

EXCELLENT SERVICE FRONT LINER OFFICER AT THE HOSPITAL, PATJU SHOULD OBEY PATJU WEST LOMBOK REGENCY (ANALYSIS OF INTERPERSONAL COMMUNICATION)

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Abstract

This study analyzes the quality of excellent service of front liner officers of Patut Patuh Patju Hospital, West Lombok, through an interpersonal communication approach. The background is public complaints about the friendliness, empathy, and responsiveness of officers who are considered weak and lower the image of the hospital. Using a qualitative method with Goffman's dramaturgy theory and interaction openness framework, data was obtained through in-depth interviews, observations, and documentation of six officers and ten selected visitors. Results show that the success of the service is determined by openness, empathy, clarity of message, and the ability to listen actively, but consistency is still low because some officers are less skilled at communicating, using the wrong body language, or slow to respond. The family values of West Lombok shape the expectations of patients, demanding that officers understand the local culture in addition to work procedures. Training, supervision, and motivation have a significant effect on improving the quality of service. This study recommends communication standards based on local wisdom and regular training to strengthen service excellence and satisfaction. These findings are relevant for the human resources policy of regional hospitals in the future.

Keywords: Service Excellent, Front Liner, Interpersonal Communication, Compliance Hospital, Quality of Service, Local Culture



A. Introduction

Public sector services are now starting to adopt a private sector work pattern by prioritizing efficiency, *citizen as customer orientation*, technological innovation, and results-based management. This approach is in line with *the New Public Management (NPM)* theory which encourages public bureaucracies to implement market principles and private sector managerial practices to improve service performance.¹ However, this approach is refuted by the *New Public Service (NPS)* developed by Denhardt & Denhardt², which emphasizes that citizens are not just consumers, but democratic actors who must be involved in the public service process in a participatory manner. So that a *theoretical gap* arises in understanding how excellent service in government hospitals should also prioritize aspects of human interpersonal communication as emphasized by DeVito.

In the context of hospitals, the adoption of private logic is seen in digital queuing systems, patient satisfaction surveys, and class- or premium-based service schemes. However, the dominance of this market logic raises concerns about the erosion of the principles of social justice and accessibility of services, especially for the poor. As a middle ground, the theory of *interpersonal communication* as described by DeVito emphasizes the importance of empathy, clarity of message, feedback, and emotional presence in the interactions

¹ Hood, C. (1991). *A Public Management for All Seasons?* Public Administration, 69(1), 3–19.

² Denhardt, J. V., & Denhardt, R. B. (2000). *The New Public Service: Serving Rather than Steering*. Public Administration Review, 60(6), 549–559.



between medical personnel and patients. By strengthening the dimension of interpersonal communication, hospitals can maintain the quality of human relationships and strengthen public trust, so that managerial efficiency remains combined with fair and inclusive service values.³

The current concept of a hospital is indeed much different from the concept of a hospital in the past or in the early 1900s, the hospital only played a role as a place to care for the sick, then this role developed in line with the development of science and technology, economics, politics so that it was not solely to take care of the sick.⁴

On the other hand, people's needs and awareness of healthy living are increasing. People are increasingly aware of the importance of health, so the demands and expectations are increasing. With the high expectations of the public for health services today, it requires hospitals to have reliable human resources, have an *entrepreneurial spirit*, be competitive and innovative in providing services. So that the community as recipients of service services feels happy and comfortable with the services provided.⁵

Providing excellent service is not an easy thing that requires commitment and a long training process and of course a sufficient source of financing, but in a competitive effort with other hospitals,

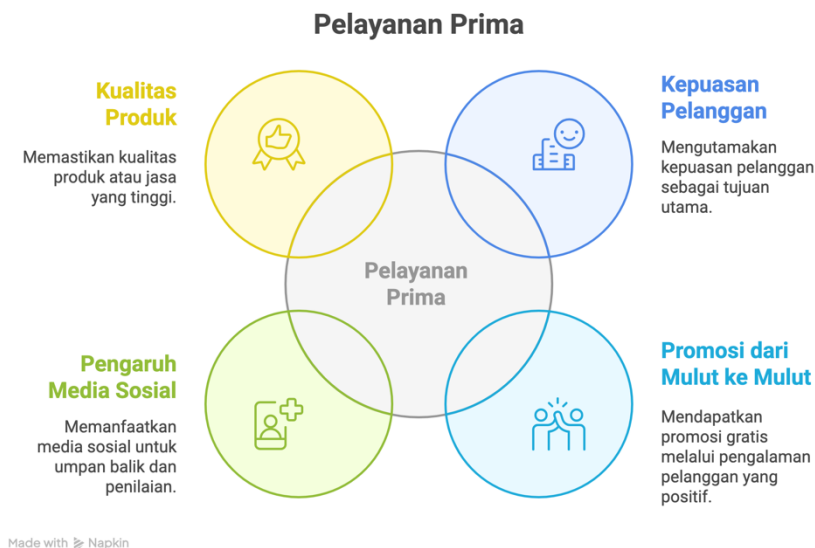
³ DeVito, J. A. (2016). *The Interpersonal Communication Book* (14th ed.). Pearson.

⁴ Ristrini. Center for Research and Development of Health Services and Technology, Health Research and Development Agency. JMPK Vol. 08, 21 March 2005

⁵ Ristrini. Center for Research and Development of Health Services and Technology, Health Research and Development Agency. JMPK Vol. 08, 21 March 2005



the fulfillment of human resources who meet the qualifications is a must.



Excellent Service Diagram

Service excellent , also known as excellent service , prioritizes customer satisfaction above all else. If the company's services have made a good impression on consumers or the public, then it is possible that the company will benefit from free word-of-mouth promotions. Moreover, with the development of social media, it is so easy for someone to give an assessment of the health services provided, the tendency to consider trivial things related to the services provided, because they assume that the most important thing is the quality of the product or service only. In fact, ignoring service to consumers is a big mistake and can have an impact on public judgment.



Front liners are officers who are on duty on the front lines and can deal directly with customers. The presence of *frontliners* in every public service institution plays an important role and can be an ambassador for the company that oversees it. If *the frontliner* carries out his main duties well with sincerity, it can improve the company's image. On the other hand, when *frontliners* behave unkindly towards customers, *the* image of the company will also be tarnished.⁶

Patut Patuh Patju Hospital as a hospital owned by the government of West Lombok Regency which is located in the regency city and the characteristics of its citizens have cultural peculiarities and customs where the citizens still hold fast to their beliefs, culture and customs. As a society with high family cultural roots, of course, it also affects the behavior shown when receiving services at the hospital, the desire to be prioritized, get more services and tend to overflow emotions when getting services that are not in accordance with expectations, this phenomenon is a challenge for *fornt liner officers* at the Patju Patut Patuh Regional General Hospital, West Lombok Regency.

As a health service unit that already holds the status of a Regional Public Service Agency or BLUD, of course, Patut Patuh Patju Hospital not only prioritizes health services but is also important to consider economic and profit aspects for the sake of sustainability in providing health services for the community. With independent

⁶ Ly Public Relations RSHS. *Customer-Friendly Frontliner and Customer-Smile*.<https://web.rshs.go.id/frontliner-friendly-friendly-and-customer-smiled/>



financial management, of course, it will facilitate flexibility in financial management, and it is expected to continue to strive to improve the quality of service by providing infrastructure, improving the quality of human resources through further training and education, including in front *liner officers*.

Based on visitor reviews on the website of the Patut Patuh Patju Regional Hospital, it can be concluded that although this hospital has modern facilities, a clean atmosphere, and friendly staff , there are still some obstacles that need to be improved. These obstacles include long waiting times, uneven services, and the need to improve cleanliness and service management. The hospital has shown a commitment to making improvements, but concrete steps are still needed to improve the overall quality of service and ensure a better patient experience in the future.⁷

B. Method

Research This research is carried out with a qualitative approach, namely a research data procedure that is collected in the form of descriptive data in the form of written or oral words and images from the behavior of the people observed, the data includes interviews, observations and related documents. Descriptive research studies the problems in society and the procedures that apply in society and specific situations, including relationships,

⁷ The website should be compliant with the <https://rsudtripat.lombokbaratkab.go.id/>



actions, perspectives, and processes, as well as the impact of a phenomenon.

An approach to phenomena that are consciously and individually experienced by a group of individuals in their lives. Phenomenology explains phenomena and their meanings for individuals by conducting interviews with a number of individuals. The study of phenomenology assumes that each individual experiences a phenomenon with his or her consciousness. In other words, the study of phenomenology aims to explore the subjects' deepest awareness of the experience of an event.

This qualitative method is used due to several considerations. *First*, because researchers are directly confronted with plural reality. *Second*, this method directly presents the nature of the relationship between the researcher and the respondent.⁸

1. Data Source

In this research, data sources were obtained from two sources, namely primary data and secondary data. The primary data source in this study is data obtained directly from informants in the field in accordance with the problems discussed in this study. The data is sourced from direct interviews with informants who are closely related to the problem to be researched. One of them is by conducting interviews with *fronliner officers*, visitors as service recipients, which is the main role in this study. Meanwhile,

⁸ Lexy J. Moleong. *Qualitative Research Methodology*. PT. Teenage Rosdakarya Bandung.2022



supporting informants who are considered influential include management and colleagues, or parties who interact with *the fronliner officer*. Secondary data sources are additional data that are used as support, namely data sourced from literature, articles, journals, internet sites, Ministry SOPs, Hospital SOPs as well as other relevant supporting references, both directly and indirectly.

2. Data Collection Techniques

To obtain valid and context-rich data, this study uses three main techniques, namely observation, in-depth interviews, and documentation.

a. Observation

The type of observation in this study is structured observation where observations are carried out using observation guides. Thus, in this observation, the observer must be able to personally develop his observation in observing an object.

b. In-Depth Interviews

The data collection technique was carried out through in-depth interviews with 16 informants consisting of 6 front liner officers (Customer Service, Cashier, and Patient Transporter) and 10 hospital visitors, who were selected purposively based on their direct involvement in the service process. All interviews were conducted face-to-face and recorded with the consent of the informant. Data were analyzed using thematic analysis techniques to identify interpersonal communication patterns that support or hinder excellent service. To maintain research ethics, the identity of the informant is disguised



using a certain code so that the confidentiality of personal data is maintained.

Table of Informant Codes from Fronliner

No.	Informant Code	Position/Unit	Information
1	PFL-01	Customer Service	Officer 1
2	PFL-02	Customer Service	Officer 2
3	PFL-03	Cashier	Officer 1
4	PFL-04	Cashier	Officer 2
5	PFL-05	Patient Transporter	Officer 1
6	PFL-06	Patient Transporter	Officer 2

Table of Informant Codes from Visitors

No.	Informant Code	Visitor Categories	Information
1	PGJ-01	Outpatient Visitors	Interview 1
2	PGJ-02	Outpatient Visitors	Interview 2
3	PGJ-03	Inpatient Visitors	Interview 3
4	PGJ-04	Inpatient Visitors	Interview 4
5	PGJ-05	Patient's Family	Interview 5
6	PGJ-06	Patient's Family	Interview 6
7	PGJ-07	General Visitor	Interview 7
8	PGJ-08	General Visitor	Interview 8
9	PGJ-09	Patient's Family	Interview 9
10	PGJ-10	Outpatient Visitors	Interview 10

c. Documentation

Documentation is a complement to the use of observation and interview techniques in qualitative research. Documentation is



carried out so that daily activities in providing services can be documented.

3. Data Analysis Techniques

Data analysis is carried out to describe all the data so that it can be understood and conclusions can be made. The results obtained through data analysis in this study can be useful for the development of theories built from the data obtained. Data analysis in this study was carried out using interactive models from Miles, Huberman and Saldana,⁹ which applied four steps in analyzing data, namely:

- a. *Data Collection* : In this stage, the researcher selects, focuses, simplifies, abstracts, and transforms the raw data from the interview into a more manageable form. This can be done by:
 - 1) Identify key themes based on interview questions.
 - 2) Sort through relevant informant quotes or answers.
 - 3) Eliminate irrelevant or duplicate information.
 - 4) Create initial coding for each interview segment.
- b. *Data Reduction* : Once the data has been reduced, the next step is to present it in an organized form, so that patterns, relationships, and tendencies can be seen. This presentation can be in the form of:
 - 1) Matrix
 - 2) Thematic table
 - 3) Concise narratives grouped by theme/category
- c. *Data Display i*(Data Presentation), This step involves interpreting the meaning of the data that has been presented.

⁹ Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed.). Thousand Oaks, CA: SAGE Publications.



The researcher tries to find patterns, causal relationships, or thematic categories that can answer the research question. These conclusions are temporary, and should be verified continuously during the data collection and analysis process.

- d. *Conclusion Drawing* , Conclusion drawing is the result of research that answers the focus of research based on the results of data analysis. The conclusion stage leads to the analysis of the research questions asked and reveals the "what" and "how" of the research findings.¹⁰

C. Results and Discussion

1. An Overview of the Importance of Keeping Up With the Kardashians

Based on the determination of strategic issues that have been described, the Vision of the Patut Obey Patju Hospital of West Lombok Regency is formulated as follows:

- a. Vision: "**Realizing a Superior Innovative Superior Compliance Hospital**".

The description of the Vision is as follows:

Superior Hospital: Reflects the determination to be a quality and leading healthcare center in all aspects.

Innovative Hospitals: Developing methods and technologies in competitive SMART Hospital applications

¹⁰ Haris Herdiansyah, *Qualitative Research Methodology for Social Sciences*, (South Jakarta:

Salemba Humanika, 12012), p., 254



Health Service Center: Realizing plenary health services that are oriented towards quality and patient safety

Educational and research Service Center: To be a center for education, research and development of new therapies, innovative medical technologies, and more effective treatment methods, as well as collaborate with research institutions and industry to advance medical knowledge.



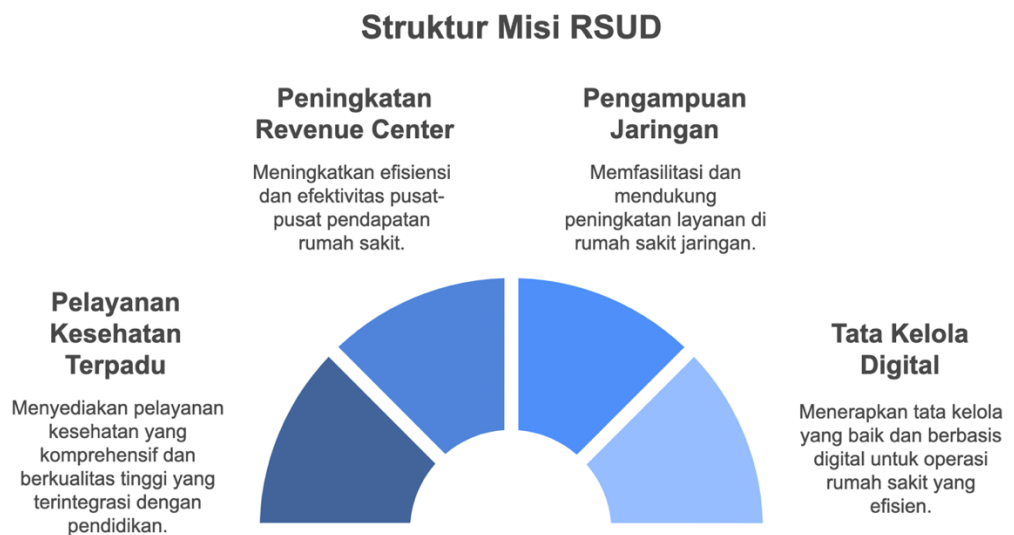
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b. The mission of the hospital should be to comply with the patju of West Lombok Regency

¹¹ Documentation at the Patut Patuh Patju Hospital, West Lombok Regency, May 12, 2025.



- 1) Providing plenary and excellent health services that are integrated with education.
- 2) Improving *hospital* revenue center services
- 3) Organizing the network hospital service strata
- 4) Implementing *digital-based* good governance



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c. The Value System of the Hospital Should Be Compliant with the Patju of West Lombok Regency

Strategy is a strategic step by optimizing existing potentials and opportunities and overcoming internal weaknesses and external challenges to ensure the

¹² Documentation at the Patut Patuh Patju Hospital, West Lombok Regency, May 12, 2025.



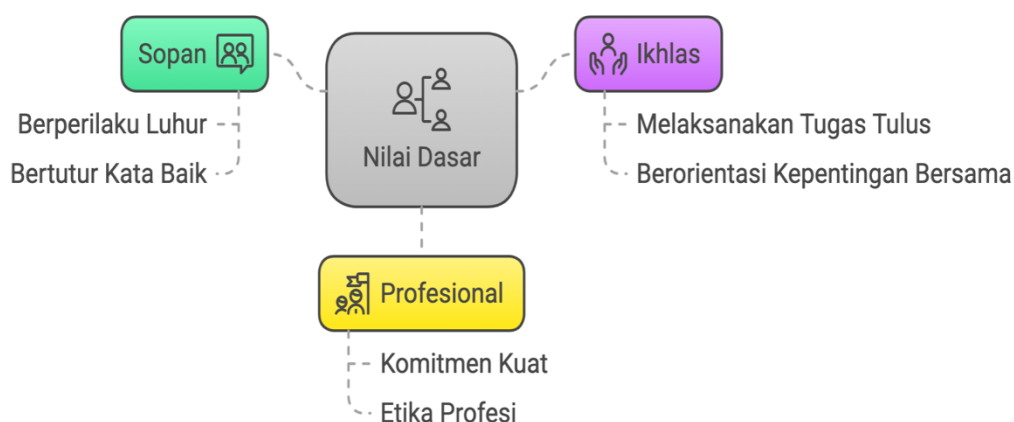
implementation of the mission and the achievement of an organization's mission. Thus, it can be interpreted that the strategy bridges the vision with the existing reality.

The strategy was prepared based on the position of the Patut Patuh Patju Hospital in West Lombok Regency which wants to achieve its goals. In order to develop a strategy, it is necessary to determine basic values that are used as guidelines for all human resources at Patut Patuh Patju Hospital.

The basic values carried out by the human resources of the Patut Patuh Patju Hospital, West Lombok Regency: First; **Politeness** is striving to be a noble person in behaving, acting, speaking in any condition and situation so as to create peace and comfort for others; Second, **Sincerity** is striving to be a sincere person to carry out all duties, functions, authorities, and responsibilities sincerely and wholeheartedly and oriented to common leadership; **Professional** is striving as a person who has a commitment (strong desire) to always improve the positive image of the profession in carrying out duties in accordance with the ethics and standards of their respective professions.



Nilai Dasar Sumber Daya Manusia RSUD Patut Patuh Patju



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When these three basic values are put together, they can be acronymized with the term "**SIP**" or in Indonesian it can be interpreted as a symbol of satisfaction.

d. Strategic work program

The strategic work program of Patut Patuh Patju Hospital covers various fields, including improving the quality of medical services, infrastructure development, strengthening human resources, and integrating information technology. Each program is designed with specific objectives and clear indicators of success, allowing for effective monitoring and evaluation. Through this structured and systematic approach, Patut Patuh Patju Hospital strives to face the existing challenges and take advantage of opportunities to develop.

¹³ Documentation at the Patut Patuh Patju Hospital, West Lombok Regency, May 12, 2025.



In drafting a strategic work program, a variety of factors are considered, including analysis of public health needs, internal capacity evaluation, and the latest developments in medical technology and practice. This ensures that each program implemented is not only relevant, but also capable of having a significant positive impact.

The success of this strategic work program is highly dependent on the support and cooperation of all stakeholders, including hospital management, medical personnel, support staff, and the community. With strong commitment and dedication, Patut Patuh Patju Hospital is optimistic that it can achieve its vision of becoming a leading hospital that provides complete, quality, and equitable health services for all levels of society.

The preparation of this strategic work program is expected to be a strong foundation for Patut Patuh Patju Hospital in realizing various service improvement initiatives. With the right guidance, measurable steps, and a spirit of togetherness, the hospital is ready to face the future with optimism and readiness to continue to provide the best for the community.

2. Analysis of the Causes of Not Realized Service Excellent Behavior

The Patut Patuh Patju Regional General Hospital (RSUD) West Lombok Regency is one of the health service institutions owned by the West Lombok regional government which plays a strategic role in providing health services for the community. As public



expectations for the quality of public services increase, hospitals are required not only to provide professional medical services, but also to prioritize aspects of *excellent service* and good interpersonal communication, especially by front liner officers who are the main faces of the institution. In the context of hospital services, *the front liner* has a very strategic position. They are the first party to interact with patients and patients' families, both in the registration process, service information, complaints, to administrative and medical briefings. The interaction that occurs at this starting point greatly determines the initial perception of the public towards the quality and comfort of hospital services as a whole.¹⁴

The implementation of excellent service for front liner officers at Patut Patuh Patju Hospital, West Lombok Regency refers to the principles of interpersonal communication from an Islamic perspective, especially the six speaking styles (*qaulan*) which include *Qaulan Sadida*, *Baligha*, *Ma'rufa*, *Karima*, *Layina*, and *Maysura*. *Qaulan Sadida* is the main foundation, where officers are expected to convey information honestly, factually, and according to the rules of language. This can be seen from the officer's efforts to provide accurate medical explanations to patients, even though sometimes the information is unpleasant. In addition, the application of *Qaulan Baligha* appears to be in the delivery of effective messages and adjusted to the patient's level of understanding, such as the use of

¹⁴ Maulyan, Feti Fatimah, Devi Yuniati Drajat, Ria Yuli Angliawati, and Dwi Sandini. "The Influence of Service Excellence on Company Image and Customer Loyalty: A Theoretical Review." *Journal of Management Science* 4, no. 1 (February 7, 2022): 8–17. <https://doi.org/10.51977/jsm.v4i1.660>.



simple language for the general public and medical terminology for the educated.

Qaulan Ma'rufa and Qaulan Karima are reflected in politeness, appreciation, and avoidance of harsh words or hurting the patient's feelings. Front liners try to maintain communication etiquette by saying kind words, especially when interacting with elderly patients or those who need special attention. Meanwhile, Qaulan Layina is realized through gentle speech and friendly intonation, thus creating comfort for patients. This approach is effective in relieving tension, especially in service situations that require high empathy, such as when patients experience anxiety or uncertainty related to their health condition.

Qaulan Maysura is applied by simplifying complex information to be easier to understand, avoiding misunderstandings, and providing an uplifting message when possible. Front liners try to ensure communication runs both ways and patients feel heard. Overall, the implementation of these six qaulan principles strengthens the quality of service, although there are still challenges such as consistency of implementation amid high work pressure and diversity of patient backgrounds. However, based on the results of initial observations, data on community complaints collected through the suggestion box, official complaint report, and interviews with several visitors of the Patut Patuh Patju Hospital, it was found that there were a number of problems that showed that the *excellent service behavior* and interpersonal communication skills of the front liner officers has not run optimally. This problem not



only has implications for patient satisfaction, but can also have an impact on the overall image of the institution.¹⁵

D. Conclusion

Based on the results of the study, the implementation of service excellence of front liner officers at Patut Patuh Patju Hospital, West Lombok Regency can be analyzed through the integration of several theories, namely Erving Goffman's Dramaturgy Theory, Interpersonal Communication Theory, SERVQUAL in Service Excellence, and Interpersonal Communication in Islamic Perspective. Goffman's Dramaturgy Theory explains that front liners act like actors on stage, where they play the role (front stage) by presenting a professional, friendly, and attentive impression to patients. However, behind the scenes, there are dynamics such as work pressure and fatigue that affect their performance. This approach shows that healthcare is not only about technical competence, but also the ability to manage impressions to create a positive experience for patients.

From the perspective of Interpersonal Communication Theory, the interaction between the officer and the patient is dynamic and affects each other. Verbal and nonverbal communication skills, such as active listening, eye contact, and empathic facial expressions, play an important role in building trust. The study found that patients tended to be more satisfied when officers were able to adjust their

¹⁵ Interview with PGJ-0, 102 March, 2025



communication style to their needs, both in delivering medical information and responding to complaints. However, challenges arise when officers have to deal with patients who are emotional or come from different cultural backgrounds, so cross-cultural communication training is needed to improve the effectiveness of interactions.

Analysis using the SERVQUAL (Service Excellence) model revealed that the quality of service at this hospital was assessed from five dimensions: tangibles (physical facilities), reliability (reliability), responsiveness (responsiveness), assurance (assurance of certainty), and empathy (empathy). The results of the study show that the aspects of empathy and responsiveness are the dominant factors in patient satisfaction. For example, officers who respond quickly to patient complaints and show a caring attitude are more likely to get a positive assessment. However, some constraints such as resource limitations and high workloads sometimes reduce the consistency of service quality. Therefore, better human resource management, including task rotation and reward systems, is needed to maintain officer motivation.

Overall, this study concludes that the success of service excellence of front liner officers depends on the integration of technical performance and interpersonal communication skills supported by a multidisciplinary theoretical approach. Recommendations that can be submitted include: (1) qaulan-based communication training for officers, (2) optimization of SERVQUAL-based performance evaluation systems, and (3) creation of a work environment that



supports a balance of front stage and back stage in the style of Goffman. Thus, RSUD Patut Patuh Patju can become a model of health services that are technically and humanly superior.

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