

CHAPTER III

PUBLIC SERVICE PERFORMANCE IN USING *ANJUNGAN*

PENDAFTARAN MANDIRI IN PANEMBAHAN SENOPATI HOSPITAL

This chapter describes and analyzes the findings based on the problem formulations which are explained in the previous chapter. The data related to the public service performance in using *Anjungan Pendaftaran Mandiri* machine have been collected and it is discussed in every sub-chapter. This study uses five indicators, namely the first indicator is tangibles; the second is reliability; the third is responsiveness; the fourth is assurance; and the fifth is empathy

A. Tangibles

A good service quality is one of government's efforts to fulfill people's need maximally and to satisfy users. A good service quality should be supported by a good service performance. One of the indicators to measure the service performance is tangible. Tangible is related to the service quality in the form of physical facilities.

In the tangible aspect, it can be seen whether the existing physical facilities can fulfill the customer needs better than before or not and these physical facilities can produce better output than before or not. *Anjungan Pendaftaran Mandiri* is an innovation of digital machine in the registration phase which is developed by Panembahan Senopati Hospital. The operation of this machine began in early 2018. Customers can register themselves independently and with a relatively short time since the *Anjungan Pendaftaran Mandiri* is used.

In this indicator, there will be more emphasis on the available physical facilities in the service which are in the *Anjungan Pendaftaran Mandiri* machines and the authorized officers because this indicator discusses the fulfillment of customer needs specifically in terms of existing physicals facilities and also discusses the output produced by this machine.

Panembahan Senopati Hospital has an unfavorable history in the registration phase. At that time, the registration phase at this hospital was crowded and it was difficult to move around there due to the long registration queue. Before the *Anjungan Pendaftaran Mandiri* is used now, there were many innovations and efforts made by the hospital such as open registration through the WhatsApp application and short message, devide the registration time into morning and evening, and open four polyclinic registration zones to reduce the registration queue. However, the effectiveness of all previous efforts made by this Hospital only lasted for a few months. The registration through WhatsApp application and telephone were rarely used by customers. The registration queue at Panembahan Senopati Hospital was still crowded.

This underlines the emergence of the innovation of the *Anjungan Pendaftaran Mandiri*. Although the *Anjungan Pendaftaran Mandiri* is a machine, in its operations, it requires human to handle the service both in the field and in the system. In the field, *Anjungan Pendaftaran Mandiri* is held by Information and Security Unit. The system and program are handled by the Hospital Management and Information System Unit.

Anjungan Pendaftaran Mandiri is expected to solve problems regarding to the long queues in the registration phase and also to fulfill the customers' needs at this Hospital. This machine is useful for helping customers in the registration phase. Besides being able to speed up the registration process, this machine is also considered easy and simple to be operated.

“Seen from the Hospital Information and Management System Unit which is responsible to handle about system and program issues in this Hospital, the Anjungan Pendaftaran Mandiri is designed to meet customers’ needs effectively. This machine has certainly eased the customers in registration phase. The system of this machine is designed to be very simple and easy to operate. Therefore, it can help the customers in registering themselves. This machine also produces better output than the manual method.” (Perdana,2019)

The finding above showed that the innovation of the *Anjungan Pendaftaran Mandiri* was made to help customers and to resolve registration phase problems at this hospital. Panembahan Senopati Hospital provided three Registration Machines. These facilities were very easy to be accessed by the customers because it is located near the main gate of the hospital. These facilities were also considered sufficient to meet customers’ needs. In this machine, there is a menu for choosing polyclinics, doctors, consultation days, and the selection of payment methods (insurance or personal).

Picture 3.1

Anjungan Pendaftaran Mandiri Machine



Source: documentation

Based on Perdana (2019), *Anjungan Pendaftaran Mandiri* helps the customers because they only need a short time in the registration phase. The output of this machine is good. There is no serious complaint related to this new registration phase which means it indicates the success. The customers also do not have to wait too long for the registration phase, unlike the manual method.

The statement above was supported by the customers who have used the *Anjungan Pendaftaran Mandiri*. Regarding the tangibles indicator, basically, all of the interviewees answered with the same answer. The *Anjungan Pendaftaran Mandiri* users agree that this machine was helpful because of the registration process became faster and simpler than before.

*“This Anjungan Pendaftaran Mandiri is very easy to be operated. With a fast and easy process. It helps me a lot as a customer.”
(Nita, 2019)*

The customers were satisfied with this machine, and this was in line with what was said by Perdana as the Head of Hospital Management and Information

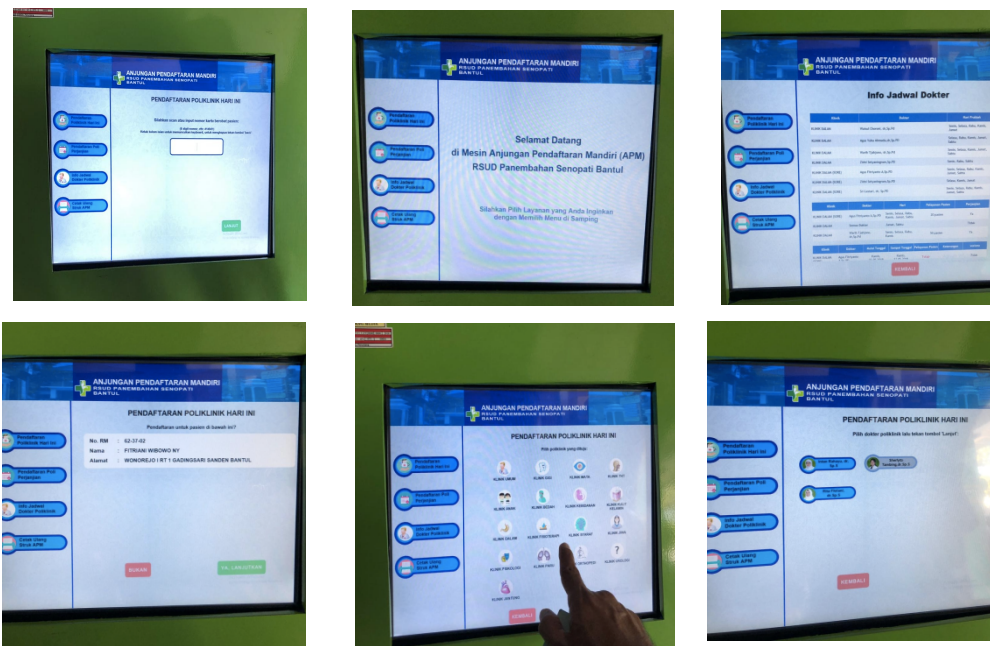
System Unit. From the interviews with other customers, they also felt the same thing. Besides that, the customers felt convenient since there is a fix schedule and time to meet the doctor that are offered by the machine.

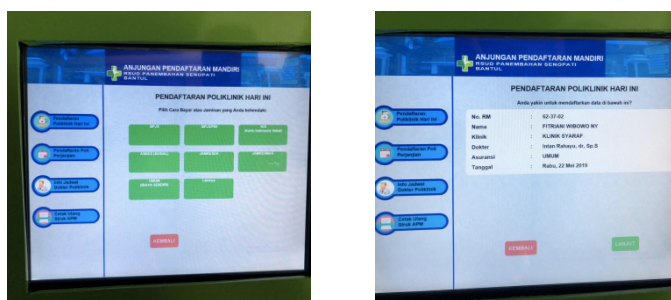
“Registering the patient using Anjungan Pendaftaran Mandiri is very effective. It is completed in less than five minutes. Then we can go back home while waiting for the specified time to do a consultation. The medical record is also directly delivered to the specific polyclinic. In the manual method, you have to wait for the queue so long. It can be more than two hours.” (Alia, 2019)

Through using the *Anjungan Pendaftaran Mandiri* machine, the registration phase becomes simpler and more effective. In the past, before this machine was available the customers had to wait in a long queue. They had to be ready to line up at two in the morning. Besides that, customers had to wait for medical record delivered to polyclinics at the exact time when they would meet the doctor. It was different from the *Anjungan Pendaftaran Mandiri* that medical record was sent directly to the polyclinics after customers registered themselves.

Picture 3.2

Anjungan Pendaftaran Mandiri Menus





Source: documentation

The menu on the *Anjungan Pendaftaran Mandiri* includes the selection of polyclinics (public clinics, dental clinics, eye clinics, ENT clinics, child clinics, surgical clinics, midwifery clinics, genital skin clinics, inner clinics, physio clinics, nerves clinics, mental clinics, psychology clinics, pulmonary clinics, orthopedic clinics, urology clinics, heart clinics), availability of the doctors, and insurance that will be used for payment. In addition to the *Anjungan Pendaftaran Mandiri*, customers do not only have a chance to register themselves in the same day, but also customers have a chance to make a registration appointment one day before the consultation day.

The information about the doctor is updated in real-time. If there is a doctor who is absent or replaced at that time, it appears automatically on the *Anjungan Pendaftaran Mandiri* Machine. The warning of the number of patient limitation will also be displayed on this machine.

In this case, the problem that often occur is when the machine is used by the old customers. Most of them who use the *Anjungan Pendaftaran Mandiri* cannot operate the machine. The lack of technological education is the main point of this problem. The finding was stated in the interview with an old customer as follows:

“This registration machine is very helpful because it is faster compared to the manual registration and we do not have to wait in a long queue. However, I cannot operate it by myself. I need help because I do not understand about the technology.” (Katimah, 2019)

From the interview, it could be said that customers remained to feel happy and helped even though some of them had problems with the operation of the machine. If there was a customer who needs an assistance related to the use of the *Anjungan Pendaftaran Mandiri*, officers will be ready to help and to serve them. Moreover, the officers will be ready to help any customers who do not understand how to use the machine.

“We, as officers at this Hospital, are always ready to help customers related to the operation of the Anjungan Pendaftaran Mandiri. Anjungan Pendaftaran Mandiri, it is very easy to be accessed and also easy in the service process.” (Widodo, 2019)

As the previous customer said, the officers also had the same argument as the service of *Anjungan Pendaftaran Mandiri*. Besides the ease of access, the service process in this phase is also easy because the menus in *Anjungan Pendaftaran Mandiri* are simple and not difficult to be understood.

For the tangible indicators, there are aspects that emphasize the appearance of officers in their work to serve customers. The appearance in this discussion can be interpreted as neatness, although there are no specific rules for this point. The appearance of officers is quite important because customers can directly judge them in the first sight. Based on the interview done with some customers, they said that the appearance of officers is quite neat. It can be seen from the hair (short for men), cleanliness, and they always wear a uniform. Researcher also ask the same thing to the officers and indeed there are unwritten rules regarding tidiness. However, they are required to wear uniforms.

Picture 3.3

Officers Uniform



Source: documentation

The statements from the officers and customers at Panembahan Senopati Hospital related to the tangible indicator of *Anjungan Pendaftaran Mandiri* service showed the harmony of answers. All of the interviewed customers said that *Anjungan Pendaftaran Mandiri* was easy to be operated and more effective compared to the previous method. Although not all of the customers could operate the technology, officers are always ready to help customers who need assistance related to the registration machine. The same thing was also stated by hospital staffs. They state that the *Anjungan Pendaftaran Mandiri* was designed as easily as possible to assist patients in the registration phase. In practice, the *Anjungan Pendaftaran Mandiri* could be concluded that it had fulfilled the customers need. The ease and improvement of registration phase using *Anjungan Pendaftaran Mandiri* in service could be clearly seen using the tangible indicator.

B. Reliability

Reliability is one of the service performance indicators. According to Zeithalm (1990), reliability is the ability which is owned by individuals to perform services that have been determined accurately (Ratminto & Winarsih, 2005). Naturally, reliability indicators are important in measuring service performance in this discussion. Officers who responded to the service are required to be reliable in their duties and functions. Reliability can be seen from the provided information, ability, expertise, and responsiveness in serving customers.

Basically, the information which was provided to customers must be accountable. Explaining the service to the customers was really needed since this machine had only been operating for one year. Therefore, the service at the *Anjungan Pendaftaran Mandiri* was really considered by this hospital in order to be able to provide a good service so that the customers felt helped and satisfied.

“All statements and information given by officers are clearly accountable and it has legitimate information value. This is because all of the information that we provide to customers is in accordance with the procedures which we get from the previous training.”
(Cahyanto, 2019)

Reliability was also related to the competence of each staff in performing the service. In this discussion, the service was linked to the registration phase using *Anjungan Pendaftaran Mandiri*. The highest level in handling this service was Hospital Information and Management System Unit. Under the Hospital Information and Management System Unit, there is Security and Information Unit. The Security Unit and Information Unit were responsible to hold service in the

field.

The security and Information Unit directly met and helped customers. The *Anjungan Pendaftaran Mandiri* was a new technology used at Panembahan Senopati Hospital. Hence, all the knowledge regarding the *Anjungan Pendaftaran Mandiri* was a new science for the officers at Panembahan Senopati Hospital.

“To increase the ability and knowledge about the Mandiri Registration Machine, the hospital hold a socialization and training program for the Information and Security Unit. In the Anjungan Pendaftaran Mandiri service, these two units will meet directly with the customer. This socialization was facilitated by the Development Unit of Panembahan Senopati Hospital.” (Perdana, 2019)

The training held by Panembahan Senopati Hospital for the Information and Security Unit included the menus that could be used as well as the usage flow on the *Anjungan Pendaftaran Mandiri*. From this training, it was expected that all staff could direct and assist the customers who had difficulty in using the machine. Moreover, the ability of staff was considered to be in accordance with their duties in holding the services to use *Anjungan Pendaftaran Mandiri*.

Based on the results of the interview above, all information given to customers was valid and accountable. In this case, all employees that were responsible for handling services related to the *Anjungan Pendaftaran Mandiri* were required to master the use of services.

Initially, the Security and Information Unit did not have a responsibility in the registration phase. Their abilities were not in accordance with that section. However, after the operation of *Anjungan Pendaftaran Mandiri*, this hospital held the training, especially for the Security Unit. Thus, the officers had the ability in using the machine.

“Officers always help customers if there are difficulties in registering the patient through the Mandiri Registration Platform. Questions related to the operation of the Mandiri Registration Platform can be answered correctly by the officer.” (Fauzan,2019)

Conformity among ability, task, and function can also be seen from the ability and expertise of officers in using this registration machine. Because there is no guarantee when people have understood the theory well, they also expertise the practice. During the observation, the ability and expertise of officers in using this machine looked good and it appeared that they already mastered how to operate the machine. It could be seen from the assistance of the staff to the consumers who faced difficulties.

Picture 3.4

Customer assistance



Source: documentation

“The officers are reliable and mastered their duties. If customers cannot use or experience difficulties in operating the Anjungan Pendaftaran Mandiri, the officers will help customers to operate the machine. Unlike before the implementation of this registration machine when the officers appeared less responsive in the service.” (Oni, 2019)

The interviews had been conducted with several customers and they expressed the same thing related to the ability and expertise of officers in serving them using the *Anjungan Pendaftaran Mandiri*. Customers said that the officers'

abilities and expertise were good. Since the *Anjungan Pendaftaran Mandiri* was launched, none of the customers have had major obstacles in the operation of the machine. It was because of the assistance and guidance from the officers as well. The officers' responses in doing the service were also positive for the task related to this registration machine.

The officers served customers related to this *Anjungan Pendaftaran Mandiri* properly. The responsiveness of the officers in providing services was valued by the customer. If there was a customer who needed help, the officer immediately helped the customer at that time. Some of those who are old customers said that the officers' responses regarding the registration phase are much better than in a manual method. This is due to the long queue line of customers since the early morning. The manual registration takes longer in time and the staff are too busy to take care of all the documents that are needed by the customers. Thus, if there are questions or other services that are needed by the customer regarding to the registration matter, it will not maximally served.

“If there is a data input error made by the customer and the customer cannot resolve it, and then we as officers will help. However, if the queue number card has come out, we will help to replace it with a new one.” (Cahyanto, 2019)

Anjungan Pendaftaran Mandiri is a digital machine which was developed to manage the registration phase. In its use, error like incorrect input data is possible to occur. The mistakes in inputting the polyclinic, doctor, insurance, or any other mistake might occur. In this case, the officer will be responsive in helping customers who find difficulties or errors in the machine. The inputted data can still be changed if the queue number card has not been issued but if it has reached in the

last menu and the card number has issued, and then the inputted data cannot be repaired. Customers have to repeat the step from the beginning.

“The officer is responsive, I never have a problem with the machine but I have seen some of the customers that made a mistake in inputting the data or usually they cannot operate the machine well. The officers are always responsive as I know. They are willing to help if there are problems in the operation of Anjungan Pendaftaran Mandiri.” (Dewi, 2019)

The interview cited above illustrated that the statement from officers was in line with the statement from customers. The positive arguments supported each other and it showed that the service quality in this indicator was good. All aspects of this indicator, such as information accountability, training, ability, competence, and responsiveness of the officers indicated positive responses from the customers.

The customers were satisfied and happy with the services of the officers related to the *Anjungan Pendaftaran Mandiri* compared to the service in the manual method. The manual registration was considered less responsive and not maximal in services. The increase of the service quality in the registration phase occurred since the new system named *Anjungan Pendaftaran Mandiri* was very simple. This machine made the process easier for officers and customers. Besides that, the service increased because the officers were very responsive, and they carried out their duties well. The officers obeyed the rules and procedures of the hospital and understood the duties of their functions properly.

C. Responsiveness

Responsiveness is one of the indicators that can be used to measure public service performance. According to Ratminto & Winarsih (2005), this indicator can be used to measure employee responsiveness regarding to customer needs and

desires (Ratminto & Winarsih, 2005). Therefore, this indicator is important and must be considered in the public service process.

This responsiveness can be related to how officers respond the customers, the speed of service, the accuracy of service, and handling customers complaints. In the use of *Anjungan Pendaftaran Mandiri*, there are always officers who are on guard to help and serve customers related to the use of this machine. Therefore, if there are complaints or problems regarding the *Anjungan Pendaftaran Mandiri*, customers can immediately contact the employee to find a solution.

The *Anjungan Pendaftaran Mandiri* was launched in March 2018 at Panembahan Senopati Hospital. After it was launched, it has been running for about a year. The *Anjungan Pendaftaran Mandiri* is a new technology used in this hospital, thus there must be many questions or perhaps complaints from the customers regarding the use of this machine. Then, the employees' responsiveness in facing questions and complaints from customers are possible to be seen.

“If there are complaints or questions from customers, the staff will handle it directly by the security or the information units. If these two units cannot provide the right solution, and then this problem will be directly handled by the Hospital Management and Information System Unit.” (Widodo, 2019)

In its implementation, if there were questions or complaints related to the *Anjungan Pendaftaran Mandiri*, it was directly handled by the Security and the Information Unit. The security was on guard for twenty-four hours at Panembahan Senopati Hospital. The *Anjungan Pendaftaran Mandiri* machine began to operate at three o'clock in the morning. The Information Section started operating according to office hours which is at eight in the morning and it is located next to registration machine. The Information Unit serves the questions about the hospitals. Thus,

usually the first layer that serves and assists customers related to the *Anjungan Pendaftaran Mandiri* is the Security and Information Unit. If the Security and Information Section is found to be unsatisfactory or unable to solve the problem properly, the second layer to handle this problem is the Hospital Management and Information System Unit which will deal with systems and information in the hospital including *Anjungan Pendaftaran Mandiri*.

Complaints that were often received by employees related to the *Anjungan Pendaftaran Mandiri* were not from the operation of the machine itself but it was related to the use of the insurance issue. This machine managed the registration until the stage of the payment method which the customers were offered to use insurance or private budget.

There were many cases about Social Security Administrator for Health insurance problems. This occurred because of the lack of communication between this department and the customers. The current policy regarding this insurance stated that for the first level health facilities should go to Type C Hospital. Meanwhile, Panembahan Senopati Hospital is a Type B Hospital. Since the customers were already registered in *Anjungan Pendaftaran Mandiri* but the insurance cannot be used, the customer should repeat the step from the beginning and use private budget as payment method. This is kind of customer's common complain regardless the questions about how the registration machine operates.

The problem with the *Anjungan Pendaftaran Mandiri* was handled by the employee that responsible for this which were both the Security and the Information Unit. The customers were given a full explanation related to the way they operated

and the other problems.

“We will respond to the questions and complaints related to the Anjungan Pendaftaran Mandiri by explaining the procedures and give the exact answer to the related question. This machine is made to ease the customers in registered themselves.” (Cahyanto, 2019)

From the interview above, it explained the employee's response when there were complaints or questions from the customers. Employees immediately responded them by explaining the procedures. As exemplified on the issue of Social Security Administrator for Health insurance, if the customer had registered with this insurance, even though the insurance could not be used, the employees explained the rules according to the applicable procedures. For example, they explained the flow and what steps should be taken next if the customer still wanted to continue to use the health insurance. In the interview, the employees also said that they had done their job well because they had provided a good response and the right solution for any problems.

From the Hospital staff who were interviewed, all said that they could resolve any complaints and questions related to *Anjungan Pendaftaran Mandiri* properly. From those things, the researcher triangulated to the customers who used the *Anjungan Pendaftaran Mandiri*. This was to see whether the employees statement was in line with reality in the field or not, based on the users of this machine.

“I did not find any significant problem in using Anjungan Pendaftaran Mandiri. The minor obstacle occurred in the first time when I used this machine. At that time, I did not really understand how to operate it but then the staff assists me regarding my problems with this machine..” (Sarbini, 2019)

From the interview above, it was known that officers were responsive enough to help customers quickly and properly. Other consumers on this indicator

also stated the same thing. The majority of customers did not find any obstacles or significant problems that were related to the operation of this *Anjungan Pendaftaran Mandiri*. In fact, many of the customers stated that they were greatly helped by the registration machine. From the customers interviews, they stated that the employee's response was good and it could provide a proper solution to the problem. Thus, it did not get to the serious complaint stage since the problem could already be solved.

Based on the interviews, it could be concluded that the officers were also proper and fast in carrying out their services because the officers already had the knowledge and competence of the machine. They were fast enough because the officers were on guard around the registration machine. Unlike when the registration still used the manual method, the service seem old and not simple.

“In the past, when the hospital used manual registration, the customers should wait for quite a long time. The waiting room was crowded and uncomfortable. In 2017 I had to wait for two hours to be called to the registration desk because of the long queue. Not to mention, after that, I also had to wait for almost one hour to manage the insurance at the Social Security Administrator for Health insurance counter.” (Romi, 2019)

Manual system in registration has a problem with long queue. That problem makes registration phase ran ineffectively. The problem is not only about the time, but also the problem is about customer readiness as it is mentioned below.

“If we have got a queue number at registration we must always be near from the counter. If at the time the officer called the queue number and there was no response, then it would be skipped in seconds.” (Alia, 2019)

Anjungan Pendaftaran Mandiri is the right step that has been taken by Panembahan Senopati Hospital for now. By using this machine, it can reduce the queue line. *Anjungan Pendaftaran Mandiri* also can speed up the service compared

to the previous method. During manual registration, the service is considered slow. After interviewing the officers regarding this issue, they did not think the service was slow, but the lines were very long which made them have to wait for a long time. In the past, the time that was needed to serve customers manually took around 5 - 7 minutes. Actually, that time was not too long. It is the long queue that made customers wait up to two hours. Even the customers had to take a line since 2 am, although the queue number was given at 6 am, and the registration counter opened at 8 o'clock in the morning.

The discussion above showed that the service of the *Anjungan Pendaftaran Mandiri* in the responsiveness indicator was good. It could be seen from the response of officers who were responsive in serving the customers. It was not only considered as responsive, but all complaints were also responded and the officers provided the right solution for each problem. The officers in the *Anjungan Pendaftaran Mandiri* service also were considered fast compared to the previous manual service.

D. Assurance

In public services, one of the indicators to assess its services is an assurance indicator. According to Kotler (2001), the service scope of assurance are knowledge, abilities, politeness, and trustworthiness of service officers (Fikri, Wiyani, & Suwandaru, 2016). The importance of this indicator is the ability of officers to generate feelings of trust and belief.

In this indicator, the customer receives a service assurance through the officer. As explained in the previous indicator regarding ability, officers are able to

carry out their duties properly because their abilities are in accordance with the tasks they have. In addition to the officers' ability to serve, the friendliness and courtesy of officers is also an aspect of this indicator.

A good service will be supported by friendly and courteous officers. No matter how good the officers' abilities are, it will be in vain if the officer are not friendly and polite. Friendliness of officers is shown from the attitude in showing attention to customers (Hansen, 2003). Therefore, friendliness becomes very important in service.

“The service is very good. Friendly staff, they always give us a smile and also responsive regarding to our need.” (Ratmono, 2019)

From the customer statement above, it was known that the officers of the *Anjungan Pendaftaran Mandiri* were fairly friendly. Friendliness could be shown by giving smiles and greetings to customers. In addition, courtesy is also one aspect of this indicator..

“The officers are friendly and polite. It is satisfying us as a customer.” (Sri,2019)

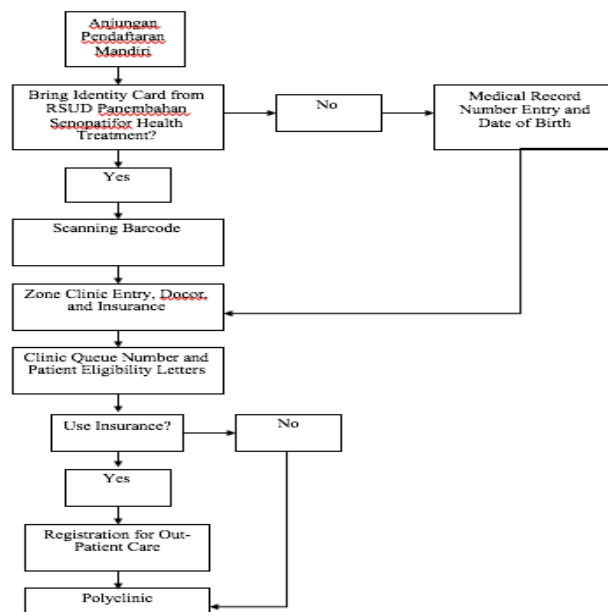
From several customers who were interviewed, they mentioned that the officers were friendly and polite in giving services. Courtesy could be seen from the appearance, the way they speak and also the attitude of the officer. The friendliness and courtesy shown by the officer gave satisfaction to the customer who receives it. As stated by the Head of Information Section (Widodo, 2019), the officers in the service are required to be friendly and polite. In practice, the officers at Panembahan Senopati Hospital especially those who gave services about *Anjungan Pendaftaran Mandiri* had implemented a friendly and polite attitude to

customers.

Apart from friendliness and politeness, officers must also be able to provide assurance to customers to provide clear information. In the first year of using the *Anjungan Pendaftaran Mandiri*, the hospital provided a standing banner regarding the flow of use of the machine. This was intended to make it easier for customers to obtain enough information on the machine usage. Moreover, the hospital also provided officers to guard around the registration machine to help the customers. The contents of the banner are exactly the same as the chart below.

Picture 3.5

Anjungan Pendaftaran Mandiri usage flow in standing-banner



Source: Panembahan Senopati Hospital

“This time, the customers receive information about the use of the Mandiri Registration Platform from the officer. In the first year, a standing banner was displayed, but at the beginning of this year (entering the second year), the Hospital decided to remove the standing banner.” (Perdana (2019))

The hospital considered that information were provided regarding flow of use of the *Anjungan Pendaftaran Mandiri* during the first year since the launch of this machine. Although standing banner is no longer used, the customer can get information from the authorized officers.

“I think that for obtaining information about the use of the Anjungan Pendaftaran Mandiri is easy, I will just ask the staff to assist me. The staff is always guard near this machine.” (Romi,2019)

From the interview above, it could be concluded that there was the ease of getting information and the ease of contacting officers to get services. The registration at Panembahan Senopati Hospital has two sessions. For the morning phase, the customer can get the registered ticket since 3 am, and the registration locket starts at 6 in the morning. The afternoon phase starts at 12 pm. The employees must be available to serve customers since 3 in the morning. To obtain information related to the use of this machine, the customers can meet the Security Section who guards for twenty-four hours at this hospital.

“Usually, I take the morning phase, I already registered myself since around 5 am. The security guards near this machine but once I could not find security at that time. After waiting for quite a long, the Security then came to help.” (Ratmono, 2019)

Many customers indeed needed help from staff to operate this *Anjungan Pendaftaran Mandiri* machine. Alike the case above, the customers needed help from employees to get information about operating the Registration Machine. In the early hours of the day, the security sometimes patrols around the hospital. Therefore, sometimes the customers have to wait to obtain service from the relevant employees. Several customers who have been interviewed stated that the output was good. Almost all of the customers said that the employees were available to help especially when office hours had started. At office hours, there was not only

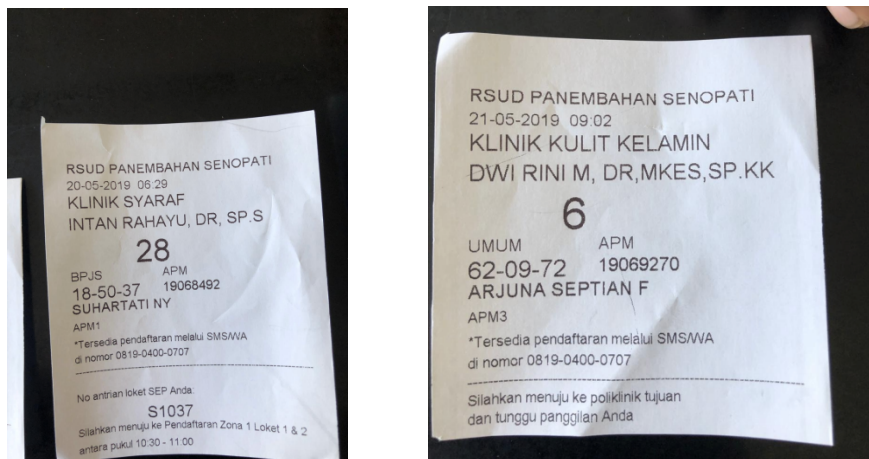
the security who guarded but also there was an Information Unit who always guarded.

Futhermore, all customers stated that they were quite easy to obtain information and to contact officers related to the Mandiri Registration services. In using the registration machine, the customers also got assurance regarding timeliness. The assurance about timeliness to get to the polyclinic could be obtained after the customer entered the data and picked up the ticket on the *Anjungan Pendaftaran Mandiri* machine.

“Anjungan Pendaftaran Mandiri is very easy because there is an estimated time to come to the clinic, so I can go home first. Unlike before when we have to wait for hours waiting for a call at the polyclinic.” (Alia, 2019)

Picture 3.6

Anjungan Pendaftaran Mandiri ticket



Source: documentation

The *Anjungan Pendaftaran Mandiri* proved to make it easier for the customers to register. In the ticket picture above, there is an estimated time to come to the polyclinic (the description is at the bottom of the ticket). The picture on the right side, there is no estimation of time of the ticket. It means that the queue is not

long and the customers do not need a long time to be called to the polyclinic. It is different from manual registration which cannot provide the time estimation when the customer will be called. If the queue is long, the customer must wait for a long time at the hospital.

From the analysis and description above, it could be concluded that the assurance indicator on the services of the *Anjungan Pendaftaran Mandiri* was good. It was known from customers that felt helped and more comfortable using the registration machine compared to manual systems. The aspects that were mentioned in the assurance indicator were also valued by the customer.

These aspects are friendliness, courtesy, ease of getting information and contacting the officers, and timely guarantee although there are some obstacles in contacting officers when office hours have not started yet. It is because at the time the only that guarding this machine is the security, and the security usually patrols around the hospital at four o'clock in the morning. At this time, sometimes the customers are little difficult to get information about the machine from the officer. The customers can understand regarding to officers who patrol at this early morning which make they are a little constrained in getting information. Regardless of the problem, the service on the assurance indicator is considered satisfying for the customer.

E. Emphaty

The last indicator of service performance is empathy. The empathy indicator puts forward the feeling. As said by Zeithalm (1990), empathy is the treatment or attention given by the officer to the customer (Ratminto & Winarsih, 2005). A sense of caring for giving the attention to the customers is realized by fulfill the customer's needs. In the case of the *Anjungan Pendaftaran Mandiri*, the needs of the customers are the services related to the registration machine.

Officers are required to have empathy for customers. Empathy is closely related to individual sensitivity to other individuals and the environment. In this subchapter, the researcher highlights the individual's sensitivity to others since this discussion is about service performance.

In operating the *Anjungan Pendaftaran Mandiri*, there are times when the customers experience difficulties. In this empathy indicator, the officers offer their assistance before being asked by the customers. The sensitivity of officers is needed to create good and active service.

“The Anjungan Pendaftaran Mandiri Officer is very active. When I wanted to use a machine to check the doctor's schedule, I did not know how to operate it. The officers just came to me and asked if I needed help. At that time, without asked first, the officer came to help me.” (Sri, 2019)

The positive statement above was stated by one of the *Anjungan Pendaftaran Mandiri* users. It was about the good statement from the customer regarding to good performance of officers. However, there are more than one officers who give the *Anjungan Pendaftaran Mandiri* and each officer have their own characteristics which makes not all of the customers feel the same thing as the customer above.

“Officers who help at the Mandiri Registration Platform are sensitive and some are not, but if we ask directly to the officer, they will definitely answer properly and correctly.” (Oni, 2019)

From the two interview excerpts above regarding to the officers in doing the service, there were two opinions that were slightly different. The first quote, stated that the staff was responsive and active in asking for the customer's needs. Whereas, the second interview quote stated that there were officers who were sensitive, and some were not. However, after interviewing, most of the customers stated that the officers of *Anjungan Pendaftaran Mandiri* in this hospital were sensitive enough in fulfilling customer's needs and providing good service as well.

In the officer's sensitivity aspect, there are also behaviors that prioritize the interests of the customers. The officers are required to serve customers maximally. A good service and sensitive staff prioritize customers' interests in the service hour..

“We always prioritize customer needs. In the work hour, the customers are in the top priority that must be served. We will always serve customers well and will not discriminate the customers.” (Widodo, 2019)

A good service must be neutral. Neutral to customers and it does not discriminate in any ways. According to Fulthoni (2009), basically, discrimination means a difference in treatment received by an individual or group (Fulthoni, Arianingtyas, Aminah, & Sihombing, 2009). A discrimination is an attitude, behavior, and unjust actions carried out by individuals and groups. This unfair behavior can be caused by skin color, race, class, religion, social clusters, and others.

“As long as my experience of registering through the Mandiri Registration Platform, I have never being treated differently or discriminated. Everything is the same from my experience.” (Dewi,

2019)

in getting services through the *Anjungan Pendaftaran Mandiri*, there was indeed no discrimination committed by officers. Of the ten customers who were successfully interviewed, none of them were discriminated during the service process of the *Anjungan Pendaftaran Mandiri*. This was in line with what the officers said about the neutral attitude that applied in this service.

The *Anjungan Pendaftaran Mandiri* is considered to be more effective and very helpful compared to the manual registration system. This could be concluded from doing interviews with several customers and officers serving on this registration machine. From the results of interviews on empathy indicators, the customers immediately received services. Cooperative officers in helping to complete the services were needed by the customers. Whereas in the manual system, customers must patiently wait in long lines, and could not immediately get services related to registration.

F. The Factors that support and obstruct *Anjungan Pendaftaran Mandiri*

Panembahan Senopati Hospital started to use *Anjungan Pendaftaran Mandiri* on March 2018. Since the usage of this machine, this hospital received various responses from the patient. The responses of this new innovation could be positive or negative.

There are not many hospital that had already used registration machine as Panembahan Senopati Hospital. In the planning, this idea also found a problem which obstructed the implementation of *Anjungan Pendaftaran Mandiri*. During the planning period, the issue of dissent became an obstacle. After several meetings discussing this new technology, finally an agreement was obtained. Finally, the

Anjungan Pendaftaran Mandiri was approved to be implemented since it brought more positive impacts than the negative ones.

In the service, the obstacle was about the system itself. Sometimes the machine got error if it was continuously used without interlude. Thus, it could obstruct the service related to *Anjungan Pendaftaran Mandiri*. Also, not all of the customers could understand to operate the *Anjungan Pendaftaran Mandiri*. The problem about BPJS insurance was also being a major obstacle in the service. Not all of the BPJS insurance could be used in the Panembahan Senopati Hospital.

There were factors that supported the implementation of this Registration Machine. Those factors that supported *Anjungan Pendaftaran Mandiri* were enthusiasm and positive responses from customers. After the implementation of this machine, the customers felt more satisfied compared to the manual method. The officers also felt satisfied since they could give maximal services to the customers.