



Work Effectiveness Efforts to Improve Service Quality in Outpatient Labuang Baji Regional General Hospital Makassar

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ABSTRACT

The purpose of this study was to describe the efficacy of work done to improve service quality at the outpatient department of Labuang Baji Regional General Hospital Makassar. This research uses a qualitative descriptive approach, and the data analysis used is the Interactive Model Data Analysis, which begins with data collection, data reduction, data presentation, and conclusion drawing. The sampling technique used was incidental sampling. The results of the study obtained show that work ability and work results are good, but officers are still found who leave the workspace and are late returning to it. The level of service satisfaction has not been maximized due to inhibiting factors such as officers using cellphones when providing services, officers who are not in place, and queuing machines that experience interference

INTRODUCTION

In order to improve the quality of service, of course, knowledge and skills are needed to carry out work properly so the goals of the organization can be achieved. To achieve this, of course, good work effectiveness is needed. Effectiveness is a condition that shows the level of success or achievement of a goal as measured by quality and time, as previously planned. Service standards are benchmarks that are used as guidelines for service delivery and a reference for assessing service quality as an obligation and promise of administration to the community in the context of quality, fast, easy, affordable, and measurable services (Ambia, 2018).

In line with this, patient demand at Labuang Baji Regional General Hospital Makassar to get quality service continues to increase over time. Of course, the organization must improve its service system so that it can heed the demands of patients who want to get quality service, and for that it must be able to arrange and organize its human resources to achieve organizational goals. To provide quality service, it takes what is called work effectiveness, so that quality service can be achieved. People need fast, precise and efficient services. It can even be said that service cannot be separated from everyday life. Patients always want quality hospital services. Although these wishes are often not what they expect, in reality the services that have occurred so far are still not good (Setiawan et al., 2019).

Work effectiveness can be measured by the success of an institution or organization in carrying out its duties and achieving its goals. The effectiveness that is important is solely the desired result or goal, as well as the ability to have the right goals to achieve predetermined goals (Handoko in Fei Lie, 2018). Effectiveness is defined as the use of resources, facilities, and infrastructure in a predetermined amount to produce a number of goods for the services of the activities carried out (Siagian in Ambia, 2018). Employee work effectiveness is a condition that shows the level of employee success in achieving performance in the organization, which consists of, employee work ability (input), employee work results (output), and service satisfaction level (outcome) (Noor, 2019).

The effectiveness with which it has been carried out will be in line with the quality of service obtained by service users, in this case, Labuang Baji Regional General Hospital Makassar patients. Quality is basically a word that bears a relative meaning because it is abstract, Because it can be used to assess or determine the level of adjustment of a thing to its requirements or specifications (Pasolong, 2019). Service is any activity that is profitable for a collection or unity and offers satisfaction even though the results are not tied to a physical product (Kotler in Ridwan & Sudrajat, 2017). Good service quality creates a sense of satisfaction in the community, and the level of community satisfaction is an important indicator of the success of the government in terms of public services. The greater the benefits felt by the public, the better the quality of service provided by the state apparatus. Conversely, a low level of satisfaction indicates a poor service system for public officials (Kotler in Tjiptono, 2012).

The results of research conducted by (Ambia, 2018) found that effectiveness affects service quality by 63.4%, which means that an increase in service quality can occur when work effectiveness is carried out in the service sector. Furthermore, research conducted by Julian (Noor, 2019) obtained an overall picture that the effectiveness of employee work in an effort to improve the quality of public services at the Samarinda Seberang District Office in terms of employee work ability is good, but employee work results are not in accordance with the wishes of the community, and satisfaction services produced by employees are not satisfactory. Research conducted by (Wulandari & Simon, 2019) found that effectiveness affects service quality by 63.4%, meaning that effectiveness is needed to build maximum service quality.

The vision of Labuang Baji Baji Regional General Hospital Makassar is to become a leading provincial hospital that is innovative and competitive in 2023, while the mission is to commit wholeheartedly to providing the best health services by striving for professional medical personnel and support, integrated buildings equipped with the latest sophisticated equipment, efficient management of hospital costs, and employee welfare in realizing excellent service. When viewed from the perspective of the vision and mission, the main focus and what needs to be improved is providing the best health services and achieving excellent service in order to realize the vision and mission.

Based on the observation that patients often get poor service in providing the health service process at Labuang Baji Hospital, this shows that the effectiveness of employee work in efforts to improve the quality of public services has not run optimally.

METHODOLOGY

This research was conducted at Labuang Baji Regional General Hospital, Makassar City, South Sulawesi Province in November 2022. This research is descriptive qualitative research, qualitative research aims to provide an explanation of the variables studied. The population in this study was made up of employees and patients in the outpatient unit of Labuang Baji Hospital. The sampling technique used is incidental sampling of sample withdrawal by chance (Sugiyono, 2016). The data analysis used is the Interactive Model Data Analysis, which begins with data collection, data reduction, data presentation, and conclusion drawing (Noor, 2019). The author focuses this research as follows:

1. Work effectiveness:
 - a. Employee work ability (input).
 - b. Work results achieved by employees (output).
 - c. Service satisfaction level (outcome).
2. Factors inhibiting work effectiveness.

RESULT

Work Effectiveness

Work effectiveness is a condition whose success and achievement consists of, employee work ability (input), employee work results (output), and the level of customer satisfaction (outcome).

Work Ability (Input)

Ability is the skill to perform or complete tasks based on knowledge in accordance with the assigned tasks. The author conducted interviews with officers in the outpatient unit of the Makassar City Labuang Baji Regional General Hospital regarding work ability (input), the following are the results of the interviews:

First source: "..... In my opinion, the work ability of the officers here is good because the average person on duty here is also experienced, so I think it is good in terms of his ability to complete work, it's just that it usually takes a little longer in the queue, and sometimes the machine has problems."

Second source: "For me, the ability of the officers is qualified, but there are also officers who are slow because the age factor may be difficult to remember so they usually ask for help from other officers, indeed the queue number tool is usually an obstacle, sometimes they also forget to fill in the paper so when taking the queue number people are a bit more natural because of refilling the paper."

Work Result (Output)

Work results can be seen or measured effectively, through the amount produced and the quality of work. The author conducted interviews with resource persons regarding the work results of officers in the outpatient unit of the Labuang Baji Regional General Hospital, Makassar City. The following are the results of the interviews: "Talking about the results of work so far the officers have good results, yes, because our officers have also received sufficient provision or training to support their work in the field of service, yes, human beings are not free from mistakes as hard as we minimize these mistakes we will definitely make mistakes, usually the officers make wrong inputs or write wrong sometimes there is no one or no place, but the work of the officers is good."

Service Satisfaction Level (Outcome)

Service satisfaction can be felt by the service recipients themselves. The author interviewed resource persons about the level of service satisfaction of officers in the outpatient unit of the Labuang Baji Regional General Hospital Makassar City in terms of work results. The following are the results of the interviews:

First Interviewee: "I think the service is good, and the building and facilities are also new, but sometimes we are ignored by the officers, not to mention the queue we came first, but there are people who are served by people who have just arrived, just playing cellphones when they are served."

Second Interviewee: "If my service satisfaction is satisfied with the atmosphere of the new room and the new infrastructure, Labuang Baji is indeed my referral

hospital, so I often come here, the queue number machine is usually jammed and sometimes the paper runs out, so it's a bit long there."

Factors Inhibiting Work Effectiveness

According to the findings of the interviews, several factors hampered the effectiveness of officers' work in the outpatient department of the Labuang Baji Regional General Hospital Makassar, including:

1. Officers ignore patients.
2. The service provided does not match the queue number.
3. Using cell phones when providing services.
4. Queue number machine that is experiencing interference.

DISCUSSION

Work Effectiveness

It can be seen from the results of interviews with resource persons related to work effectiveness in the outpatient department of Labuang Baji Makassar Regional General Hospital, as follows:

Work Ability (Input)

The results of interviews with informants related to the work ability of officers at the Makassar Labuang Baji Regional General Hospital Outpatient Department, have been good at completing tasks because the officers are experienced in their fields, but there are still officers who forget work patterns, so they ask for help from other officers.

Work Result (Output)

The results of interviews with informants related to the results of officers' work in the outpatient department of the Labuang Baji Regional General Hospital Makassar. The informants stated that the officers' work was good because they had been trained, but there were still officers who were not in place and lacked focus in writing, resulting in writing errors.

Service Satisfaction Level (Outcome)

The results of interviews with informants related to the level of service satisfaction of officers at the outpatient department of Labuang Baji Regional General Hospital Makassar, that the level of service satisfaction was good with the facilities provided to patients, but there are still officers who are negligent with their duties, by not providing good service or ignoring patients, When officers are providing services to patients, they are still often found using cellphones, and queuing machines that sometimes do not work or run out of paper, so that patients spend even longer waiting.

Factors Inhibiting Work Effectiveness

The results obtained from interviews are that there are still officers who are late to occupy their work desks while providing services using cellphones, who often ignore patients while providing services at the Outpatient Department of the Labuang Baji Regional General Hospital Makassar, and who use queue number machines that experience interference or fill in paper that is sometimes forgotten.

CONCLUSION AND SUGGESTION

Conclusion

1. The work ability of outpatient officers at Labuang Baji Regional General Hospital Makassar in carrying out their obligations is quite good. Although, there are still some obstacles, such as forgetting their work patterns due to age.
2. The work results of the Labuang Baji Regional General Hospital Makassar outpatient officers in completing their duties are felt to be good, but there are still officers who leave or return late to the workspace.
3. The level of service satisfaction provided by outpatient officers at the Labuang Baji Regional General Hospital Makassar is not satisfactory, This is because officers prioritize service without seeing the patient's queue number, they still use cellphones in providing services to patients, and they use queue number tools that have problems.
4. Factors impeding the effectiveness of officers' work in the outpatient department of the Labuang Baji Regional General Hospital Makassar include officers ignoring patients, services not being provided in accordance with the queue number, employees still using cellphones while providing services, and queue number machines malfunctioning.

Suggestion

1. A workflow board or work guide book is provided for service personnel at the Labuang Baji Regional General Hospital Makassar's outpatient department to reduce errors or forgotten work patterns.
2. Officers who are not in place during working hours are given a stern warning in order to get a deterrent effect so that they do not do the same thing when providing services to patients.
3. Officers should provide services based on queue numbers and not use cell phones when providing services to patients.
4. The hospital needs to give a warning to officers who are negligent in providing services to patients so that unwanted things do not happen. Also the hospital must periodically check the queue number machine.

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