

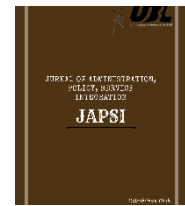
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Policy Implementation of the Social Security Organising Body Social Security
Policy Implementation to Create Excellent Service

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Abstract

The implementation of social security policies plays a crucial role in ensuring equitable access to quality healthcare services. This study examines the execution of the Social Security Organizing Agency policy at Menggala Regional General Hospital, with a focus on its effectiveness in delivering excellent healthcare services. Using a qualitative descriptive research approach, data was collected through interviews, direct observations, and document analysis. The findings highlight several challenges in policy implementation, including inadequate medical personnel, infrastructure limitations, bureaucratic inefficiencies, and communication gaps. Despite these obstacles, the hospital has made significant efforts to improve service delivery, such as expanding facilities, streamlining administrative procedures, and increasing medical staff. The study underscores the need for continued policy enhancements, improved resource allocation, and strengthened coordination among stakeholders to optimize healthcare service quality. By addressing these factors, the Social Security Organizing Agency can better fulfill its mission of providing accessible and efficient healthcare services to all participants.

Keywords: Social Security Organizing Agency, Healthcare Policy Implementation, Public Service, Healthcare Accessibility, Hospital Management.

1. Introduction

Ensuring a dignified life for every individual requires equitable access to adequate healthcare. As a fundamental obligation, the government must prioritize the provision of primary healthcare services for all Indonesians, regardless of their socioeconomic status (Chapman, 2016). By fulfilling this responsibility, the state not only meets the basic needs of its citizens but also strengthens social welfare, fostering a healthier and more equitable society. The state holds a fundamental responsibility in providing public services that benefit society as a whole (Heimburg & Ness, 2021). These services can be classified into three main categories: administrative services, goods-related services, and direct services. Among these, healthcare stands as a crucial element, directly impacting the well-being and quality of life of individuals (Fayaz & Azizinia, 2016). Recognizing the essential nature of healthcare, the state

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must actively intervene to ensure equitable access to high-quality health services for all citizens, thereby promoting overall public welfare and social stability (Adekugbe & Ibeh, 2024).

The implementation of policy is a critical phase in any governmental initiative, as it involves both rational decision-making and emotional considerations (Matjasko et al., 2016). Not all policies are executed independently; rather, they require a strategic approach that balances logic and public sentiment (Alford & Greve, 2017). Public policy, by nature, represents a collective effort to address societal challenges, serving as a deliberate course of action to resolve social issues (Waardenburg et al., 2020). One of the most pressing concerns within governance is the inadequate quality of public services, which remains a fundamental challenge for the bureaucratic system in effectively serving the community (Walle, 2016). During the reform era, public expectations for improved service delivery were high; however, meaningful and effective change has yet to materialize (Mdee & Mushi, 2021). This is evident in Tulang Bawang Regency, where the availability and capacity of healthcare facilities including hospitals, health centers, optometrists, pharmacies, and clinics play a crucial role in the implementation of the national health insurance program. These facilities operate in collaboration with the Health Insurance Provider Agency and the Health Social Security Organization to ensure broader access to essential healthcare services.

The premium system for participants in the National Health Insurance Social Organization has generated widespread dissatisfaction, primarily due to the perceived disparity between contributions and benefits. The periodic increase in premium costs based on tiered levels has placed a significant financial strain on the community in Kabupaten Tulang Bawang. Without substantial reforms, the continued implementation of this system is likely to result in persistent financial deficits, threatening the long-term sustainability of the program. Moreover, these deficits may undermine the performance and efficiency of the Health Social Security Organization, potentially compromising its ability to deliver accessible and high-quality healthcare services. To address these challenges, a more sustainable and equitable approach is essential to enhance the effectiveness of the national health insurance system while alleviating financial burdens on participants.

Menggala, the capital city of Tulang Bawang Regency, plays a pivotal role as both the administrative and economic hub of the region. In addition to its governmental significance, Menggala is a sub-district within Tulang Bawang Regency, home to the only public hospital in the area, the Regional General Hospital Menggala. Located centrally within the provincial city, this hospital serves a crucial function in the delivery of healthcare. However, the limited capacity and resources of the healthcare facilities pose considerable challenges, particularly for patients who rely on the national health insurance program. As the population continues to grow annually, the demand for healthcare services is expected to increase, bringing with it a rise in public health concerns. Previous studies have established a direct correlation between population growth and the escalation of health issues, including the spread of various diseases (Reswan et al., 2017), higher mobility of the population (Megawaty & Simanjuntak, 2017), and increased population density (Safitri, 2016). This trend is particularly evident in Menggala District, where the population has been steadily rising from 2019 to 2022. This growing population further amplifies the urgency of improving both the quality and accessibility of healthcare facilities, ensuring they are equipped to meet the increasing demand for medical services.

The increasing number of visits to Regional General Hospital Menggala, coupled with the annual growth in population, is anticipated to result in a rise in public health challenges. Among the most frequent issues reported by Social Security Organisation Body patients are long waiting times and the rejection of patients by hospitals or healthcare facilities. Furthermore, the intricate Social Security Organisation Body service process compounds these challenges, as participants are required to first visit a primary healthcare facility, such as a health center, before being referred to a hospital. Another significant concern is the insufficient coverage of medical expenses by Social Security Organisation Body, leaving many participants dissatisfied with the financial support provided. In light of these persistent issues, it is essential to conduct a thorough examination of the implementation of the Social Security Organizing Body policy, particularly regarding its impact on healthcare service delivery at Regional General Hospital Menggala.

2. Literature review

Implementation

Implementation is a systematic and multifaceted process aimed at transforming policies into tangible outcomes, ensuring that the intended goals are successfully achieved (Grainger-Brown & Malekpour, 2019). This process unfolds in several key stages (Wang et al., 2022). Initially, it involves the development of regulatory frameworks that offer a comprehensive interpretation and expansion of the policy, providing clear guidelines for execution. The second stage centers on the allocation of necessary resources, including financial support, infrastructure, and the assignment of qualified individuals or organizations tasked with carrying out the policy. Finally, the implementation phase emphasizes the practical delivery of the policy to the target population, ensuring that it is accessible and has a meaningful impact on the intended beneficiaries. Through these stages, the policy is effectively operationalized, contributing to the realization of its objectives.

From this perspective, it becomes clear that the policy implementation process involves much more than the actions of administrative bodies responsible for executing the program and ensuring compliance among the target population (Perdana et al., 2024). It is a multifaceted process that is influenced by a wide range of political, economic, and social factors, each exerting both direct and indirect effects on the behavior and decisions of all stakeholders (Farida et al., 2020). These external forces play a pivotal role in shaping the dynamics of implementation, guiding the trajectory of policy outcomes. Ultimately, the success of policy implementation depends on the alignment of these various forces, which, when effectively coordinated, enable the achievement of public policy objectives through strategic government action (Arif et al., 2019).

The implementation of policies can vary significantly in complexity, depending on the nature and scope of the initiative (Pfadenhauer et al., 2017). For straightforward policies, the process is typically managed by a single agency responsible for executing the plan (Dawes et al., 2016). An example of such a policy could be a public infrastructure development project designed to enhance the quality of life for citizens. In contrast, more complex and large-scale policies, such as those aimed at alleviating rural poverty, necessitate the involvement of multiple institutions across various levels of government (Li et al., 2018). This includes not only district and sub-district administrations but also village authorities. The success of these policies is shaped by a range of interconnected variables and factors, each contributing to the

overall outcome. The effective coordination and synergy of these elements are vital for achieving the policy's intended objectives (Glass & Newig, 2019).

Public service

Service is a process that occurs through the interaction between the recipient and the service provider, typically supported by an organization or institution equipped with the necessary resources (Miao et al., 2018). It is a fundamental activity carried out by individuals or organizations involved in service delivery, whether for commercial or non-commercial purposes. In practice, a clear distinction exists between services provided by commercial entities, generally managed by the private sector, and those offered by non-commercial organizations, which are predominantly governed by the public sector (Lapiente & Van de Walle, 2020). This difference arises from the varying objectives, management structures, and target audiences that characterize each type of service, influencing how they are organized and delivered (Loon et al., 2018).

Commercial service activities are primarily motivated by profit generation, aiming to achieve financial returns through the provision of services (Grimmelikhuijsen et al., 2017). In contrast, non-commercial service activities focus on offering services to the public or community without any profit-oriented goals (Malik & Verawati, 2016). These services are centered on addressing societal needs and enhancing the well-being of individuals, with an emphasis on service delivery rather than monetary gain. Public services, therefore, encompass a wide range of services, including both public goods and essential services, all of which are intended to benefit the broader community (Eckhard, 2021). Such services are generally the responsibility of government agencies at different levels, from central to regional authorities, and are executed in accordance with established laws and regulations to ensure equitable access and the fulfillment of the public's needs (Farida et al., 2018).

In summary, public service encompasses activities carried out by organizations to provide services that address community needs, ultimately aiming to enhance public welfare (Vickers et al., 2017). According to (Aswar & Engka, 2020), several key indicators define effective public service. These include simplicity, ensuring that services are easily accessible and understandable, and clarity and certainty, where information is presented in a clear and comprehensible manner. The competence and discipline of the workforce, encompassing both medical and non-medical personnel, are essential, as their professionalism and attitudes directly influence the quality of service. Additionally, fairness is critical, ensuring that services are delivered equitably and without discrimination. The adequacy of facilities and infrastructure, including both health-related and non-medical resources, is another important factor. Timeliness and convenience are also crucial, as services must be provided efficiently and promptly to achieve optimal outcomes. Finally, security, encompassing both safety and legal certainty, ensures that services are protected, compliant with legal standards, and provide reassurance to users.

Social Security Organising Agency

Social security is a comprehensive system designed to protect individuals from risks or events that may result in significant financial hardship or disruption of income (Godinic et al., 2020). Its primary objective is to provide medical care and financial assistance to mitigate the economic impacts of such events, while also ensuring support for families and children

(Barusman, 2024). In essence, social security serves as a vital form of social protection, ensuring that all members of society have access to the necessary resources to fulfill their basic needs. By doing so, it contributes to a foundational level of economic security and stability, fostering the well-being of individuals and communities alike (Barusman & Virgawenda, 2019).

The Social Security Organizing Agency for Health is a legal entity established to manage Indonesia's national health insurance program. It was created through the merger of four state-owned enterprises PT TASPEN, PT JAMSOSTEK, PT ASABRI, and PT ASKES into a single, unified entity. This agency oversees the administration of the national health insurance system, with participation being mandatory for all Indonesian citizens. The effectiveness of the National Labour Insurance program is evaluated through standardized performance indicators, which offer objective measures of healthcare access and utilization by National Labour Insurance participants. These indicators are aligned with the key components of the National Labour Insurance Roadmap, addressing areas such as enrollment, benefits, and the availability of health facilities. Enrollment indicators track data on active participation, contributions, and demographic details, including enrollment classes, participant groups, age, gender, and regional distribution. In addition, benefits indicators assess the accessibility of both outpatient and inpatient healthcare services available to participants.

Research Framework

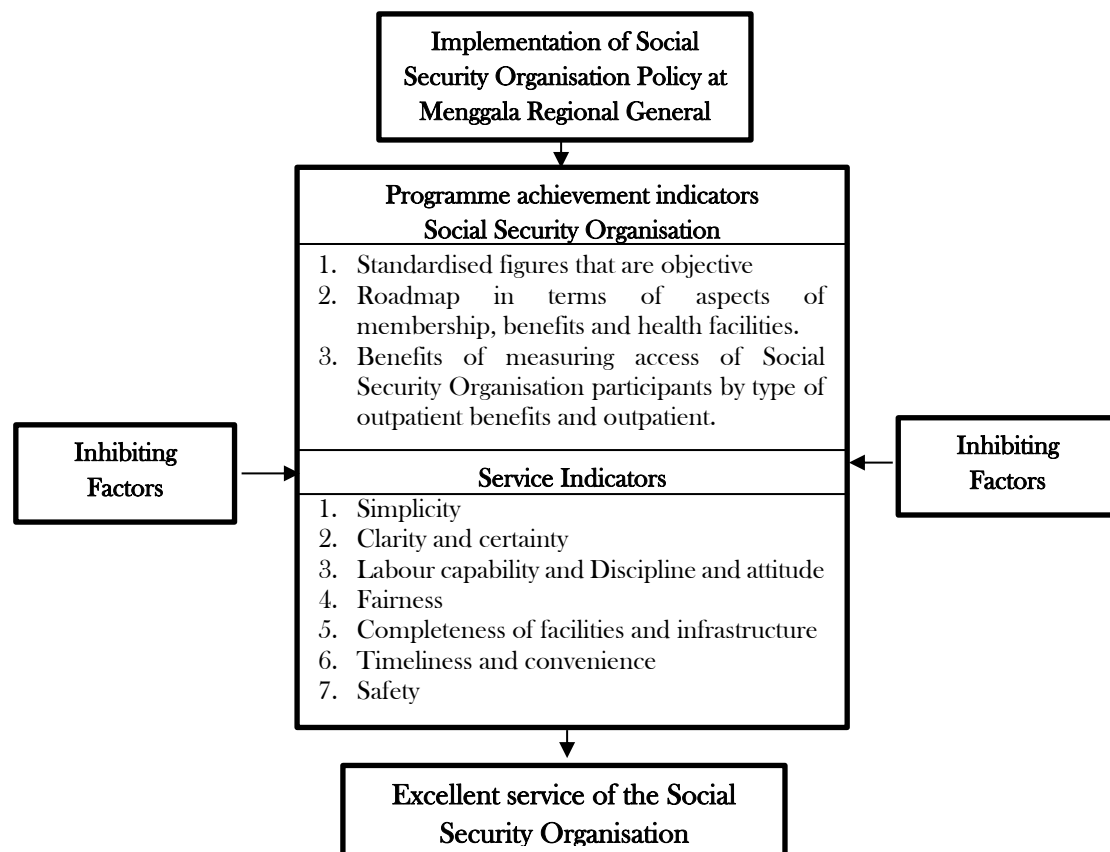


Figure 1. Framework

3. Methodology

Research methods refer to systematic scientific approaches aimed at obtaining valid data to discover, verify, and advance knowledge. These methods play a crucial role in enhancing understanding, solving problems, and anticipating future challenges (Dzogovic & Bajrami, 2023). In this study, a descriptive research design with a qualitative approach is employed to achieve a comprehensive analysis. Qualitative research seeks to explore and interpret the experiences and phenomena encountered by research subjects through detailed descriptions expressed in words and language (Barusman & Habiburrahman, 2022). This approach is conducted within a specific natural context and utilizes various scientific techniques to ensure depth and accuracy. The descriptive method, as a structured approach to problem-solving, focuses on illustrating the current state of the research object based on observable facts (Sibbald et al., 2021). The choice of a descriptive research model with a qualitative approach is driven by its ability to provide an in-depth examination of the implementation of the Social Security Provider Agency policy in delivering high-quality services. Furthermore, this approach enables an analysis of both the supporting and inhibiting factors influencing the policy's implementation at Menggala Regional General Hospital.

This study was conducted at Menggala Regional General Hospital, utilizing both primary and secondary data sources to ensure a comprehensive and well-rounded analysis. Primary data was collected through interviews and direct observations, enabling researchers to gain firsthand insights into the implementation of the Social Security Provider Agency policy aimed at enhancing healthcare service quality. Meanwhile, secondary data, obtained from official hospital records and documents, served as a crucial supplement to verify and strengthen the reliability of the primary data.

To facilitate data collection, two key techniques were employed: interviews and documentation. The interview process involved 21 informants, ensuring a diverse range of perspectives on policy implementation. Additionally, the documentation method was used to gather relevant records and reports that provided contextual support for the study. The data analysis process followed a structured framework comprising four key stages: data collection, data reduction, data presentation, and verification leading to conclusion drawing. This systematic approach ensured that the research findings were coherent, reliable, and accurately reflected the actual conditions at Menggala Regional General Hospital.

4. Research Results and Discussion

Implementation of the Social Security Provider Agency Programme Health Programme implementation at Menggala Regional Hospital

When the Social Security Organizing Agency was first implemented at Menggala Regional General Hospital, the institution faced significant challenges in its readiness to execute the program effectively. The hospital lacked a sufficient number of medical personnel and essential supporting facilities, which hindered the seamless integration of Social Security Organisation services. As the implementation of Social Security Organizing Agency inevitably led to an increase in the number of patients seeking medical treatment, the demand for additional healthcare professionals and enhanced infrastructure became even more critical to maintaining high-quality service standards. To ensure the delivery of excellent healthcare services, the hospital has continuously undertaken improvements across various operational

aspects. Key initiatives include expanding healthcare facilities, enhancing service quality, streamlining bureaucratic procedures, and increasing the number of medical personnel. These strategic measures aim to expedite patient treatment processes, minimize overcrowding in treatment clinics, and ultimately optimize the overall efficiency of healthcare services for Social Security Organizing Agency patients.

To further enhance healthcare services and support the effective implementation of the Social Security Organizing Agency program, the hospital has introduced several strategic improvements. These efforts primarily focus on streamlining bureaucratic processes, particularly in areas that directly impact the quality of services provided to Social Security Organisation patients. One of the key initiatives includes simplifying the patient registration system to reduce wait times and improve overall efficiency. Additionally, the hospital has expanded and optimized its pharmacy services, commonly known as the prescription exchange and drug collection counter, to ensure faster and more organized medication distribution. Moreover, to address the growing patient demand, the hospital has increased the number of doctors and nurses across various specialized clinics. Special attention has been given to high-demand medical fields, such as pulmonology, cardiology, neurology, and internal medicine, where patient volumes are particularly high. By implementing these measures, the hospital aims to enhance service efficiency, reduce patient congestion, and ensure timely and high-quality medical care for all Social Security Organisation beneficiaries.

Menggala Regional General Hospital remains committed to delivering high-quality healthcare services through the implementation of the Social Security Organizing Agency program, with a strong focus on patient comfort and satisfaction. To further enhance service quality, the hospital is actively expanding its physical infrastructure. A key initiative in this effort is the construction of a new building, undertaken in collaboration with the local government and other relevant stakeholders. This expansion aims to increase the capacity of Class III inpatient facilities and strengthen other essential healthcare support services, ensuring better accessibility and improved patient care.

To address existing challenges, the hospital has implemented several corrective measures, particularly aimed at improving healthcare facilities for Social Security Organizing Agency patients. Based on interview findings, significant improvements have been made to medical infrastructure to elevate service standards. However, certain areas, such as inpatient care, still require further development. Despite these challenges, the hospital remains committed to expanding the number of Class III inpatient installations to effectively accommodate the growing demand for healthcare services.

Additionally, the availability of skilled medical and administrative personnel plays a crucial role in the successful execution of the Social Security Organizing Agency program. Interviews indicate a pressing need for additional healthcare professionals and bureaucratic staff to optimize service delivery. By ensuring a well-equipped and competent workforce, Menggala Regional General Hospital strives to provide efficient, high-quality healthcare services while reinforcing its commitment to continuous improvement and patient-centered care.

Services of the Health Social Security Organisation at Menggala Regional Hospital in realising Excellent Service

In response to the increasing demand for high-quality healthcare services, Menggala Regional General Hospital, as a trusted healthcare provider endorsed by both the community and the government, must continually focus on ensuring the complete satisfaction of its service users. This includes Social Security Organisation Health patients, both PBI and Non-PBI members, as well as general patients who seek treatment without the use of health insurance. Achieving excellence in service requires an unwavering commitment to improving all aspects of healthcare delivery, both medical and non-medical. To cultivate a positive public perception and enhance the hospital's reputation, it is crucial to implement ongoing improvements in service quality. By maintaining high standards and addressing areas that need refinement, Menggala Regional General Hospital can further solidify trust within the community. Ultimately, the achievement of excellent service will depend on meeting clearly defined key performance indicators, which will be discussed in greater detail in the following sections:

a. Simplicity

Based on interviews with various informants regarding the simplicity of services at Menggala Regional General Hospital, it can be concluded that the hospital's services are generally perceived as simple, particularly in terms of service efficiency, as highlighted in the previously discussed aspects. However, the hospital must continue to seek improvements in the registration process, aiming to make it more organized, efficient, and comfortable for patients. This indicates that, in terms of simplicity, both medical and non-medical service procedures are relatively effective, with the hospital demonstrating a clear commitment to addressing and enhancing any concerns raised by patients. While certain issues remain unresolved, patients anticipate that the hospital will persist in finding optimal solutions, thus contributing to the achievement of excellent service at Menggala Regional General Hospital.

b. Clarity and Certainty

A series of interviews with various informants reveals that Menggala Regional General Hospital has effectively communicated and socialized information about the Social Security Provider Agency, addressing both administrative and technical aspects with remarkable efficiency. The hospital employs a variety of communication channels, such as e-catalogues, television advertisements, posters, pamphlets, and other media, to inform patients especially those utilizing the Social Security Provider Agency about procedures and service requirements. Based on the interview findings, it can be concluded that the clarity and certainty of this communication have played a crucial role in fostering excellent service at the hospital. The thorough and efficient dissemination of information on both administrative and technical matters related to the Health Social Security Organisation Agency has been particularly successful in ensuring patients are well-informed.

c. Labour Skills and Discipline

Through a series of interviews and direct observations within Menggala Regional General Hospital, it is evident that the hospital's staff generally excels in providing courteous service, clear communication, and professional interactions with patients seeking care. However, it is also noticeable that certain medical and non-medical personnel occasionally display disrespectful behavior toward patients. This behavior detracts from the hospital's

commitment to offering a consistently positive and respectful experience for all individuals seeking treatment.

d. Justice

Based on a series of interviews with informants, it is evident that Menggala Regional General Hospital generally demonstrates a strong commitment to ensuring equitable treatment for all patients. However, there are still occasional instances where some individuals within the hospital exploit their positions to offer preferential treatment to their family members, enabling them to bypass the waiting queue and receive expedited consultations and medications. Such practices are unfortunate, as they undermine the hospital's efforts to uphold fairness and integrity in its patient care practices.

e. Completeness of facilities and infrastructure

Based on interviews with various informants and an assessment of several health facilities and supporting services at Menggala Regional General Hospital, it is clear that the hospital generally provides comfortable, clean, and high-quality facilities. Many respondents emphasized that the hospital is well-equipped and staffed with competent doctors in their respective specialties. The public facilities, including wheelchairs for patients, comfortable waiting rooms with televisions, and print media for entertainment, were also positively noted. However, certain areas still require improvement, particularly the Class III bed facilities and the Emergency Unit, both of which need ongoing attention to further enhance the hospital's service delivery.

f. Punctuality and Convenience

One of the key issues that requires immediate attention at the hospital is the significant delay in the dispensing of medications, with many patients reporting waiting times of 2-3 hours. This ongoing problem must be resolved promptly, as it has a direct impact on the hospital's reputation. Furthermore, addressing this concern is vital for the hospital's broader commitment to enhancing service quality and ensuring its readiness to provide excellent care to all patients.

g. Security

Based on interviews with various informants, it is clear that the security measures at Menggala Regional General Hospital are effectively managed. The hospital maintains a strong presence of security personnel who are dedicated to protecting the hospital environment from potential threats or criminal activity. In addition, the premises are equipped with various security measures, including CCTV surveillance in key areas such as inpatient rooms and parking lots, to enhance the safety and comfort of patients. This emphasis on security plays a crucial role in creating a reassuring atmosphere for those seeking care. Furthermore, there have been no reports of malpractice, further underscoring the hospital's commitment to upholding high standards of care and professionalism.

Supporting and Barriers in the Implementation of the Social Security Organising Agency at Menggala Regional General Hospital

The supporting factors identified in the implementation of the Social Security Organizing Agency at Menggala Regional General Hospital, based on observations and interviews with hospital staff, highlight several key elements. First, the availability of a

registration machine has streamlined the patient registration process, making it more efficient. The hospital also benefits from a sufficient budget allocated for infrastructure and facility development, ensuring that the necessary resources are in place. Additionally, the hospital boasts a competent workforce, with skilled personnel contributing to the delivery of quality care. Collaborative efforts with students and other organizations further enhance the hospital's ability to provide comprehensive health services. The building itself is spacious and well-structured, allowing the hospital to accommodate a large number of Social Security Organizing Agency patients. Furthermore, the hospital offers a wide range of health facilities, ensuring that patients receive comprehensive care. To keep patients well-informed, the hospital effectively disseminates information about the Social Security Organizing Agency through television broadcasts, posters, and billboards. The presence of a suggestion or complaint box also allows patients to voice their concerns or provide feedback. Finally, the hospital's well-organized bureaucratic structure facilitates the smooth implementation of the Social Security Organizing Agency program. Notably, the hospital has improved its registration counter process, which previously required Social Security Organizing Agency patients to navigate several counters to obtain a treatment queue number. These supporting factors collectively contribute to the efficient and effective implementation of the Social Security Organizing Agency program at Menggala Regional General Hospital.

In addition to the supporting factors identified by researchers, several obstacles hinder the successful implementation of the Social Security Organization (SSO) program at Menggala Regional General Hospital. One major barrier is communication, as the public's limited understanding of the program results from insufficient acceptance of information. Many individuals are unwilling to read the guidelines or familiarize themselves with the stages of the SSO process, causing confusion. Despite the hospital and community health centers displaying necessary procedures, a significant number of people still fail to comprehend the program. Furthermore, the effective implementation of the SSO policy heavily depends on resources, which are inadequate at the hospital. The medical staff and personnel are insufficient compared to the increasing number of patients, making it difficult to provide adequate care. Another challenge is the shortage of class III inpatient beds. Although the hospital meets operational standards for bed availability, the rising number of patients has led to overcrowding in these wards, requiring an increase in capacity to ensure smooth operation of the program. Limited access to medications also complicates the situation. Doctors are required to prescribe drugs based on the National Formulary, but when medications are not included in the SSO's e-catalogue, patients must pay out-of-pocket, creating a financial burden. Additionally, the attitudes of some medical personnel, including doctors, nurses, and pharmacists, contribute to the problem. Unprofessional behavior toward patients enrolled in the SSO, particularly those originally registered under KJS, negatively affects the program's effectiveness. Finally, the claim submission process is not well-coordinated or integrated, leading to inefficiencies. Poor communication and collaboration between medical record officers and nurses often result in errors, while a lack of understanding of the process causes disputes between patients and the hospital. The process involves participants submitting claims to the hospital, which forwards them to the SSO for approval. Once approved, the SSO disburses funds to the hospital, which are then distributed to participants. These various factors highlight the need

for strategic solutions to address the challenges hindering the successful implementation of the SSO program.

5. Conclusions and Implication

Conclusion

Based on research conducted through observations, document studies, and interviews with various sources regarding the implementation of Social Security Organisation Health at Menggala Regional General Hospital in an effort to achieve Excellent Service, the researcher has identified four key factors that hinder the program's success. First, the communication factor is a major issue at the hospital, as the lack of effective socialization to the public contributes to poor understanding of the Social Security Organisation program. The hospital relies mainly on posters, banners, and TV advertisements, but these methods are not very effective because many patients do not pay attention to the available materials. Moreover, the communication from hospital staff is often unclear, unhelpful, and unfriendly, which causes frustration among patients, especially with the increasing number of patients each day. Second, the resource factor is another challenge, with insufficient nursing staff and medical personnel to handle the growing patient volume. Many staff members are slow and exhibit unprofessional behavior, which impacts the quality of service. Additionally, there are inadequate healthcare facilities, particularly the lack of inpatient rooms for class III patients. With the rising number of patients, the hospital must expand the number of class III inpatient rooms to meet the Ministry of Health's standards. Third, the disposition or attitude factor plays an important role in the implementation process. Staff members, including doctors, nurses, and pharmacists, need to not only be capable but also display professional behavior to ensure the success of the program. At Menggala Regional General Hospital, some staff members have shown unprofessional attitudes toward Social Security Organisation patients, particularly those originally registered under KJS, which negatively affects the program's effectiveness. Lastly, the bureaucratic structure factor presents significant challenges, especially in patient registration. Patients are required to queue from early morning to receive a number, and slow staff in the bureaucracy cause congestion, particularly in the pharmacy department where patients often wait for hours to receive medications. Moreover, the lengthy process for claiming medical equipment and the lack of transparency in class III inpatient room availability contribute to further complications. Despite these challenges, the implementation of Social Security Organisation at Menggala Regional General Hospital has been relatively successful. The hospital has been proactive in addressing service-related issues and has implemented various programs to improve Social Security Organisation implementation. In collaboration with the local government of Tulang Bawang, the hospital has expanded its healthcare facilities, including a 4D ultrasound, CT scan 64-slice, echo, treadmill, EMG, EEG, endoscopy, and cathlab. Physical developments have also included the addition of an HCU for adults, the development of an endocrinology clinic, NICU/PICU services, and an expanded Cathlab service. Looking ahead, the hospital plans to further improve healthcare services by constructing a new building on the vacant land behind the hospital, with support from the Tulang Bawang local government and private sectors. This expansion aims to address complaints about the limited number of class III inpatient rooms and enhance the hospital's ability to provide optimal healthcare services.

Implication

To ensure the successful implementation of the Health Social Security Organization program at Menggala Regional General Hospital, the hospital must continuously address issues related to the program through several key measures. First, improving the communication of Health Social Security Organization procedures and rules to patients is essential. These procedures should be presented in an engaging and clear manner to encourage more people to read and understand the information. Additionally, enhancing the patient registration process will contribute to better service quality at the hospital. Collaboration with health centers and students should be fostered to assist in disseminating Health Social Security Organization information, helping to reduce patient congestion and directing patients to health centers with the necessary facilities. Second, the hospital must increase both medical and non-medical staff with competent skills to enhance healthcare services. This includes expanding functional and managerial training programs for hospital staff and focusing on the development and empowerment of healthcare professionals. Furthermore, improving facilities and infrastructure is necessary, with an emphasis on upgrading medical and non-medical equipment, as well as room and medical support infrastructure. Third, a shift in mindset is required from both medical and non-medical staff to improve service quality. This involves enhancing competency programs and fostering a change in the work culture, which will improve the overall attitude of hospital employees and ensure better care for patients. Finally, the hospital must establish clear definitions of roles, functions, and work procedures for service units so that all employees understand their responsibilities. Strict penalties should be enforced for employees who neglect their duties or fail to follow procedures, ensuring accountability and encouraging high-quality service for patients.

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