

HEALTH SERVICE MODEL AT IBNU SINA HOSPITAL MAKASSAR

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Informasi Artikel	Abstrak
<p>Diterima : 16/04/2024 Disetujui : 16/04/2024 Diterbitkan : 16/04/2024</p>	<p>Penelitian ini mengkaji tentang model layanan kesehatan salah satu dirumah sakit Kota Makassar yang seringkali menjadi sorotan oleh publik atas layanan yang dinilai kurang responsive, akuntabel dan birokratif. Penelitian ini berjenis deskriptif dan menggunakan pendekatan kualitatif, penelitian ini bertujuan untuk mengevaluasi kualitas layanan kesehatan di Rumah Sakit Ibnu Sina Makassar, mengidentifikasi faktor-faktor yang memengaruhi kualitas layanan, dan mengevaluasi penerapan Model Total Quality Management (TQM) sebagai upaya untuk meningkatkan kualitas layanan tersebut. Hasil penelitian menunjukkan bahwa kualitas layanan kesehatan di Rumah Sakit Ibnu Sina Makassar belum optimal. Dimensi-dimensi kualitas layanan seperti keberadaan sumber daya manusia yang kompeten dan jumlah yang memadai, serta fasilitas yang memadai masih menjadi kendala dalam memberikan pelayanan yang maksimal kepada pasien. Faktor-faktor yang dominan memengaruhi kualitas layanan termasuk masalah anggaran dan kurangnya kolaborasi antar tim kesehatan serta dengan pihak eksternal dan lembaga kesehatan lain. Penerapan Model TQM di Rumah Sakit Ibnu Sina Makassar juga tidak optimal karena kepemimpinan pengelola rumah sakit yang kurang efektif dalam menyusun dan menetapkan standar kerja yang jelas. Hal ini menyebabkan Standar Operasional Prosedur (SOP) tidak dapat dilaksanakan dengan baik oleh seluruh tenaga medis, menghambat upaya untuk meningkatkan kualitas layanan kesehatan. Kata kunci: Pelayanan, Kesehatan</p>
	<p>Abstract</p> <p>This research examines the health service model of one of the Makassar City hospitals which is often in the public spotlight for services that are considered less responsive, accountable and bureaucratic. This research is descriptive and uses a qualitative approach. This research aims to evaluate the quality of health services at Ibnu Sina Hospital Makassar, identify factors that influence service quality, and evaluate the application of the Total Quality Management (TQM) Model as an effort to improve the quality of these services. . The research results show that the quality of health services at Ibnu Sina Hospital Makassar is not optimal. Dimensions of service quality, such as the presence of competent and adequate human resources, as well as adequate facilities, are still obstacles in providing maximum service to patients. Dominant factors influencing service quality include budget problems and lack of collaboration between health teams as well as with external parties and other health institutions. The implementation of the TQM Model at Ibnu Sina Hospital Makassar is also not optimal because the leadership of the hospital management is less effective in compiling and setting clear work standards. This causes Standard Operating Procedures (SOP) to not be implemented properly by all medical personnel, hampering efforts to improve the quality of health services. Keywords: Health, services</p>

BACKGROUND

Health is a very important thing in the life of every individual. In order to meet the need for health services, hospitals are one of the main places that provide these services. However, in practice, many hospitals face various challenges in providing quality health services. Moreover, in this modern era, people's expectations of health services are increasing, creating pressure for hospitals to ensure that the services they provide meet established standards. In the implementation of public services itself, government officials are very responsible in providing the best service to the community as a form of creating community welfare where the community has the right to receive effective and best services from the government (Parasuraman, Zeithaml, and Berry; 1988). Apart from the task of fulfilling services to the public, Kotler and Keller (2009), Jasfar (2009) provide service boundaries that are the same as services in providing goods that are human needs.

One of the hospitals facing problems in its health services is Ibnu Sina Hospital in Makassar. As one of the leading health service providers in the region, Ibnu Sina Hospital is expected to provide optimal service to the community. However, in recent years, various obstacles and challenges have emerged that hamper the hospital's efforts to provide quality health services. Another problem was also found to be the availability of human resources which were still less competent and adequate. According to the Human Resources Management (HR) theory put forward by Gary Dessler (2001), human resources are the most important asset in an organization. However, in the hospital context, the presence of skilled and qualified medical personnel is vital in providing optimal health services to patients. A lack of number and competence of medical personnel can lead to increased waiting times, decreased service quality, and even risks to patient safety.

Not only human resource problems, Ibnu Sina Hospital also faces challenges in terms of facilities and infrastructure. The Operational Management Theory in health services put forward by Jay Heizer and Barry Render emphasizes the importance of effective infrastructure management in providing quality services. However, Ibnu Sina Hospital often experiences problems in providing adequate medical facilities and equipment. Underinvestment in health infrastructure and technology can hinder a hospital's ability to provide appropriate and effective care to patients. Apart from that, budget problems are also a factor that influences the quality of health services at Ibnu Sina Hospital. Financial Management Theory developed by Eugene F. Brigham and Michael C. Ehrhardt (1991) teaches that effective financial management is very important in ensuring the operational continuity of an organization. However, hospitals often experience budget constraints which can hinder their ability to purchase the latest medical equipment, upgrade facilities, and expand health services, resulting in a negative impact on the quality of services provided by Ibnu Sina Hospital Makassar.

One health service model that is considered effective and has been widely implemented by hospitals at Ibnu Sina Makassar is the Integrated Healthcare Service Model. This model emphasizes close coordination between various units and professions within the hospital to provide holistic services to patients. By implementing this model, hospitals can optimize efficiency, improve service quality, and increase patient satisfaction. First of all, in the Integrated Care Model, there is a strong focus on multidisciplinary team

coordination. This team consists of various health professions such as doctors, nurses, nutritionists, physiotherapists, psychologists, and others. They work together to plan, implement, and evaluate patient care. Close collaboration between members of this multidisciplinary team allows for a holistic approach in addressing patient health needs, thereby minimizing the risk of error and ensuring that all aspects of patient care are well covered. Furthermore, the Integrated Care Model also emphasizes the central role of patients in making decisions regarding their care. Patients and their families are considered partners in the care team and are actively involved in the decision-making process. This creates a relationship of trust between the patient and the care team, and ensures that the care provided is appropriate to the patient's individual preferences and needs.

METHODS

This research uses a qualitative approach and descriptive type to explain phenomena that occur in the field (Moleong, 2006: 04). This method aims to understand and analyze service management at Ibnu Sina Hospital through measuring the service quality dimensions of the Servqual model with the dimensions of Tangible, Reliability, Responsiveness, Assurance and Empathy. Data collection in this research was carried out through interviews (Interviews), observations (Field Observations), and documentation with data validity tests in qualitative research including credibility, transferability, dependability and confirmability tests. The data analysis technique used is descriptive qualitative technical analysis through in-depth interpretation and meaning. This qualitative descriptive analysis is very closely related to the qualitative descriptive research approach, as researchers who intend to understand phenomena about the main problems in the research through the data analysis process carried out using interactive modeling techniques by Miles, Huberman, and Saldana (2014), there are four strands, namely, data collection, data condensation, data presentation, and verification/conclusion.

RESULT

Research shows that at Ibnu Sina Hospital, responsiveness to patient needs is still an aspect that is not optimal. The officers at the hospital have not been able to provide services that are fast, accurate and in accordance with the expected time, both in terms of administrative management and the treatment process. Complaints from patients are often not handled immediately, resulting in delays in the services provided. It can be seen that there are patients who have to wait quite a long time to get a room, and there are still patients who do not comply with the rules that apply at the hospital. Responsiveness, which is defined as the willingness and readiness of employees to provide services quickly and on time, is still not fully implemented in the context of Ibnu Sina Hospital.

Efforts to increase service responsiveness have been made by providing a suggestion/complaint box as a form of response to patient complaints. However, greater and more comprehensive efforts are still needed from hospital management to ensure that all medical personnel

have a high level of responsiveness in providing services to patients. This is in line with the concept that responsiveness is an important key in providing quality services, as emphasized by experts such as Parasuraman and Albarq. Therefore, it is necessary to carry out a comprehensive evaluation of the existing service system at Ibnu Sina Hospital, with a focus on increasing the responsiveness and responsiveness of staff to patient needs. Training and coaching regarding the importance of responsiveness in service can also be an effective step to ensure that every officer has the willingness and readiness to provide fast and efficient service to patients. In this way, it is hoped that Ibnu Sina Hospital can provide better services and better meet patient expectations and needs.

Assessment of the reliability dimension at Ibnu Sina Hospital, Makassar, shows that the quality is less than optimal. This is reflected in the low ability of medical and non-medical personnel in managerial and technical aspects, which affects adaptability and innovation in developing service systems from conventional to digital-based. Apart from that, the ability to make decisions is also often hampered, causing difficulties in dealing with problems or overcoming obstacles faced by patients during treatment. The importance of the competence of Ibnu Sina Hospital staff in health services is very fundamental, because it can help reduce waiting times and increase work efficiency. The ability of medical and non-medical personnel at Iskandar Muda Hospital, who innovate in the queue system or queue numbers, is also an important factor in optimizing the speed of service.

Therefore, human resource development in the health sector aims to improve the quality of health services, in order to create patient satisfaction during the treatment process. Thus, increasing the competency of hospital staff in managerial, technical and decision-making aspects is very important to overcome reliability problems in health services. Apart from that, it is necessary to increase the number and quality of human resources, especially non-health workers, in order to reduce delays in the service process. With these steps, it is hoped that it can increase the reliability of health services at Ibnu Sina Hospital and Iskandar Muda Hospital, as well as increase overall patient satisfaction.

The results of service research findings at Sultan Iskandar Hospital through the application of the Total Quality Management (TQM) model are a strategic step to improve the quality of health services. However, an evaluation of the implementation of the TQM model at Ibnu Sina Hospital shows that the implementation is not going well, especially in the dimensions of leadership, Standard Operating Procedures (SOP), and collaboration between staff and with external parties. The leadership dimension is the main foundation in directing planning and organizing to achieve the desired goals. However, the lack of ability of hospital managers to plan according to hospital needs

and organize human resources to innovate in developing good collaboration, hampers the progress of TQM implementation. Without strong leadership and a clear vision from managers, it is difficult to drive the innovation and change needed to improve service quality. Furthermore, the lack of clear SOP development is also an obstacle in implementing TQM. A good SOP ensures that every service process is carried out consistently and in accordance with established standards, thereby reducing the risk of errors and increasing efficiency. However, if SOPs are not managed well or do not exist, the service process can become disorganized and less effective.

Apart from that, the importance of collaboration between employees and with external parties is also a key element in implementing TQM. Good collaboration between staff allows better coordination in providing services to patients, while collaboration with external parties such as local governments or other health institutions can support an overall quality service management system. However, a lack of ability to develop effective collaboration can hinder efforts to improve service quality. To improve the quality of health services, hospitals need to implement a service model that is oriented towards patient satisfaction. One model that can be applied is the Integrated Healthcare Service Model. This model emphasizes close coordination between various units and professions within the hospital to provide holistic services to patients..

Implementing the Integrated Service Model requires close collaboration between all elements of the hospital, including medical and non-medical staff. Each team member must work together to plan, implement, and evaluate patient care. In addition, this model also emphasizes the importance of involving patients and their families in decisions regarding their care, thereby creating a relationship of mutual trust and ensuring that the care provided is in accordance with the patient's individual preferences and needs. Apart from that, the use of information and communication technology can also improve efficiency and service quality. Electronic medical record systems, telemedicine, and mobile health applications are some examples of technology that can be used to facilitate effective communication between care team members, monitor patient conditions in real-time, and increase the accessibility of health services. By implementing an Integrated Service Model and utilizing information and communication technology, hospitals can create an environment that supports collaboration, patient participation and innovation in health services. This will help improve the quality of services provided, minimize waiting times and increase overall patient satisfaction.

DISCUSSION

Research that reveals efforts to overcome service problems at Sultan Iskandar Hospital through the application of the Total Quality Management (TQM) model highlights the challenges faced by hospitals in improving the quality of health services. Although TQM has been recognized as an effective approach to achieving optimal service quality, an evaluation of the implementation of this model at Ibnu Sina Hospital shows that its implementation is not going well. This is reflected in non-optimality in the dimensions of leadership, Standard Operating Procedures (SOP), and collaboration between officers and with external parties. The leadership dimension plays a key role in guiding planning and organizing to achieve desired goals. However, the lack of ability of hospital managers to plan according to hospital needs and organize human resources to innovate in developing good collaboration, is the main obstacle in the progress of TQM implementation. Without strong leadership and a clear vision from managers, it is difficult to drive the innovation and change needed to improve service quality.

Furthermore, the lack of clear SOP development is also an obstacle in implementing TQM. A good SOP ensures that every service process is carried out consistently and in accordance with established standards, thereby reducing the risk of errors and increasing efficiency. However, if SOPs are not managed well or do not exist, the service process can become disorganized and less effective. The importance of collaboration between employees and with external parties is also an important factor in implementing TQM. Good collaboration between staff allows better coordination in providing services to patients, while collaboration with external parties such as local governments or other health institutions can support an overall quality service management system. However, a lack of ability to develop effective collaboration can hinder efforts to improve service quality. Parasuraman, et al (1988) Collaboration is an important concept in the context of organizational management, especially in service industries such as hospitals. Theories about the importance of building cooperation highlight the various benefits that can be obtained when individuals or entities work together to achieve common goals. In general, collaboration can increase organizational effectiveness and efficiency, increase innovation, expand social networks, and increase customer satisfaction.

Implementing the Integrated Service Model requires close collaboration between all elements of the hospital, including medical and non-medical staff. Each team member must work together to plan, implement, and evaluate patient care. In addition, this model also emphasizes the importance of involving patients and their families in decisions regarding their care, thereby creating a relationship

of mutual trust and ensuring that the care provided is in accordance with the patient's individual preferences and needs. The use of information and communication technology can also improve efficiency and service quality. Electronic medical record systems, telemedicine, and mobile health applications are some examples of technology that can be used to facilitate effective communication between care team members, monitor patient conditions in real-time, and increase the accessibility of health services.

Implementing an Integrated Service Model and utilizing information and communication technology, hospitals can create an environment that supports collaboration, patient participation and innovation in health services. Accuracy in health services refers to the accuracy and correctness of information conveyed to users. Reliability, according to Albarq (2013: 702), includes the ability to carry out services as promised, with an accurate and reliable attitude. Wang & Wang, as quoted in Felix (2017: 5), emphasize that reliability is reflected in timely service as promised, as well as the ability to handle problems well. Delays in the service process at Iskandar Muda Hospital are caused by a shortage of human resources, especially non-health personnel. This highlights the important role of human resources in determining the performance of an organization, as stated by Agustina (2021). This will help improve the quality of services provided, minimize waiting times and increase overall patient satisfaction. Through this approach, it is hoped that hospitals can achieve a competitive advantage in health services and provide care.

CONCLUSION

Based on research findings, it can be concluded that the quality of health services at Ibnu Sina Hospital Makassar still has several obstacles in various dimensions of service quality. Tangible and Responsiveness dimensions are the main focus which have not yet run optimally. This shows that there is an imbalance in the availability of infrastructure and the speed of response to patient needs. The service model at Ibnu Sina Hospital Makassar using one of the Total Quality Management models is considered to be not working well, this is indicated by the three dimensions of the TQM model (leader, SOP and cooperation).

The results of this research also have recommendations that can be given to Ibnu Sina Hospital. First, an evaluation of budget needs needs to be carried out to allocate adequate funds to increase medical personnel, equipment and information resources. The importance of utilizing website-based information services also needs to be considered to increase the accessibility of health services for the community. In addition, improvements are needed in the implementation of Total Quality Management (TQM) by improving leadership patterns, establishing clear work process

standards, and orienting service methods to patient needs. Improving partnerships with stakeholders is also needed to strengthen the competency of medical personnel through training appropriate to the health sector. In this way, it is hoped that hospitals can improve the quality of health services and provide better services to the community.

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