

The Influence of Work Discipline on the Quality of Excellent Service for Health Administration Staff in Hospital Kediri Regency

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ABSTRACT

The quality of excellent service for health administration staff has an important role in maintaining the quality of the hospital. Efforts are needed to improve the quality of excellent service for health administrative staff so that hospital services are more optimal, effective and efficient. One of the efforts to improve the quality of excellent hospital services is to increase work discipline in the provision of health administrative services. The purpose of this study is analyzing the influence of work discipline on the quality of service excellence for health administrative staff in Kediri Hospital. This study was a correlational analytic study that was conducted between August to September 2021 in Kediri Hospital. The research sample is 42 Health Administration staff at Kediri Regency Hospital according to the inclusion criteria and sampling technique used was Accidental Sampling. The dependent variable is the quality of excellent service for health administrative staff.

Keywords: discipline, hospital, service

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BACKGROUND

Along with the advancing of development of science and technology and increasing of the Indonesian people about critical of assessing the quality of health services, it is necessary to change the quality of hospitals in Indonesia (Bambang, 2020). In the era of the industrial revolution 4.0 in order to face the era of globalization and the era of the Asean Economic Community (MEA) and carry out the mandate of Law Number 44 of 2009 concerning Hospitals, hospitals are required to provide complete health services. Excellent service is the main element in the health service unit that is required to provide health services that according to optimal service standards. One of the roles of hospitals in order to survive in providing health services must have a good management system, especially the management of human resources so that they can conform all the needs of the community and patients. Enforcement of work discipline in hospitals is one of the good management systems in managing human resources (Putri, 2017).

Hospitals must have quality human resources (HR) so that the services provided to customers can be optimal. One of the most important supporting aspects for obtaining competent human resources is the willingness of hospital human resources to advance and growing rapidly. Therefore, the paradigm and mental attitude that is service-oriented, as well as knowledge and competence in excellent service skills are indispensable in realizing reliable human resources. Quality human resources (HR) are the key to excellent health services (Kementian Kesehatan Republik Indonesia, 2021).

Hospitals are included in the health sector which carries out the function of implement the quality of public services. Hospital excellent service is the best service provided by hospital employees to fulfill or even exceed the expectations of hospital service users. The success of the hospital in implementing its function as a health service institution is marked by the good quality of hospital services. One of the efforts made for the success of improving the quality of excellent hospital services is increasing work discipline in the provision of health administrative services. Discipline is the most important operative function of human resource management because it determines the quality of work in health services. The quality of excellent service for health administrative staff has an important role so that hospital services are more optimal, effective and efficient in maintaining hospital quality (Guo, Hermanson and Farnsworth, 2017).

Based on the Decree of the Minister of State Apparatus Empowerment (Menpan) No. 81 of 1993, services provided by government agencies, including hospitals, are a form of government service in the context of complying public health needs. Hospital health services need to be managed professionally by their human resources, including health administrative staff. The duties and responsibilities of hospital administration staff are quite complex, because they have a major influence on direct community services. The better the hospital services provided, the more comfortable and satisfied the community will be. To achieve the success of excellent hospital services, competent human resources are needed. Health administrator is a profession that oversees the day-to-day administrative operations of a hospital or health facility with the task of planning and supervising all medical services and facilities. In addition, the duties and obligations of hospital health administrators are to help organize a system of health service activities in the community including a regulatory system, recording hospital financial administration so that they are able to provide an assessment of hospital conditions. Administrative staff as non-health workers must have good performance in order to realize quality health services (Guo, Hermanson and Farnsworth, 2017).

Health administrative staff have a very important role and are at the forefront of daily decision-making and are expected to have good performance and a proactive attitude in order to realize the development of quality health services, therefore health administrative staff are one of the benchmarks for services provided by hospitals/service facilities. Based on Government Regulation Number 53 of 2010 concerning Disciplinary Regulations for Civil Servants, it includes regulations that regulate

obligations, prohibitions, and sanctions. High work discipline is needed so that the goals of health services are achieved effectively and efficiently, because the more disciplined work is good, the higher the work performance so as to create a quality workforce. If the work discipline is high, the effectiveness, efficiency and performance will be high, otherwise the work discipline is low in effectiveness, efficiency and performance are also low. Without good work discipline, it is difficult for hospital health services to achieve optimal results (Sigit Susanto Putro¹, Eza Rahmanita, 2017).

In fact, problems in hospitals are still found, including in the field of health administration, both government-owned, foundational and private hospitals, namely related to financial management, BPJS (national coverage) services and service standards in quality and patient safety. The problems found in health services make health services in Indonesia not optimal (Frimayasa and KAMAL, 2017). Another problem is health services are not yet standardized because in fact in some hospitals owned by local governments there are still services that are not standardized, and even tend to be different in the services provided, so that people do not experience excellent service at the hospital. Problems in the field of health administration are caused by one of the reasons why the administrative system, data storage system and information system are still weak. One of the administrative activities that still need to be addressed in several hospitals is the problem of managing the health administration system, especially administrative systems and procedures (Manitik *et al.*, 2022). In addition, it was found that the facts and problems faced in hospital services in Indonesia, the Ministry of Health in the 2020 National Health Work Meeting stated that several health problems in Indonesia, one of problem in the management of the health system. In order to improve the governance of the hospital health system, it is expected to comply the Minimum Service Standards for Hospitals in accordance with the mandate of Law Number 32 of 2004 Article 167 (3) concerning Minimum Service Standards. Minimum service is the minimum standard of public service that must be provided by the local government to the community (Kementian Kesehatan Republik Indonesia, 2021).

To realize minimum services that meet minimum service standards, one of them is the quality of health services which is the responsiveness of officers to fulfill patient needs, smooth communication between officers and patients, concerns, hospitality in serving patients, humility and sincerity in providing health services in accordance with the latest development of science and technology. To realize and improve excellent service, it is necessary to prepare one of which is the management of quality human resources, including health administrative staff, to improve services by arranging steps, methods/strategies for carrying out management functions aimed at customer/community satisfaction. One of the management of health human resources is with a good work culture, one of which is work discipline (Andayani, 2021). Therefore, it is expected to improve work discipline in providing hospital health administration services. With good work discipline, it is expected to improve the quality of excellent service, increase patient/community satisfaction and maintain hospital quality.

Kediri Hospital is one of the General Hospitals owned by the Kediri Regency Government which is a Class B Non-Educational Hospital, as a Public Service Agency with Full status, obtaining Advanced Full Accreditation Status and is a referral hospital in the residency area Kediri and its surroundings. As a referral hospital, it is hoped that the Kediri Regency Hospital will fulfill excellent service quality in the field of health administration and hospital management. The indicators of the excellent service quality of health services achieved by the Kediri Regency Hospital are expected to reach an optimal percentage.

During the Covid-19 pandemic, there have been many changes to various kinds of service systems, including health services at the Kediri Regency General Hospital. Performance and work culture, including work discipline, also underwent system adjustments. Therefore, to be able to create a work culture that is adaptive and has integrity in an effort to improve performance in serving the community in new normal conditions. Hospitals need to examine the success of excellent service quality and what are the obstacles if they have not achieved optimal hospital service quality, how the

performance and work culture, including work discipline, will directly affect the quality of excellent service in the field of hospital health administration services (Kementian Kesehatan Republik Indonesia, 2021).

Based on the problems that have been described, researchers are interested in conducting research on "The Influence of Work Discipline on the Quality of Excellent Service for Health Administration Staf in Kediri Hospital ". The purpose is analyzing the influence of work discipline on the quality of service excellence for health administrative staff in Kediri Hospital.

METHODS

This research is a correlational analytic with cross sectional approach. The study was conducted from August to September 2021 at the Kediri Hospital. The population of this study was all health administration staff at the Kediri Hospital. The sampling technique used is accidental sampling. The sample amounted to 42 respondents with the inclusion criteria of health administrative staff who were willing to become respondents at the Kediri Hospital, the exclusion criteria of health administrative staff who were not in place when the research was conducted. The independent variable is work discipline with an ordinal scale. The dependent variable is the quality of excellent service for health administrative staff with an ordinal scale and the instrument used is a questionnaire. Conducting ethical test at Kadiri University, Research Ethics Commission with Ethical Eligibility Information No. 008/14/VIII/EC/KEP/UNIK/2021. Implementation of the study: prospective respondents agree, prospective respondents are asked to sign the consent form to become a respondent, after signing the consent form, the respondent can be given a questionnaire.

Work Discipline has components of attendance, compliance with work regulations, a high level of vigilance and ethical work. Excellent Service Quality has a component of developing excellent service by aligning the concepts of attitude, attention, action, ability, appearance and accountability. Filling out the questionnaire on the variables of work discipline and excellent service quality was measured using a Likert scale with a 5 point scale. From the Likert scale, the level of favorable and unfavorable indications was obtained for the statement. Criteria and scores of favorable statements: Strongly Agree = 5, Agree = 4, Indecisive = 3, Disagree = 2, Strongly Disagree = 1. Unfavorable Statements: Strongly Agree = 1 Agree = 2 Indecisive = 3 Disagree = 4, Strongly Disagree = 5, with the following criteria: Very Good (>80%-100%), Good (>60% - 80%), Quite good (> 40% - 60%), poorly (> 20% - 40%), Not Good (0% - 20%).

Data analysis using the Sperman Rank Test. correlation level using Sperman Correlation. Calculation of test results If the probability/significance value is less than the error level of 5% (0.05) (p value 0.05), then H0 is rejected and Ha is accepted.

RESULTS

1. Work discipline for health administration staff in kediri hospital

Table 1. Frequency distribution of work discipline for health administration staff in kediri hospital in 2021

Work Discipline	Frequency	%
Very Good	31	73.81
Good	11	26.19
Quite good	0	0
Poorly	0	0
Not good	0	0
Total	42	100

Source: Primary Data, 2021

Based on Table 1. the work discipline of health administration staff at the Kediri Regency Hospital is partly large has very good criteria as many as 31 people (73.81 %).

2. Excellent service quality for health administration staff in kediri hospital

Table 2. Frequency distribution of excellent service quality for health administration staff at the district hospital in kediri in 2021

Excellent Service Quality	Frequenc	%
Very Good	28	66.67
Good	14	33.33
Quite good	0	0
Poorly	0	0
Not good	0	0
Total	42	100

Source: Primary Data, 2021

Table 2. Showed that most of the quality of excellent service for health administrative staff at the Kediri Hospital have very good criteria as many as 28 people (66,67 %)

3. The influence of work discipline on excellent service quality for health administration staff in kediri hospital

Table 3. *Spearman rank test* analysis result's of work discipline on excellent service quality for health administration staff in kediri hospital in 2021

Category	Excellent Service Quality hatan		
	Spearman's rho. value	<i>p-value</i>	<i>Correlation Coefficient</i>
Work Discipline	0.854	0.00 0	0.854

Note: * ($p < 0.05$), ** ($p < 0.000$)

Based on Table 3. The results of data analysis using the *Spearman Rank test* can be seen that there is influence which is significant between work discipline on the quality of excellent service for health administrative staff at the Kediri Hospital, with $Sig(p) = 0.000$. $\alpha = 5\% = 0.05$, $p < \alpha$. It is known that the output coefficient of determination is the result of simultaneous testing. *Correlation Coefficient Spearman* value 0.854, $Sig(p) 0.000 < 0.05$, which means that there is a simultaneous significant influence of work discipline on the quality of excellent service for health administrative staff with very strong influence criteria.

1. Work discipline of health administration staff at kediri hospital

Based on the results of this study on 42 health administrative staff, it can be seen that most of them have very good work discipline (>80% - 100%) of (73.81%). This is showed that health administrative staff have excellent work discipline in carrying out health administration services.

The work discipline of health administration staff is very good 73.81%. This is supported by the characteristics of the respondents, namely the age of the respondents in the range of 25-35 years who are included in the adult category. This allows for better acceptance and understanding of information about the system of rules and norms that can foster an attitude of awareness about the

importance of good work discipline and a good mental attitude of discipline.

Work discipline is a mental attitude that is reflected in the actions or behavior of individuals, groups or communities. Discipline is an awareness and willingness to obey all applicable social rules and norms, including respect, respect, obedience and obedience to regulations, both written and unwritten and being able to carry out and receive sanctions if he violates his duties and authority (Ismira Erlayasna Ginting, 2019). From the results of research on health administrative staff, excellent work discipline can be seen from the indicators of work discipline variables, attendance, compliance with regulations and following work guidelines. This is indicated by the health administration staff having adherence to work regulations, being present on time, following hospital work guidelines and procedures. Excellent work discipline is also shown by being careful and thorough in providing health administrative services, being polite, respecting, appreciating and having a sense of responsibility as well as trying to complete assignments on time, being obedient, trying to work according to the rules and trying not to violate the rules Hospital.

Based on the results of anamnesis with health workers, it can be seen that most of the work disciplines have very good work discipline in providing health administration services, one of which is obtained through information and understanding of the importance of work discipline from the hospital given since starting to work. Excellent understanding of information about the importance of work discipline is also possible because of a good management system in the hospital. This is in accordance with the opinion (Deby Zulkarnain Rahadian Syah, Junaiti Sahar, 2022) that work discipline can be influenced by aspects of understanding, mental attitude and behavior. A good understanding of the system of behavioral rules, norms, criteria and standards, can foster a good mental attitude so that it fosters understanding and awareness that obedience to rules, norms, criteria and standards is an absolute requirement to achieve success (success). By receiving and understanding good information, it is expected that health administrative staff will understand and have an obedient and orderly attitude as a result of controlling thoughts and good character to be applied, especially work discipline. Good behavior shows the heart's ability to obey carefully and in an orderly manner. This is also in accordance with (Rahmatiqqa, Ropendi and Widuri, 2020) that discipline is awareness and willingness to obey applicable social rules and norms. This is in the form of obedience (obedience) to regulations related to ethics, norms and rules that apply in society. Work discipline has its own awareness of obeying the rules without any coercion from others. Conscious compliance with regulations is the main capital to produce positive behavior, conscious of purpose, productive and always doing useful activities. Enforcement of work discipline on employees is absolutely necessary because discipline can encourage employees to behave well. With work discipline, work can be done effectively and efficiently.

Hospitals really need the participation of human resources who are the staff who work in hospitals. Work discipline behavior is closely related to performance. Activities will not run without the involvement of elements of human resources in it. Human resources are the most important element in determining the success/failure of providing health services. One of the factors in realizing the success of the goal is one of them with good work discipline. Because good work discipline is the key to the success of a goal (Julianto, 2019).

Based on the results of the study, the work discipline of the health administration staff at the Kediri Regency Hospital, which was mostly very good, could be seen, also supported by the characteristics of the respondents' tenure, most of whom had a working period of > 5 – 20 years. This allows the health administration staff at the Kediri Regency Hospital to have sufficient time/working period which allows them to have extensive experience in obstacles and successes. It is possible that the length of the working period will form an effective work pattern, because the various obstacles that arise can be controlled based on their experience, so that experienced health administrative staff can complete their tasks as well as possible so that work discipline is also getting better.

Based on research that has been carried out on health administrative staff, it shows that from 42

respondents, by answering 12 statements about work discipline, there is an average value of 52.36 (87.26%). This achievement still does not meet the target set by the Hospital, which is 100%. Meanwhile, the standard deviation of the work discipline variable was 4.75. The maximum value that appears in the work discipline variable is 60, while the minimum value is 44. A standard deviation value that is too wide indicates that there are responses whose work discipline is too high and too low. Therefore, the Kediri Regency Hospital is expected to continuously improve work discipline by carrying out more supervision of health administrative staff in the hope that all have a high awareness of discipline in providing health administration services. With high work discipline, it is expected to increase work productivity so that health administration services at the Kediri Regency Hospital can be more optimal, effective and efficient.

The results of the study showed that the work discipline of health administrative staff, most of which have very good criteria, 73,81% is also supported by good interpersonal skills at work, indicated by good interpersonal work. Based on the results of anamnesis with health administrative staff, it is known that they try to arrive on time and are at work when carrying out their duties so that the assigned tasks can be completed on time and have a good awareness of responsibility in health administration services at the hospital. This is in line with the opinion of (Julianto, 2019) that good work discipline reflects a person's sense of responsibility for the assigned task. This encourages enthusiasm for work, enthusiasm for work and the realization of goals. The better the work discipline of the employee, the higher his work performance. Without good work discipline, it is difficult for organizations to achieve optimal goals and results.

The results showed that the average value of the work discipline of health administrative staff was still at 87.26%, while the target of work discipline was 100%. In the opinion of the researcher, although the average value of work discipline is approaching the 100% target, the hospital is expected to continue to monitor in an effort to maintain and improve the work discipline of health administrative staff in providing health administration services. Hospitals need to monitor work discipline regularly, seek information on why work discipline has not reached the target, enforce work discipline, conduct regular internal and external customer satisfaction surveys. It is hoped that the work discipline of health administrative staff can be maintained and improved by maintaining a good personality, increasing motivation and mutual commitment to create a good working environment. Increasing work discipline is an important factor in human resource management as in improving the quality of excellent service and hospital customer satisfaction.

The results showed that not all health administration staff at the Kediri Regency Hospital had work discipline on very good criteria but some were still on good criteria, namely 11 respondents (26.19%). From the results of the study, it can be seen that it is shown that there are still health administrative staff who have not accepted the sanctions that have been set and there are still those who have not fully carried out their responsibilities with full awareness. This is in accordance with the opinion (Rahmatika, Ropendi and Widuri, 2020) of that work discipline is an attitude of behavior based on awareness and readiness to obey all statutory provisions or orders and regulations within an organization. Work discipline is followed by appropriate sanctions for violators in accordance with the disciplinary violations committed. The benefits of work discipline can be used as a retribution perspective to punish rule violators with discipline carried out professionally according to the target, as a corrective perspective, to correct inappropriate employee actions and to protect rights. Sanctions are given not as punishment, but to correct wrong behavior. This requires understanding and awareness of all employees of the importance of the benefits of enforcing work discipline with the aim of realizing a sense of justice.

The results showed that not all work disciplines were on very good criteria but some were still on good criteria of 26.19%, this is possible because there are other factors that affect work discipline. This is in accordance with the opinion of (Cahyani, 2022) that work discipline can be influenced by

work environment and personality factors. Personality and work environment can improve employee's work discipline. In addition, work discipline can also be influenced by several factors. According to (Margaret, 2017), factors that influence work discipline include incentives, for employees who have achievements. Regulations are also one of the factors that affect work discipline, the stricter the applicable regulations, the higher the level of work discipline, goals and abilities as well as leadership work morals, which are exemplary. Human relations and good interpersonal relations will create good discipline.

In addition, according to Barata in (Hartomo, A. Indahwaty Sidin, 2020) other factors that influence work discipline are remuneration, role model and firmness of the leadership, with a good leadership example, the discipline of subordinates will be motivated to do well. With good work motivation, employees will automatically have positive values at work and try to achieve high work performance. On the other hand, low motivation will result in paralysis in various fields, eventually hindering goals. decisiveness of the leadership, where the leader is brave and decisive to act to provide sanctions. Justice, which is the basis for the policy of granting recognition or law that stimulates the creation of good discipline, because injustice is one of the factors that can lead to rule violations. In addition, according to Barata in (Sigit Susanto Putro1, Eza Rahmanita, 2017), factors that influence work discipline are supervision and enforcement of discipline with sanctions. With active supervisory supervision and directly overseeing the behavior, morals, attitudes, passion, and work performance of employees and with enforcement of discipline, employees will increasingly try not to violate the regulations. Therefore, it is expected that with a good personality and work motivation, good abilities, a sense of justice, strict supervision and sanctions, and clear organizational rules, supported by exemplary leadership, intensive rewards for work performance and supported by a good work environment. It is hoped that the work discipline of health administrative staff in the hospital is also good.

2. Excellent service quality of health administration staff in kediri hospital

Based on the results of research on 42 health administrative staff, it can be seen that most of the respondents have excellent service quality with very good criteria (> 80 % - 100 %) of (66.66%). This study showed that the health administration staff at the Kediri Regency Hospital have excellent service quality in carrying out health administration services at the Hospital.

Excellent service in the health sector (Health Excellent Service) is a very good health service which is a key factor in the success of achieving health program goals, especially in the field of community services. This requires extra services in the hope that the service obtained is the best service. An important factor for Excellence service is the way of serving customers satisfaction (Rahmatika, Ropendi and Widuri, 2020). Excellent service in health care is a combination of providing outstanding service in terms of clinical (professional service) and personal approach. Improvement of clinical services can be achieved by strengthening the competence of health facilities in terms of physical facilities as well as knowledge and technical skills of health workers. Meanwhile, improving personal services was not only required knowledge of interpersonal and intra-personal communication but required seriousness in honing it in order to provide a good experience for the community when receiving health services(Rahmatika, Ropendi and Widuri, 2020).

Excellent public service was not just happened, requiring commitment and joint efforts, synergy between institutions, requiring continuous efforts, high work discipline, system transformation, governance transformation, mindset change, and work culture change. Hospitals that provide excellent service are hospitals that are able to provide services that consistently fulfill the needs of patients or society and can even exceed the pretension and needs or expectations (pretension and demands) of the community as users. Hospitals that provide excellent service have good performance characteristics, shown by among other things, the achievement of program/service indicator targets and zero

complaints. In the process towards excellent service, hospitals need to pay attention to the 4C service principles, namely customized, cost, convenience and communication . One way that can be done to anticipate this was by providing training for employees in hospitals to improve HR capabilities (Hasan *et al.*, 2020).

The results of research on health administrative staff can be seen that most of the respondents have excellent service quality with very good criteria in carrying out health administration (66.66%). This is supported by the educational characteristics of respondents who have an educational background mostly D-III and S-1 which are categorized as higher education. This allowed health administrators with a high level of education to be able to solve the problems they face in providing health administration services. This is in accordance with the opinion of Notoadmojo (2014) that educational factors can have an effect on improving a person's quality, this is due to the higher education, the higher the analytical power is finally able to solve the problems it faces. Education has a very big influence on one's attitudes and behavior, lack of education will hinder a person from new things he knows. This is also supported by the opinion of (Dahlia, Soedijanto Padmowihardjo and Adek, 2019) that education is one of the social forces that helps shape a person by himself, which is a prerequisite for the ability to improve the quality in carrying out his duties.

The results showed that from 42 respondents, who had excellent service quality were 28 respondents (66.66%). The quality of excellent service, which is mostly very good, is indicated by the health administration staff performing their job duties providing health administrative services with maximum effort (Inspanning verbintenis), communicating effectively to internal and external customers, shown by a friendly and polite attitude, willing to listen to complaints, trusting themselves, and are responsible, act immediately if there is a problem. This is in accordance with the opinion of Parasuraman, (Kuzairi *et al.*, 2017) that excellent service (service excelent) is a person's maximum ability through a touch of humanity in serving with the aim of improving service so that it is more optimal and successful. This is also in accordance with the statement of Pramesti, A. E (2020) that excellent service is the best service provided to customers, both internal and external customers based on service standards and procedures.

The quality of excellent service, which is mostly very good, 66.66%, is possible because of the good management system for managing human resources in the administrative field of the Hospital. This is known from the success of health administrative staff in developing and implementing excellent service which is indicated by excellent actions in providing health administration services, attitude (attitide) with a polite appearance, showing respect. attention, paying attention to customer needs and desires, listening and understanding suggestions and criticisms given, having excellent abilities shown by effective communication, developing public relations to foster good relations, having good appearance shown by attitude of self-confidence, and supported by excellent accountability, and empathy in providing health administrative services which are carried out referring to the principle of excellent service, namely friendly, fair, wholehearted, no illegal fees, being polite, sympathetic and respectful. The services provided by health administrative staff have shown more value (quality). Health administration services in hospitals have been carried out as expected so that the results of this study are in line with the concept of the approach and principles of excellent service which are directly or indirectly accepted and felt by the community so as to improve the quality of excellent service and foster customer/community satisfaction (Anisa, 2016).

This is in accordance with (Deby Zulkarnain Rahadian Syah, Junaiti Sahar, 2022) that excellent service can be developed by aligning with the approach to the concept of ability, attitude, attention, action, ability, appearance, and responsibility (accountability). Excellent service is a concern for customers which is basically a profit-oriented or social-oriented (non-profit) concern for customers which is indicated by the attitude, attention and concrete actions, so that customers feel comfortable with the excellent service provided. Excellent service is very important in health services including

health administration services in hospitals because hospitals emphasize the aspect of service to the community (public or service oriented)(Cahyani, 2022). Therefore, hospitals must be able to provide satisfaction to customers including satisfaction in service health administration so as to provide added value for customers or community to continue to use the service and at the same time can provide promotional value for the Hospital.

According to Donabedian in Hanan Widodo (2017) Hospital service quality is a chain of interactions and linkages between structural systems and processes that occur in hospitals. The structure is basically the existing resources and their arrangements, the process includes various series of activities carried out by the Hospital which are judged by whether or not optimal efficiency is achieved, health status and customer satisfaction. The quality of excellent service provided by the hospital is a factor that plays an important role as a customer base to take advantage of hospital services. In addition, excellent service quality is also very important in terms of appearance, reliability and hospital guarantees in providing services to customers/community. If the quality of the excellent service provided is good, patient satisfaction will increase. Patient satisfaction is the keyimportant in improving quality care and service excellence in health services, including in the field of health administration services (Pramesti1, 2020).

Based on the results of research that has been carried out on health administrative staff, it showed that from 42 respondents who were used as research samples by answering statements as many as 18 statements about the quality of excellent service, there was an average value of 77.07 (85.63%). This achievement still does not meet the target set by the hospital, which is 100%. While the results of the standard deviation of the excellent service quality variable were obtained at 7.61. The maximum value that appears in the prime service quality variable is 89, while the minimum value is 64. The standard deviation value is too wide, indicating that there is a response that the quality of excellent service for health administrative staff is too high and too low. Therefore, hospitals need to improve the quality of excellent service by carrying out further supervision so that all health administrative staff at the hospital have excellent excellent service. With excellent excellent service, it is expected to provide health administration services that exceed customer/community expectations, increase community satisfaction and can conform to hospital expectations to realize quality health administration services with a target of 100% excellent service quality. This is in accordance with the Regulation of the Ministry of Health of the Republic of Indonesia (2016) which contains the Minimum Service Standards for Hospitals for patient satisfaction, which is above 95% or not qualified (Kuzairi *et al.*, 2017).

The quality of excellent service for health administrative staff is mostly very good. This showed that the health administration staff has implemented very well the principles and concepts of the excellent service approach in hospitals. According to Priansa (2017), the concept of an excellent service approach is in accordance with the principles of excellent service in the health sector, namely ability, the right attitude, giving attention, action and accountability. Excellent service based on the concept of ability is expected to have hard skills and soft skills, attitude is expected to be able to serve customers based on polite and harmonious appearance, serve customers with positive, healthy and logical thinking and serve customers with respect. Excellent service based on attention is expected to really hear and understand customer needs, observe and appreciate and devote attention to customers. Excellent service based on action is expected to record messages, service needs, reaffirm service needs, realize customer needs and express gratitude in the hope that customers will still want to use service and accountability (responsibility).

Excellent service of health administrative staff at the Hospital according to De Vriye in Chemy (2021), this is also in accordance with the concept of service in the health sector, namely starting with providing the best health services to the community, providing services with the best service structure, having standards, performing efforts to find breakthroughs so that the services provided can exceed the standard and develop excellent service standards. Excellent service behavior in providing services,

namely self-esteem (self-respect) cleverly respecting oneself, exceed expectations (providing service beyond what customers expect or compliance and exceeding standards) consistently, recovery (improvement), vision With a work culture (corporate culture) or quality culture in excellent service and vision can be realized and improve the quality of service continuously (continuous improvement) in providing satisfaction to customers. Care (attention) by treating it well, maintaining and meeting quality standards according to standards, empowering to be responsible and responsive to problems and tasks in an effort to improve quality services.

Excellent service is the best service in fulfilling customer expectations and needs that conform quality standards. Services that conform quality standards are services in accordance with customer or community expectations and satisfaction. Service quality can be known by comparing consumers' perceptions of the services they receive with the services they are actually expecting. If the service received is perceived as being as expected, then the service quality is perceived as good and satisfactory, if the service received exceeds consumer expectations, then the service quality is perceived to be very good and excellent (quality). On the other hand, if the service received is lower than expected, then the service quality is perceived as bad. If the quality of service is poor, it will have an impact on patient satisfaction. Excellent service for health administration staff is needed to regulate steps, ways or strategies in carrying out management functions in providing services in the health administration field (Margaret, 2017).

This is in accordance with the principle of excellent service as stated in the instruction of the Minister of Health of the Republic of Indonesia No. 828/MENKES/VII/1999 concerning the Implementation of Excellent Service in the Health Sector, that health services are said to be excellent covering aspects-namely simplicity, clarity, personality, security, efficiency, economy, fairness, punctuality, cleanliness, performance and also behavior.

In the opinion of the researcher, seen from the 6 statement indicators answered by the respondents, the quality of excellent service for health administrative staff needs to be improved even though most of them have very good criteria with a percentage of 66.66%, because they are in accordance with the targets set by the Kediri Regency Hospital regarding excellent service quality that is expected to reach 100%. The excellent quality of excellent service at the Kediri Hospital is supported by the respondents' answers based on each indicator, namely the attitude indicator, namely the quality of excellent service including a polite and harmonious appearance, positive thinking, healthy and logical, and being appreciative. Attention is full concern both with regard to attention to customer needs and desires as well as understanding suggestions and criticisms, observing, appreciating and devoting full attention to customers. Indicators of action is to record, reaffirm customer needs and realize customer needs. Indicators of ability include effective communication, develop motivation, and develop public relations, Indicator of appearance with confidence and credibility and indicators of responsibility (accountability) to avoid or minimize customer dissatisfaction (Julianto, 2019).

The results of the excellent service quality of health administrative staff, which are mostly very good, are also supported by the characteristics of the respondents' tenure, most of whom have a working period of >5 – 20 years. Sufficient working time space, the same as people who have extensive experience both obstacles and successes. The period of service is one of the factors that can affect the quality of excellent service. This is in accordance with the opinion of Niti Semito, in Priansa (2017) the length of service is the length of time an employee contributes his energy to a certain organization. The extent to which the workforce can achieve satisfactory results at work depends on the abilities, skills and skills to carry out their work well. The long duration of work is able to grow skills that appear automatically in the actions taken by employees or employees in completing work. Employees who have worked for a long time have various experiences related to their fields and try to solve problems. With work experience, you will have technical skills and are skilled in dealing with their work. The

more experience about technical skills and practice in the field of work, the more work performance can improve (Edi, 2017).

Health administration staff is a key role in the success of health facilities, therefore operational management efforts are needed as much as possible. In accordance with the Law of the Republic of Indonesia Number 44 Article 12 of 2009 concerning Hospitals, hospitals are organizations engaged in health services that have daily contact with patients. Therefore, the hospital must be able to provide excellent quality services, so as to improve the health status as high as possible. Improving the quality of health services is expected to be continuous so as to create good trust in the eyes of the community/patients. Health administrative staff are expected to have good skills in carrying out excellent health administration services in hospitals, thus enabling the health service system in hospitals to be effective and efficient in carrying out health administration services according to the duties and responsibilities of health administrative staff, namely managing health administration, both managing operating health services, supervising and managing health care facilities, conducting strategic planning, managing technology updates and managing financial budgets. Health administration staff are also expected to carry out excellent service by fulfilling other fiscal duties and responsibilities, both managing cash flow, overseeing debt, managing staff payroll, reviewing/approving budgets, supervising audits, recording patient medical records, managing incoming and outgoing letters, creating a work environment safe, designing activities to create a safe work environment, managing risk, managing information and communication (Hartomo, A. Indahwati Sidin, 2020).

However, the results of the study show that not all health administrative staff at the hospital have excellent service quality, all on very good criteria, but there are still 14 respondents (33.33%) with good criteria. From the results of the study, it is known that there are still health administrative staff who have not maximized their ability to provide excellent service in health administration services. This is in accordance with Barata's opinion in (Chamy, 2021) which suggests that there are several factors that influence excellent service, namely the ability to provide excellent service, attitude, appearance, action, responsibility. Therefore, it is expected that health administrative staff can further improve their ability to provide excellent service by participating in self-development training activities in excellent service so that they are able to provide excellent service actions more optimally, supported by good attitudes, appearance and responsibility, it is expected that the quality of excellent service for administrative staff is expected. Health services in providing health administration services in hospitals are also good.

3. The influence of work discipline on excellent service quality for health administration staff in kediri hospital

Based on the analysis test results using Spearman Rank test, it can be seen that the influence of work discipline on the quality of excellent service for health administrative staff at the Kediri Regency Hospital, obtained the Spearman Correlation value = 0.854 with a significance of $0.000 < 0.05$, which indicates that there is a significant influence between work discipline on the quality of excellent service for health administrative staff with a very strong influence of criteria. The results of this study are in accordance with the statement of Tyas (2018) that there is a significant relationship between Work Discipline and Excellent Service Quality for Health Administration Staff at the Madiun City General Hospital in 2018, with a significance value (ρ -value) of 0.002 ($< \alpha$ 0.05) with a significance degree of (5%), the results of the Pearson Product Moment test, the value of r is 4.25, a positive r value indicates a positive flow which means that work discipline will increase, will be followed by an increase in the quality of excellent service, the value of r of 0.425 is between 0.40 - 0.599, meaning that there is a relationship between work discipline and the quality of excellent service for health administrative staff at the Madiun Regional General Hospital with a moderate relationship. The coefficient of determination

value of 18% showed that the quality of excellent service is influenced by work discipline is 18%, it is mean that if work discipline is improved, it will increase the quality of excellent service.

The results of this study are also in line with the statement of Rahmawati (2016), that there is a significant influence between Total Quality Management and Work Discipline on Service Quality (Case Study at Fakhira Clinic) in 2016. Total Quality Management (TQM) and work discipline partially have a significant influence on the quality of service at the Fakhira Clinic. Simultaneously Total Quality Management (TQM) has a significant influence on service quality. The variable with the most dominant influence is work discipline. with a significance value of 0.001 ($p < 0.05$).

Excellent/superior service is an attitude/way of providing service that plays a major role in creating customer satisfaction. Excellent service is the best service that conform service quality standards that match and exceed customer expectations and satisfaction. One form of measuring the quality of excellent service is by assessing the performance of employees by looking at work discipline. Work discipline, especially health services, is very important because it reflects a large sense of responsibility towards tasks, affects work productivity so that it can affect the performance of excellent service quality (Margaret, 2017).

The influence of work discipline on the quality of excellent service for health administrative staff showed that the results of the Spearman Rank Test with the coefficient of determination in the statistical output indicated by an R Square value of 0.853, which means that the independent variable (work discipline) is able to explain the dependent variable (excellent service quality for health administrators) by 85.3% while the remaining 14.7% is explained by other variables that are not included and discussed in the study. Observing the results of this study, it can be said that the independent variable (work discipline) strongly influences the quality of excellent service. The output results of the coefficient of determination are confirmed by the results of the simultaneous test of the Correlation Coefficient of 0.854 with a p value (sig.) of 0.000 which is below 5% alpha (0.05) which means that there is a simultaneous significant effect between the independent variables of work discipline on excellent quality service of health administrative staff with very strong influence criteria. This is implied that the level of discipline of health administrative staff when consistently provides can determine the level of quality of excellent service. However, if the attitude of work discipline is not carried out consistently and is only carried out under certain conditions, for example work discipline occurs when there is supervision, this condition will actually damage the quality of excellent service.

The results of this study are also in line with the statement of Hutapea (2018), that there is an influence between work discipline on the quality of public services at the Department of Population and Civil Registry in Medan City in 2018 with a value of $p = 0.00$ ($p < 0.05$), which means The more disciplined work, the better will be followed by an increase in the quality of service. R square adjusted value of public service quality is 0.7965, the influence of exogenous variables (work discipline) on endogenous variables (quality of public services) is 79.65%, and the remaining 20.35% is influenced by other factors.

DISCUSSION

The fact of statistical testing showed that there is an influence of work discipline on the quality of excellent service with a very strong influence. The effect of work discipline on the quality of excellent service for health administrative staff can be influenced by work discipline factors. The results showed that most of the work discipline was in the very good category, namely (73.81%). The results of the study indicate that a very good work discipline has excellent service quality for health administrative staff, most of which are in the very good category of 66, 67%, while good work discipline has excellent service quality for health administrative staff in the good category of 33.33%. This means that the more disciplined work, the better will be followed by an increase in the quality of excellent service. This is in accordance with the statement of Ginting, Herbert Wau (2019) that there is a relationship between

Work Discipline and Health Service Performance at the Berastagi Public Health Center, Karo Regency, which stated that there is a significant relationship between discipline time with service performance p value = 0.002 ($p < 0.05$), there is a significant relationship between regulatory discipline and service performance with a p value = 0.003 ($p < 0.05$), and there is a significant relationship between responsibility discipline and service performance at Berastagi Health Center Karo Regency with a value of $p = 0.000$ ($p < 0.05$). With good discipline, the better the performance of health services. This research is in accordance with the concept of the approach and the principle of excellent service, that the work discipline factor is a factor that determines the quality of excellent service (Anisa, 2016).

According to Elbadiansyah (2019), human resources are resources that play an important role in supporting the success of excellent service quality. Measurement of work discipline is an analytical tool for the ranks of government agencies which is an important requirement for improving the quality of excellent service. Evaluation of excellent service to human resources from the quality of performance including work discipline needs to be applied systematically to determine the quality of work so that it motivates to be even better. In addition, evaluation can be used to determine policies, because human resources affect the quality and success of health services. One of the factors that affect the quality of performance in providing excellent service is work discipline, so to implement excellent service quality, good work discipline is needed. To apply good work discipline, both written and unwritten regulations are needed. This is very important because regulations can create a good order so that morale, work morale, efficiency and work effectiveness will be better. Discipline in the organization is said to be good if most of the employees obey the existing regulations. This is supported by the opinion of Edi (2017) which states that work discipline is a symbol of consistency and commitment to carrying out duties and responsibilities to the fullest. It is said to be disciplined in work if you have good work skills, regularly, diligently, continuously and work in accordance with applicable rules without violating the established rules. Therefore, it takes a work discipline attitude from the health administration staff to the commitments set by the hospital, obeying and obeying the rules and regulations of superiors. Human resources are the main driving force that can improve the quality of excellent service. Excellent service quality is the responsibility of every employee. Responsibility is one of the important indicators in the quality of excellent service. With work discipline and a good sense of responsibility, the best performance will be achieved so as to improve the quality of excellent service.

The Kediri Hospital has succeeded in maintaining work discipline and excellent service quality even though it has not conform the target. Nevertheless, hospital management is expected to continue to improve the quality of excellent service, maintain work discipline, so that the quality of excellent service and internal and external customer satisfaction is maximized according to the main goals of the hospital. Hospital management needs to find out the reasons why the excellent service quality of administrative staff has not reached the target. This can be done by monitoring the quality of services on a regular basis, providing and conducting training on self-development techniques to health administrative staff in order to provide the best service.

In the opinion of the researcher, work discipline has a very close influence on the quality of excellent service, the more disciplined the health administration staff work, the better the quality of excellent service in health administration services at the hospital so that it has a good effect on the reputation of the hospital in the community. But the results of the study showed that not all health administration staff at the hospital in very good work discipline had excellent service quality on very good criteria, but there were still those who had excellent service quality criteria still on good criteria as many as 11 respondents (33.33%). From the results of the study, it is known that there are still health administrative staff who still have not received any sanctions if there are violations and there are still health administrators who have not paid attention to customer needs spontaneously and there are still those who have not maximized their ability to provide excellent service in health administration services. It is possible that there are other factors that affect the quality of excellent service in addition

to work discipline. This is in accordance with Barata's opinion in (Rahmatika, Ropendi and Widuri, 2020) which stated that there are several factors that affect excellent service, namely the ability of excellent service, attitude, appearance, action, responsibility. In addition, according to (Akhmad Supriyadi, Nugroho Mardi Wibowo, 2021) factors that affect the quality of excellent service, namely maintaining and paying attention, spontaneity, problem solving and improvement. Therefore, it is expected that with the ability to carry out excellent service well, maintain and pay attention, the ability of spontaneity in solving problems in providing health administrative services, supported by system improvements, especially good operational systems, procurement of self-development technique training activities and good work discipline is expected. The quality of service for health administrative staff at the hospital is also good. With good service quality, it is expected that health administrative staff can help maintain the quality of hospital services, including the quality of services in the field of health administration.

CONCLUSION

Work discipline can affect the improvement of the quality of excellent service for health administrative staff. It is recommended that health administration staff improve work discipline consistently. Consistency of work discipline efforts are able to improve the quality of excellent service so that the quality of hospital health administration services can be optimal.

There should be further research on other factors that affect the quality of excellent service. The researcher's suggestion for the place of research is that it is expected to further increase the role of leadership in monitoring work discipline so that it can improve the quality of excellent service for health administrative staff in hospitals.

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