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PUBLIC SERVICE PERFORMANCE IN USING *ANJUNGAN PENDAFTARAN MANDIRI* IN PANEMBAHAN SENOPATI HOSPITAL YEAR 2018



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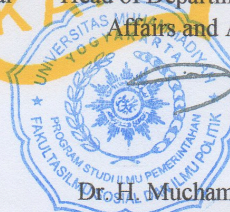
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ABSTRACT

The Panembahan Senopati Hospital is committed in using Anjungan Pendaftaran Mandiri machine as an innovation in registration phase. This step has taken by the Hospital to improve the service performance due to the long dissatisfactory history regarding registration phase. Furthermore, this research aims to analyze the public service performance in using Anjungan Pendaftaran Mandiri at Panembahan Senopati Hospital 2018. Whether the service using registration machine is better than the manual registration method. This research is using descriptive-explorative qualitative research aims to describe phenomena or situation. In this research will understand and analyze the events that occurs. The phenomena in this research is service performance of the staff in served the customer using registration machine. The result of this study divided into five indicators, which are tangible, reliability, responsiveness, assurance, and empathy. From the interview with customers, seen that most all of the indicators are satisfied compared the old method. Despite, there are still some problems that make customers feel less satisfied with the service.

Keywords: anjungan pendaftarab mandiri, public service, service performance

A. INTRODUCTION

Public Service is one of the important aspects in the state life, because this aspect linked the interaction between government and citizen. Public service and citizen are two things that cannot be separated. Government organizing public services to serve and help people in meeting their needs that related to the specific relevant agencies. As stated by Purwanto (2017), that there are three important elements in the public service, including public service providers which is government, service recipients, and satisfaction that accepted or given by the customers (Purwanto, Tyastiani, Taufiq, & Novianto, 2017). The third element, customer satisfaction is an aspect in which government concerns in carrying out the public service functions. Thus, government formulate policies that aim to satisfy customer/citizen, in this matter by creating or improving the service.

Nowadays, people's interest is more various than in the past, government should accommodate those various kinds of interests and needs. With this busy work, government should manage it to be better by using public service management in order to make an efficient and effective work to reach a good performance of public service. Public service innovation is a renewal made by the government to improve the quality of public services.

Most of institution in Indonesia have made an innovation in service aspect. There are several examples of innovation and public service renewal that have been done by the government, one of those is the *Anjungan Pendaftaran Mandiri* which has applied in the Regional Public Hospital Panembahan Senopati, Bantul.

Panembahan Senopati Hospital, began to improve their service by using the new technology started from 2008-2010, the hospital gain a lot of patient, in practice. For instance, in the morning-evening control started to implemented started from 2013 and it can reduce the number of overload patient. By this time, registration though SMS and WhatsApp is also available, but unfortunately it did not use maximally. The registration queue was so crowded

and it made the doctor visit difficult to pass and move there because there is only one registration zone and it opened only in the morning. Then, the Hospital tried another way, such as opening four zones which contain of polyclinics to open registration. This hospital opens four zones in registration also opens the registration in the morning and evening in order to decrease the crowd.

Anjungan Pendaftaran Mandiri is the machine that used to register their own selves or it can be said as a self-registration. This machine was created to speed up the registration and the queue in the hospital compared to the manual method. The menu on this machine is complete, ranging from poly clinics, doctors, doctors' schedules, to the selection of insurances.

The *Anjungan Pendaftaran Mandiri* trial began at the Panembahan Senopati Hospital in February 2018 and officially launched on March 29, 2018. By looking at the purpose of the application, this machine is very interesting to be studied especially with Bantul Regional Public Hospital. With the internal problem in giving public service, this Regional Public Hospital has been facing a problem in its registration phase. Starting from 2008, the number of patient is increasing. This may cause the crowd in the hospital, especially in the registration phase. With the density of patient traffic and the significant increase in the number of patients in this hospital, from what was once numbered 250 patients per day, then now it's around 800-1000 patients per day, it means the Bantul Regional Public Hospital is still the choice of the community, especially for Bantul citizen. And this Hospital was also appointed as a Role Model Hospital in March 2018, and received the top 10 PANRB (Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia) or the excellent service category. Therefore, researcher would like to know more about the influence of *Anjungan Pendaftaran Mandiri* in the worker performance at Panembahan Senopati Hospital.

Research Question

From the background explanation above, researcher will focus on answering two problems, namely:

1. How is the public service performance in using *Anjungan Pendaftaran Mandiri* at Panembahan Senopati Hospital?
2. What are the factors that support and obstruct the running of the *Anjungan Pendaftaran Mandiri* at Panembahan Senopati Hospital?

B. THEORITICAL FRAMEWORK

1. Public Service

All of people in the world need a service to fulfill their needs. Service is an important aspect especially in the social-state life. Service is a process of serving those in need. In the service process, it will involve two or more parties. In public service, the relationship between government and society cannot be separated. The government as a service provider, while the society is the one who is served.

Public service is associated with a series of activities process which is done to provide assistance and convenience in order to achieve certain goals, and this public service becomes very important because it deals with many people that have different interests and objectives (Syamsuadi, 2017). Because the government is a service provider in the form of goods or services, the government's priority is to provide an easy and optimal service to the community.

Public service is one of the benchmarks of government work, because it can be seen directly by the people. With public services, the public can directly assess the government's performance at that direct time (Kurniawan, 2016). From that statement, it can be said that public service is one of the important things that must be fought for the sake of a prosperous society. While in the Law Number 25 of 2009

about Public Service, it explains public service is an activity or series of activities that done to fulfill the service needs for the people to goods, services, and also administrative services.

a. Public Service Elements

With the explanation above, it is known that public service is an important aspect in the social-state life because all of the people cannot life without service, and this is become the big important work of the government to serve the people. The aim of the public service is to fulfill the need of the people and give people satisfaction when the service has completed. Then according to Purwanto (2016), there are three important elements of public service, namely:

- Public Service Provider

In this first element, public service provider is including the government institution, independent institution, and any other legal entities that formed to implement the public service activities.

- Service Recipient (Client)

Service recipient it can relate to the people or organization that concerned or need the public service product.

- Satisfaction that given or obtained from the Client

The last element is about the client satisfaction. This element is the most important one that being government's concern. Public service aims to fulfill the people needs and make them feel satisfying, then government try to improve the quality and even do innovation of public service due to people satisfaction (Purwanto, Tyastianti, Taufiq, & Novianto, 2016).

2. Public Service Management

Public service is one of the important aspects in the state-life, because the service and human beings cannot be separated. Humans always need service and or doing service for other. Due to that, the discussion about public service is always been interesting. Hence, because of

that the local government is required to be able to carry out service management properly and wisely. While, the definition of management according to Ricky W Griffin is "A process of planning, organizing, coordinating, and controlling resources to achieve goals in effectively and efficiently way" (Taufiqurokhman; & Satispi, 2018). From this understanding, it can be concluded that management is a very essential thing in the implementation of public services. With the implementation of good management, public service goals will be achieved efficiently and effectively. Effective here means the goal can be achieved according to the plan and the strategy that has been made (in line), does not widen everywhere. While the efficiency itself is related to the time and achievement of goals that are well organized and implemented.

As explained above, it is understandable that the management concept that is carried out in public service is very important. According to Robbins and Coulter (1999) explaining about the functions that exist in management. Functions in management include: planning, organizing, leadership, and supervision (Taufiqurokhman; & Satispi, 2018).

1. Planning - Includes the objectives definitions, determining the strategies, and plans development in order to coordinating the activities.
2. Organizing - Determine what tasks that should be handle, who will work on that task, how tasks are grouped, who reports to whom, and at what level decisions must be made.
3. Leadership - Includes activities to motivate subordinates, directing, select the most effective communication channels or ways, and solve the conflicts.
4. Supervision/Control - includes monitoring activities to ensure that everyone achieves what has been planned and corrects the existing deviations.

With the existence of good management in public services, the service will achieve its objectives accurately and systematically.

3. Service Performance

According to Indonesian Dictionary, performance is an achievement or result. According to Sobirin (2014), the meaning of performance in the discussion of management has a broader and diverse meaning that does not mean only about achievement or results (Sobirin, 2014). Performance is one of the important factors that can be used to measure the success of an agency or organization. He further concluded that performance is a process that starts from planning, implementation, and evaluation. Performance is a series of processes that take place repeatedly and produce something from the process itself.

According to Rivai and Basri (2004) state that performance is the overall work of a person or group at a certain period in carrying out tasks in accordance with the authority and responsibility that has been determined, with a predetermined assessment of standards and targets (Rahadi & Rianto, 2010).

According to the explanation from Suprihati (2014), "performance is the achievement of organizational goals which can be formed quantitative and qualitative output, creativity, flexibility, reliability or other things the organization want." (Suprihati, 2014). Therefore, it can be concluded that the core of the definitions already mentioned refers to the results of a series of processes whose limits have been determined at the beginning.

According to International Labor Organization performance measurement is the process of evaluating the contribution of each worker (Jakarta, 2013). Performance measurements can also help identify quality problems that need to be corrected and improved. Performance measurement not only for individuals, but also at the organizational level, because the work environment or the whole of the organization influences the value of individual work.

Performance measurement can be measured using indicators developed by Zeithaml, Parasuraman, and Berry (1990) listed in their book entitled *Delivering Quality Services* in (Ratminto & Winarsih, 2005). Those indicators are:

- a. Tangible
- b. Reliability
- c. Responsiveness
- d. Competence
- e. Courtesy
- f. Credibility
- g. Security
- h. Access
- i. Communication
- j. Understanding the customer.

Then it simplified to be five indicators, which are:

- a. Tangible
- b. Reliability
- c. Responsiveness
- d. Assurance
- e. Empathy

C. RESEARCH METHOD

In analyzing Public Service Performance by Using *the Anjungan Pendaftaran Mandiri* at Panembahan Senopati Hospital, this undergraduate thesis will use the qualitative method. Qualitative methods aim to describe, express, and explain the existing phenomena.

Qualitative research aims to get a comprehensive description of a phenomenon from the subject's point of view, then qualitative is appropriate for use on problems that are explorative, descriptive, and explanative (Bachri, 2010). This research is a qualitative descriptive-explorative study. Descriptive-exploratory research will describe the phenomena

that exist. In this phenomenon will be seen more deeply and analyzed. In this study will involve more than one variable.

This research will focus on describing and analyzing the service performance in using *Anjungan Pendaftaran Mandiri* which is new innovation of the Panembahan Senopati Hospital in registration phase. This research will conduct with five indicators.

D. DISCUSSION

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 are discussed in every sub-chapter. This study uses five indicators, the first indicator is tangibles, the second is reliability, the third is responsiveness, the fourth is assurance, and the fifth is empathy

1. Tangibles

In the tangible aspect, it can be seen whether the existing physical facilities can fulfill the customer needs better than before or not and whether 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 begins in early 2018. Customers can register themselves independently and with a relatively short time since the *Anjungan Pendaftaran Mandiri* is used.

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 operate.

In this indicator, there will be more emphasis on the available physical facilities in the service which are the *Anjungan Pendaftaran Mandiri* machines and the authorized officers.

Panembahan Senopati Hospital provides three Registration Machines. These facilities are very easy to access by the customers because it is located near the main gate of the hospital. These facilities are 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).

The statement above is 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 is helpful because of the registration process become faster and simpler than before.

Information about the doctor will be updated in real-time. If there is a doctor who is absent or replaced at that time, it will appear automatically on the *Anjungan Pendaftaran Mandiri* Machine. Warning regarding to 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. As the previous customer said, the officers also have the same argument regarding the service of *Anjungan Pendaftaran Mandiri*. Besides the ease of access, the service process in this phase is also easy because of the menus in *Anjungan Pendaftaran Mandiri* are simple and not difficult to understand.

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. The appearance of officers is quite neat in this Hospital. It can be seen from the hair (short for men), cleanliness,

and always wear a uniform. We also ask the same thing to the officers and indeed there are unwritten rules regarding tidiness. However, they are required to wear uniforms.

2. Reliability

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

Reliability also related to the competence of each staff in performing the service. In this discussion, the service is linked to the registration phase using *Anjungan Pendaftaran Mandiri*. Security and Information Unit directly meet and help customers. The *Anjungan Pendaftaran Mandiri* is a new technology used at Panembahan Senopati Hospital. Hence, all the knowledge regarding the *Anjungan Pendaftaran Mandiri* is a new science for the officers at Panembahan Senopati Hospital.

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

Conformity among ability, task, and function can also be seen from the ability and

expertise of officers in using this registration machine. During the observation, the ability and expertise of officers in using this machine look good and it appears that they already master how to operate the machine. It can be seen from the assistance of the staff to the consumers who face difficulties.

Officers always serve customers related to this *Anjungan Pendaftaran Mandiri* properly. The responsiveness of the officers in providing services is valued by the customer. If there is a customer who needs help, the officer will immediately help 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 is a question or other service that is needed by the customer regarding to the registration matter, it will not maximally served.

3. Responsiveness

Responsiveness can relate 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. Since its launch, it has been running for about a year. The *Anjungan Pendaftaran Mandiri* is a new technology used in this hospital so that 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.

In its implementation, if there are questions or complaints related to the *Anjungan Pendaftaran Mandiri*, it will be directly handled by the Security and the Information Unit. 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, then the second layer to handle this problem is the Hospital Management and Information System Unit which deals with systems and information in the hospital including *Anjungan Pendaftaran Mandiri*.

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

From the Hospital staff who were interviewed, all said that they could resolve any complaints and questions related to *Anjungan Pendaftaran Mandiri* properly. With this, the researcher triangulates to the customers who use the *Anjungan Pendaftaran Mandiri*. This is to see whether the employees say is in line with reality in the field, based on the users of this machine.

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.

The discussion above shows that the service of the *Anjungan Pendaftaran Mandiri* in the responsiveness indicator is good. It can be seen from the response of officers who are always responsive in serving the customers. Not only considered as responsive, but all

complaints are also responded and the officers provide the right solution for each problem. The officers in the *Anjungan Pendaftaran Mandiri* service also considered fast compared to the previous manual service.

4. 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 is 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 by 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, that friendliness becomes very important in service.

From several customers who are interviewed, they mention that the officers are friendly and polite in giving services. Courtesy can be seen from the appearance, the way they speak and also the attitude of the officer. The friendliness and courtesy shown by the officer give 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, officers at Panembahan Senopati Hospital especially those who give services about *Anjungan Pendaftaran Mandiri* have 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 provides a standing banner regarding the flow of use of the machine. This is intended to make it easier for customers to obtain enough information on the machine usage. Moreover, the hospital also provides officers to guard around the registration machine to help the customers.

From the analysis and description above, it can be concluded that the assurance indicator on the services of the *Anjungan Pendaftaran Mandiri* is good. It is known from customers that feel helped and more comfortable using the registration machine compared to manual systems. The aspects that are mentioned in the assurance indicator are 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 unit that guarding this machine is the security and the security schedule at four o'clock in the morning is usually patrolling around the hospital. At this time, sometimes the customer is a little difficult to get information about the machine from the officer. Customers can understand regarding to officers who patrol at this early morning which makes they are a little constrained in getting information. Regardless of the problem, the service on the assurance indicator is considered satisfying for the customer.

5. Empathy

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 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 customers experience difficulties. In this empathy indicator, the officer will offer his assistance before being asked by the customer. Sensitivity of officers is needed to create good and active service. there are two opinions that are slightly different. In the first quote, stated that the staff is responsive and active in asking for the customer's needs. Whereas, in the second interview quote stated that there are officers who are sensitive and some are not. However, after all of the interviews most of the customers stated that the officer of *Anjungan Pendaftaran Mandiri* in this hospital is sensitive enough in fulfill customer's needs and provide good service as well.

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

Good service must be neutral. Neutral to customers and does not discriminate in any ways. None of the customers were discriminated during the service process of the *Anjungan Pendaftaran Mandiri*. This is 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 can be concluded from interviews with several customers and officers serving on this registration machine. From the results of interviews on empathy indicators, customers will immediately receive services. Cooperative officers in helping to complete the services needed by customers. Whereas in the manual system, customers must patiently wait in long lines, and cannot immediately get services

related to registration.

6. 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.

Not many hospital that have already used registration machine as Panembahan Senopati Hospital. In the planning, this idea also finds a problem which obstruct 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* is approved to be implemented since it brings more positive impacts than the negative ones.

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

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

E. CONCLUSION

Panembahan Senopati Hospital create an innovation in registration phase, which is *Anjungan Pendaftaran Mandiri* machine. Panembahan Senopati Hospital try to improve the

service performance in registration phase which has the problem with a long queue since years ago. To measuring whether after using *Anjungan Pendaftaran Mandiri* the service performance is improve or not, then it need indicators.

From the five indicators of service performance measurement, can be said that the customers feel satisfied enough of the services. All indicators is remain to be better that the manual method in previous time. Even though there are some little points that make customer feel less satisfied, such as the unavailability of written information about *Anjungan Pendaftaran Mandiri* and officers sensitivity to the customers needs.

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