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PART B

**SOCIAL
SCIENCES AND
HUMANITIES**

 **PROORES**
BAKU, AZERBAIJAN

The nation's future success lies with science and education!

Heydar Aliyev
National Leader of Azerbaijan

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THE REFUNCTION OF ADMINISTRATION IN IMPROVING THE SERVICE OF ALOEI SABOE HOSPITAL GORONTALO INDONESIA

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ABSTRACT

This case study was a qualitative research. The findings were: first, there were a various functions of the administrative service of hospital consisting of: managerial, interpersonal, technical, routine, analysis, and spiritual function (MITRAS). Second, the process of the refuction of administration in improving the hospital service was not yet optimal, so that impacted obstacles in the implementation of administrative functions, one other thing was characterized by a long service time. Third, there were determining factors in the implementation of the refuction of administration in improving the hospital service. The hospital leadership has a transformational leader that was improved on the employees motivation to perform the service better, faster and cheaper. The communication between leader and employees was established well. The application of the values of work culture "serve" were not yet dominant to support the implementation of refuction in improving the hospital service.

Key words: refuction, administration, service

1. INTRODUCTION

The refuction as one dimension of the reform leads to efficiency and effectiveness of the work of the hospital. The optimization of administrative duties and functions aims to form the hospital that meets the demands of the community for because of the necessity of excellent service.

Practically, ideal condition for the realization of the efficiency and effectiveness of hospital service has not been in accordance with expectations. Along with the effort to improve service through the refuction of administration, Aloe Saboe Hospital Gorontalo encounters the challenges of citizen's demands to get the higher excellent service. Additionally, there are barriers that result in non optimal implementation of the administrative functions of the office.

The office support function is a part of government agencies, such as a hospital. This function supports each essential job duties and to achieve the goal in providing the health service. As a step to determine whether the bureaucracy of the hospital administration service is carried out their functions properly, Quible's theory describes five types of administrative functions of the office consisting of: managerial, interpersonal, technical, routine, and analysis function (MITRA):

"managerial function of organization relating to the implementation of administrative system and procedures. Interpersonal function requires assessment and analysis as a basis for decision-making and the skills to relate to others, such as coordinating team. Technical function requires the opinion, decision and office skills such as familieritas with some software. Routine function requires minimal thought such as recording, documenting, archiving, and others. Analysis function requires critical thinking and creatively with the ability to make decisions, such as creating and analyzing reports and making decisions".¹

The office support functions consisting of: managerial, interpersonal, technical, routine, and analysis function (MITRA) are not yet optimal to provide administrative service to the customers, such as a long service time and there is a delay in reporting of hospital service because of not utilizing an integrated management information system.

This article provides an overview of: (1) The performance of administrative functions of the hospital service; (2) The process of the refuction of administration; (3) The determining factors in the implementation of the refuction of administration in improving the hospital service.

This institutional case study is a qualitative methods, and Rapid Assessment Procedure (RAP) coupled with a quantitative methods. The qualitative methods related to data collection techniques through in-depth interviews, observations, documentation studies; and data analysis techniques through data reduction, data presentation, verification and conclusion. The quantitative methods related to data collection through survey techniques of 100 responden, and data analysis techniques using frequency tables and table percentages.

2. THE ADMINISTRATIVE FUNCTIONS IN THE HOSPITAL SERVICE

The result showed there were a various administrative functions of the service of Aloei Saboe Hospital Gorontalo consisting of: managerial, interpersonal, technical, routine, analysis, and spiritual function (MITRAS).

The managerial function was carried out by the application of standard operating procedures that be a reference to regulate and direct the work system of administrative service flow, so the administrative service to become more effective and efficient.

The interpersonal function was carried out by coordination between service units and communicated better to customers. Coordination through meetings and regular assembly to create harmony between the labor to resources of Hospital, does not occur overlap and avoid confusion in providing service. The ability to communicate well by hospital administrators as one strategy in order to ensure the improvement of patient health and increase productivity and performance of human resources in a comprehensive manner.

The technical function was carried out by hospital management information system in the form of computerized applications. As the Hospital Accreditation System in 2011 requires that to improve the efficiency of the hospital service is by utilizing the computerization and other technologies.²

The routine function was carried out by recording, data collection and storage the patient status contains clinical information, medical and all the events related to the patient's health in the form of a medical record that is indispensable to ensure the orderly administration of the hospital service.

The analysis function was carried out by collecting and analyzing the hospital data, making conclusions and decisions as drafting the work plan. The hospital data management based on the application of hospital management information system to provide data become available, then prepare the reports of duties periodically as a evaluation the hospital service.

The spiritual function was carried out by religious service in the form of spiritual guidance to employees. The focus of Hospital is not only in terms of medical service and administration, but also provide a spiritual service as a form of spiritual motivation for hospital employees to improve service performance.

Analytically, there are a variety of functions, activities, and different set of job description of the administrative service of hospital. All components be that of a system which have a series of related activities, interdependent, influence each other, as one function and a role in supporting the achievement of the hospital objectives in improving the quality of service to the community.

The success or failure of the implementation of one function having an affect on the success and failure of the execution of other functions, so it needs to be combined in order to achieve the objectives of hospital. The integration of managerial, interpersonal, technical, routine, analysis, and spiritual function (MITRAS) will provide a quality of service of the organization in accordance with the standard and can reach all levels of society.

3. THE PROCESS OF THE REFUNCTION OF ADMINISTRATION IN IMPROVING THE HOSPITAL SERVICE

The refunction is an attempt to improve the functioning of the administrative office function in the provision and granting of hospital service, so that it becomes more optimal in conducting quality of service that meets the needs of the community with demands for faster, cheaper and better. The process of refunction is : "restoring the organization functions through the optimization of activities in various fields to improve the functioning of the activities to be optimal consisting of: development of facilities and infrastructure tools as a means of supporting the performance, division of duties and authorities of executor, human resource development, increased funds to support activities".⁴

The results showed the process of the refunction of administration to improve the hospital service was implemented systematically through the steps of preparation, planning and execution. Preparatory step was marked by studying the activities of administrative best practices through a comparative study such as benchmarking of Indonesia's leading hospitals.

Planning step concerning the objectives to be achieved, namely the optimization of functions of health care and administrative service, clarify clearly to realize the optimization of the various activities of the administrative functions and target, namely setting up organizational structures, development of facilities and technology service, human resource development, increased funding, structuring the system of service process, the role and responsibilities of personnel performing each activity, the time of implementation, and the achievement targets.

The implementation of the refunction of administration marked by structuring a more streamlined organizational structure contained in Regional Regulation of Gorontalo Number 13 Year 2008 on Organizational Structure of the Aloei Saboe Hospital⁵, and Mayor Regulation of Gorontalo Number 24 Years 2008 on Main Duties and Functions of the Structural Position of Aloei Saboe Hospital⁶. As writers have a notion that organizational structure as the relationship between employees and their overall activities consisting of the division of duties, jobs or functions of an employee who performs it.⁷

The organizational structure is an approach in organizing the work and allocate the members, so that the goal can be achieved effectively within the cooperation system regularly focusing on the vision, mission and goals.

Along with the setup organizational structures, the goal of refunction leads to the development of the means and technology service, but until 2013 has not been met the needs of the service. The hospital management information system is not yet functioned in an integrated computerized system that processes and integrates the flow of administrative service in the form of network coordination, reporting and administrative procedures to support the performance of health service and obtain information in a timely, appropriate, accurate,

transparent, accountable and efficient. Whereas writer have suggested that to improve health service in health clinics including the hospital done by utilizing the digitization of integrated care process, making it more efficient.⁸

The implementation of refuction through the development of administrative officer is adequate quantitatively. Administrative officers amounted to 356 people meet the needs the volume of work load. The level of education and technical training of employee meet the minimum quality of work load analysis. This situation shows the management and development of the number and competence of hospital personnel is consistent with the strategic planning based on the needs of hospital. According writers that:

"the availability of human resources that is integrated with an increase in the education level of qualification to be the driving force for the organization in performing the function of quality public services".⁹

The administrative officer of Aloe Saboe Hospital Gorontalo is an element that is very important, being one of the main pillars of the hospital-wheel drive in an effort to realize the vision and mission of the organization. Therefore, in order to be able to contribute optimally must be sure the resources are managed as best as possible through appropriate planning and recruitment, provide education and training that is closely related to the work performed. However, the behavior aspect that reflected mental model of employees not yet reflected rapidity of mindset and action to response the multiple of society demand, such as there is an employee who come late, so that impeded the service more fast.

Fund of the development of management information system and human resources are limited only realized 60 percent of 100 percent target achievement. Therefore, the manager of hospital needs to perform various breakthroughs, innovations and new opportunities for cooperation with the private sector to become partners in the development of management information system and human resources.

The process of the refuction of administration in improving the hospital service is not yet optimal impacted obstacles in the implementation of the functions of managerial, interpersonal, technical, routine, analysis, and spiritual (MITRAS), so that the function activities are not yet optimal. Technology with computerized system is not yet integrated hamper the speed, precision, accuracy, transparency, accountability, and efficiency of the coordination of activities, medical records, reporting and administrative procedures in the service. Limited fund hinder performance in innovation and new breakthroughs through an integrated management information system of the hospital.

Hospital management information system has not been functioning properly integrated resulting in a long service time and there is delay in reporting of hospital services. Analytically, I argued that the reform of the public services of Aloe Saboe Hospital Gorontalo has not been fully carried out. Structural changes madestill followed by the refuction of administration in half-measures. The target of the refuction has not been well identified in the planning stages, so it is not in accordance with the problems, demands and wishes of the people against the administrative services within the framework of achieving goals of hospital.

The existence of various obstacles which have resulted in the implementation of administrative functions has not been optimal showed that optimization of administrative functions of hospital has not been done in an integrated, continuous, comprehensive, sustained and sustainable. This means that the process of optimization of the function as long as it is effective, but not optimal, so that needs to be optimized. Especially if linked with the era of globalization which demands the services effectively and efficiently, then the optimization of hospital administration became very important. Thus, to restore the function of the actual hospital administration, it should return some administrative functions through the efforts of refuction by the various of way.

First, make improvements through the construction and development of an integrated management information system. During this time the hospital management information system has not been integrated, so that the performance of the organization has not been effective and efficient even tend not satisfactory because the performance becomes slow. Therefore, it can be done the development of an integrated management information system by way of providing and using the network and the application of an integrated management information system in each unit of hospital service, so that the entire administrative service flow can be processed and integrated through a computerized system in the form of network coordination, reporting and administrative procedures to support performance and obtain information in a timely, appropriate, accurate, transparent, accountable and efficient. Second, design and apply the award and punishment to the employee in improving mental model of employees. Third, make breakthroughs, innovations and new opportunities for cooperation with the private sector to be a partner of the development of management information system and human resources. Funding arrangements needed method of intervention, so that the revenue-sharing of the partners can be used to fund research and development of software of management information system integrated, training for technicians and the provision of the hardware. The model of the refuction of administration within the framework of the administrative reform of hospital services is focused on efficiency and effectiveness in the provision of quality public services.

4. THE DETERMINING FACTORS IN THE IMPLEMENTATION OF THE REFUNCTION OF ADMINISTRATION IN IMPROVING THE HOSPITAL SERVICE

The determining factors in the implementation of the refuction of administration in improving the service of Aloe Saboe Hospital Gorontalo are: first, the hospital leadership has a transformational leader that was improved on the employees motivation to perform the service better, faster and cheaper. The writer stated that: "leaders who demonstrate transformational leadership will lead to constant change towards betterment of the

organization, with these positive changes, employees are ready to accept a task, happy and satisfied in their work and will improve the productivity and performance of employees".⁹

Transformational leadership given occasion to employees be happy to accept the task of the leader and do not consider the duties as a burden in the works, so that employees are satisfied in their work. The confidence of each employee to raise awareness and mobilize attention to do better performance in achieving the realization of function optimization of the service of Aloei Saboe Hospital Gorontalo.

Second, vertical communication between the leader and subordinates as well as horizontal communication among employees was created good, exchanging information through formal and informal meetings, so that foster mutual trust as a basis for the development of cooperation between hospital personnel to achieve the implementation of the refuction of administration effectively in improving the service of Aloei Saboe Hospital Gorontalo. As writers have suggested a study that determined that collaboration and communication as a very important factor in improving the effectiveness and job satisfaction.¹⁰

Third, the application of the values of work culture "serve" are not yet dominant to support the implementation of refuction in improving the administrative service of Aloei Saboe Hospital Gorontalo. Therefore, the process of refuction as a strategic planning has not been running smoothly in practice. The work culture "serve" consisting of: commitment, cooperation, discipline, integrity, and competitive are values and philosophy that have been agreed and believed by all employees of Aloei Saboe Hospital Gorontalo as a basis and reference for achieving the excellent service goal of hospital. There is a delay of the hospital service showed weak spirit of competition to adapt to the times through computerized system that processes and integrates the entire administrative service workflow.

The success and failure of the implementation of the refuction of administration in the service of the hospital affected by the factors of leadership, communication and work culture "serve". These three factors will be the deciding factor that likely could be a motivating factor or inhibiting factor in the process of the refuction of administration in improving the quality of hospital services.

5. CONCLUSION

Seeing the condition of the implementation of the administrative functions of Aloei Saboe Hospital Gorontalo has not been in accordance with the actual functions, so it is required there function of administration to encourage the activities of the hospital administrative service more conducive, so that it can support a comprehensive health care. Up till now the process of the refuction of administration in improving the service of Aloei Saboe Hospital Gorontalo is not yet optimal, so that impacted obstacles in the implementation of administrative functions. The hospital management information system already functioning but is not yet integrated, mental model of employees not yet reflected rapidity of mindset and action to response the multiple of society demand, and funds are limited to support the development of hospital management information system and human resources, so that requiring the efforts of the refuction of hospital administration in a systematic, consistent, integrated, continuous, sustained, and comprehensive by changing the situation for the better and functioning optimally in support of the quality of hospital service. The refuction must done by using a hospital management information system in the computerized system that processes and integrates the entire administrative service workflow, design and apply the award and punishment to the employee in improving mental model of employees, and operational cooperation with the private sector. In addition, the need to maintain the work culture "serve" by pledging orientation toward actions, attitudes and behavior of the hospital members to the interests of the community.

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