS hospital, Sukoharjo have to keep the survival and the stability of its organization.

According to the description above UNS hospital has a highly demanding task, therefore, a good management strategy is required to managing UNS hospital in order to confronting an intense competition inter-hospital. There has been growing a negative paradigm in the society regarding a government hospital service system rather than a private one. A government and regional hospitals (in the context of a competition with private hospital) are only in demand by communities of poverty who has no option. There is no competitive position to get an upper middle class patient. It is occurred because there is such an obstacles from a government hospital that affects a whole hospital's performance.

An obstacle that faced by uns hospital is its medical staff status, especially, doctors who work as a civil servants are still few, the majority of doctors who work at UNS hospital Sukoharjo are non civil servants. This led to a large number of doctors who work on duty are often seeking jobs outside uns hospital, it is certainly disrupts the performance of the hospital. there are many doctors who work as non civil servants have resigned, so that it is affects the public service performance of uns hospital.

This is supported by a study conducted by Sjamsudin (2016) stated that the hospital worker's performance and its productivity is unoptimal. This happened because of in doing programs and activities has not been supported by enough technical human resources, a discipline, and servicer's participation in the performance of the duty. The service quality is unoptimal, this can be seen through some complaints from staffs about its insufficient support facilities which has affected a service's quality.

The development of hospital's management, whether management or operational effect is greatly affected by the demands of the environment, among other things, the hospital is required a good quality health care at controlled cost, so that it will lead to patient's satisfaction. Another requirement is cost controlling, controlling cost is a very complex problem because it is influenced by market mechanisms, economic actions, available resources (professionalism), and the most important is the technological development of the hospital itself because of those requirements, autonomy for the hospital is needed, so that the hospital could independently manage whether the management or its operational aspects as an badan layanan umum daerah (blud). in a health institute, success can be seen in the given quality of health with a good quality of performance and health care, it could provide satisfaction to the patient. This certainly can make the patient put a trust in the health

institution. Therefore, a hospital or health institution has to evaluating its performance in order to reach the competitive advantage.

The problem formulation of the research is: How is the public service performance in Sebelas Maret University (UNS) hospital Sukoharjo? The purpose of the research is to know about the public service performance in Sebelas Maret University (UNS) Sukoharjo.

METHODS OF RESEARCH

This research is a case study about the performance of UNS hospitals staffs in improving its public service, according to Sugiyono (2007:6) qualitative research is a research which has been done on independent variable that is without making any comparisons or connecting with other variable. The location of the study is conducted at UNS hospital Sukoharjo at Jl.

Ahmad Yani 200, Makam haji, Kartasura, Sukoharjo. As an educational hospital equipped with modern infrastructure, UNS hospital Sukoharjo is expected could accomplish a mission to achieve a public service based on 2015 regulation of the republic of Indonesia no. 93 on educational hospital. A sampling technique of searching and defining informant as a data research source use purposive sampling technique, that is a sampling technique based on specific criteria and objectives. Which regarded that the selected informant has necessary information for the research that has been done (Moeloeng, 2008:165)? These are the criteria for an informant for the research:

1. Staff medical service of SebelasMaret University (UNS) hospital Sukoharjo.
2. The pharmacies staff of SebelasMaret University (UNS) hospital Sukoharjo.
3. The administration staff of SebelasMaret University (UNS) hospital Sukoharjo.
4. The patients of Sebelas Maret Univeristy (UNS) hospital Sukoharjo.

The informant retrieval technique for patients has been done with an accidental sampling technique. According to (Sugiyono, 2007:64) Accidental sampling is a “technique for collecting samples that has done for respondents which accidentally can be found on research object while the study was on progress”.

This study used source triangulation and method triangulation. Source triangulation technique has done by doing in-depth interview to several different sources to obtain the same data. In this case, same information is shared by different informants. This method is repeated until a consistent answer is obtained. This clarification technique is discontinued when reached a saturation point where the answer to one informant tends to equal the answer to another. Furthermore, this study used triangulation methods by using different data collection technique to obtain the same data. The data collecting technique used are interviews, observation, and review of document.

The acquired data is analyzed using qualitative analysis data technique. In this descriptive study, the processing of data must not be done after the data is collected, or data analysis is no need to be done

after data processing is complete. Data analysis is the process of generalization of the data that makes it easier to read and interpreted, then, the acquired data is analyzed simultaneously in a long process. Then, the obtained data from the interview is being recorded and collected into a field record. This technique aims to depict systematically the facts, the obtained data. And the results whether from field study or literature study to make the research depiction more clear.

LITERATURE REVIEW

Measuring the performance of UNS hospital Sukoharjo public service according to the theory presented by Dwiyanto (2008), the writer could explained as follows:

1. Productivity indicator that is not only measuring efficiency level but also measuring the effectiveness of service. Productivity is generally understood as a ratio between input and output. By this indicator, the measure is the productivity that has done by UNS hospital Sukoharjo to measuring the effectiveness and efficiency level to see the productivity that has done by UNS hospital Sukoharjo in health care service can be seen from input and output.
2. Quality of service indicator, what is tends to be important in describing the performance of the organization for public service. Many of the negative views developed about public organization because of public dissatisfaction with the quality. UNS hospital Sukoharjo in giving a service to public such as a health care service, in this context the service that has given by UNS hospital Sukoharjo to public it has satisfied the public or vice versa.
3. Responsive indicator that is the bureaucratic ability to recognize public requirements, organizing agenda, priority service, developing public service program according to the society's requirements, and public aspirations. The responsiveness performed by UNS hospital Sukoharjo is a activity in the field of health.
4. Responsibility indicator, that is explained if the implementation of public bureaucratic activity is consistent in accordance with a correct administrative principles with bureaucratic policy, whether it is explicitly and implicit. The responsibility of the UNS hospital Sukoharjo in the health care involved in the activity of the service assigned by the central government according to the terms of the correct administrative principle with bureaucratic policy.
5. Accountability indicator, that is pointed to the magnitude of public bureaucracy's policy and activity submitted to political officials elected by the people. The assumption is that political official was elected by the people, so that they would naturally despite the public's magnitude. Public bureaucracy performance as UNS hospital Sukoharjo cannot be seen from the internal works developed by public bureaucracy or the government as target's accomplishment. However, the performed must be seen by an external measure, such as established values that applied in society. A public bureaucracy activity actually has a high

accountability if it is held correct and according to the values and norms that applied in the society.

THE RESULT OF RESEARCH AND DISCUSSION

In this chapter, it will be presented the result of the study and discussion of the UNS hospital Sukoharjo performance in public service, a researcher has been using AgusDwiyanto's theory of productivity, quality of service, responsibility, and accountability. Here are the description of each research's indicator:

1. Productivity

Productivity is understood as the ration between input and output, it means that the comparisons of the extent of which efforts are made with results are obtained within a particular period. In this study, the concept of productivity is discussed as to the extents to which public service is performed by UNS hospital Sukoharjo's staffs is goes the way it is supposed to and how the service be perceived in public.

According to the result, UNS hospital Sukoharjo staffs were able to performed their duties and roles, so that the set purpose can be reached. Basically, the organizational performance is the responsibility of each individual who is working in the organization, so that the performance of organization is a reflection of the individual performance where the individual performance is influenced by such factors as knowledge, skill, ability, motivation, and others. As for the type of education and training carried out by UNS hospital Sukoharjo, one feature is the emergency response training.

In order to increase the preparedness for disaster and focus on patient's safety, UNS hospital Sukoharjo is doing an emergency response training. A disaster response and fire response are ones of the materials given to the participants, among them are doctors, nurses, midwives, and even nonmedical staff. Not all the UNS hospital Sukoharjo staffs are not given in theory; however the routine of training which is held once a year is also done by simulation. For example, when a fire happened, in addition to fire extinguisher (APAR), there are four available helmets in red, white, blue, and yellow. After a training, the participants, the participants already have a provision and understand each one's role according to the color of the helmet they will use.

Along with this training the staffs could put the safety of their patient first and know how to cope quickly fires. Because, each entry point of the room in UNS hospital Sukoharjo is furnished with APAR that could be used in case of there is a fire all of a sudden. The main key to a disaster prevention and fire control is not to panic. Therefore, evacuation instructions and routes are available to assist in either the patient or the victim's avacuation process

The things to do when there is an earthquake is to protect your head with hands, find a safe and powerful refuge, such as under a desk or in the corner of the room. Wait for the shaking to calm down, then get out of the building. While, if a fire occurs, protect your face and breath quickly to prevent inhalation of the smoke. However, when the smoke soaks up, it is best to walk low or by crawling. In the time of evacuation, it is safe to proceed at a brisk pace, not to run and not turn back. When wearing a high heels, take them off. Avoid carrying an items that may prevent the evacuation.

2. The quality of service.

The quality of service is linked to the skills of medical, medics, and administrative personnel, that is about the ability in providing satisfactory and reliable service to the patients. The quality of staffs service would bring the beneficiary confidence of service to a service is related in dealing with a problem quickly and appropriately to the patients.

Based on the study's result it could be said that UNS hospital Sukoharjo in doing the duties as health care organizer has already completed the various tools and equipment needed during the service process. If the facilities that is involving equipment and the equipment that are fully available, then, it would make it easier for the staffs of UNS hospital sukoharjo to perform their public service duties that will ultimately make a good result in a productive service.

3. Responsiveness

Responsive response from the staffs to help the patients who are experiencing distress and the readiness from the staffs to give immediate service to the patients. The staffs must be prepared to help any patient in distress, give a response and attention to the complaints that has being told by the patients, and give a clear information about the service of UNS hospital Sukoharjo.

Based on the study could be summed up that the average patient felt that they are getting the appropriate service and consistent to an indicator or standart of service. This can be felt by the patient because the staffs treated them patiently with every difficulty and complaint. This situation whows the readiness from the staffs to provide clear the information that the patient needs, which means the staffs are capable of providing quite satisfactory service to the patient. From the height of responsiveness, UNS hospital sukoharjo has done something quite capable, this is happened because the staffs has been trained a good governance, they have a motto that we are raising the level of professional service to the satisfaction of the patient, and the patient's importance is the first thing to do.

According to the result of the research it has been said that the response of UNS hospital Sukoharjo to the patient's needs and grievances is quite capable. There has been a correspondency between the staff of uns hospital sukoharjo responses in responding the patient's needs and complaints, especially in health care service. This supported by positive comments from public that has already experiencing UNS hospital Sukoharjo in public service. With a high responsiveness uin an

organization, it could make a quite capable performance. A high responsibility in organization can also make them more susceptible to public's needs. High responsiveness can also give a positive effect on organizational communication with public. With an interactive communication the service at hand gets more comfortable and becomes more optimal.

4. Responsibility

Responsibility is a performing the activity that has done and must suit the right administrative principles and bureaucratic policy it is whether explicit or implicit. In the performance of service, a personnel can work with time discipline, complacent in serving the society, internalize with society in a gracious speech, and give a comfort to the people and apply other principles of service.

According to the interview with the nurses and staff of UNS hospital Sukoharjo, they have performed quite well. To bring about the systematic service according to the rules and regulations, and as the patient wishes, the nurses and staffs are trying to implementing the conditions, realizing that they are bound to the organizational conditions, in this case the hospital that need to be obeyed. This form of accountability is through the execution of service according to SOP and carried out every rule emitted by the leader. Furthermore, accountability for the hospital conditions is manifested by the realization of the nurses and staffs as a part of the hospital to establish the purpose of the organization.

According to the responsive indicators in UNS hospital, Sukoharjo is well performed and responsible. For this indicator is labeled by the realization of the nurses and staff that they are bound to the organization that has a common rules and purpose to be realized and the nurses has given a service and performed the duties based on SOP and the regulations that has been applied so that will make the service went smooth and right. That is also can be seen there are no complaints from the staffs about the hospital policy. Even though there are still few complaints from the patient about lenght of the time of the service but the staffs have been followed through the applied procedures.

5. Accountability

According to the result of the study can be presented that the performing of the accountability of UNS hospital, Sukoharjo has been held accountable to Badan Pengelola Usaha (BPU) UNS Surakarta and the public so that the accountability is well called. Thus, the accountability indicator regarding to the measure of how much the activity of the public organization can be held accountable to the people or consistent with public desire is already well performed. That is because the activity carried out by every unit is accounted for. One of the media that used to answer the performance of UNS hospital, Sukoharjo was by a report. These reports are done periodically, that is every month, quarter, and year. And this has turned into preference to know the success level of UNS hospital Sukoharjo in reaching the purpose of organization.

Accountability Report of Government Agency UNS hospital, Sukoharjo is the accountability performance that has been agreed on The determination of job 2018 between Sebelas Maret University (UNS) institution and UNS hospital, Sukoharjo, such performance indicator have been set in the Strategic Plan the estimate 2015-2019 that has reported to the Sebelas Maret University (UNS) institution in order to upscale the future performance which is performed objectively, efficiently, and effectively and it is expected to contributing to the prime health care, and the performance of clean state that is free from collusion, corruption, and nepotism.

Accountability Report of Government Agency is arranged as a form of accountability written for the performance and assignments of UNS hospital Sukoharjo that include the management of human resource, finance, tools, and infrastucture. This is a sumarry of process in which each department unit does their performance evaluation that include success and a failure to achieve a performance during budget year of 2018 that is compulsory accountable, so that if a failure happened in the future may be a standart in making changes, the steps of both the process's business and its management and if necessary is needed to identify the resistor factor.

The mechanism of preparing the performance accountability report 2018 in UNS hospital, Sukoharjo is done through:

1. Annual Work Plan (AWP) is arranged with a top-down mechanism (program details based on management policy) and bottom up (details of the program based on the needs and development of service, education and research from the medical department and integrated service unit) refers to key performance indicator (KPI) or corporate performance indicator with strategic target using balanced score card method.
2. Measurement of the achievement of target is carried out to the the strategic target related to KPI through the mechanism of coordination and hospital coordination meeting.
3. Measurement of the peformance related to Key Performance Indicator (KPI) or Performance Indicator applied in each department or work unit will be an important part of changing the culture of a hospital service, where a performance contract has been done for Unit Performance Index assessment in each department or work unit for the provision of a remuneration system.

CONCLUSION

The whole performance of UNS hospital Sukoharjo has been done optimally, because of these five aspects of the performance of bureaucracy that were examined found a facts in the field that examined that:

1. The productivity of public service in UNS hospital, Sukoharjo has been done effectively and efficiently, this can be seen from the efforts of UNS hospital, Sukoharjo in improving the quality and performance of health service carried out by implementing policy to a simplification of permission in terms of time, process, procedure, and cost which has been in Standart Operational Procedure (SOP) of UNS hospital, Sukoharjo.

2. The quality of service in UNS hospital, Sukoharjo, especially a health care service is qualified. This can be known from the public satisfaction with the service rendered by UNS hospital, Sukoharjo, it is also can be shown that clients is well served with the performance skill of UNS hospital, Sukoharjo staff in giving a service to public.
3. The responsiveness of UNS hospital, Sukoharjo to the needs and complaints of clients is quite well. There has been a consistency between UNS hospital, Sukoharjo responses to the community expectations and aspirations in infesting public needs, especially in a health care service.
4. The responsibility of UNS hospital, Sukoharjo is well performed. It can be seen from the implementation in giving service that has been given by the staffs is in accordance with a public needs, because when they are doing a service the staffs is referred to Standart Operational Procedure (SOP) that has been applied by UNS hospital, Sukoharjo.
5. The accountability of UNS hospital, Sukoharjo to Sebelas Maret University institution is presented in The achievement of service performance of UNS hospital, Sukoharjo. Whereas the accountability of UNS hospital, Sukoharjo can be seen from how UNS hospital, Sukoharjo through its staffs in providing service transparently as contained in one of the principles of public service that is the principle of an openness. In this case, the openness of cost, time, procedures, data, and information.

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