

Improving The Quality Of Health Services In Bhayangkara Hospital Tebing Tinggi

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Abstract:

Hospital is one of the reference service unit that has function to health restoration, health maintenance and health rehabilitation function. Health services expected in hospitals are service oriented to customer satisfaction through quality health care and accredited. This research is a quantitative and qualitative research analyzed descriptively to analyze the quality of health service and customer satisfaction as well as to identify the supporting and inhibiting factors of health services in Kota Tebing Tinggi on the basis of regulation of Law No. 44 of 2009 on hospital. This research was conducted in Bhayangkara Tebing Tinggi Hospital with quantitative number of samples of 50 patients, and informants for 4 qualitative data consisting of health stakeholder elements, management elements of Bhayangkara Tebing Tinggi Hospital, Tebing Tinggi City Health Department and the elements of City Council of Tebing High. Data analysis uses descriptive analysis for quantitative data and content analysis for qualitative data. The result of the research shows that based on the service quality aspect, it is known that the respondents and the research informants give good response to the health service procedures, service tariff, the availability of facilities and infrastructure and the competence of health workers in Bhayangkara Tebing Tinggi Hospital. Based on the aspect of customer satisfaction known in quantity is generally assessed variation of indicators contained in the dimension of customer satisfaction in Bhayangkara Tebing Tinggi Hospital. The result of accumulation shows the physical appearance dimension of 76% of respondents including good category, 62% also belong to good category for dimension of reliability, and for responsiveness 72% also assessed good and same assurance dimension that is equal to 58% including good category, and for empathy dimension including good category that is equal to 66%. Efforts to improve the quality of health services in Tebing Tinggi City are integrated and systemized through the implementation of public policy for health services, strengthening health system related regulations, health service cost and budget allocation for the health sector so as to accommodate all implementation of health policies and programs in Tebing Tinggi City. It is advisable to the Tebing Tinggi City Government to formulate an adequate health system and objective analysis of the public health situation in Tebing Tinggi City and need to increase its participation in health development efforts in Kota Tebing Tinggi through enhanced coordination and cooperation with health service units. Others in the city of Tebing Tinggi and improve the coverage of service indicators in Bhayangkara Tebing Tinggi Hospital through strengthening accreditation and seeking to become the Regional Public Service Agency of Tebing Tinggi City.

Keywords: Quality of Hospital Service, Customer Satisfaction

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I. INTRODUCTION

Hospitals very prominent role in policy implementation in the field of public health. The role of the government in this field is to facilitate the health services needed by the community. The government should realize this health policy implementation, which is able to solve the problems facing society in the field of health. Basic essence of the hospital is meeting the needs and demands of patients who expect the completion of his health problems at the hospital. Patients perceive that only hospitals able to provide medical services as healing and recovery efforts for the pain he suffered. Patients expect a service that is ready, quick, responsive and comfortable to complaints disease patients (Walgito, 2000: 18). Public health services in the region is not without obstacles, especially the attitude, and actions of health workers in hospitals are not resting on our attitudes and actions toward helping people, especially the poor. Behavior motivated officers to obtain material benefits for the hospital, whether it is public or private hospital. This attitude is an obstacle in improving service, under the influence of mental materialistic. The interest difference between matter and improving services, improving quality of care affect the success expected by society. Conflict of interest is the cause of most of the people, especially the poor do not receive their required services. A different perspective between the service and the interests of this institution into a prolonged dilemma.

The ability of the leadership of the hospital to improve services is essential to compete in the service of the community in need. This service bureaucracy is characteristic of the structure and design of the normative principles. Thus effacing material interest or advantage, although it is important, especially for private hospitals. Coaching skills in improving service, tinging division right job, followed by the granting of authority in the execution of tasks. Career guidance, educational background and training, as well as coordination among implementers, is a process-oriented kepaasa public interest. The services also require officers to seriously focus on the vision, mission and carry it out properly. For the implementation of good service in accordance with the regulations, required service quality standards to assess whether the service was satisfactory for the community or not. Leaders Sumah sick then monitor and control the level of effectiveness and efficiency of the services provided. The public service is determined by the executive service, both in attitude and motivation in providing services. This is very related to the welfare of the executive service, and not without the support of adequate working facilities, timeliness, transparency and certainty to the improvement of the quality of public services. The hospital is one of the health care providers in health development efforts in Indonesia.

In general, health problems in Tebing Tinggi is a shared responsibility of the city government to the health sector. One is the role of hospitals in providing health services to the community and to contribute actively in the efforts of health care and improve public health. Contributions RS Bhayangkara Tebing Tinggi is in accordance with the duties and functions as a center for medical referral services. The objective conditions indicate the existence of an epidemiological transition in Tebing Tinggi over the past years as indicated on the diversity of people's complaints that come for treatment to the hospital Bhayangkara, as well as the results of the activities of social service that is integrated with other stakeholders also find a variety of disease conditions that exist in society Tebing Tinggi.

This research aims to analyze the quality of public health services in Tebing Tinggi; analyze the level of patient satisfaction in hospitals Bhayangkara Tebing Tinggi; and analyzes the factors that support the improvement of the quality of public health services and inhibiting factors Bhayangkara Hospital Tebing Tinggi.

II. LITERATURE REVIEW

Hospital

Hospital is an organization engaged in the health care field who daily come into contact with patients. Hospital as one of the sub health care system that provides health services include medical services, medical support services, medical rehabilitation and care services. The service is carried out through the emergency department, outpatient department and inpatient unit. According to Law 44 of 2009 on Hospitals can be defined as a means of health efforts in conducting health and can be used for health education and research.

Hospital Services

According Wijono (1999: 42) quality of health care can be solely for the purpose is of the technical aspects of medical only relate directly between medical services and patients, or the quality of health and social standpoint and the health care system as a whole, including the consequences of management administrative, financial, equipment and other health professionals. According to Azwar (1996: 12) quality of health care is to show the degree of perfection of health services and cause complacency on in each patient.

Theory of Management

Management theory relating to the management of an organization which has the functions of planning, organizing, implementation and monitoring. The new organization can be in motion if the function management can work well. The word management comes from the ancient French language management, meaning art implement and manage. Ricky W. Griffin defines management as a process of planning, organizing, directing, and controlling the power smber to achieve the objectives (goals) effectively and efficiently.

Theory of Service Quality

According Aditama (2002: 153) quality of health care is always a concern of study materials and experts in different countries. Understanding the quality of health care has become more complicated due to economic considerations. On the one hand, the same - the same awareness of the link between the costs incurred with the resulting quality. But, on the other hand, there are no strict limits on how far the degree of quality need to be achieved when adapted to the existing budgetary considerations. Books Feigenbaun AV (1992) translated into Indonesian titled Quality Control Integrated, generally mention that the quality of products and services is defined as the total combined characteristics of products and services from marketing, engineering, manufacturing, and maintenance that make the products and services used meet customer expectations.

Theory of Public Service

According to Munir (2000: 17) service is a series of activities, because the service is also a process. As a process, the service takes place regularly and berkesinambungan which covers the whole life of people in the community. While the definition of service according to Fandy Tjiptono is: "Service or service is any act or acts that can be offered by one party to another, which is Intangible (not a physical shape) and does not result in ownership of something" Tjiptono Fandy (1996: 38). Another opinion is according to the Ratminto Grönroos (2005:

On Public Satisfaction Index (HPI)

One effort to improve the quality of public services, as mandated by the Law of the Republic of Indonesia Number 25 Year 2000 concerning the National Development Program (Propenas), will need to establish community satisfaction index as a benchmark to assess the level of quality of service. Decree of the Minister of Administrative Reform No. 25 of 2004 on General Guidelines for Preparation Satisfaction Index Service Unit Government Agencies states that: Community Satisfaction Index (HPI) is the data and information about the level of satisfaction of the community obtained and the measurement results either quantitatively on the opinion of the public in obtaining services of the apparatus of public service providers by comparing the expectations and needs.

Theory of Public Policy

The function of a state government include the functions of the allocation, distribution and stabilization which aims to maintain and ensure the integrity and survival of the state for the creation of equitable distribution of development outcomes and improved welfare of society equally. One of the policies in question are public policies, which policies are formulated and developed by the government in regulating the life of the country or can also be interpreted as a direction or action taken by the government to deal with something problem in the country, such as the provision of human resources quality in the globalization era and demands that public services increasingly fundamental and complex, but according Cristoper Pollit (1979:

The concept of Health Care Policy

The de facto health services included in the scope of public policy, considering the regulations issued by the government to encourage all parties to harmonize the efforts of community service. The multidisciplinary nature of public policy, including in the field of health so that health policy is a part of public policy. From these explanations it diuraikanlah about understanding the concept of health care policy and outline a plan for the government. regulate or supervise the implementation of health development in order nencapai optimal health status to the entire people. Health policy is a guideline that is the reference for all health development actors, including government, private,

Symbolic Interaction Theory

Based on symbolic interactionism perspective, individuals in the community seen growing socially as a result of its participation in interacting with society. In such contexts, individuals interact while involving personality, so that social behavior is emotional, based on certain values, and are influenced by specific interests related to one another. Individuals are considered as forming its own active and character in interpreting, evaluating, determining and planning, or even do his own actions, with various gestures that are real symbols that have the same meaning for all members of the individual who made the particular community. Related to this, Blumer (in Poloma, 2000:

Motivation theory

Motivation is an activity that resulted, distribute, and maintain human behavior. The theory of motivation is very famous among them is the hierarchy of needs and psychologist Abraham H. Maslow. The theory was included in the classification of the theory - the theory of content (content theories), sometimes - sometimes called the theory - the theory of needs (need theories), is with regard to the question: what is the cause - the cause of the behavior or focus on the question of "what" and motivation. Maslow's hierarchy of needs to base the concept on two principles. First, the need - human needs can be arranged in a hierarchy and the lowest to the highest needs. Secondly, a need has been satisfied stopped being the main motivator and behavior (Handoko, 2003: 253-258).

Theory of Social Behavior

Human individual behavior is also influenced by many things - things that are around them, either inherent or existing outside him. To understand the behavior of a person, in the social sciences has been used behaviorism approach, especially in the field of psychological and social. Behaviorism coined by JB Watson (1914), based on the premise that the "field of psychological study of human behavior and human activity. As well as logical positivism, this view is put aside the concept of "objective" that can not be observed directly, such as sensation, perception, image, desire and even thoughts and emotions for all of the defined subjectively (Fromm, 2001).

III. RESEARCH METHOD

Research design

This study used a qualitative approach that is descriptive analysis. Descriptive study tried to describe and interpret what is (can be about control or relationship, opinion is growing, a process that is ongoing, results or effects that occur or trend that continues to grow). In a descriptive study only emphasized, does not mean control the state, at the time of research can only reveal what is there.

Research Focus

Based on the background of the problem and research objectives, this research focused on:

1. Improving the quality of public health services to include:
 - a. Procedures are procedures in hospital services Bhayangkara Tebing Tinggi based on a number of questions relating to procedures - procedures and rules in force in the RS Tebing Tinggi Bhayangkara associated with health care for patients.
 - b. Service time is the time of service in this case is the length of time given by health workers in hospitals serving patients Bhayangkara in accordance with his medical treatment or other services.
 - c. Cost of services is the service fee in the Bhayangkara Hospital Tebing Tinggi based on the assessment of the patient or customer the magnitude of the costs to health services.
 - d. Infrastructures are facilities and infrastructure in this study is an objective assessment of the service users in the Bhayangkara Hospital Tebing Tinggi on the condition of quantity and presence of the facilities and
 - e. infrastructure in RS Bhayangkara Tebing Tinggi
 - f. Products Services Bhayangkara Hospital Tebing Tinggi is generally provide health care services like other national police owned hospitals in Indonesia, but to improve the quality of hospital services, there should be innovation fulfillment services needed by the community.
 - g. The clerk competence is the competence of officers in this study is an objective assessment of the overall capacity and skills of medical personnel in hospitals Bhayangkara Tebing Tinggi.
2. Factors supporting and services include:
 - a. Aspects Means and Prasana
 - b. Aspects of Human Resources
 - c. Aspects Availability Fee

Data Analysis Technique

Data analysis techniques in this study using an interactive analysis (Miles and Huberman, 1984), suggests that activity in the qualitative data analysis performed interactively and continues over time through, so that the data is already saturated. Activities in the analysis of the data, that is data reduction, a data display, and conclusion drawing / verification.

IV. DISCUSSION

Quality of Health Care in RS Bhayangkara Tebing Tinggi

Quality health care is a service that diberikano leh medical personnel (doctors and nurses) and non-medical personnel in hospitals. Services of medical personnel (doctors, nurses) and non medismemegang power an important role in maintaining the quality of service that should be given konsumenpuas. Pelayanan efficient, profitable, memberikenyamanan, precise and competent, then such services are expected to meet the needs of the patient. Services also preferred to reduce pain, prevent disability, dispel fears and improve function. Quality of service into three categories: structure, process and outcome. The structure is an attribute contained in the service takes place, for example, material resources (facilities, equipment, funds), the source dayamanusia (quantity and quality of personnel) and organizational structure (organization of medical staff, peer review, and so on). The process shows what actually happens to provide and receive services. Prosesmeliputi the activities carried out by people in mencaripelayanan and activities of service providers in performing diagnosis and treatment. Outcome is the impact of health care terhadapstatus health of individuals and populations. Improved knowledge, behavior changes and satisfaction with the services pasien covered within the meaning of the patient's health status in general. Outcome is the impact of health care terhadapstatus health of individuals and

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The quality of hospital services that may be harmful to the patient lower for instance with an increased risk of malpractice. The importance of service quality caused a lot of research has been done either at the hospital or organization organization lainnya. Sebagian major study on quality of service using servqual dimensions of Parasuraman. The dimensions of service quality in this study using the approach used by Duggirala et al. (2008): infrastructure, process of care, administrative procedures, security, quality of personal service, and social responsibility. For patients, the quality of services provided by hospitals are accelerating personal recovery. Based on the research results Karassavidou et al. (2009) can be seen, that the personal dimension (human factor) is considered important for the patient. This is consistent with the results of research Chilgren (2008) which states that the quality of service expected by patients include speed of service time, the attitude and behavior of employees (doctors and other employees), as well as the clarity of the information provided. To produce quality services that meet the expectations of patients, the competence of human resources, especially human resources directly related to the treatment process, is very important.

1. procedures

Quality services as services that have a standard. The standard of service is a predetermined size as a standardization of good service. The standard form of a documentation service which contains the technical details of a service. The details that are usually listed in this document includes a vision and mission statement of services, procedures, plans service flow, tariff provisions, a prerequisite of service, customer classification, type of service, quality assurance and service appointments. The characteristics of a good service that must be followed by staff who serve customers according to Moenir (2006: 29), among others: (a) tersediannya good employee, (b) tersediannya infrastructure is good, (c) be liable to any customer from start to finish, (d) able to serve quickly and accurately.,

2. Time Service

The results showed that the time of service at the hospital Bhayangkara tend to be rated excellent and qualitative cepat. Hasil also describes that the services provided in hospitals Bhayangkara Tebing Tinggi very fast, and very respons. Kondisi nurse is caused by the routine evaluation of the medical committee and team control RS Bhayagkara quality in Tebing Tinggi in evaluating any patient complaints dating to the hospital for treatment Bhayangkara Tebing Tinggi. Hospital as a place of service must support and comfort pelayanan. Rumah completeness ill should strive to provide the opportunity to achieve and requires a relatively short period of providing health care. The provision of health services can be provided to provide and pay attention to the place of registration of patients, information for those who will look,

3. Tariff

Other factors that contribute to the quality of service is a service rates. The results showed that the overall perception or patient assessment of rates and service has been very good and affordable. This is certainly related to the socialization of tariffs charged for public patients, whereas patients and patient health BPJS BPJS free employment is in accordance with applicable regulations. This means that tariffs in Bhayangkara Hospital Tebing Tinggi is in conformity with the affordable. Rate is the value of services that are determined by the size of the amount of money based on the consideration that the value of money is a hospital willing to provide services to patients.

4. Availability Infrastructures

Another factor that supports the quality of service is the availability of facilities and infrastructure in RS Bhayangkara Tebing Tinggi. The results showed that the majority of respondents considered that the condition of facilities and infrastructure in RS Bhayangkara Tebing Tinggi has a very qualified and has been able to provide the best care for patients. Completeness of facilities and infrastructure is the availability of a wide range of nursing fasilitas sufficient and adequate to support the sustainability of the nursing process. According to Azwar (2000: 29) states that one of the factors a person feels satisfied and continue memanfaatkan pelayanan health is the availability of medical facilities and health infrastructure meliputi sarana and completeness of medical devices and the availability of medicines.

5. Competence of Human Resources

Availability of human resources in the Bhayangkara Hospital Tebing Tinggi also been very supportive, where the number of specialist doctors also already qualified and are available either on duty

during the hours of work and specialist doctors on call, on the other hand in line with service needs and meet the space care, hospital management Bhayangkara Cliffs also own high midwifery and nursing staff were very supportive of that 66 nurses and 31 midwifery personnel. A number of these workers already have the STR and had basic training for each competency. Human resources is a process to regenerate or improve a physical and psychological potential of people to achieve objectives darisuatu organization (institution) is done by utilizing a human as labor or who do the work (Sudayat, 2009: 59). Human resources hospitals in principle already set melaluipenentuan number and specifications of health workers also penunjangpelayanan health facilities that should be in a hospital that is contained in a hospital accreditation.

RS Customer Satisfaction in Bhayangkara Hospital Tebing Tinggi

Every hospital is required to be and is able to realize the service that is efficient, effective and quality-oriented in plenary as well as patient satisfaction. As one of the efforts to be made in order to win this competition is to provide a quality service through improvement of facilities, amenities and human resources (Wiyono et al, 2006). Quality health services by Azwar (1996), is a health service that can satisfy all users of the services in accordance with an average satisfaction level of population and its implementation in accordance with the code of ethics and service standards that have been set. In principle there are two (2) main components that must be considered before assessing the quality of service objectively and comprehensively and in an effort to improve the quality of service that is technical quality or service quality aspects of the service provider where related to the fulfillment of established standards and interpersonal quality, quality care of patients encompassing the aspects of patient satisfaction rate (Widajat, 2009: 33). According to Kotler (1994), quoted from (Wijono 2008: 79), satisfaction is the level of perceived state of a person that is the result of comparing the appearance or output of products that are perceived in relation to one's expectations. quality of care of patients encompassing the aspects of patient satisfaction rate (Widajat, 2009: 33). According to Kotler (1994), quoted from (Wijono 2008: 79), satisfaction is the level of perceived state of a person that is the result of comparing the appearance or output of products that are perceived in relation to one's expectations. quality of care of patients encompassing the aspects of patient satisfaction rate (Widajat, 2009: 33). According to Kotler (1994), quoted from (Wijono 2008: 79), satisfaction is the level of perceived state of a person that is the result of comparing the appearance or output of products that are perceived in relation to one's expectations.

Quality of care and patient satisfaction has a very close relationship. Quality hospital services that will give satisfaction to the patient and the beginning of building a strong relationship for a long period (loyalty). In the long term this kind of bond allows hospitals to understand carefully the patient's expectations and needs. The bond provides benefits for hospital be financial as well as patients with recovery (Laksono, 2008). The incidence of forced return is a term used to describe patients who refuse treatment proposed by the hospital or the patient who asked to return home, although not yet recovered from her illness. Forced return a sign of the feeling of patient dissatisfaction in the services provided by the hospital (Thenie, 2002). BOR (Bed Occupancy Rate) is an indicator that provides an overview of high and low level of utilization of beds in hospitals and also one of the indicators of quality of service often or commonly considered people because in addition to more accurate, transparent and easily controlled (Susanto, 1999: 40) ,

1. Physical aspects

The physical aspect of the overall assessment of the situation hygiene services of existing health facilities in hospitals, for example with regard to the cleanliness of the waiting room, treatment room, cleanliness clothing of health workers, hygiene bathroom facilities, and ease of parking facilities and other physical means. The results showed that their assessment of the patient's varied terhadap [physical aspect in the RS Bhayangkara Tebing Tinggi, which is generally answered a whole, including both, such as hygiene garments majority doctor answered well that is equal to 44.0%, the cleanliness and tidiness of the room maintainability majority also responded well which amounted to 58.0%, as well as the cleanliness of the reception area that is equal to 54.0%. However, the condition of the bathroom cleanliness poor majority answered in the amount of 40.0%.

2. Aspects Reliability

The results showed that, based on the aspects of reliability, known generally categorized as good, which is associated with the willingness of doctors during office hours at the hospital that is equal to 52%, timeliness of nurses in nursing services in the amount of 48.0%, and time of administration and registration that is not convoluted also included both in the amount of 44.0%. Trimurthy Research (2012), which shows that there is a relationship between reliability clerk with an interest in the reuse of outpatient services Pandanaran Semarang City Health Center (p value = 0.0041). And research results Amalia (2015) which showed that there was a significant correlation between reliability, responsiveness, assurance, empathy and physical

evidence of administrative services with patient satisfaction ($p < 0.005$) and from the fifth dimension of the quality of the service,

3. Aspects Response

Based on the dimensions of responsiveness aspects of service in Bhayangkara Hospital Tebing Tinggi known 32% of respondents assess both the doctor's responsiveness to complaints of patients, at 58.0%, including both the dexterity of doctors in caring for and deal with complaints of patients who come for treatment to the hospital Bhayangkara Tebing Tinggi dexterity administrative officer in the administration of patient care services to obtain termaduk less category that is equal to 58.0% and 28.0% for both categories. According Prasetijo (2005: 43) one of the considerations that make a patient's reason for utilizing hospital services is the appearance of officers. Patient perception of the service received is affected by the stimulus, one of which is the appearance and power feedback administration officials who serve. In providing services, officials should use the best time is not too long and not too fast. Inspection or service too long tend to result in patients or customers served bosa / jenbuh and assume that the clerk was not professional and will result in long queues at the registration booth or checkouts. While officers who provide services too quickly will give the impression imprecise, sloppy, hasty and unprofessional (Nurjannah, 2001: 33). Inspection or service too long tend to result in patients or customers served bosa / jenbuh and assume that the clerk was not professional and will result in long queues at the registration booth or checkouts. While officers who provide services too quickly will give the impression imprecise, sloppy, hasty and unprofessional (Nurjannah, 2001: 33). Inspection or service too long tend to result in patients or customers served bosa / jenbuh and assume that the clerk was not professional and will result in long queues at the registration booth or checkouts. While officers who provide services too quickly will give the impression imprecise, sloppy, hasty and unprofessional (Nurjannah, 2001: 33).

4. Aspects of Quality Assurance

Based on the known dimensions of quality assurance that overall varied as clarity of information about the administrative requirements of service is equal to 58.0%, the clarity of information about the flow of services including both categories amounting to 50.0% .bahwa skills of nurses in providing nursing actions including good category that is equal to 60%, as well as the clarity of the information on the type and amount of drugs and procedures for taking the medication by the pharmacy clerk also included both in the amount of 34.0%, but the clarity of the information officer to provide an explanation laboratory test results including low category that is equal to 56.0% ,

5. Aspects of Empathy

Based on the dimensions of empathy respondents rate less information officer baikterhadap hospitality that is equal to 42.0%, but there is a very good answer that is by 22.0%. But overall the respondents answered either to the indicator of empathy in service Bhayangkara Hospital Tebing Tinggi with an average of 50.0%. This fact shows that there are variations in the value of the respondents' assessment of the level of customer satisfaction in Bhayangkara Hospital Tebing Tinggi, but overall showed that patients who had been treated to Bhayangkara Hospital Tebing Tinggi, including very satisfied with the services provided in hospitals Bhayangkara Tebing Tinggi. This condition is objectively supported by qualitative research on the assessment of service in Bhayangkara Hospital Tebing Tinggi,

V. CONCLUSION

Based on the results of research and discussion, the authors are able to formulate some conclusions as follows:

1. The results showed that, based on aspects of overall service quality known research respondents and informants describing the response of the procedural aspects of health care in the RS Bhayangkara Tebing Tinggi including excellent, as well as service rates also include an affordable rate. While based on aspects of existing infrastructures majority rate it very good and very supportive services provided in hospitals Bhayangkara Tebing Tinggi. Based on the aspects of human resources, the majority of respondents rate it very good and had a number of health human resources that have been very supportive of health care in hospitals Bhayangkara Tebing Tinggi.
2. Based on supporting and inhibiting factors can be inferred that the support of both internal and external stakeholders strongly support efforts to improve health services in hospitals Bhayangkara Tebing Tinggi, as well as the availability of facilities and infrastructure and budget support. While the inhibiting factor in efforts to accelerate health care in hospitals Bhayangkara Tebing Tinggi can be sourced from within the hospital such inadvertent lack of medical personnel in providing care for patients, causing bad image with the services provided.

3. Efforts to improve the quality of health services in Tebing Tinggi tersistem integrated manner through the implementation of effective and efficient public policies effective through accreditation policy unit both referral health services and basic health services. It was also necessary to strengthen regulations related to health systems, health care rates, and budget allocation for the health sector so that it can accommodate the entire implementation of policies and health programs in Tebing Tinggi.

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