PUBLIC SERVICE PERFORMANCE OF BLOOD TRANSFUSION UNITS DR SOEKARDJO REGIONAL GENERAL HOSPITAL

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ABSTRACT

The background of this research is that there has been no performance appraisal of the Blood Transfusion Unit of RSUD dr Soekardjo for almost 6 years of operation. This study aims to explain the performance of public services carried out by the Blood Transfusion Unit of RSUD dr Soekardjo. This research method is qualitative. Informants in this study found 6 people consisting of the head of the room and 5 people in charge of implementing it. Data collection techniques are by conducting interviews, observation, and documentation. The analysis technique used is the descriptive data analysis technique. After collecting data and recording data, the researcher performs data processing or analysis consisting of data reduction, data presentation, and reports. Results Based on the research that the performance of the Blood Transfusion Unit of RSUD is still not optimal. This is indicated by the productivity of employees who are still lacking in socializing blood donors and planning and preserving blood donors. The second is related to where employees still need to improve their ability to maintain facilities in order to provide comfort to service users and are often late so that services are hampered. The third is related to responsiveness where employees are still lacking in providing innovative services so that they are still unable to compete with other parties but in responding to complaints and community needs are sufficient. In terms of service, it is quite good. Employees are also transparent about the cost of blood processing. Finally, regarding employee accountability, there are still shortcomings where employees are still not able to carry out services by the vision and mission of the Blood Transfusion Unit of RSUD. In terms of service, it is quite good. Employees are also transparent about the cost of blood processing. Finally, regarding employee accountability, there are still shortcomings where employees are still not able to carry out services by the vision and mission of the Blood Transfusion Unit of RSUD. In terms of service, it is quite good. Employees are also transparent about the cost of blood processing.

Keywords: *Organization, Performance, Service, General, Hospital*

Introduction

The hospital is one of the most vital health service facilities, especially to support the implementation of health for the community (Widiaswari, 2020). The government must provide health facilities as a mandatory matter in the administration of government (Yuliani et al., 2020). In Indonesia itself, the implementation of health services is not only carried out by the government but also by the private sector so it is hoped that health services can be fulfilled and all people can access health facilities easily (Setiawati & Bastian, 2021). Although health services are the government's obligation (Tatang et al., 2019), currently health services can also be provided by the private sector. With the involvement of the private sector, of course, there will be competitiveness between government hospitals and private hospitals to attract public interest in using health facilities that according to the community are the best (Wijaya, 2012), so that this competitiveness forces government hospitals and private hospitals to improve services. work unit.

To meet the needs of the community, especially those related to health problems, each hospital provides various kinds of health services (Taufiq, 2019), one of which is blood services. Regional General Hospital Dr. Soekardjo is a government hospital owned by the city government of Tasikmalaya. Dr. Soekardjo Hospital has one service that not all hospitals have, namely a blood service unit, where usually every region in providing blood services is assisted by the Indonesian Red Cross (PMI), but because the city of Tasikmalaya does not yet have a PMI that provides blood services, a unit was created. Blood Transfusion Dr. Soekardjo in 2015 with the Decree of the Mayor of Tasikmalaya Number: 061/kep.661-Org/2015 concerning the Permit of the Blood Transfusion Unit (UTD) of Dr. Hospital. Soekardjo, City of Tasikmalaya. In carrying out its services, RSUD dr. Soekardjo collaborated with the SETARA (Setetes Darah Sejuta Harapan) foundation, especially in the issue of socialization and empowerment of blood donors to meet blood needs. In addition, in the implementation of services at the UTD RSUD dr Soekarjo, employees from the SETARA foundation are also placed so that there are 2 employment statuses.

The need for blood at the Hospital in the City of Tasikmalaya in one day reaches 30-35 pumpkins, so the total need in one month can reach 900-1000 pumpkins (https://priangantimurnews.tangan-rakyat.com/news-priangan/pr-1222752284).

This is certainly an important concern for the government to continue to optimize the number of blood donors so that this large enough need can be met. It needs the participation of all Blood Transfusion Unit officers, the government, and the community so that the needs of the community as customers of health services can be met.

To realize the hospital's goals of providing excellent service and patient satisfaction, it is necessary to measure the performance of each health service unit, where performance appraisal can be used to improve the performance of the service unit itself. The expression of Suryani and John (2018: 2) that: "To achieve maximum organizational results, every organization must try to fulfill its goals by utilizing its resources while ensuring the sustainability of the organization in the long term. This means that organizational performance is achieved if the task or work is carried out effectively and efficiently and remains relevant to the wishes of all stakeholders.

In the Blood Transfusion Unit of RSUD dr Soekardjo, so far no performance measurement has been carried out. If an evaluation is scheduled, especially those related internally to organizational performance, the results of the assessment can later be used as a reference for evaluation materials, both improvement, and improvement of organizational performance.

Based on the author's observations on the performance that has been given by the Blood Transfusion Unit of RSUD Dr. Soekardjo, the City of Tasikmalaya must further improve its performance so that it can form an excellent service. The poor performance of the the Blood Transfusion Unit of RSUD dr Soekardjo is evidenced by the indicators of problems that arise, including There is

still a lack of employees in socializing the benefits of blood donation so that public awareness is still low to donate blood. Employees are still not optimally running the blood preservation program so the bloodstock has not been able to meet the needs. Innovations made by employees on services are still lacking, so there are still complaints and comparing the services provided to PMI. Lack of employee response in serving blood services, especially in meeting the needs of blood platelets due to lack of equipment. There are still employees who do not provide services according to service standards. There are still many employees who are often late so sometimes it hampers service. There is still a lack of employee responsibility in providing cost information so that there is still the assumption of buying and selling blood.

With several indicators of these problems, the Blood Transfusion Unit of RSUD dr. Soekarno is deemed necessary to improve the performance of his organization to realize excellent service related to blood services. This research is very interesting to study, especially since the author is an employee at the Blood Transfusion Unit of RSUD Dr. Soekardjo so the results of the research can later be used as an evaluation material and shape the performance of the Blood Transfusion Unit of Dr. RSUP. Soekardjo Hospital so that it can be even better and can provide excellent service to the community and also to find out the next steps for all employees.

Based on the explanation above, the authors are interested in conducting a study entitled "Performance of the Blood Transfusion Service Unit at Dr. Soekardjo Hospital, Tasikmalaya City"

Literature Review

The success of an organization can be seen from the performance of the organization (Rumintjap, 2013). Organizational performance plays an important role in realizing the goals to be achieved. According to Mulyadi (2007) that 'Organizational performance is the success of personnel, teams or organizations in realizing the strategic goals that have been set previously with the expected behavior.' Based on Mulyadi's opinion, it can be interpreted that organizational performance is good or bad, this can be seen from the work done by all employees in an organization who have done their work by the targets or goals of the organization itself. by using standard operating work procedures that have been made so that there are no deviations. According to Mulyadi, the expected behavior is the behavior of employees in carrying out their work based on predetermined SOPs so that human resources play an important role in the performance of an organization.

Sembiring (2012:81) defines 'Performance as a description of the level of achievement, implementation of activities, programs and policies using several resources to achieve the goals that have been set.' In management must be input proses and output (Sujai, I.,

Aditiyawarman, A., Nursetiawan, I., & Yuliani, D., 2022).

Sembiring's view is more inclined to the implementation of a program or activity that has been planned whether the program is running well or not based on an agreed policy regarding the use of resources to achieve the objectives of the program or activity that has been previously determined. In my opinion, the measurement of organizational performance is based on two aspects, namely the success of the program and the efficiency of the resources used.
Meanwhile, according to Quansah and Nancy (Suryani & FoEh, 2018) argue that 'The final results of the organization are measured based on the goals and objectives that have been set.'

Quansah and Nancy's opinion is simpler than the previous 2 opinions where organizational performance is only seen from the final results produced by an organization and whether the results obtained are by the desired goals and objectives without any provisions that must be implemented in achieving these results, in contrast to the previous opinion. where achieving the goals must be by the expected behavior and also with the policy of using resources so that the good and bad performance of the organization is only seen from the final result and does not pay attention to the process in achieving it.

In measuring the performance of an organization of course several dimensions are measured to determine whether or not the performance of an

organization is good. There are several expert opinions regarding the indicators used to measure organizational performance. According to Agus Dwiyanto (2008:50), several indicators can be used to measure the performance of the public bureaucracy, namely as follows:

The first is productivity. The concept of productivity not only measures the level of efficiency but also effectiveness. Productivity is generally understood as the ratio between inputs and outputs. The concept of productivity is considered too narrow and then the General Accounting Office (GAO) tries to develop a broader productivity measure by including how many public services have the expected results as an important performance indicator. According to Sedarmayanti (2004) that: "Productivity is how to produce or increase the results of goods and services as high as possible by utilizing human resources efficiently. Productivity is the achievement of the work of employees to achieve organizational goals.

The second is the quality of service. The main source of service quality data is obtained from service users or the community in assessing service quality. The issue of service quality tends to become increasingly important in explaining the performance of public service organizations. Many negative views that are formed about public organizations arise because of public dissatisfaction with the quality of services received from public

organizations. According to Tjiptono in Sunyoto (2012) that: "Quality or quality in the service industry is the presentation of a product or service according to the applicable standards at the place where the product is held and its delivery is at least the same as what consumers want and expect".

The third is responsiveness. Responsiveness is the organization's ability to recognize community needs set service priorities, as well as develop public service programs by community needs and aspirations. Responsiveness is included as one of the performance indicators because responsiveness directly describes the ability of public organizations to carry out their mission and goals, especially to meet the needs of the community. Low responsiveness is indicated by the misalignment between services and community needs. This clearly shows the failure of the organization in realizing the mission and goals of public organizations. According to Dilulio (1994) (Sukma et al., 2021): "Responsivity is the ability of the bureaucracy to recognize services and develop service programs that are by the needs and aspirations of the community"

Fourth, is a responsibility, which is to explain whether the implementation of the activities of a public organization is carried out by correct administrative principles or by organizational policies. This can be assessed from the analysis of documents and reports of organizational activities by matching the implementation of

organizational activities and programs with provisions within the organization. According to Pinto: "Responsibility is shown in indicators that determine the birth of responsibility, namely standards that have been determined in advance in an obligation that must be obeyed. So the principle of responsibility in the sense of responsibility emphasizes more an action that must or must be carried out consciously and ready to bear all risks based on that moral.

Fifth is accountability. Public accountability refers to how much the policies and activities of public organizations are subject to public officials elected by the people. The assumption is that these political officials are elected because they are elected by the people, by they will always represent the interests of the people. In this context, the basic concept of public accountability can be used to see the extent to which the policies and activities of public organizations are in line with the will of the public at large. The performance of public organizations can not only be seen from the internal steps developed by public organizations or the government, such as achieving targets. Performance must be assessed from external measures, such as values and norms prevailing in society. Dwiyanto (2002) also argues that: "Public service accountability is a measure that shows how big the level of conformity of public service delivery with external norms or values that exist in society such as service transparency, principles of justice, a guarantee of law

enforcement, and service orientation developed towards recipients or service users.

Meanwhile, the measurement of organizational performance delivered by Jerry Harbor (Sedarmanto, 2009:13) recommends 6 aspects, namely: (1) Productivity: Ability to produce goods and services; (2) Quality: Produce goods and services that meet quality standards; (3) Timeliness: The time required to produce these goods and services; (4) Turnaround time: The time required in each process of changing goods and services and then arriving at the customer or consumer; (5) Use of resources: The resources needed to produce these goods and services; and (6) Cost: Cost required.

Research Methods

The approach used in this study is qualitative. A qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. The qualitative approach has natural characteristics (Natural Serfing) as a source of direct data, descriptive, process is more important than the results. Objects in qualitative research are natural objects or natural settings, so this research is often called naturalistic research. Natural objects are objects that are as they are, not manipulated by researchers so that the conditions when researchers enter the object, after being inside the object and leaving the object are relatively unchanged. This research was

conducted at the Regional General Hospital Dr. Soekarjo City of Tasikmalaya, by collecting primary data and secondary data. Primary data was obtained through observation and interviews with informants consisting of 6 informants, where the Head of the Blood Transfusion Unit was the key informant. Determination of informants through a sampling technique, namely purposive sampling technique because it requires a sample to obtain the information needed in this study. Secondary data were obtained from the results of literature studies and other reference studies relevant to this research.

The data that has been collected is then analyzed using descriptive data analysis techniques, namely by collecting factual data and describing it. The data comes from all the information obtained from interviews and documents through several stages. After data collection and data recording, researchers conducted interaction analysis which consisted of data reduction, data presentation, and reports or concluding.

Results and Discussion

The results of interviews with 6 informants at the Blood Transfusion Unit of RSUD Dr. Soekardjo Tasikmalaya City on 11 indicators related to 5 dimensions of organizational performance, recapitulation of interview results as follows:

Table 1. Research Result

NO	DIMENSIONS	INDICATOR	EVALUATION
1.	Productivity	A. Employees actively socialize about the benefits of blood donation.	Not enough well
		B. Employees actively plan and implement blood donor conservation programs.	Not enough well
2.	Service Quality	A. Employees are able to maintain facilities that provide comfort to service users.	Not enough well
		B. Employees always arrive on time to work.	Not enough well
3.	Responsiveness	A. Employees respond to complaints and community needs.	Well
		B. Employees innovate so that they are not less competitive with others.	Not enough well

NO	DIMENSIONS	INDICATOR	EVALUATION
4.	Responsibility	A. Employees perform services in accordance with predetermined service standards.	well
		B. Employees are alert if there are donors who feel dizzy, nauseated, swollen in the injection site and others.	well
5.	Accountability	A. Employees provide services with orientation to the vision and mission of the organization.	Not good
		B. Employees do not discriminate in providing services.	Pretty good
		C. Employees openly or transparently explain the costs of blood processing.	Pretty good

Based on the results of interviews and observations regarding productivity related to employee activities in socializing the benefits of blood donation, the UTD RSUD dr Soekardjo has not been implemented properly because there are still no employees who are directly responsible for P2D2S due to limited numbers. employees and the absence of a good cooperative relationship with the Department of Health and also PKRS RSUD dr Soekardjo to hold a socialization program to the community. Then regarding the activeness of employees in planning and implementing blood preservation programs at the Blood Transfusion Unit of RSUD Dr. Soekardjo, Tasikmalaya City, it is still lacking and there must be an increase because programs such as mobile units are still rare. done so that it cannot produce bloodstock to meet patient needs.

The quality of UTD services at RSUD dr. Soekardjo based on the results of interviews and observations related to The ability of the employees of the Blood Transfusion Unit at RSUD dr. Soekardjo in maintaining service facilities is still lacking where many facilities or service support tools have been damaged due to the lack of staff able to carry out maintenance. Then regarding medical devices, many calibrations must be carried out to maintain the quality of blood test results because of the unavailability of calibration equipment and to establish cooperation with outside parties constrained by the bureaucracy in the RSUD itself. Then related to the discipline of UTD RSUD dr Soekardjo's employees to come on time to work is still not good.

Furthermore, the responsiveness of UTD RSUD dr Soekardjo based on the results of interviews and

observations of employees of the Blood Transfusion Unit is quite good in responding to the needs and complaints of the community or service users where employees are quite responsive to service users, both donors, and requests for blood from the patient's family. There are some community needs and complaints that cannot be handled directly, but there are other solutions that UTDRS provides to service users. However, employee innovation is still lacking so it is still unable to compete with PMI because there are still many donors who choose to donate blood at PMI compared to UTDRS.

Then the responsibility of UTD RSUD Dr. Soekardjo based on the results of interviews and observations that the employees of the Blood Transfusion Unit of RSUD Dr. Soekardjo have provided services by service standards because employees are aware of the importance of doing their work by SOPs. After all, the services provided are related to human life and as self-protection. employees if a problem occurs and is related to the preparedness and accountability of employees when a donor is nauseated, dizzy, and swollen in the area of the stabbing, it is good because it is supported by the expertise of the Blood Transfusion Unit, dr. a form of responsibility by accompanying the donor until he recovers and is safe when he returns home and Attitude of UTD RSUD dr. Soekardjo's attitude is quite good in explaining the cost of blood processing and also transparently

because the related costs have been regulated by the BPPD so there is no difference in delivery. However, it is necessary to improve communication to the community so that people understand discriminatory attitudes and are also related to the cost of blood processing so that there is no misunderstanding in the community.

Based on the results of research and discussion on the performance of the Blood Transfusion Service Unit at RSUD Dr. Soekardjo Tasikmalaya City, the authors can conclude that the performance of the Blood Transfusion Service Unit at RSUD Dr. Soekardjo Tasikmalaya City is not yet optimal. This is due to the lack of service performance as in the first dimension, namely productivity with indicators of employees actively socializing the benefits of blood donation and indicators of employees planning and implementing poor blood donor preservation programs. The second dimension is the quality of service with indicators that employees can maintain facilities that provide comfort to service users and indicators of employees who always come on time to work are still not good. The three dimensions of responsiveness with indicators that employees respond to complaints and community needs are good, but indicators of employees innovating so as not to compete with others are still not good. Fourth is the accountability dimension with indicators of employees providing services oriented to the vision and mission of the organization which is

still not good but employee indicators are not discriminatory in providing services and employee indicators explain openly or transparently related to the cost of processing blood, performance is quite good, while the dimension of responsibility with indicators employees perform services by predetermined service standards and employee indicators are alert if a donor feels dizzy, nauseous, swollen at the injection site and others. good in their performance.

Conclusion

The performance of public services at the Blood Transfusion Unit of the Dr. Regional General Hospital. Soekardjo Tasikmalaya City is not optimal, this is evidenced by the low productivity of employees to fulfill the target of blood needs caused by the lack of socialization to the community carried out by the hospital. In addition, the convenience of the service area and the response of employees also affect the public's interest in donating blood. Therefore, the authors suggest several things to the Blood Transfusion Unit of Dr. Regional General Hospital. Soekardjo of Tasikmalaya City as follows:

First, it is necessary to establish a Voluntary Blood Donor Search and Preservation section (P2D2S) to actively socialize and plan and implement blood donor conservation to increase donor awareness in the community and fulfill blood needs in UTD RSUD dr Soekardjo so that the vision and mission of UTDRS can be realized.

Second, the hospital management needs to provide more opportunities for employees to participate in training and seminars and the results are applied to create service innovations so that they are not less competitive with other parties.

Third, the hospital management must improve communication with the community through socialization, both directly and by utilizing social media so that people are moved to donate blood.

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