

IMPROVING EMPLOYEE PERFORMANCE IN PUBLIC SERVICES THROUGH TRAINING: A CASE STUDY OF RUMAH SAKIT UMUM DAERAH (RSUD) CENGKARENG

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ABSTRACT

Services in the health sector are a real form of public service. Health is an investment for the country to carry out development because human resources who are physically and spiritually healthy are needed to realize national goals. However, until now, there are still many problems encountered in public services in the health sector. One effort to improve employee performance in public services is by holding training for employees. This research is aimed at answering the question of how training related to public services is implemented at RSUD Cengkareng and what obstacles are encountered in implementing this training. Data collection was carried out using semi-structured interviews with 15 employees at RSUD Cengkareng. The research results showed that the training carried out at RSUD Cengkareng consisted of internal training and external training, namely inviting instructors from professional training institutions. Training from training institutions held at RSUD Cengkareng is more effective if viewed from the materials, methods, quality of instructors, participants, infrastructure and training evaluation.

Keywords: Employee performance, public service, training.

INTRODUCTION

Improving the quality of public services is an effort to improve the quality and innovation of public services in each government agency periodically according to the needs and expectations of the community. Improving the quality of public services is the most important point for meeting community expectations. Meanwhile, the public services provided by the Government are still not equal to those provided by the private sector. This is the basis for the services provided by the government to be the same as those provided by the private sector.

The creation of good governance is reflected in the quality of public services provided by the government. Providing good services to the community will provide positive value in creating support for government performance. If government officials through their forms of service are able to create a conducive atmosphere with the community, then such conditions can be categorized as conditions that lead to the implementation of the principles of good governance (Sujata, Masthuri, et al: 2002).

Astuti (2006:290) believes that public services can be stated as all forms of public sector services carried out by government officials in the form of goods and services that are in accordance with community needs and the provisions of applicable laws and regulations. Sinambela (2008:64) argues that public service is every activity carried out by the government for a number of people who have every activity that is profitable in a group or unit and offers satisfaction even though the results are not tied to a physical product.

Talking about performance and achieving organizational goals cannot be separated from who exists and runs the organization, none other than the people themselves. As an organizational element, humans have a very important role in carrying out their functions in the context of organizational progress. The potential of each individual in the organization must be utilized as well as possible so that it can provide maximum results. Where the success of an organization really depends on the role of humans in it because humans are a potential resource and a source of strength. Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics (Afandi, 2018: 83).

Ryaas Rasyid is of the opinion (2000:13), that there are at least three functions that must be carried out by the State apparatus as government representatives regardless of level, namely: public service function, empowerment function and development function. However, until now there are still problems with public services that still occur in Indonesia. The biggest problem that still often occurs is related to human resources, namely lack of competence, lack of agility, lack of friendliness, lack of information and communication, and so on. This of course causes losses in society. Problems like this often occur in government agencies in various fields, including health. Rumah Sakit Umum Daerah Cengkareng abbreviated as RSUD (Cengkareng Regional General Hospital) is a government hospital located in West Jakarta City, DKI Jakarta. The name of this hospital is taken from the name of the area where this hospital is located, namely Rumah Sakit Umum Daerah Cengkareng which is a type B government hospital.

To improve employee performance in the quality of public services, RSUD Cengkareng continues to strive to provide guidance to its employees. Employee development is very necessary because the position and role of Civil Servants is the state apparatus for carrying out government and development in order to achieve national goals. One of the efforts made by RSUD Cengkareng to improve the performance of its employees in public services is through training.

This research is aimed at answering the question of how to implement the training program organized by RSUD Cengkareng in order to improve employee performance and what problems are still encountered in organizing training.

METHOD

This is qualitative research with a case study approach. According to Moleong (2017:6) qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perceptions, motivations, actions and so on holistically and by means of descriptions in the form of words and language, on a special natural context by utilizing various natural methods.

According to Sugiyono (2018:213) qualitative research methods are research methods based on philosophy that are used to research scientific conditions (experiments) where the researcher is the instrument, data collection techniques and qualitative analysis emphasize meaning. Qualitative research methodology aims to analyze and describe phenomena or research objects through social activities, attitudes and perceptions of people individually or in groups. This research uses a case study approach. A case study is a research strategy for carefully investigating something by collecting complete information using various data collection procedures (Creswell, 2014). In case studies, researchers carry out in-depth exploration of programs, events, processes, activities for one or more people (Sugiyono, 2016: 17).

Data collection was carried out through interviews. In this case the researcher used a semi-structured interview technique, which is an in-depth interview where the interview is conducted more freely compared to structured interviews which are tighter and more rigid. This semi-structured interview aims to obtain information so that problems are found that are more open in nature where respondents in their interviews are asked for their opinions and ideas (Sugiyono, 2019). In this study, researchers interviewed 15 civil servants who worked at the Cengkareng Regional General Hospital and had experience participating in training organized by this institution. This interview is aimed at obtaining data and information regarding how training is implemented by the Cengkareng Regional General Hospital which aims to improve employee performance in public services. What obstacles are faced in implementing training? The data validity test in this case study research is triangulation. Triangulation is an activity of checking data from various data collection techniques to obtain the same data (Sugiyono, 2018). Researchers triangulated sources, namely interviews and documentation.

The data analysis technique in this research uses Miles and Huberman (1992) analysis, namely qualitative data analysis by reducing data, presenting data, and drawing conclusions. Miles and Huberman divide data analysis into three stages, namely data codification, data presentation, and conclusion drawing/verification. Data collection must be neatly arranged after which the data analysis process can be carried out.

RESULTS AND DISCUSSION

RSUD Cengkareng continues to make improvements in the quality of its employees' performance, especially for those who work directly in the service department. Training is intended not only for those who have become civil servants but also for those who still have PPPK status or honorary staff. The training organized by the Ministry of Education and Culture is not all training from internal institutions, but the institutions invite professional training institutions. The following are the results of researchers' interviews with informants where we can obtain data related to the quality of training as stated by Rivai, Veithzal, 2005).

1. Training Materials

Training material is one of the important factors that determines training effectiveness. The training material is created by the instructors who will deliver it. The material is made in the form of a power point presentation. Based on the results of the interview, information was obtained that if the instructor was invited from an external party, the material prepared was very diverse. Not only are there power points, but there are also teaching aids, pictures, videos and modules. However, if the training is held internally, the material produced will only be in the form of a power point presentation.

“External instructors usually prepare various materials to be displayed, starting from power point presentations, videos, pictures, teaching aids and also learning modules. The material is very relevant to the needs of training participants and does not only discuss policies. However, internal instructors usually only provide material in the form of power point presentations and mostly deliver material about policies.” (OP- Senior Staff)

2. Training Methods

The results of interviews with informants who are staff at the Ministry of Education and Culture show that instructors who are internal staff generally only use the lecture method when teaching, so that training participants feel bored and sleepy. This is very different from instructors invited from professional institutions. They are truly professional. Teaching with varied methods, not only in the form of lectures, but also focus group discussions, role plays, case studies, ice breaking, quizzes and presentations. This not only makes participants happy but also allows them to absorb the knowledge presented better.

“I have attended excellent service training 4 times. Two training sessions were held from internal institutions. So all the instructors are employees of the Ministry of Education and Culture and twice I took excellent service training with instructors from professional institutions. The quality is very different. Internal instructors generally

do not have teaching skills because they are not teachers. They are civil servants who work in the human resources department. The teaching method is only lectures which makes participants sleepy and bored. "However, external instructors have excellent teaching skills with varied teaching methods starting with ice breaking, sharing sessions, quizzes, focus group discussions and participants are also given the opportunity to make presentations." (RE- senior staff)

3. Quality of Instructor/Trainer

Interview results show that many internal instructors do not have good communication skills and social skills. In teaching they also read more from books or power points. This makes participants feel that the training is less effective. Instructors also sit more when teaching so that participants feel that the class is not alive.

“ Internal instructors are less skilled in communicating with participants. They also cannot make the class lively and enthusiastic. When teaching, they sit more, making the participants even more bored. Internal instructors lack the ability to establish good communication with participants. For external instructors, on average they have good communication skills with training participants. Participants can also consult more freely via What'sapp or email. This makes participants like me more enthusiastic about learning.” (UT-senior staff)

4. Training Participants

The training participants included must be in accordance with their goals and needs. In particular, to improve performance in public services, not only newly recruited employees, but also senior employees must be included considering that there are always developments both in terms of policy and technical service matters.

“ Some time ago, I heard that in my office there was training to improve public services. But the participants included were only junior staff who had not yet become permanent staff. I think that if the aim of training is to improve public service performance, all employees should participate, both junior and senior. At each training session, the number of participants should not be too large because it will not be effective. "The assigned training participants must also be ensured to be serious and disciplined in participating in the training, because there are still many participants who are during the training, but are still taking care of office work as well." (TU- Senior staff)

5. Training Facilities

Training facilities are an important factor that influences training effectiveness. A comfortable training place will make participants feel more relaxed and it is hoped that they will be able to follow the course of the training until it is completed well.

There is training that is carried out in the office, but there is also that which is carried out outside the office where the training participants must be released from their work and focus on training. Training facilities include: training place/room, food/drinks, snacks, toilets, places of worship.

“I have attended public service training three times. One training was held at the office, and twice at the hotel. Training held in the office is not effective. Training lasts 4 days and starts from 8 am to 5 pm. Even though participants have received an assignment letter, they must take part in training and be temporarily released from work, but there are always friends who call and ask for help with work matters. So training becomes ineffective.” (SI- junior staff)

“I have attended public service training held at a hotel. In terms of location, it is quite nice and comfortable. The food, snacks and drinks provided are also delicious and the quantities are appropriate for the training participants. Toilets and places of worship are clean. Good facilities will support the effectiveness of training.” (NI- Junior staff)

6. Training Evaluation

Evaluation is very important after training is completed. This is to measure the extent to which participants understand the material presented during training and what changes must be made to improve the quality of work in public services. After completing training, evaluation is carried out by giving questionnaires to training participants.

“ I have participated in training twice held by the Ministry of Education and Culture. After each training, participants are given a questionnaire by a team from the HR department. In the questionnaire there are many items asked about such as training materials, instructor quality, training methods, and training facilities. I think this is good for measuring whether the training carried out is effective or not and what aspects need to be improved.” (VK- Senior Staff)

Evaluation is very important to do. Without evaluation, training organizers will not be able to measure how successful the training is, which is not only for the transfer of knowledge but also for changing behavior, as stated by Handoko in (Haryati, 2019) bringing "Training is a process of increasing employee knowledge and skills . Training also includes changing attitudes so that employees can do their jobs more effectively.”

Based on the results of interviews with civil servants at the RSUD Cengkareng data was obtained that by providing excellent service education and training (training), it is hoped that it can improve the performance competency of employees tasked with providing services to the community. A civil servant must have

knowledge of what duties include public service, both in terms of understanding excellent service itself and understanding the main duties and functions of his position within the agency. Apart from knowledge, a person who serves as a service provider to the community must have the skills to complete tasks on time, understand the procedures for preparing the required letters, the skills to convey information so that it is right on target and not complicated, the skills to apply training material at work, and the skills to operate tools. -work support tools (Kepmenpan no. 63 of 2003).

Knowledge and skills are part of a person's competence, but in a position as a civil servant, knowledge and skills alone are not enough to be said to be a competent person in carrying out their duties as a public service apparatus. Therefore, to balance knowledge and skills, a public service officer must have an attitude that truly embraces his work as a service provider to customers/the public.

This attitude is the starting point for assessing whether customers/public are satisfied with the services provided or not. Friendly attitudes, politeness, greetings and greetings are actions that are very easy to do but sometimes difficult to apply. This is what makes a person's competence in attitudes the most desirable apart from competence in knowledge and skills.

Changes in employee attitudes can be achieved through training programs. However, to be able to produce effective training, organizers must pay attention to aspects of training materials, training methods, quality of instructors, training participants, training facilities and infrastructure, and training evaluation.

CONCLUSION

The results of this research indicate that the efforts made by RSUD Cengkareng to improve employee performance in order to improve public services through training have not been optimal. The training organized by RSUD Cengkareng consists of internal training where the instructors are employees within RSUD Cengkareng and training from professional training institutions. Employees feel happier and more enthusiastic if the training instructor is invited from a professional institution rather than from internal HR.

This is due to factors: (a) The material presented. The material from professional institutions is more diverse, such as power points, videos, pictures, teaching aids and modules, (b) The training methods applied by professional training institutions are more diverse and interesting, not only in the form of lectures, but also focus group discussions, role play, case studies, ice breaking, quizzes, and presentations, (c) The quality of instructors from professional training institutions is better. They have good communication skills and social skills, (4) Not all training participants consisting of civil servants and PPPK staff or honorary staff have high commitment and discipline, (5)

Training should be held in a comfortable place with adequate infrastructure. adequate, (6) Evaluation needs to be carried out after the training is completed, so that the RSUD Cengkareng can measure the effectiveness and success of the training. Thus, good quality training will be able to improve employee performance in providing public services to the community. For further research, the researcher suggests that research be carried out regarding effective public service training with a different approach.

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Policies:

- Keputusan Menteri Pemberdayaan Aparatur Negara Nomor 25 Tahun 2004 tentang Prinsip Pelayann Publik
- Keputusan Menteri Pendayagunaan Aparatur Negara Nomor 63/KEP/M.PAN/7/2003 tentang Pelayanan Publik