

THE MOTIVATION OF HEALTH SERVICES AT THE REGIONAL GENERAL HOSPITAL (RSUD) AND STELLA MARIS HOSPITAL IN MAKASSAR CITY

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ABSTRACT

This study aims to analyze Public Service Motivation (PSM) in two hospitals, namely the Regional General Hospital (RSUD) Daya of Makassar City and Stella Maris Makassar Hospital in providing health services to the community. This research method uses merging or a combination of quantitative and qualitative (mixed-methods). Quantitative methods are carried out with questionnaire instruments while qualitative methods through observation, interviews and documentation studies. The results showed that there was a difference in the level of motivation of public services at RSUD Daya Makassar Hospital and Stella Maris Hospital, especially in the dimension of interest in public policy making, responsibility for public interests, empathy, and self-sacrifice in service delivery. The public service motivation approach is more dominant using the norm and affective approach, where service is given because of rules, ethical codes and human calling to help others, while the rational approach tends to be low where the role of taking is assessed as the task of the leader, health employees are only executors of decisions. Differentiating factors were found in the personal demographic aspects of health workers such as age, sex and education, as well as aspects of social institutions such as family, religion and organization. While the factors of professional organization are not a motivating factor for the service in both hospitals.

Keywords: Motivation of Service, Health, Hospital.

INTRODUCTION

Health services are one of the most needed services by the community. One health care facility that has a very important role in providing health services to the community is the hospital (Adisasmito, 2007). The hospital is an institution in the chain of the National health system and expands the task of providing health services to all people (Berwick, 2003). The implementation of public services is an important element in the implementation of good governance. In connection with this, the government issued Law Number 25 of 2009 concerning Public Services whose basis for implementation was regulated by the Decree of the State Minister for the Empowerment of State Apparatus No. 15 of 2016 concerning Guidelines for Service Standards. The implication of the issuance of the Minister's Law and Decree is an effort to encourage public services that put the community in a prime position in measuring the success of government bureaucratic services.

Health services are any efforts that are carried out individually or jointly in an organization to maintain, improve health, prevent and cure diseases and restore the health of individuals, families, groups, and or communities with social capital in the community's independence in the health sector (Arianto & Fitriana, 2013) In this study focuses on institutions that are hospitals by looking at the motivation of a public employee specifically employees in the health sector who prioritize the interests of others rather than self-interest (Young, 2004). To

see Public Service Motivation (PSM) Based on a framework that develops a well-known measurement scale and can measure the level of PSM based on four dimensions, namely attraction to public policy making, commitment to public interest and civic discipline, feelings of sympathy or compassion, and self-sacrifice. (Perry, 1996).

Public service Motivation is defined as an individual's tendency to respond to motives that are generally or uniquely present in public institutions (Perry et al, 2010). Rational motives are based on the assumption that humans are individuals who always want to maximize profits for themselves. Whereas norm-based is a motive that refers to actions caused by human efforts to uphold the norm. Affective is a motive related to one's emotional condition as a dominant basis in responding to a diverse social context. Motivation that includes trust, values, and attitudes that go beyond personal interests and organizational interests, encourages an employee to do good to others and contributes his dedication to the welfare of the organization and society. There are three categories of explanations as antecedents from public service motivation, namely socio-demographic factors. , social institutions, and organizational factors (Perry & Wise, 1990; Caillier, 2015).

Based on these explanations, the aim of the researcher is to analyze and compare the Public Service Motivation in two hospitals, namely the level of service motivation, service motivation approach, and the distinguishing factors between the motivation of public service of the Makassar City Public Hospital and Stella Maris Hospital Makassar City in providing health services to the community.

RESEARCH METHODS

In this study simultaneously used quantitative research approaches and qualitative approaches simultaneously or a combination of quantitative and qualitative (mixed-methods). Types of quantitative data obtained through the results of questionnaires and qualitative data obtained through interviews and field observations. In this study the population is health workers in two hospitals, namely the Regional General Hospital (RSUD) of Makassar City which is 626 people and Stella Maris Hospital 669 people. Sample withdrawal uses simple random sampling so that the sample becomes 86 in the General Hospital of Makassar City and 87 at the Stella Maris Hospital in Makassar.

Informants were obtained by conducting in-depth interviews with the Managing Director of Makassar City Hospital and Stella Maris Makassar Hospital. Human Resources and Personnel Director of RSUD Daya Makassar Hospital and Stella Maris Hospital Makassar. Director of Medical Services of Makassar City Hospital and Stella Maris Hospital Makassar. Medical, Nurse, Medical and Non-Medical Support of Makassar City Hospital and Stella Maris Hospital.

RESULTS AND DISCUSSION

Level of Motivation of Health Services

Assessment of the level of motivation of health services in this study is based on four dimensions of public service motivation (PSM), namely interest in policy making, commitment to the public interest, sense of empathy, and self-sacrifice in the Makassar City Hospital as a hospital owned by the government.

Table 1. Level of Motivation of Health Services in RSUD Daya Makassar Hospital and Stella Maris Hospital

Dimensions	Scale	RSUD of Makassar City		Stella Maris Hospital	
		N	%	N	%
Interest in Policy Making	High	42	51,9	56	65
	Low	39	48	30	35
Commitment to Public Interest	High	58	72	48	56
	Low	23	28	38	44
Empathy	High	43	53	54	63
	Low	38	47	32	37
Self-sacrifice	High	44	54	48	56
	Low	37	46	38	44
Amount		81	100	86	100

Source: Processed Primary Data, 2017.

In table 1. shows that generally the employees of Stella Maris Hospital in Makassar City are higher in three aspects, namely interest in policy making, sense of empathy and self-sacrifice, compared to Makassar City Hospital which is higher in the commitment dimension to the public interest. The description of the results of the analysis of each dimension is described as follows:

The results of the study as shown in table 5.6 above show that from this dimension, medical and non-medical employees in Makassar City Hospital have a higher interest than employees at Stella Maris Hospital. High interest in employees at Stella Maris Makassar Hospital reaches 65% and the remaining 35% is low, while in Makassar City Hospital the interest of employees in policy making is 52% and 48% low interest.

The results of the survey at the Makassar City Hospital and Stella Maris Hospital as shown in table 1 above indicate that employees at Stella Maris Hospital in Makassar City showed a commitment to a higher public interest than employees in Makassar City Hospital. Of the 81 medical and non-medical personnel Stella Mersi Hospital who were surveyed, 72% showed high commitment and only 28% showed low commitment, while in Makassar City Hospital, 56% showed high commitment, while 44% showed low commitment. of the 86 respondents surveyed. Even so, the second Hospital Hospital dimension shows a higher commitment to serve pulbik than the low commitment because the percentage is above 50%.

Empathy is the desire to help others include the importance of the interests of others (altruism), concern that is to feel the feelings of others (empathy), full concern for customers, moral conviction, and desires of other desires. This shows that the motivation of public services from the dimensions of empathy for patients in Stella Maris Hospital is higher (63%) compared to employees in Makassar City Hospital (53%) although both hospitals show a high sense of empathy for patients.

An employee's self-sacrifice explained that one of the important points that should be possessed by an employee is the awareness that he (an employee) is a public servant whose life is financed and facilitated by the community so that he must carry out his duties well, namely to serve the community. The survey results in RSUD Daya Makassar Hospital and

Stella Maris Makassar Hospital as shown in table 5.6 above show that the level of self-sacrifice at Stella Maris Hospital is higher (56%) compared to Makassar City Hospital (54%), although the difference is relatively small (2%) or insignificant.

Based on the results of research at the Regional General Hospital (RSUD) of Makassar City, and Stella Maris shows that employees have a high level of interest in policy making. Although the majority of employees show a high level of interest in public policy making, there are still a small number of employees in both hospitals who have a low level of interest in policy making. This shows that not all employees have a high level of health service motivation.

In the dimension of Commitment to the public interest shows the results of research at the Regional General Hospital (RSUD) of Makassar City and Stella Maris, indicating that the majority of employees have a high commitment to the public interest. Public interest is the top priority of employees in both hospitals, so employees have high health care motivation. This is consistent with the approach of public service motivation (Perry and Wise, 1990) which explains that a commitment to high public interest shows a high level of motivation that is owned by employees.

A sense of empathy (Compassion) in both Makassar City Hospital and Stella Maris Hospital the level of empathy for the majority of employees is high. This can be seen based on the results of the questionnaire given to employees at the hospital which shows a high level of empathy. If based on the theory of public service motivation, a high sense of empathy indicates that the level of motivation of public services is high (Perry and Wise, 1990). Self-sacrifice, is to include the attitude of love for the homeland (patriotism). Regarding the level of motivation of health services in RSUD Makassar and Hospital Stella Maris Hospital shows that the majority of employees have a high level of self-sacrifice. However, there are still employees who have a low level of self-sacrifice. This shows that the motivation of health services that employees have must be increased in order to provide maximum health services to the community.

Motive in motivating health services

Motives in employee health service motivation in Makassar City Hospital and Stella Maris Hospital on rational motives indicate that in both hospitals rational motives affect the level of motivation of health services. However, based on the results of the research shows rational motives are dominated by employees who have positions and are involved in the policy making process to accommodate the interests owned. Norm-based motives refer to actions caused by human endeavors to uphold the norm. Norm-based motives as a basis for providing health services to the community in Makassar City Hospital, one of which is shown through fair service without discrimination. At Stella Maris Hospital, shows the motives based on employee norms in providing health services. From the achievement of patients served by the hospital, all of them also received services. Then the third affective motive, shows that in Makassar City Hospital and Stella Maris Hospital has an effect on the level of motivation of health services to the community. In Makassar City Hospital shows patients are treated and served fairly well by employees based on minimum service standards.

Based on the results of the study at the Regional General Hospital (RSUD) of Makassar City and Stella Maris Hospital, it showed that employees were less involved in the policy making process. In addition, employees assume that policy making is the duty of the leadership, so that employees do not need to be involved. Whereas in the motivation approach to public

services, explained that, individual participation in the policy-making process is important as a form of public service motivation (Perry and Wise, 1990). Based on the things described above, employees have low public service motivation due to lack of involvement in the policy formulation process, even though one way to fulfill their political agenda is through involvement in policy formulation processes.

The norm-based approach at the regional general hospital (RSUD) of Makassar City and Stella Maris Hospital shows that the motivation of employee public services shows a desire and desire to serve the interests of the community in providing public services, especially health services. The norm-based approach to motivating public services must also contain elements of social equity in providing public services (Perry and Wise, 1990). In this regard, based on the results of the research, employees in Makassar City Hospital and Stella Maris Hospital have applied social equity in serving the community. This can be seen through the attitude of employees who do not provide discriminatory treatment in providing health services to the community, in the sense that there are no patients who get better service than other patients so that the value of social equity has been applied by employees. the public service motivation theory described by Perry and Wise (1990).

Affective approach is an approach based on emotional response. Based on the results of research on the affective approach in the motivation of public services in Makassar City Hospital and Stella Maris Hospital shows that employee behavior in providing services is motivated by emotional responses. This is shown by a sense of empathy, awareness to help one another, and sacrifice to society.

Differentiating Factors in Motivating Health Services

Differentiating factors that influence the motivation of health services in the hospital one of them is socio-demographic factors. In Makassar City Hospital, age and sex are factors that influence the motivation of health services, while the level of education of employees does not affect the motivation of health services. At Stella Maris Hospital, only the age dimension that affects the motivation of health services, gender and education level does not affect the motivation of health services. The second differentiating factor is social institution. In this factor, family and religious institutions influence the motivation of employee health services in Makassar City Hospital, while professional organizations have no effect on service motivation. The same is true for Stella Maris Hospital.

The third differentiating factor is organizational. In this factor, organizational culture has a positive effect on the motivation of health services in Makassar City Hospital, while red tape bureaucracy shows a bad influence on the level of motivation of health services in the hospital, while the tenure does not affect employee motivation. This also happened in Stella Maris hospital where the organizational culture had no effect on the motivation of health services, this was different from the red tape bureaucracy and the term of office for the career path in factual influence the motivation of employee health services in the hospital.

The phenomenon that occurred in RSUD Makassar City Hospital and Stella Maris Hospital showed that the motivation of health services provided by employees was influenced by socio-demographic factors. Indicators such as age and sex affect the motivation of health services. This is due to altruism and age is a linear thing, where the older a person, the more generous and wise. Still related to socio-demographic, level of education as the results of research on the motivation of health services employees in Makassar City Hospital and Stella Maris Hospital did not show any influence between the two things.

In addition, gender factors that turned out to have a positive correlation with the motivation of health services in RSUD Makassar City Hospital and Stella Maris Hospital. Social institution factors that show the influence on the motivation of health services in Makassar City Hospital and Stella Maris Hospital are family and religion. While professional institutions have no influence on employee health service motivation. In contrast to professional organizations that apparently lack relationships that affect the motivation of employee health services.

One of the benefits of the practice of public service motivation is that it is good for helping individuals to enter the public sector, strengthen public sector relations, provide a sense of loyalty to employees, motivation, and increase employee commitment to the organization rather than just expecting incentives. The role of the organization is to be able to try to encourage the motivation of public services in the place of health services (Franco et al, 2002).

The role of organizations to shape organizational culture that fosters public service motivation is very important (Nahrudin & Tambajong, 2017). Organizational culture is important in shaping the beliefs and behavior of employees in Makassar City Hospital and Stella Maris Hospital. It is undeniable that the organizational culture that developed in both hospitals was more negative. As the results of observations of observers, some of which are employee indiscipline related to working hours. Employees who do not work in a team but are personal causes the motivation of public services shown by employees to be low. This is where the organization functions to be able to suppress an unfavorable organizational culture, which occurs in the RSUD Hospital of Makassar and Stella Maris Hospital.

Bureaucracy Red Tape is often interpreted as a formality and the complicated procedure that needs to be passed in particular involves filling out a form or submission of documentation, before official action can be taken. Red Tape is due to the natural tendency that occurs in the body and the bureaucrats that are printed from the routines of their own activities (Gupta, 2012; Scott & Pandey, 2005). Increase the motivation of employees' public services in terms of Reform Orientation, namely by establishing SOPs in several programs in hospitals, some of which set targets for work performance for each unit. passed, so that employees are clearer and more focused on their work, giving employees the freedom to work flexibly so that employees feel comfortable with their work. Further encourage employee motivation in terms of length of office in the organization (Length of organizational membership) the efforts made by the leadership are to increase the opportunity for promotion of employees to higher positions so that employees feel motivated to be able to provide the best possible service to the community.

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In increasing the motivation of employee public services in terms of Reform Orientation, namely by setting the Standard Operating Procedure (SOP) in several programs in the hospital some of them set a target work performance day for each unit. passed, so that employees are clearer and more focused on their work, giving employees the freedom to work flexibly so that employees feel comfortable with their work. Encouraging employee

motivation in terms of length of organizational membership is an effort made by the leadership is to increase the opportunity for promotion of employees to higher positions so that employees feel motivated to be able to provide the best possible service to the community.

CONCLUSION

The level of motivation of public services in Makassar Hospital and Stella Maris Hospital has a difference in the dimensions of interest in participating in policy making, a sense of empathy for patients and self-sacrifice in service delivery. The public service motivation approach at RSUD of Makassar as well as Stella Maris Hospital are more dominant using the norm and affective approach, where service is provided because of rules, ethical codes and human calling to help others while rational approaches tend to be low where the role of taking is assessed as the task of the leader while employees health, both medical, paramedic and non-medical are only executors of decisions. Differentiating factors are on the personal demographic aspects of health personnel such as age, sex and education, as well as aspects of social institutions such as family, religion and organization while professional organizational factors are not a differentiating factor in service motivation in both hospitals.

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