

THE FACTORS WHICH AFFECT THE MEDICAL SERVICES OF LOCAL GOVERNMENT HOSPITAL

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ABSTRACT

The Objective of this research is analyze of coordination and controlling on employee's performance in the medical service at the local government hospital. In this research the writer has selected 3 (three) variables namely, Coordination (X₁), Controlling on the employee's performance (X₂), and Medical Services (Y). The main problem of this research is how far the coordination and controlling on the employee's performance in the medical service at The Local Government Hospital. The method used in this research is quantitative methods and stratified random sampling was used to obtain minimum samples. Data were gathered by using interview, observation, questioner, and library. Path analysis statistic was also used to test hypothesis. The findings of this research show good sufficient and controlling the employee's performance show a good, while medical services show a lower level (not Good). And Hypothesis testing were path analysis indicated that coordination has positive effect on the employee's performance in medical services, controlling has positive effect on the employee's in medical services, and that there is positive simultaneous interplay between coordination and the employee's performance. It can be concluded from the test of hypothesis that coordination and controlling have really positive effect at the employee's performance in medical services. It means that the hypothesis can be accepted based on the accepted finding of the reach mentioned above, director are suggested to improve coordination implementation and controlling for maintaining quality control on the employee's performance and to perfect.

Keywords : Coordination, Controlling, Performance, medical services

Introduction

It is generally agreed that, when everything being equal, the health of a population will be better when the country's health system performs better. Notably, since 2000 WHO WorldHealth Report has written about how to measure health system performance. But what are interested about this report is rather to question the determinants of this performance. It is not easy to answer this question, but can agree that elements such as the definition of a clear health policy, presence of a structured and coherent organization of health services and presence of a good regulatory framework can contribute to the performance of a health system.

But, it should not be forgotten that institutions (health care administrations and health providers) and persons working in them are important determinants of health system performance. The better the later perform, the better the entire system will perform.

Medical Services provides routine and urgent medical care, travel medicine, immunizations, as well as sexual health services, reproductive and gynecological services, LGBTQ health care, and confidential HIV testing. Students are encouraged to make appointments online with their health care provider.

Medical Services is organized to provide high quality, accessible, well-coordinated care. Each practice group is comprised of doctors, nurse practitioners, nurses and support staff. This model of care helps simplify and streamline more routine administrative needs and processes, including obtaining a referral, ordering lab tests, or receiving a prescription refills, for our student patients. That's why appointments made with your designated group practice are strongly encouraged.

Service quality has become a key strategic variable in organizational efforts to satisfy and retain customers or to attract new customers. However, for many service providers, service failure is inevitable since some aspects of services such as customer attitudes and employee behavior cannot be totally controlled by management. All service organizations, however quality driven, will have some kind of service failures with respect to one or more dimensions of service quality. The idea of zero defects widely implemented in manufacturing industry is extremely difficult to apply in service industry. A company cannot avoid service failures due to human errors in service delivery.

Service failure is defined as service performances that fall below customer expectations and service failures as any service related mishaps (real or perceived) that transpire during a customer's experience with a firm. Some researchers believed that service failure that is not immediately handled by a service provider could be costly and could lead to customer defection. Service failure could be due to unique characteristics of services and psychographic factor of individuals getting involved in service delivery. Conclusion that employee responses toward service failure directly relate to customer satisfaction and dissatisfaction. Other researchers revealed that service failures could also due to customer behavior in the delivery process of the services. Service failures could be grouped into four categories: service delivery system failures, gap between needs and requests, unprompted/unsolicited employee actions, and problematic customers. In a similar fashion, classified service failures

into three categories, namely organization procedures, coordination between organization units, employee behavior, Controlling of employee's performance failures, of the organization that are against the sense of fair trade.

Performance factors are very important for all public. In achieving the goals, factors that create conducive work environment that will support organization factor for employees is ergonomic factors. Ergonomic factors are part of work environment factors that are determinants of employee performance achievement in administration service in hospital which includes layout and placement of coordination and controlling systems.

Based on the restriction of the problem, then, raised the general statement of the research problem is How much influence of Coordination variables (X1), and the controlling of employee's performance (X2), To Medical service Hospital of Local Government (Y), either individually or jointly.

Based on the statement of the problem, the focus of the problem in this study can be formulated as follows:

- a. How much the influence of coordination to Medical service of Local Government's Hospital?;
- b. How much the influence of controlling employee's performance To Medical service Local Government's Hospital?;
- c. How much the influence of coordination and the controlling system of employee's performance To Local Government's Hospital?;

Based on the assumption of the study mentioned above, then the hypothesis of this study are:

- a. Coordination effect To Medical service at Local Government's Hospital
- b. The controlling of employee's performance effect To Medical service Local Government's Hospital
- c. Coordination and the controlling of employee's performance effect To Medical service Local Government's Hospital

Literature Review

1. Coordination

"Thomas Malone (2001) coordination as the management of dependencies among activities. Coordination is the managing of dependencies among activities, a very useful next step is to say: what kinds of dependencies among activities are possible? We've identified three types of dependencies that we call atomic or elementary dependency types. Our hypothesis is that all the dependencies, all the relationships in the world, can be analyzed as either combinations of or more specialized types of these three elementary types. The three are: flow, sharing, and fit. Flow occurs whenever one activity produces some resource used by another activity. Sharing occurs when a single resource is used by multiple activities. And fit occurs when multiple activities collectively produce a single resource. So those are the three topological possibilities for how two activities and one resource can be arranged. And each of them has a clear analog in the world of business or any of the other kinds of systems we talked about

2. Controlling

Catherine Kaimenyi (in Cole; 2004 :18) Controlling is the process of ensuring that each and every activity is performed in a planned manner and in conformity with the predetermined standards of performance. It includes all activities, actions, procedures and methods used by managers in bringing actual results nearer to the desired results. Included also are techniques used in regulating the use of resources. Controlling regulates working behaviour of employees for the maintenance of order and discipline. Controlling consists of verifying whether everything occurs in conformity with the plans adopted, instructions issued and principles established. Controlling ensures that there is effective and efficient utilization of organizational resources so as to achieve the planned goals. Controlling measures the deviation of actual performance from the standard performance, discovers the causes of such deviations and helps in taking corrective actions

Controlling is a systematic exercise which is a process of checking actual performance against the standards or plans with a view to ensure adequate progress and also recording such experience as is gained as a contribution to possible future needs.

3. Employee Performance.

Organisational performance is a sign of the capacity of a company to efficiently achieve independent goals (Venkatraman & Ramanujam, 1986). One of the elements that is assessable is the employees' performance through the level of their productivity. Several researches have been introducing various methods to evaluate organisational performance (Wong & Wong, 2007; Prajogo, 2007). This includes the quality, quantity, knowledge or creativity of individual towards the accomplished works that are in accordance with the responsibility during a specified period - in other words, the assessment systems must have some standard parameters that can be relied upon. Below is the conceptual framework:

4. The Role and Effectiveness of Human Resource Management

Arabah Hajj (2012) has done research on "Evaluation of the efficiency of the use of human resources for health in public hospitals: An Empirical Study on a sample of hospitals". The study emphasized on the importance of previous indicators to measure the efficiency of the performance of human resources in hospitals, especially public hospitals, which are in urgent need to assess the efficiency of the performance human elements, and doing precise measure will help the hospital management to strive towards improving how to use these resources. The study recommended the following:

- a. The need to pursue the efficient use of human resources for health constantly, and even non-health (which is unrelated to health work, security guards, maintenance workers, etc.).

b. Prepare a map showing the distribution of human resources for health for all individuals working in the hospital, based on the distribution of the family, and the specialty for all health professions and medical professionals, making it easier to refer to them when there is a defect or waste in the use of these resources

Adwan (2008) with his study entitled "The Reality of workforce planning in the nongovernmental health sector in the provinces of Gaza", showed that institutions do not engage workers in the planning processes of the workforce sufficiently, and that the influential considerations of administrative structure regulatory in the process of workforce planning is characterized by lack of clarity, as well as the professional experience in manpower planning and top management support for the process of workforce planning was ineffective. The study recommended to prepare plans and clear vision in a professional and systematic approach to develop human resources in the hospital, with the need to involve employees in the planning of human resources to become part of their thinking and their work and to help them to practice work in a professional sound, and encourage them to commit to the hospital, the study also urge to create a separate department for personnel affairs in the health institutions and the use of external expertise in order to determine the needs of the health institution of human resources.

Mukhaimar and Taamenah (2004) with their studies entitled "Recent trends for the hospital management: concepts and applications", The researcher found that although the quality of the plans and organizational structures and preparing them according to the scientific methods, the hospital management could fail in achieving the planned objectives as a result of its failure to perform routing function, which is designed to influence the behavior of the various categories of personnel in the hospital, and urge them to contribute to high level of performance towards the goals of their units in particular and to their hospital in general. In addition to that the study concluded that the function of director of the hospital is not only to provide diagnostic and treatment services and associated procedures, but it also drew attention to the feelings of the various categories of workers in the hospital, including doctors, technicians and administrators, and therefore understand the conditions under which work will be done in the shade, it also must be given their morale and satisfaction for the work that they have in the same level when they provide diagnostic and therapeutic services.

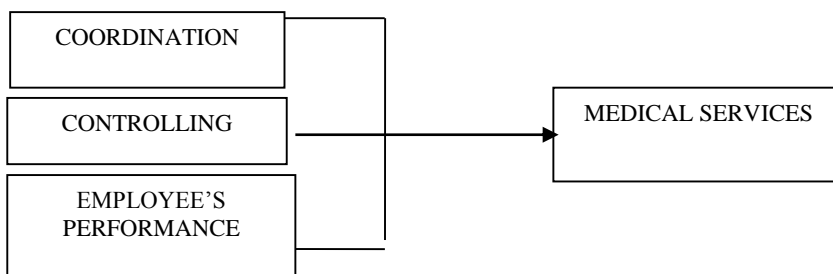
5. The Quality of Healthcare Service

Salah Mahmoud Diab (2012) in his study entitled "Measuring the dimensions of the quality of medical services provided in the Jordanian government hospitals from the perspective of patients and staff". The study found an increase rate to quit job among doctors and nurses working in hospitals and the Ministry of Health, and the low degree of satisfaction and low desire among the staff to continue working in the hospital, and this giving impact to the low quality of health services provided to patients. The most important recommendations by the study with regard to the condition of individuals working in the hospital:

- a. The provision of material and moral incentives for employees working in government hospitals to generate their desire to continue to work and provide medical services appropriately.
- b. Training courses for workers in the hospitals in the area of the dimensions of medical service quality, and to deepen the quality concept between the staff and to achieve the quality dimensions at the best degree.

Al Kudhat Mohammed (2004), with his study entitled "Methods of selecting staff in King Abdullah in the light of technological developments," one of the main findings of this study is the existence of a positive relationship between the personality traits of those who have been recruited and technology employed in the hospital. In addition to that the contrast of views of the staff about the availability of specialist personal attributes required. It also revealed the existence of the impact of high technology in the analysis and design work and job classification and the nature of the work

Figure 1 : Variables Correlation



Research Design

The method used in this study is a descriptive survey research method-analytic form using data from respondents. Data are obtained through the questionnaire, interviews, and field observations. The process of development of research instruments for collecting data were: (a). Employment Guidelines; (b). Observation pre-study; (c). The results of discussions with the lecturers, organizers of Hospital Management of Tasikmalaya City West Java, and (d). References related to this research.

Then the data analysis in this study, using correlation and regression analysis techniques path analysis (*path analysis*). (Sitepu, 2004)

1. Validity and Reliability Test

The validity test is determined through an accurate measurement process, while, the reliability test is referred as a tool used to measure the items in a questionnaire which act as the indicators of the variables or constructs. Nunally (1978) has suggested that the Cronbach alpha coefficient of a scale should be above 0.7. Based on the data collected from 68 respondents, all the independent variables with a total of 50 questions contained under three variables, namely; coordination, controlling and performance. It is indicated in the Corrected Item-Total Correlation (r) column, are all larger than the r table, thus are declared as valid questions. On the other hand, the dependent variables of Y with ten questions indicated in the Corrected Item-Total Correlation (r) column are all larger than the r table, where r table is 0.4044, thus those questions are similarly declared as valid questions.

For the result of the reliability test, it is found that the variable of Y against the ten questions, a Cronbach's Alpha of 0.924 is obtained, thus all questions related to Y are reliable. For the variable X1, the Cronbach's Alpha obtained is 0.951, thus all the ten questions are reliable. Next, the result for X2 has found a Cronbach's Alpha of 0.860, thus the eleven questions are reliable. For the variable of X3, the test has come to a Cronbach's Alpha of 0.846, thus the eleven questions are reliable.

2. Findings and Discussion

a. Multiple Regression Analysis

As depicted in Table 1, based on the multiple regression test, the expected model is:

$$Y = f(\beta_1X_1 + \beta_2X_2 + \beta_3X_3)$$

$$\text{Employees' Performance} = 9.355 + 0.017X_1 + 0.067X_2 + 0.638X_3 + \epsilon$$

This test highlights that the value of determinant coefficient which is 59.3% employees' performance at the Local Government Hospital can be explained by the variables of Coordination, Controlling and Performance, while the remaining of 31.7% are describable by other factors. The F-test has shown that Coordination (X1), Controlling (X2) and Performance (X3) variables simultaneously influence Medical Services

Table 1 Coefficient Determination

Model Summary ^b					
Model	R	R.Square	Adjusted R.Square	Std. Error of the Estimate	Durbin-Watson
1	.795 ^a	.632	.593	2.64274	1.910

Predictors: (Constant), Coordination,, Employee Performance Control

b. Dependent Variable: Medical Service

Table. 2 Multiple Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
	B	Std Error	B			Tolerance	Vip
Constant	9.355	6.253		1.496	..146		
Coordination	.017	102	0,25	164	..871	.578	1.730
Controlling	.067	147	0,63	453	..654	.673	1.486
Performance	.638	149	.747	4.287	.000	.433	2.308

a. Dependent Variable: Employee Performance

As the T test shows (Table 4.2) that Coordination (X1) Controlling (X2) variables have no partial effect on the employees' performance variable (X3) has partial effect on employees' performance. From these equations, it can be concluded that if the Coordination, Controlling and Performance variables are ignored, then the Coordination has a value of 9.355. If there is an additional value of 1 on the Performance variable, then it is followed with the improvement in performance with a value of 0.638.

Conclusion

This study concludes that the variables of job coordination, The Control of Employee's Performance simultaneously affect the Medical Service at the Local Government's Hospital in Tasikmalaya City. It also states that the partial test shows that both coordination and Controlling of Employee's Performance variables respectively do not partially affect the Medical Service of Local Government's Hospital in Tasikmalaya city, while the coordination variable has partial effect on Medical Service of Local Government's Hospital in Tasikmalaya City

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