



## Policy Implementation on Employee Effectiveness and Implications on Society Satisfaction in Regional General Hospital Type C at Tasikmalaya District and Ciamis District

Aceng Solahudin Ahmad<sup>1</sup>, Kamal Alamsyah<sup>2</sup>, Achdiat<sup>3</sup>  
Program Doktor Ilmu Sosial, Universitas Pasundan, Bandung, Jawa Barat, Indonesia  
e-mail: [solahudinaceng@yahoo.com](mailto:solahudinaceng@yahoo.com)  
[kamal.alamsyah@unpas.ac.id](mailto:kamal.alamsyah@unpas.ac.id)  
[achdiat@unpas.ac.id](mailto:achdiat@unpas.ac.id)

### ABSTRACT

*This research's problem is related to employees' work effectiveness, which is still low and has implications for the low level of community satisfaction at RSUD type C in Tasikmalaya Regency and Ciamis Regency for both out and inpatients. It is thought to be related to implementing the Minimum Service Standards policy that has not been running optimally. Minimum Service Standards (SPM) are provisions regarding the type and quality of essential services mandatory regional affairs to which every citizen is entitled to a minimum. This study uses a descriptive analysis method; While the approach used in this research is quantitative. The research conducted found that the impact of policy implementation on the work effectiveness of employees was quite significant and had implications for community satisfaction at Type C Regional General Hospitals in Tasikmalaya and Ciamis Regencies (54.3%). It implies that implementing the Minimum Service Standards policy is quite dominant and determines the increase in employee work effectiveness and impacts on community satisfaction. This study also found that the increase in work effectiveness and its implications for community satisfaction were determined by the implementation of the MSS policy and other variables not studied (45.7%). Therefore, the implementation of the policy has a positive impact on the work effectiveness of employees at Type C Regional General Hospitals in Tasikmalaya and Ciamis Regencies (31.95). Therefore, it can be interpreted that the implementation of the Minimum Service Standards policy has contributed quite dominantly to the improvement of employee work effectiveness. The dimensions of policy implementation that have the most significant impact on employee work effectiveness are the dimensions of the disposition or attitude of the implementers (6.1%). The dimensions of little influence are the social, economic, and political environment (4.1%). The study results also found that the implementation of the policy indirectly had a positive impact on community satisfaction at the Type C Regional General Hospital in Tasikmalaya and Ciamis Regencies (44.7%). It can be interpreted that the implementation of the Minimum Service Standards policy provides a very dominant contribution to the level of community satisfaction. The dimensions of policy implementation that have the most significant impact on community satisfaction are the dimensions of the disposition or attitude of the implementers (6.1%). At the same time, the dimensions with little influence are the dimensions of the social, economic, and political environment (4.1%). Employee work effectiveness positively impacts community satisfaction at Type C Regional General Hospitals in Tasikmalaya and Ciamis Regencies (35.4%). It can be interpreted that the effectiveness of employees' work provides a very decisive contribution to community satisfaction. The dimensions of employee work effectiveness that have the most significant impact on community satisfaction are punctuality at work (14.4%), while the dimension with little influence is the dimension of quality accuracy at work (9.6%).*

**Keywords:** *implementation of MSS policies and work effectiveness have implications for community satisfaction*

### INTRODUCTION

The main task of the state or government is to provide services to the community in the form of services and facilities. Even to measure the level of progress of the country, the quality of public services can be used as an indicator. Therefore, if a country is in a position to progress, the main thing that needs to be improved is public services. As a country that is moving towards a developed country, Indonesia also prioritizes public services as one of the aspects that need improvement.

Hospital as one of the individual health service facilities, is part of health resources indispensable in supporting the implementation of health efforts. The delivery of health services in hospitals has very complex characteristics and organizations. Different types of health workers with various scientific instruments interact with one another. Medical science and technology are developing very rapidly, followed by health workers in providing standard quality services, making the problems more complex in hospitals. In essence, the hospital functions as a place for disease healing and health recovery. The role of the hospital as a healthcare organization is entering a competitive and changing global environment. This environmental change will encourage the hospital to become an organization characterized by multi-products, requiring proper management.

Furthermore, recent developments are increasingly leading to the condition of the hospital as a business institution with various business concepts. This transition resulted in the hospital becoming an institution with both social and economic characteristics. Furthermore, the swift flow of globalization has caused the community to become increasingly critical in demanding good and satisfying health service quality. This kind of situation is certainly a challenge for hospitals to optimize their managerial ability to overcome problems of survival and sustainability. Health is essential for all human beings because it will be difficult for every human being to carry out his daily activities without good health. Health is a healthy state physically, mentally, spiritually, and socially, allowing everyone to live productively socially and in the economy. Health effort is any activity to maintain and improve health to realize an optimal degree of health for the community, which is carried out using maintenance, health promotion (promotive), disease prevention (preventive), disease healing (curative), and health recovery (rehabilitative) approaches. , which is carried out comprehensively, integrated, and continuously. A unitary health effort becomes a guideline and guideline for all health facilities in Indonesia, including hospitals. The hospital is a referral health service with the primary function of organizing referral health efforts that heal and recover patients. Health service is one part of public services that the government gives to the community, including the provision of health facilities and infrastructure and access that makes it easier for people to obtain these health services. As explained by Wahab (1997: 2-3) that the policy, namely: "a series of activities in specific purpose followed by a person or a device (actor) in overcoming a problem or regarding a matter," in this case including health service problems. According to Nugroho (2010: 32), "as one of the activities carried out to achieve work results and make a significant contribution to the organization in achieving goals by prioritizing aspects of employee work effectiveness." According to Yakub (2004: 39): "Work effectiveness is a condition that shows the level of success of management activities in achieving predetermined goals." organization.

Minimum Service Standards (SPM) one of the ways are taken to encourage local governments to provide appropriate public services for the community, and at the same time, encourage people to exercise control over government performance in the field of public services. The government itself, specifically through the Minister of Health Regulation Number: 129 / Menkes / SK / II / 2008 concerning Minimum Service Standards for Hospitals in Districts / Cities which contains a policy framework, organizing in the district/city as well as the role of the central, provincial and district/city level. Public satisfaction with public services is a significant factor and determines the success of implementing public services because people are consumers of its products. Zeithaml (2000: 44) states that service quality, price, situation factors, and personal factors can influence public service satisfaction. Therefore, the implementation of health services, which are public, must meet the needs and desires of the community to achieve community satisfaction, and further in the future, community loyalty can be achieved.

## METHODS

This study uses a descriptive analysis method. According to Sugiyono (2001: 86), "descriptive analysis is a method to get a description of each variable and test the influence of these variables." The basis for choosing this research method is the assumption that there is a profound impact between the implementation of policies on the work effectiveness of employees and its implications

for community satisfaction at Type C Regional General Hospitals in Tasikmalaya and Ciamis Regencies. At the same time, the approach used in this research is quantitative.

To analyze the data used descriptive statistical techniques which function to classify data, work on, conclude, describe and present the processed results. It aims to make a pattern of relationship or cause and effect between the value of a variable (dependent variable) if the value of other variables is related to it (independent variable). This study uses a quantitative approach, which is intended to test hypotheses and make in-depth interpretations.

The research design used describes the various variables to be studied, then influences one variable on the other. It will be easy to formulate research problems, theory selection, formulation of hypotheses, research methods, research instruments, technical analysis, and expected conclusions. It appears that the research process consists of research planning and research implementation of operational research processes.

The research population is the Type C Regional General Hospital in Tasikmalaya Regency and Ciamis Regency in the East Priangan region, West Java Province, as well as those who are hospitalized. With limited time and energy, the researcher determines the number of respondents who will be used as sources of information using the accidental sampling technique.

## RESULTS AND DISCUSSION

The variables of this study consisted of three variables, namely the policy implementation variable, which was given the symbol X and the employee's work effectiveness and community satisfaction as dependent variables, which were respectively given the Y and Z symbols.

The research questionnaire was arranged in three groups according to the number of research variables. The total number of items was 48 statement items. The questionnaire used in measuring the variables consisted of policy implementation variables (X) which were divided into six factors, namely standard factors, size and policy objectives (X1-1), resources (X1-2), characteristics of the implementing organization (X1-3), disposition/attitude of the implementers (X1-4), communication between related organizations (X1-5) and the social, economic and political environment (X1-6).

Whereas acting as the dependent variable is the employee work effectiveness variable (Y) which is divided into three aspects, namely quality accuracy (Y1-1), quantity accuracy (Y1-2), and timeliness aspects (Y1-3). As well as community satisfaction variables (Z) which is divided into seven aspects, namely aspects of value to price relationship (Z1-1), product value (Z1-2), product benefits (Z1-3), product features (Z1-4), product design (Z1-5), product reliability and consistency (Z1-6) and *range of product or services* (Z1-7). All questionnaire statements are measured on an ordinal scale and arranged in the form of a Likert scale.

### **The Impact of Simultaneous Implementation of Policies on Employee Work Effectiveness and Its Implications on Community Satisfaction**

Based on the above calculations, it can be seen clearly that the impact of policy implementation (X) on customer satisfaction (Z) through the employee work effectiveness variable (Y) is 0.543 or 54.3%. This value is the multiplication of the X to Y path coefficient as an intervening variable of 0.564 (0.319) multiplied by the Y to Z path coefficient of 0.595 (0.354) multiplied by the magnitude of the X to Z relationship of 0.669 (0.447)

These coefficient values indicate that policy implementation has a large enough impact on the work effectiveness of employees, which in this study functions as an intervening variable, but even though the coefficient value is significant, the work effectiveness of employees is intervening variables which theoretically make the relationship between the variable policy implementation and community satisfaction an indirect relationship. According to Tuckman (in Sugiyono, 2007), the intervening variable is an intervening variable between the independent and dependent variable so that the independent variable does not directly affect the change or emergence of the dependent variable.

Based on the results of research and discussion as previously described, researchers can criticize the theory used as a parameter in implementing the SPM policy on employee work

effectiveness. Its implications for community satisfaction, where there is a dimension of the SPM policy implementation theory on employee work effectiveness, have not been practical or significantly impacted. Significance and implications for community satisfaction. The dimensions referred to are the social, economic, and political environment.

Criticism as described above, the researcher produces novelty in the form of a modification to the theory developed/ analyzed, namely that the government's political will manifests the representation of the political environment in making rules related to the health service function of the hospital.

### **Impact of Policy Implementation (X) on Work Effectiveness (Y)**

The second structure tested is how significant the impact of policy implementation (X) is on the work effectiveness variable (Y). The method of analysis used in hypothesis testing is the Structural Equation Model (SEM). Based on the table above, it can be concluded that the factor weight coefficient (Standardized) of the Measurement Model in this study has a significant effect, meaning that all manifest variables can explain each latent variable well. Therefore, the descriptions for each exogenous latent variable are as follows:

- a. Exogenous latent variables of policy implementation as measured by manifest variables (factors): size and policy objectives (X1-1), resource factors (X1-2), implementing organizational characteristics (X1-3), attitudes of the implementers (X1-4), communication between related organizations (X1-5) as well as the economic, social and political environment (X1-6) is correct, significant test results evidence this.
- b. Endogenous latent variables Employee work effectiveness as measured by manifest (aspect) variables: quality accuracy (Y1), quantity accuracy (Y2), and timeliness (Y3) aspects are correct; significant test results evidence this.

Based on the picture above, it can be seen that the factor attitudes of the implementers predict the policy implementation variable by 6.1%, communication factors between organizations related to the characteristics of the implementing organizations each contribute 5.7% to policy implementation. The resource factor contributes 5.6%, and the social environment, Political economy contributed 4.1% to policy implementation, so that the total effect of policy implementation on employee work effectiveness was 31.9%. The results of these statistical calculations can be explained that

1. Implementation of the minimum service standard policy has had a positive and significant impact on work effectiveness
2. The contents of policies relating to the SPM that regulate various activities are generally by organizational goals.
3. The involvement between work units is an integral part of supporting the success of a predetermined policy.
4. The influence of the community environment on achieving the targets of the MSS policy is an important matter that cannot be ignored.
5. The general public is not clear about the SPM policies issued
6. Both in quantity and quality, apparatus resources generally have supported the successful implementation of the MSS policy. However, in the context of increasing the work effectiveness of employees, it still requires additional officers according to the needs and workload carried out by the organization. Therefore, it should consider workload analysis by the primary duties and functions of each organizational unit so that the authority possessed by employees will be directly proportional to the current institutional format.
7. The responsibility of the implementing apparatus is an essential component in supporting the successful implementation of the policies that have been determined.
8. The attitude of the officials in the context of implementing the PMS policy is also influenced by the number of incentives received by officials for actions and obligations.



**Impact of Policy Implementation (X) on Community Satisfaction (Z)**

The results showed that the impact of the exogenous latent variable of policy implementation (X) on the endogenous latent variable of community satisfaction (Y) was 0.447 or 44.7%. The attitude factor of the implementers predicts that the policy implementation variable is 6.1%, the communication factor between organizations related to the characteristics of each implementing organization contributes 5.7% to policy implementation, the resource factor contributes 5.6%, and the social environment, political economy contributes as much as 4.1% on policy implementation so that the total effect of policy implementation on employee work effectiveness is 44.7%. The table above shows that the impact of the latent variable of policy implementation (X) on the endogenous latent variable of public satisfaction (Y) is 0.447 or 44.7%. Meanwhile, according to the confirmatory analysis factor model, the magnitude of the influence is the fair value of each the coefficient for each factor, be it standard factors, size and policy objectives (X1), resource factors (X2), characteristics of the implementing organization (X3), the attitudes of the implementers (X4), communication between related organizations (X5) and the environment. Exospore (X6) on endogenous variables of community satisfaction.

The statistical calculations above can be explained that implementing the minimum service standards policy has a huge and significant impact on community satisfaction. It means that this minimum service standard policy provides a substantial contribution to community satisfaction. With the SPM can motivate employees to achieve the targets set. However, this must also be accompanied by clear rewards. If the quality of services can improve, then the new service fees can be increased, of course, this is a hope for anyone who has achievements. The key to the successful implementation of this SPM policy is the existence of evaluation and monitoring. Thus, policy implementers will know what the shortcomings are and what obstacles they experience.

Community participation in health development has increased rapidly. Stakeholders' attention to health development is quite active, starting from the Musrenbang to enacting local regulations related to the health sector. From the description above, we can conclude that the SPM target can be achieved well to increase satisfaction with the community. The key is coordination between related elements in health service matters. The obstacle is the poor delivery of health services, besides the low commitment of human resources to work related to data, which hinders data acquisition to immediately take the right policy.

**Impact of Employee Work Effectiveness (Y) on Community Satisfaction (Z)**

The study results can be concluded that the factor weight coefficient (Standardized) of the Measurement Model in this study has a significant effect, meaning that all manifest variables can explain each latent variable well. Based on the picture above, it can be seen that the quality accuracy aspect predicts the employee work effectiveness variable by 9.6%, the quantity accuracy aspect contributes 11.4% to the employee work effectiveness, and the timeliness contributes 14.4% to the employee work effectiveness, so that the total effect of employee work effectiveness on community satisfaction is 35.4%. Based on the results of the statistical calculations above, it shows that the impact of the exogenous latent variable on employee work effectiveness (Y) on the endogenous latent variable of community satisfaction (Z) is 0.354 or 35.4% which is the square of the coefficient between the Y and Z variables of 0.595.

Therefore, it means that the effectiveness of this employee's work provides a sizeable contribution to community satisfaction. Furthermore, quality health services are a measure of satisfaction that affects the patient's desire to return to institutions that provide adequate health services. Therefore, to meet the needs and desires of patients to obtain existing satisfaction, it can ultimately increase trust in the hospital through excellent service. Assessment of service quality is born by comparing what should be received (expectation), as has been felt with the performance of the quality of service received (performance). From this comparison, the quality of service in principle is the degree or level that distinguishes between the experience of receiving or service compared to the quality of service received.

### Impact of Other Variables Not Researched (Epsilon)

As explained above, based on the results of statistical calculations that the impact of policy implementation (X) on customer satisfaction (Z) through the employee work effectiveness variable (Y) is 0.543 or 54.3%. This value is the multiplication of the X to Y path coefficient as an intervening variable of 0.564 (0.319) multiplied by the Y to Z path coefficient of 0.595 (0.354) multiplied by the magnitude of the X to Z relationship of 0.669 (0.447). It proves that the implementation of the SPM policy influences community satisfaction through the work effectiveness of employees alone, but other variables also influence it by 45.7%, which empirically has a significant effect. The decision variable that can be explained includes the work motivation of employees.

### CONCLUSION

1. Policy implementation on employee work effectiveness is quite large and has implications for community satisfaction at Type C Regional General Hospitals in Tasikmalaya and Ciamis Districts. This study also found that increased work effectiveness and its implications for community satisfaction are determined by implementing the SPM policy. But they were also determined by other variables not examined. The other variables referred to, among others, are employee work discipline, bureaucratic apparatus behavior, and motivation.
2. The implementation of the policy has a positive and significant impact on the work effectiveness of employees at Type C Regional General Hospitals in Tasikmalaya and Ciamis Districts. Therefore, it can be interpreted that the implementation of the Minimum Service Standards policy provides a fairly dominant contribution to increasing employee work effectiveness.
3. The study results also found that the implementation of policies has a positive and significant impact on community satisfaction. Therefore, it can be interpreted that the implementation of the Minimum Service Standards policy provides a very dominant contribution to the level of community satisfaction.
4. Employee work effectiveness provides a positive and significant impact on community satisfaction. Therefore, it can be interpreted that the work effectiveness of employees provides a very decisive contribution to the level of community satisfaction.

---

### REFERENCES

- Dutka. 2004. *Atribut-Atribut dari Konsumen Secara Universal*. Erlangga, Glora Aksara Pertama.
- Grindle, Merilee S., 1980. *Politics and Apolicy Implementation in the Third World*, New Jersey: Princetown University Press.
- Irawan, Handy. 2002. *10 Prinsip Kepuasan Pelanggan*. Jakarta : Elex Media Komputindo
- Islamy, M. Irfan. 2001. *Prinsip-Prinsip Perumusan Kebijaksanaan Negara*. Jakarta: Bumi Aksara.
- Nigro, Felix A. and Nigro, Lloyd G. 1977. *Modern Public Administration*. California : Harper and Row.
- Steers, Richard M. 2004. *Efektivitas Organisasi*. Terjemahan Magdalena Jamin. Jakarta: Erlangga.
- Sugiyono. 2007. *Metode Penelitian Administrasi*. Bandung : Alfabet.
- Supranto, J. 2007. *Pengukuran Tingkat Kepuasan publik Untuk Meningkatkan Pangsa Pasar*. Jakarta : Rineka Cipta.
- Van Meter, Donald dan Van Horn, Carl E. 2002. *The Policy Implementation Process – A Conceptual Framework*.
- Wahab, Abdul Solihin. 2007. *Analisis Kebijakan dan Formula ke Implementasi Kebijakan Negara*. Jakarta : Bumi Aksara.
- Widodo, 2007. *Analisis Kebijakan Publik : Konsep dan Aplikasi*. Surabaya: Bayumedia
- Ya'kub, Hamzah. 2004. *Efektivitas Kerja dalam Modernisasi*. Bandung : Diponegoro
- Zeithaml, V.A. 2000. *Delivering Quality Service, Balancing Customer Perceptions*

*and Expectations*. New York : The Free Press.

- Keputusan Menteri Pendayagunaan  
Aparatur Negara  
Nomor:EP/25/M.PAN/2/2004 tentang  
Pedoman Umum Penyusunan Indeks  
Kepuasan Masyarakat Unit Pelayanan  
Instansi Pemerintah
- Undang-Undang Nomor23 Tahun 2014  
tentang Pemerintah Daerah
- Undang-Undang Nomor44 Tahun 2009  
tentang Rumah Sakit
- Undang-undang Nomor 43 Tahun 1999  
tentang Pokok-Pokok Kepegawaian
- Peraturan Pemerintah No. 16 Tahun 2016  
Tentang Klasifikasi Rumah Sakit
- Peraturan Menteri Kesehatan Nomor :  
129/Menkes/SK/II/2008tentang  
Standar Pelayanan Minimal Rumah  
Sakit di Kabupaten/Kota