

Research Article

Analysis of Public Service Standards for Inpatient Care at Dumai City Regional General Hospital (RSUD)

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Abstract: This study aims to evaluate the implementation of Public Service Standards in inpatient services at Dumai City Regional General Hospital (RSUD) as an important part of the provision of health services to the community. Public service standards are needed to ensure service quality, efficiency, transparency, and public satisfaction as service users. However, in practice, various problems are still found, particularly related to the timeliness of service, clarity of service costs, and the availability of supporting facilities and infrastructure. This study uses a qualitative descriptive approach with research subjects including hospital management, inpatient service staff, and community service users. Data collection was conducted through in-depth interviews, direct observation, and documentation studies to obtain a comprehensive picture of the implementation of public service standards. The data obtained were analyzed using thematic analysis methods through the stages of data transcription, coding, theme identification, theme grouping, and data interpretation. The results of the study indicate that the overall implementation of Public Service Standards in inpatient care at Dumai City Regional General Hospital is in the good category. Indicators of service procedures, service products, and the competence of service providers have been implemented quite optimally, characterized by clear procedures, services that meet patient needs, and friendly and professional staff attitudes. However, the service completion time and cost indicators are still in the fairly good category, which indicates delays in service and limited information regarding costs received by patients. Furthermore, facilities and infrastructure are the indicators that require the most attention, especially regarding the comfort of the waiting room and the completeness of service support equipment. In conclusion, although the standard of public service at the Dumai City Regional Hospital inpatient has been running well, continuous improvement efforts are needed to increase service time efficiency, cost transparency, and the provision of facilities and infrastructure to increase public satisfaction and trust in health services.

Keywords: Inpatient Services; Public Satisfaction; Public Service Standards; Regional General Hospitals; Service Quality.

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1. Introduction

Public service is a fundamental function of government, directly reflecting the quality of governance and the level of public trust in the state (Public Management Reform, 2017). In the context of the health sector, public service plays a strategic role because it directly relates to citizens' basic rights to access quality, fair, and affordable health care (World Health Organization, 2020). As part of public service providers, regional hospitals are required to provide professional and responsive health care services that comply with government-established service standards and principles of good governance (Kementerian Kesehatan Republik Indonesia, 2019). Therefore, public service standards function as a crucial instrument in ensuring certainty, transparency, and accountability in health service delivery (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia, 2017).

The object of this research is inpatient services at Dumai City Regional General Hospital (RSUD), a strategic service unit within the regional healthcare system. Inpatient services are complex, involving intensive interactions between patients, medical personnel, administrative systems, and the availability of facilities and infrastructure. This complexity demands consistent implementation of service standards to ensure that services provided not only meet normative requirements but also fulfill the needs and expectations of the community as service users (Public Service and Good Governance, 2015).

Various previous studies have examined the quality of public services in the healthcare sector using public service standards, minimum service standards (SPM), and public satisfaction approaches. Commonly used methods include gap analysis between standards and implementation, patient satisfaction surveys, and performance evaluation based on service indicators. The strength of this approach lies in its ability to measure service compliance with normative standards and user perceptions. However, a frequently identified weakness is the lack of contextual analysis of internal organizational factors, such as human resource availability, work discipline, and the operational dynamics of continuous, high-risk inpatient care.

In the context of Dumai City Hospital, although public service standards have been established through various regulations, including Law Number 25 of 2009 concerning Public Services, Government Regulation Number 2 of 2018 concerning Minimum Service Standards, and the Decree of the Director of Dumai City Hospital concerning the Determination of Public Service Standards, the implementation of these standards still faces various problems. Empirical findings indicate public complaints regarding long service times, delays by medical personnel, low work discipline, and the limited number of health workers in the inpatient unit. This condition indicates a gap between the service standards set normatively and service practices taking place in the field.

This research focuses on the implementation of service standards in inpatient care at Dumai City Regional Hospital, as well as the factors that influence the suboptimal implementation of these standards. This issue is crucial to examine given the increasing number of inpatient visits from year to year, which is not proportionally balanced by the availability of human resources and the effectiveness of service management.

As a solution, this study proposes an analytical approach to the implementation of public service standards, emphasizing the alignment of requirements, procedures, service times, and human resource capacity with applicable regulations. This approach is expected to provide a comprehensive picture of the actual state of inpatient care and identify critical points requiring policy and managerial improvements.

The main contributions of this research are: (1) providing empirical evidence regarding the implementation of public service standards in inpatient units of regional hospitals; (2) identifying gaps between normative standards and service practices; and (3) providing policy recommendations and improvements to inpatient service governance that can be used by regional governments and hospital management to improve the quality of public health services.

2. Literature Review

Public service is a fundamental concept in public administration studies that describes the role of the state in meeting the basic needs of society through organized service mechanisms. Service is understood as a series of intangible activities that arise from the interaction between service providers and service users (Grönroos, 1990; Ratminto & Winarsih, 2014). Moenir (2006, 2015) emphasizes that service is a continuous process of fulfilling community needs through specific systems, procedures, and methods. This view positions public service not merely as an administrative output, but as a social process that reflects the quality of governance.

Several previous studies have shown that the quality of public services is greatly influenced by the ability of organizations and officials to carry out their service functions professionally and responsively. Sinambela (2010) and Mahmudi (2010) emphasize that public services must be implemented in accordance with established rules and standards to ensure that public rights are fairly fulfilled. However, various empirical studies reveal that public service practices are still often faced with problems such as low apparatus discipline, limited human resources, and mismatches between service standards and implementation in the field (Hardiansyah, 2011; Mutiarin & Zaenudin, 2014).

In public administration literature, public services are classified into several types based on their output characteristics and implementation mechanisms. Mahmudi (2015) categorizes public services into administrative services, goods services, and service services, while Mulyadi et al. (2016) add the category of regulatory services. Health services, particularly hospital services, fall into both the service and administrative categories because they involve complex medical procedures and administrative processes. Previous research has shown that health services have a high level of complexity and risk, thus heavily dependent on the accuracy of procedures, the competence of medical personnel, and the clarity of service standards (Mahmudi, 2015).

Public service standards are viewed as a primary instrument for ensuring quality, accountability, and certainty of service. Hardiansyah (2011) defines service standards as standardized measures that service providers must adhere to and serve as a reference for the public in assessing service performance. Similarly, Komarudin (2014) and Mahmudi (2005) state that service standards are technical specifications standardized as benchmarks in the provision of public services. The literature also emphasizes that service standards are a concrete manifestation of public accountability because they enable public oversight of service processes and outcomes (Hayat, 2017).

Several previous studies have used service standards as a framework for evaluating public services, emphasizing procedural components, completion time, service costs, service products, facilities and infrastructure, and staff competency (Mukarom, 2015; Komarudin, 2014; Mahmudi, 2015). The strength of this approach lies in its ability to measure the suitability of services to normative provisions. However, its weakness is the limited analysis of internal organizational factors, such as the gap between standard medical personnel requirements and actual implementation in the field, and its impact on service effectiveness, particularly in high-risk service units such as inpatient care.

Based on the literature review, a significant research gap exists regarding the implementation of public service standards in inpatient care at regional hospitals. Most previous studies have focused on public satisfaction or administrative compliance, while studies linking service standards to the empirical conditions of human resources and operational practices are relatively limited. Therefore, this study aims to fill this gap by analyzing the implementation of public service standards in inpatient care at Dumai City Regional Hospital more comprehensively, linking normative standards to the reality of service delivery on the ground.

3. Materials and Method

In this section, you need to describe the proposed method step by step. Explanations accompanied by equations and flow diagrams as illustrations will make it easier for readers to understand your research.

This research was conducted at Dumai City Regional General Hospital (RSUD), Riau Province, focusing on inpatient services as a strategic public service unit in the health sector. The research location was selected based on the consideration that inpatient services at Dumai City Regional General Hospital still face various problems, such as public complaints regarding service times, limited medical personnel, and the suboptimal implementation of public service standards. Therefore, this location is considered relevant for an in-depth study of the implementation of public service standards in the context of regional health services.

The research subjects included parties directly or indirectly involved in the provision of inpatient services, namely: (1) management and health personnel at Dumai City Regional Hospital, consisting of the Director of the Regional Hospital, Deputy Director of Services, Head of Inpatient Installation, Head of Room, medical personnel, and administrative staff; and (2) the community/inpatients, namely patients or families of patients who receive inpatient services at Dumai City Regional Hospital. The determination of informants from the management and health personnel elements was carried out using purposive sampling, based on the consideration that these informants have relevant knowledge and experience related to service standards and processes. Meanwhile, informants from the community element were selected using incidental sampling, namely patients or families of patients who directly interacted with inpatient services during the research period.

Data collection in this study was carried out through several techniques, namely: (a) In-depth interviews, conducted with hospital management, medical personnel, and inpatient administration staff to obtain information related to the implementation of public service standards, obstacles faced, and efforts to improve services. Interviews were also conducted

with patients or patient families to explore their experiences and perceptions of the inpatient services received. (b) Observation, namely direct observation of the inpatient service process, including service flow, interactions between health workers and patients, and the implementation of service procedures according to established standards. (c) Documentation, in the form of collecting supporting documents such as public service standards for Dumai City Hospital, service reports, data on the number of medical personnel, and regulations and policies related to health services and public service standards.

Data obtained from various data collection techniques were analyzed using thematic analysis. This analysis was chosen because it allows researchers to systematically and in-depth identify patterns, themes, and meanings emerging from qualitative data. The stages of thematic analysis in this study include:

1. Data transcription, namely changing the results of interviews and observation notes into written text;
2. Coding, by coding the parts of the data that are relevant to the research focus, particularly those related to public service standards and inpatient care practices;
3. Identify the theme, namely grouping codes that have similar meanings to find the main themes;
4. Grouping and sharpening of themes, by linking emerging themes into broader categories; and
5. Data interpretation, namely interpreting research findings by linking them to the theoretical framework and regulations of the public service standards used.

Through a qualitative approach and thematic analysis, this study is expected to provide a comprehensive understanding of the implementation of public service standards in inpatient services at Dumai City Regional Hospital, as well as identify factors that influence the optimization of health services to the community.

4. Results and Discussion

Research on Public Service Standards for Inpatient Care at Dumai City Regional General Hospital (RSUD) shows that the quality of service provided is influenced by several key indicators: service procedures, turnaround time, service costs, service products, facilities and infrastructure, and the competence of service providers. These six indicators are used to assess the extent to which public service standards have been implemented in accordance with applicable regulations and the expectations of the community as service recipients.

Analysis of these six indicators provides a comprehensive picture of the strengths and weaknesses of the implementation of public service standards in Inpatient Care at Dumai City Regional Hospital, as described below.

Service Procedures

Service procedures are a series of steps that the public must go through to obtain inpatient healthcare services. In public service theory, good service procedures should be simple, clear, easy to understand, and supported by staff who are qualified to carry out their duties, thus providing certainty and comfort to service users.

The results of the study indicate that inpatient care procedures at Dumai City Regional Hospital are in the good category. This is reflected in the majority of respondents' responses stating that the service procedures were easy and clear. The sub-indicator of ease of inpatient care procedures received a good rating from the majority of respondents, indicating that the existence of Standard Operating Procedures (SOPs) has helped the public understand the inpatient care process.

Furthermore, respondents also assessed the clarity of inpatient service requirements as positive. The established requirements were deemed sufficiently clear and easily understood by the public, thus minimizing administrative errors and expediting the service process. This clarity reflects the principle of transparency in public services.

The sub-indicator of inpatient staff availability according to service needs also showed positive results. This indicates that staffing in inpatient units is aligned with service needs, ensuring that the public is served by competent staff. Therefore, the

inpatient service procedures at Dumai City Hospital generally support orderly and systematic service delivery.

Completion Time

Timeliness is a crucial aspect of public service, relating to accuracy, speed, and certainty of service delivery. Timely service reflects the efficiency of government officials and directly impacts public satisfaction.

The results of the study indicate that the completion time for inpatient services at Dumai City Hospital is in the "fair" category. This is evident from the predominance of respondents' assessments in the "fair" category compared to the "good" category. The sub-indicator of compliance with established service standards indicates that some respondents assessed the service as meeting standards, but others still perceived delays in the service process.

The sub-indicator for timely completion of inpatient services also received a fairly good rating. This indicates that although staff strive to provide services within the stipulated timeframe, in practice, there are still obstacles that prevent services from being fully timely.

Furthermore, the sub-indicator of employee capability in completing services within time standards indicates that employee competency in managing service time still needs improvement. Factors such as patient numbers, workload, and limited resources are possible causes of the suboptimal completion time for inpatient services at Dumai City Hospital.

Service Fee

Service costs are a highly sensitive aspect of public services because they directly relate to the public's ability to pay. In public service theory, service costs must be clear, transparent, affordable, and in accordance with applicable regulations.

The study results show that inpatient service costs at Dumai City Hospital are in the fairly good category. The sub-indicator for information on inpatient service fees received a fairly good rating, indicating that some residents still do not fully understand the details of the service fees charged.

The sub-indicator for clarity on tariff/fee amounts in accordance with established regulations also showed quite good results. This indicates that although service fees have been set based on regulations, information dissemination to the public still needs to be improved to avoid creating a perception of uncertainty or doubt.

However, the sub-indicator providing proof of payment for fees/costs incurred received a positive rating from the majority of respondents. This indicates that Dumai City Regional Hospital has implemented the principle of accountability in its services, where each payment is accompanied by official, accountable proof.

Service Products

A service product is the final result received by the public after undergoing a service process. In the context of healthcare, a service product includes clarity about the type of service, the appropriateness of the service received, and the staff's follow-up on the service provided.

The research results show that inpatient care products at Dumai City Regional Hospital are in the good category. The sub-indicator for clarity of service types received a good rating, indicating that the public understands the type of inpatient care they receive.

The sub-indicator for the suitability of services received by the community also showed positive results. This indicates that the services provided by inpatient staff are aligned with the community's needs and expectations.

Furthermore, the sub-indicator of employee follow-up on services provided indicates that inpatient staff are considered quite responsive in addressing issues that arise during the service process. Prompt and compliant follow-up is a crucial factor in maintaining public trust and satisfaction with healthcare services.

Facilities and Infrastructure

Facilities and infrastructure are key supporting factors in ensuring the smooth operation of public services. The availability of adequate facilities will significantly impact the comfort and effectiveness of services.

The results of the study indicate that the inpatient facilities and infrastructure at Dumai City Regional Hospital are in the fair category, with a relatively higher percentage of poor ratings compared to other indicators. The sub-indicator of the availability of a waiting room that supports services indicates that some respondents still feel uncomfortable with the available waiting room facilities.

The sub-indicator for arranging inpatient service counters received a good rating, which indicates that the arrangement of service counters has been quite helpful in managing the flow of service applicants.

However, the sub-indicator for completeness of work equipment to support inpatient services still shows shortcomings. This condition indicates that limited medical equipment and supporting services can hinder the smooth running of inpatient care.

Competence of Service Providers

The competencies of service providers encompass their knowledge, skills, attitudes, and behaviors in providing services to the public. Good competencies will create professional, fair, and humane service.

The results of the study indicate that the competency of inpatient service staff at Dumai City Regional Hospital is in the good category. The sub-indicator of appropriateness of staff numbers and standards received a good rating, indicating that the availability of inpatient staff is relatively in line with service needs.

The sub-indicator of fairness, friendliness, and politeness in service also showed positive results. This reflects that inpatient staff have implemented public service ethics oriented toward public satisfaction.

However, the sub-indicator of employee ability to process requests quickly still shows a fairly good assessment, which indicates the need to improve work efficiency and time management in inpatient services.

Based on a summary of all indicators, the Public Service Standards for Inpatient Care at Dumai City Regional Hospital are generally in the good category. However, the study results indicate that several indicators still require special attention, particularly in terms of turnaround time, service costs, and facilities and infrastructure.

Thus, improving the quality of public service standards at Dumai City Regional Hospital needs to be focused on improving service facilities, increasing service time efficiency, and strengthening the transparency of cost information, so that inpatient services can run more optimally and be oriented towards public satisfaction.

6. Conclusion

Based on the results of research and discussion regarding Public Service Standards for Inpatient Care at Dumai City Regional General Hospital (RSUD), it can be concluded that the implementation of public service standards is generally in the good category. This indicates that Dumai City RSUD has strived to apply public service principles in accordance with applicable regulations, particularly in aspects of service procedures, service products, and the competence of service providers. Clarity of procedures, the suitability of services received by the community, and the attitude and ability of staff in providing services are the main factors supporting the achievement of relatively good quality inpatient services.

However, the research also shows that not all public service standard indicators have been optimally implemented. The service completion time and cost indicators remain in the "fair" category, indicating challenges in timely service delivery and a lack of clarity and information dissemination regarding inpatient costs. Furthermore, facilities and infrastructure indicators are the most pressing issue, particularly the availability of waiting rooms and the completeness of supporting service equipment, which the public still feels are inadequate.

Overall, the Public Service Standards at Dumai City Hospital's inpatient facilities have been well-functioning, but they still require continuous improvement and refinement. Improvements should focus on enhancing facilities and infrastructure, improving service delivery times, and providing transparent cost information. With these improvements, it is hoped that the quality of inpatient services at Dumai City Hospital will be optimized and will increase public satisfaction and trust in the healthcare services provided.

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