

# The Analysis of The Performance Management Approaches on The Effectiveness of Hospital Patient Services in Tasikmalaya and Banjar Cities

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**Abstract.** This study aims to examine how the performance management approach and the extent of its influence on the effectiveness of inpatient services in the general hospitals of Tasikmalaya City and Banjar City. This research is focused on the type of quantitative research and refers to the theory of a performance management approach which has three components, namely an actor-based performance management approach, a behavior-based performance management approach, and an results-based performance management approach. This study uses an explanatory survey. The population and sample of this study are employees in the general hospital of Tasikmalaya City and Banjar City. Sampling technique uses proportional random sampling with 122 respondents. Primary data is obtained through questionnaires designed according to the needs of research and observation. Secondary data is obtained through documentation studies. The results of this study indicate that the performance management approach has a significant influence on the effectiveness of inpatient services at the General Hospital of Tasikmalaya City and Banjar City. On the other hand, the behavior-based performance management approach has an insignificant influence on the effectiveness of inpatient services at the General Hospital of Tasikmalaya City and Banjar. The actor-based management approach at the General Hospital of Tasikmalaya City and Banjar City shows the power displayed by employees or medical personnel, where medical personnel are able to display ways and strategies in the communication process with all of their subordinates, especially helping to provide services which is more effective in all patients. The Strength at the Public Hospital, among others; appearance, discipline and obedience to the rules, willingness and ability to learn, collaboration ability and teamwork, and high work loyalty. That power can change and give a significant influence on the effectiveness of the service. The results of the research have an impact on the working climate of the General Hospital, especially the ongoing communication process carried out by employees with their direct superiors more relying on the actor-based management approach and results-based management approach at the General Hospital. Therefore, the performance management approach is considered to be able to contribute and be applied in the Public Hospital of Tasikmalaya and Banjar Cities.

## 1. Introduction

Public Hospital as a regional device organization plays a very strategic role in order to improve the effectiveness of inpatient services. In carrying out this strategic role, the General Hospital organization is equipped with a number of instruments that are able to regulate how to protect hospitals as regional organizations that provide inpatient services effectively. This means the need for a communication process carried out by the leaders at the General Hospital continuously in partnership between employees and their direct superiors. Likewise, the good and bad service of inpatients to the community, especially medical personnel who are directly related to this task, whose representation is found in the organization of inpatient services such as the Public Hospital of Tasikmalaya and Banjar City.

The Public Hospitals of Tasikmalaya and Banjar Cities are located as regional technical institutions carrying out activities related to the effectiveness of inpatient services. Both public hospitals are regional technical institutions that try to increase the effectiveness of inpatient services

and as the leading institutions owned by the regions that serve directly the needs of the community for maximum inpatient services. Regional public hospitals as spearheads and implementers of various activities related to inpatient services, in practice using various performance management approaches. The reality that exists in both regional public hospitals, can be said to be an institution that must play a better role because it is the only choice to obtain effective patient care.

The object in this study is the Tasikmalaya Public Hospital and Banjar Public Hospital with the target being inpatients for the following reasons; service to inpatients is relatively longer and the impression felt by the patient in terms of serving them is more felt by the patient themselves so that they can assess more objectively in terms of their services. In addition to serving inpatients, various complex and unique facilities and infrastructure and service facilities are needed according to the patient's own condition. Services to the inpatients have the opportunity to create independence and be more professional in matters concerning service quality.

Researcher found various phenomena from various events, documents and reports on the effectiveness of the inpatient services provided by the Tasikmalaya and Banjar Public hospitals. Here are some symptoms of the problem; 1) In dealing with prospective inpatients not in accordance with medical service standards so that it does not support the improvement and maintenance of the quality of hospital services, this condition occurs and is experienced by those two hospitals. 2) In the B rank qualification for serving inpatients in the case of typhoid fever patients who need to be treated, it still does not meet the minimum service standards. Whereas in the minimum service standards listed; medical staff therapy for typhoid fever patients through a low-fiber, claromfenicol, antipyretic diet, but in fact patients with intestinal bleeding still occur.

From a brief description of the effectiveness of early-stay patient services provided by the Tasikmalaya and Banjar Public Hospitals, the question arises that the approaches to communication processes carried out by the leaders in the General Hospital are continuously needed in pa

rtnership between employees and their immediate superiors conducted by those two Public Hospitals. Based on the results obtained from the initial research, it was seen that there were various symptoms that were suspected to be the cause of the weakening of the approach to communication processes as follows: the use of the minimum standard medical service book has not been used as a model for performance management to provide services at the Tasikmalaya and Banjar Public Hospitals. Other problems related to the lack of resources are seen from the quality and quantity as well as various equipment and financial needed in handling patients in an emergency, such as human resources of medical personnel or doctors with certain types of expertise. These conditions indicate work procedures and division of work that have not been applied by individual doctors or midwives, the rules are violated, and have not carefully reviewed the work rules, even though these factors determine the implementation of the effectiveness of the inpatient care services in the hospital. To investigate further, factual conventions of the performance management approach in The Tasikmalaya and Banjar public hospitals, several things need to be questioned, namely the analysis of the performance management approach on the effectiveness of inpatient services.

## 2. Theoretical Study Framework.

Performance management is oriented towards creating relationships and ensuring effective communication and ensuring effective communication. Performance management focuses on what organizations, managers and workers need to succeed. Therefore that is the center of attention rather than performance management, namely how performance is managed to achieve success. Even confirmed by [1] that performance management is a communication process that is carried out continuously in partnership between employees and their direct superiors. The statement shows that the communication process includes the interests of building clear expectations and understanding of the work to be carried out. Performance management is essentially related to the ongoing communication process carried out by partnerships between workers and direct supervisors who create hope.

Performance management is directly related to humans in organizations, this is because humans are the most important resource in an organization. In operating the organization, every human who has different behaviors and thoughts will also lead to differences in performance. Therefore, it is necessary to plan, organize, direct and review employee performance. Performance Management can be considered as a systematic process whereby the organization engages its employees in achieving its

mission and organizational goals. Many studies show that there is a close correlation between effective performance management and the achievement of organizational goals. Therefore Armstrong (2004: 29) asserts that performance management as a means to obtain such results from organizations, teams and individuals by understanding and managing performance in a standard objective framework.

Performance Management is an activity to ensure an organizational goal which has been achieved consistently in effective and efficient ways. Performance management can focus on the performance of an organization, department, employee, or even the process of making products or services and also in other areas. Schwarz (1999) states. Performance management is a management style which is basically open communication between managers and employees which involves achieving goals from managers to employees and vice versa from employees to managers, as well as performance appraisals. [2] focuses more on strategic and integrated approaches to convey sustainable success to the organization by improving the performance of employees who work in it and by developing the ability of individual teams and contributors.

In contrast to his opinion, [3] stated that performance management is continuous communication and is carried out in partnership between an employee and his immediate supervisor. This process involves building clear expectations and understanding of the work to be done. Whereas [4] also emphasizes more on the driving forces behind all organizational decisions, work efforts and resource allocation. Minimum Service Standards for Regional Hospitals are the organization of hospital management, medical, support and nursing services both inpatient and outpatient services which must be held at a minimum by the hospital. Minimum service standards of the Regional Public Hospital in the service of minimal activities that are mandatory in inpatient medical services include indicators namely the availability of inpatient services for poor patients, class III hospitalization, and supporting services consisting of laboratories and blood banks, inpatient nutrition. Likewise, the effectiveness of inpatient services at Public Hospital organizations has public responsibility, this is in accordance with the Indonesian Hospital Code of Ethics in [5] which states that; "The hospital must be honest and open, sensitive to community suggestions and criticisms and try to reach its services outside the hospital". Then in one of the Guidelines on Ethical Conduct and Relationship for Health Care Institutions (ECHCI) or the Health Service Ethics Conduct Guide compiled by The American Hospital Association in [5], states that; has been regulated the principles of how a hospital should behave in terms of medical services, economic activities, and its responsibilities to the community and the environment, as well as health service institutions always behave ethically (not just according to the law) that is community-oriented.

Public Hospital Responsibility is very basic if the hospital aims to provide assistance to patients or customers who need it, this has been proven by prioritizing the public responsibilities of public hospitals in various ways including consideration of the quality of inpatient and outpatient services. Even Queen Elizabeth Hospital Hongkong in [5] has a Civic responsibilities in the Code of Ethics Professionals, explained that: Responsibility to the community is to provide hospital services to the general public under any circumstances, to support and participate in activities related to improving the health and welfare of the community, maintaining political neutrality, forbidden to provide misleading explanations, or deceiving the public and forbidden to do publications about someone.

The public responsibility of public hospitals in Indonesia has been outlined in the code of ethics of Indonesian public hospitals, which in essence is the obligation of hospitals to the community and the environment, hospitals must be honest and open, sensitive to the public's complaints and criticisms and strive to reach out to hospitals as well as hospitals in carrying out their operational responsibility to the environment so that there is no pollution that is detrimental to the community. Therefore, the code of ethics for inpatient care must be translated into noble values which are stated and devoted to the community in the form of clear statements of public responsibility for the implementation of services and easily understood by the wider community.

The concept of inpatient services in public hospitals is also described by the National Health Service in [6] stating that; "Clinical governance is an NHS frame work through which organizations are accountable for continuously improving the quality of their services and safeguarding the high standards of care by creating an environment in which clinical care will flourish." The concept of clinical governance includes a relatively new concept in the organization of public hospitals which is

focused on eliminating weaknesses related to the quality of clinical care that includes medical, nursing, and nursing care by other health workers. Basically, clinical governance is part of corporate governance in hospitals which is the main basis of policy in providing health services to inpatients and outpatients. Even by The British Association of Medical Managers in Adhitama (2006: 72) added that; The implementation of clinical governance in hospitals is intended to guarantee; in order to establish a system that is able to monitor the quality of clinical practice and ensure that it remains on its tracks and functions perfectly, an assessment of clinical practice is carried out and thus to improve it, so that practitioners of clinical practice meet the standards of the national professional body.

In the implementation of clinical governance in public hospitals must pay attention to three main areas in hospital management, namely the area of nonclinical management, the area of financial management and special management in the clinical field. National Health Service in [6] adds that; The concept of Clinical governance in public hospitals, especially in the field of clinical management, includes: providing direct clinical care to inpatients consisting of: medical care (primary, secondary, and tertiary), nursing care, midwifery care, medical rehabilitation care, and other medical care, Hospital and professional leaders who provide clinical care together are basically responsible for ensuring clinical governance.

In understanding performance management that affects service effectiveness, it will be more focused on aspects of approaches to performance management, there are at least three dimensions that focus on actors or employees, their behavior or processes, and results. They are linked to each other and cannot be separated in a performance management system. Therefore, the performance management approach model is more concerned with aspects of the actor-focused work management, performance management focuses on behavior and results.

### 3. Method

In this study, primary and secondary data are used. Some work data, work reports, work plans, quantitative data from various literature, work documents and various other media that are also needed and support the analysis. This study uses several analytical methods for the purposes of research. To answer the problem in the formulation of the problem used path analysis method or *t* test, then carried out an in-depth study based on the assessment analysis and analysis of the effect of the performance management approach on the effectiveness of the inpatient services. After the figures are generated from the data processing, then it is continued by using collaboration analysis by giving an estimation of the variables and dimensions analyzed.

Data collection techniques used in the field include; observation by recording various events or events related to aspects of the management approach to performance and effectiveness of inpatient care services, in-depth interviews were associated with management approaches in the behavioral and employee aspects, as well as distributing questionnaires to respondents in both public hospitals.

### 4. Research Results and Analysis.

The Tasikmalaya Public Hospital strives continuously to realize its goals through various steps to increase and equalize services both medical services and medical support services and other supporting services. All of these are sub-systems of the hospital service system whose existence is inseparable from one another. Likewise the hospital service system is an integral part that is inseparable from the overall service system and is influenced by various factors, including; rate of population growth, geographical location, socio-economic community and the development of science and technology including technological advances in the health sector.

Banjar Public Hospital is an organization that is organic because a high percentage of its employees includes professionals, its complex, labor intensive, multidisciplinary and an important network of health services, loaded with tasks, burdens, problems and hopes that depend on it . Therefore, the constancy of the Banjar Public Hospital forces leaders or managers to examine environmental factors that can actually suppress and greatly affect the survival of the hospital, the ability to analyze critical environmental factors can provide useful input for making decisions needed for developing organization in accordance with the demands of the times.

Banjar Public Hospital is a hospital owned by the Government of Banjar City in the province of West Java with a status of Class B. Banjar Public Hospital carries out effective health care efforts by prioritizing healing efforts, recovery that is carried out in a harmonious, integrated manner with

efforts to improve services and prevention and implement referrals and have the following functions; provide medical services, medical and non-medical support services, nursing services and care, referral services, education and training, research and development, and general and financial administration services. In general, the services provided by the Banjar Public Hospital are prioritized for increasing the needs felt by the community in general, and specifically the internal services of all personnel of the public hospital itself.

Then in the analysis of the dimensions of the performance management approach (X) to the effectiveness of inpatient services (Y) in the Tasikmalaya and Banjar Public Hospitals are based on several stages clearly. After the analysis is done through statistical calculations, then the percentage value obtained from the dimension of the approach is employee-focused performance management (X1) on the effectiveness of inpatient services at the Tasikmalaya and Banjar Public Hospitals. The result shows the path coefficient value that the direct influence of the dimension of the employee-focused management approach works on the effectiveness of inpatient services at the Tasikmalaya and Banjar Public Hospital by 16 percent, meaning that the effort to manage the dimension of the approach of employee-focused performance management at the Regional Public Hospital has been accompanied the ability to channel every employee's ability to provide inpatient services well, every message or information can be received by all employees in a clear and objective manner, and every employee's actions are consistent and easy to carry out.

Analysis of the dimension of the performance management approach (X) on the effectiveness of inpatient services through its relationship with resources in the Tasikmalaya and Banjar Hospital of 4.96 percent meaning that the percentage value indicates that the effort to apply performance management pressure to the service of hospitalized patients at the Tasikmalaya and Banjar Hospitals is quite good, and the contents of the message are received clearly and each order is adjusted to the interests of inpatient services. To meet the demands of channeling a good, clear and command-based approach, the ability of individual health workers is needed to work carefully, skillfully and quickly, especially in serving inpatients. Health workers as staff try to serve inpatients at the Tasikmalaya Public Hospital according to the authority that exists in their duties and responsibilities, facilities used in serving inpatients, as well as being able to manage information or messages related to inpatient services.

Analysis of the dimensions of the performance management approach on the effectiveness of inpatient services through its relationship to behavior in the Regional Public Hospital by 1.66 percent meaning that the percentage value shows that the effort to display the behavior of nature provides inpatient services has not been accompanied by mutual understanding, all health workers do not receive any messages or information on inpatient services, and have not been accompanied by clear and consistent leadership orders for the implementation of inpatient services at the Tasikmalaya and Banjar Public Hospital. Behavior is good and mutual understanding among health workers as health policy executing officials is less successful because it has not been supported by the attitude of executing officials as civil servants which is ready and trying to implement health policies especially in inpatient services.

Analysis of the dimensions of the performance management approach on the effectiveness of inpatient services through its relationship to work outcomes in the Tasikmalaya and Banjar Hospitals by 4.59 percent, meaning that the percentage value indicates that the effort to implement a performance management approach, especially inpatient services, executives can receive it, and Consistent and clear. The orders carried out in accordance with health policies on inpatient services, it turns out that it is good because it has been accompanied by a structure or chart of relationships and cooperation between work units as executors at the Tasikmalaya and Banjar Public Hospitals. In addition, it is also emphasized on the application of operational standards for the treatment of inpatients as well as trying to disseminate the responsibilities of health workers in the care of inpatients to be ready to complete tasks and activities and work as a whole in the Tasikmalaya and Banjar Hospitals.

Analysis of the dimensions of the performance management approach on the effectiveness of inpatient services at the Tasikmalaya and Banjar Hospital by 27.21 percent meaning that the percentage value indicates that the analysis of the dimension of performance management affects the effectiveness of inpatient services in the Tasikmalaya and Banjar Hospital through behavior, employees and results work.

To find out the meaningless or meaningful differences of the two hospitals, the Tasikmalaya and Banjar Hospitals relate to variables that cover various dimensions which include various indicators for each of them can be seen from the results of respondents' answers. The results of the calculation show that the performance management approach (X) which covers the dimensions of the behavioral, employee and results approach in the Tasikmalaya and Banjar Public Hospital is meaningless differences or there are differences that are not real or considered to be no difference or considered the same, because the *chi square* value is smaller than the value table of *chi square* ( $2 = 0.28 < 2_{table} = 4.30$ ), meaning that  $H_0$  is accepted and  $H_1$  is rejected meaning there is no significant difference. Overall the performance management approach variable (X) which consists of behavioral subvariables ( $X_1$ ), employee ( $X_2$ ), results ( $X_3$ ), shows that there are significant differences for both hospitals, namely the Tasikmalaya and Banjar Public Hospitals. This is because the result of calculating the *chi square* value is greater than the table value of *chi square* ( $2 = 40.33 > 2_{table} = 7.81$ ), meaning that  $H_0$  is accepted and  $H_1$  is rejected meaning there is no significant difference. Thus the overall difference in the performance management approach is caused more by a significant difference in the behavioral conditions or behavior of the two hospitals, namely the Tasikmalaya and Banjar Public Hospital, compared to these employees and the results of their work in each hospital.

#### **Thought of Modification Development of The Performance Management Model At The Operation Level .**

Based on the results of the analysis of the dimensions of the performance management approach through behavioral and employee dimensions, , the results of the effectiveness of inpatient services in the Tasikmalaya Public Hospital only amounted to 58.10 percent. This means that there are other factors that are not examined such as agreement factors and leadership abilities, as well as factors outside the hospital such as the economic environment, social environment and others, but affect the effectiveness of inpatient services at the Regional Public Hospital by 41.90 percent. Likewise, the results of dimension of the employee-focused performance management through behavior, employees, and the results of the effectiveness of inpatient services in the Banjar Public Hospital by 72.00 percent. This means that there are other factors not examined such as; agreement factors and leadership abilities, as well as factors outside the hospital such as the economic, social environment and others, but affects the effectiveness of inpatient services at the Tasikmalaya and Banjar Hospitals at 28 percent. From the percentage analysis at the two hospitals, it was shown that for the conditions in those two public hospital it turned out that the agreement factor and leadership ability of the executing officials in this case, the director and the deputy directors who applied the performance management approach had a significant influence.

The agreement or commitment of the officials who implement the management approach in the two public hospital, both from the leaders and executing officials who implement performance management sensitivity, are at least influenced by three aspects, among others; strong trust in the goals of the organization and its values, willingness to provide energy in the name of the organization, and a strong desire to remain a member. Even [7] states that organizational commitment is a state of strong desire by members of the organization to voluntarily improve themselves in an organization and strive for the interests of the organization.

Organizational commitment includes its components according to [7] must be considered carefully that is affective commitment which involves feelings of belonging and involvement in the organization, continuance commitment which means a commitment dimension on the basis of costs that will be borne by the employee if leaving the organization, and normative commitment involving the feeling of employees to live in an organization. The statement became the rationale for researchers to develop a modification proposal on the modern theory of performance management approaches, especially behavior and outcomes at operational level, which found various obstacles that needed immediate thinking and resolution in accordance with conditions in the field.

The leadership skills of the executing officials who implement the performance management approach in the Regional Public Hospital of Tasikmalaya and Banjar City are very important and needed to balance the influence of environmental change and various stakeholders, including from specialist doctors, nurses, general practitioners and others . In this situation the leaders and executing officials who carry out the health policies in both regional hospitals must be able to create the identity of the regional public hospital and build values for all stakeholders. Then [7] states that: "leaders who give direction that pay attention to three things, namely understanding and interpreting events outside

the hospital, focusing on the future and being able to translate vision into action, leadership building organization means referring to the process, actions and activities that create value for hospitals, and leaders must be meaningful means that they are trustworthy and able to communicate well ".

Then the organization of the two public hospitals was one of the devices in the region, this meant that the organization of those two public hospital had the responsibility to carry out the duties of the bureaucracy properly. The statement shows that for this purpose, it is very important that the leadership role in the bureaucracy of those two public hospitals as the regional apparatus, and it is the leadership that will maintain so that the principles that have been placed in the organization are held firmly by bureaucratic actors or executing officials. With good leadership, the principle of carrying out activities is held firmly, will lead to confidence in the achievement of clear objectives before the executing officials (bureaucratic actors) in the two public hospitals. Because this principle shows them to carry out these activities. This leadership shapes the attitude so that it aligns the values possessed by each executing official (bureaucratic actor) or personal value with the principles of the two public hospital organizations, so that with the alignment between individual values and principles that must be held will create a strong impulse for all executing officials who implement health policies, including activities related to inpatient health services that will be more effective.

This sense of kinship will easily overcome the emergence of disturbances due to the unresolved chain of activities from the overall activities of the officials who implement health policies in the two public hospital. In those two public hospital bureaucracies with good leadership will be a synergistic system that is strong in its entire which is a coveted performance management approach. Even more specifically the leadership ability of the executing officials who carry out health policies in the two public hospital bureaucracies is a form of goal oriented leadership that influences and shapes policy actors (executing officials) in the Tasikmalaya Public Hospital. Banjar Public Hospital is to behave consistently towards the fulfillment of the public interest.

Thus the importance of a performance management approach that applies behavior, employees and results in the Tasikmalaya and Banjar Public Hospitals, so that at this stage it is in need of the existence and role of the executing officials who carry out and prioritize leadership and its capabilities so that "goal- oriented leadership" supports Inpatient services to be more effective in the two public hospitals.

## 5. Recommendations.

In the analysis of performance management approaches, it turns out that the dimensions of behavior, employee, and results together have a significant effect on the effectiveness of inpatient services in the Tasikmalaya and Banjar Public Hospitals meaning that simultaneous dimensions of behavior, employee, and result contribute to the effectiveness of inpatient services in the Public Hospital of Tasikmalaya and Banjar Cities.

Behavioral dimensions significantly influence the effectiveness of inpatient services in the Public Hospital of Tasikmalaya and Banjar Cities meaning that the dimensions of behavior contribute significantly to the effectiveness of inpatient services in those two public hospitals.

The results dimension has a significant effect on the effectiveness of inpatient services in the Public Hospital of Tasikmalaya and Banjar Cities meaning that the results provide a significant contribution to the effectiveness of inpatient services in those two public Hospitals .

This condition is also confirmed by the results of different behavioral tests which include agreement and understanding which are indicating a significant difference in the public hospital of Tasikmalaya and Banjar Cities. Thus the occurrence of overall differences in the performance management approach is caused more by the existence of significant differences in the behavioral conditions of the two hospitals, compared to employees and the results that exist in each of these hospitals.

The theory of performance management approaches proposed by Amrtrong includes behavior, employee and results. Associated with the performance management approach was so urgent to add a leadership approach by executing officials. In this case the director and the deputy directors in the public hospital of Tasikmalaya and Banjar Cities. This leadership approach is a goal -oriented leadership that is the form of leadership that crucial goal- oriented leadership influences and shapes executing officials, in this case, the directors and deputy directors in the Tasikmalaya and Banjar Public Hospitals who carry out various performance management approaches to behave consistently

towards the fulfillment of the interests of inpatient services, especially and generally for health of the community.

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