

Analysis Of Accreditation Implementation On Employees Workproductivity In Realizing The Satisfaction Of Public Health Services At UPTD Puskesmas Purwodadi, Pasuruan Regency

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ABSTRACT: *This study aims to determine whether there is an effect of the variable implementation of accreditation on the satisfaction of public health services with employee work productivity as an intermediate variable in the Purwodadi Health Center. The population in this study are all employees, both permanent employees (Civil Servants) and Non-Permanent Employees in Purwodadi Health Center Pasuruan Regency which are spread in 3 Section Work Units totaling 90 people with purposive sampling technique. The method used is quantitative descriptive analysis. Mediated Regression Analysis To test the hypotheses for subsequent data analysis using a mediated regression approach. The results of the study explain that there is no influence of the implementation of accreditation on the satisfaction of public health services with employee work productivity as an intermediate variable in Purwodadi Health Center.*

KEYWORDS-*Implementation of accreditation, work productivity, health service satisfaction*

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I. INTRODUCTION

The purpose of health development is to increase awareness, willingness and ability to live healthily for each person in order to realize an optimal level of community health. To achieve health development, various health efforts are carried out in a comprehensive, tiered and integrated manner. The Puskesmas (health center) is the answer to the providers of health efforts for the first level. The Puskesmas is the vanguard in the implementation of basic health efforts. The Minister of Health Regulation No. 75 of 2014 concerning the "Community Health Center", is a legal basis for the implementation of Puskesmas, by prioritizing promotive and preventive efforts to achieve the highest level of public health in its working area.

As the Regional Technical Implementation Unit (UPTD), the Puskesmas has an important role in efforts to improve the health of the community. At the moment Puskesmas has been established in almost all corners of the country. To reach all of its working areas, Puskesmas are strengthened with supporting puskesmas and mobile health centers, as well as programs that support the vision of puskesmas including alert villages, poskesdes, polindes as Community Based Health Efforts (UKBM). Health development must be viewed holistically in the life cycle someone we know as the continuum of care, namely health services ranging from pregnant women to old age must remain a concern and focus in health development to prepare reliable human resources.

In order for resources to be utilized effectively and efficiently, these efforts must be implemented integrally from planning, implementation, monitoring to evaluation. For that recording and reporting of health service activities need to be managed properly in a health information system. Health Information Systems (SIK) based on evidence are directed to provide accurate, complete and timely data and information. In addition to being supported by good health care management aspects, UKBM's success is also supported by adequate infrastructure, competent officers, and standardized service procedures so as to have an impact on service satisfaction (Iskandar, 2017). User satisfaction can be used as an indicator of the success of a program.

The average Community Satisfaction Index (IKM) in Pasuruan Regency despite achieving the target but experiencing a decline from 2014 averaged 77.97 to 78.70 in 2015, in 2016 the average IKM was 76.96. while the average SMI target is 70. The measurement of the Community Satisfaction Index in the Health Unit in Pasuruan Regency is intended to periodically determine the level of performance of health service units in Puskesmas as a material for determining policies in order to improve the quality of public health services for the next community. Community Satisfaction Index can be used as an illustration of the performance of health service units.

To see and measure an achievement of the productivity of employees in public organizations, especially in the UPTD Puskesmas, the reality cannot be measured materially or financially, but seen from the

completion of the existing workload, and timeliness, quality of services that are effective, efficient, equitable, quality, affordable and able to meet the needs of the community in its working area in order to create maximum community health status. While the current condition of the problems faced by the Pasuruan District Health Office is that health services to the community are still not optimal. Employee discipline in working is still lacking, the effectiveness of the work process is not optimal, this is due to the lack of commitment and consistency of employees. Besides that, health workforce is still far from meeting the needs, this is due to the provision of employees carried out by the Regional Personnel Agency which must see the ability of the APBD in the recruitment of health personnel. This table illustrates the imbalance between current conditions and employee needs if calculated from the ratio per 100,000 population.

Table 1: Conditions of Health Workers with a population of 1,581,787 per 100,000 population in 2016 in Pasuruan Regency

NO	Types of Staff	Present Condition		Requirement	
		Total	Ratio Per 100.000 Pop	Ratio Per 100.000 Pop	Labor Required
1	Medical specialist	47	2,97	6	95
2	General practitioners	140	8,85	40	633
3	Dentist	51	3,22	11	174
4	Midwife	548	34,64	100	1582
5	Nurse	568	35,91	117,5	1859
6	Pharmacy	75	4,74	10	158
7	Nutritionist	39	2,47	22	348
8	Public health	23	1,45	40	633
9	Sanitarian	22	1,39	40	633

In addition to employee work productivity factors, management aspects are also suspected to be one of the success factors for the realization of UKBM (Ilyas, 2002). In organizing public services, management organizers, including Puskesmas leaders and health workers, are required to be able to carry out management functions, including: Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting (Iskandar, 2017).

Furthermore how to overcome the work productivity problems of these employees by utilizing the available resources, so that the achievement of the target of the Puskesmas program is fulfilled, that is, an Assessment System is needed. The policy of the accreditation program at the first level service facilities is one form of the implementation of the assessment system. This accreditation policy is a government policy in ensuring the quality of health aimed at realizing quality UPTD Puskesmas. This policy is an effort to ensure that improving quality, improving performance and implementing risk management can be carried out continuously at the UPTD Puskesmas, especially in the UPTD Puskesmas Purwodadi, Pasuruan Regency.

Some studies state that health professionalism supports accreditation programs because accreditation programs are effective strategies to ensure quality, better organizational performance after accreditation, and provide guidance on how quality and safety are organized in a better organization. However, there are studies which state that health professionals do not support accreditation programs because they increase workload and work stress, few feel that gives value to patients because they are only aimed at the process rather than quality, high accreditation costs (direct / indirect), lack of consistency between assessors, need a lot of resources, doubt the benefits of accreditation for the organization (Zarkin, G et al; 2006)

Based on some of the descriptions above and from the results of several previous studies that have been described, it can be expected that there is an influence between accreditation policies and employee performance and employee performance / employee work productivity can affect patient satisfaction. Referring to the results of the research and the opinions of the experts, the researchers were interested in exploring this research, thus encouraging researchers to determine the research topic with the title: "Analysis of the Effect of Accreditation Implementation on employee work productivity in realizing satisfaction of public health services" at the Purwodadi Community Health Center.

The purpose of this study is to examine and analyze the effect of the variable implementation of accreditation on the satisfaction of public health services with employee work productivity as an intermediate variable in the UPTD Puskesmas Purwodadi.

II. HEADINGS

1. Accreditation

Accreditation is a regulatory mechanism that aims to encourage efforts to improve the quality and performance of First Level Health Facilities (FKTP) services. In the FKTP accreditation system, there is the role of the Provincial / District / City Health Office as FKTP advocates, the role of the independent FKTP accreditation organizer as FKTP accreditation organizer is carried out by the FKTP Accreditation Commission

established by the Minister of Health through the Minister of Health Decree No. HK. 02. 02 / Menkes / 59 / 2105. This commission is in addition to the task of carrying out FKTP accreditation.

The First Level Health Facilities (FKTP) in this accreditation are Puskesmas, Primary clinics and Independent Doctor / Dentist Practice Sites. Elements assessed in the implementation of Puskesmas accreditation include: 1) administration and management, 2) implementation of community health efforts, and 3) individual health efforts, while for the implementation of pratama clinical accreditation and practice of doctors / dentists an assessment of clinical leadership and management is conducted. and individual health efforts.

The main objective of Puskesmas accreditation is to improve quality, performance through continuous improvement of the management system, quality management system and service and program implementation system, as well as the application of risk Puskesmas Accreditation management, and not just an assessment to obtain an accreditation certificate. Accreditation will provide the following benefits:

1. For Provincial / District / City Health Offices

As a vehicle for fostering quality improvement through continuous improvement of the quality management system, management system for the implementation of Public Health Efforts and clinical services, as well as the application of risk management.

2. For Health BPJS as one of the conditions for recalculating FKTP

3. For FKTP

. Providing competitive advantage

b. Ensure quality primary health services

c. Improve education for staff

d. Improve risk management

e. Build and enhance teamwork between staff

f. Avoid Variations in service, order documentation, and consistency in work.

g. Improve security in work

4. For the Community

a. Strengthen public trust

b. Quality assurance

2. Work Productivity

Every company always strives so that employees can achieve in the form of providing maximum work productivity. Employee productivity for a company is very important as a measure of success in running a business. Because the higher the work productivity of employees in the company, it means that the company's profit and productivity will increase.

Meanwhile, in terms of organizational dimensions, the overall concept of productivity is another dimension of efforts to achieve the quality and quantity of an activity process with regard to the subject of economics. Therefore, always oriented to how to think and act to utilize input sources to get optimum output.

In an effort to increase the work productivity of employees in a company, it is necessary to pay attention to the factors that influence the work productivity of the employee. Many factors can affect employee work productivity both related to the workforce itself and the factors related to the company's environment and overall government policy.

According Muchdarsyah Sinungan (2005: 126) the benefits of work productivity measurement are as follows:

1) Feedback on the implementation of work to improve employee work productivity.

2) Evaluation of work productivity is used for settlement, for example: giving bonuses and other forms of compensation.

3) For decision making, for example: promotion, transfer and demotion.

4) For training and development needs.

5) For career planning and development.

6) To find out the deviations of the staffing process.

7) To find out informal inaccuracies

8) To provide fair employment opportunities.

As explained by Simamora (2004: 612) the factors used in measuring work productivity include the quantity of work, quality and timeliness.

3. Satisfaction

Satisfaction is a situation that is felt by consumers after he experiences a performance (or outcome) that has fulfilled his various expectations. According to Oliver, satisfaction is the level of one's performance (customer) after comparing the perceived performance or results (services received and felt) with what he expected (Irine, 2009, p.61)

Until now the definition of customer satisfaction is still much debated, there are at least two types of domains, on the one hand, customer satisfaction is seen as an outcome or results obtained from the experience of consumption of goods or specific services (outcome-oriented approach). On the other hand, customer satisfaction is also often seen as a process (process-oriented approach)

Satisfaction with health services will be expressed through the following matters (Fais and Sitti Saleha, 2009, p.141):

1) Word of mouth communication

Information obtained from patients or the community who obtain satisfactory or non-satisfying services will be information that can be used as a reference to use or choose these health services.

2) Personal needs

Patients or the community always need health services that are available as individuals who are available at the time and place as needed. Patients or the community expect the ease of obtaining health services both in normal and emergency situations.

3) Past experience

Patients or people who have received satisfactory health services will return to the previous health service to obtain satisfactory services according to their needs based on past experience.

4) External communication

Extensive socialization of the health care system regarding facilities, human resources, and the advantages of a health care institution will influence the use of services by the community or patient.

Four things need to be considered in the approach to achieving excellent service through improving the quality of service, namely as follows (Fais, 2009, pp. 111-112):

1) Customers and expectations

Customer expectations encourage efforts to improve service quality. Health care organizations have many potential customers. Their expectations must be identified and prioritized and then create criteria for assessing success.

2) Performance improvements

When customer expectations have been identified, the next step is to identify and implement the performance of staff and doctors to achieve counseling, recognition and rewarding.

3) Repair process

Performance is often blamed for service problems and customer dissatisfaction when the process itself is not well designed to support service. By involving staff in the service process, process problems can be identified that can affect customer satisfaction, diagnose causes, identify, and test solutions or improvements.

Understanding the needs and desires of patients is an important thing that affects patient satisfaction. Satisfied patients are a very valuable asset because if patients feel satisfied they will continue to use their chosen services, but if they feel dissatisfied they will tell someone twice more about their bad experiences. To create patient satisfaction, the hospital must create and manage a system to obtain more patients and the ability to retain patients.

Patients are sick people who are treated by doctors and other health workers in practice (Yuwono; 2003). While satisfaction is a feeling of pleasure someone that comes from the comparison between pleasure to activity and a product with his expectations (Nursalam; 2011). Kotler (in Nursalam; 2011) states that satisfaction is a feeling of pleasure or disappointment that appears after comparing the perception or disappointment of someone who appears after comparing the perception or impression of the performance or results of a product and expectations.

Patient assessment of nurse services comes from patient experience. Aspects of patient experience can be interpreted as a treatment or action from a nurse who is or has been lived, felt and borne by someone who uses nurse services.

III. HYPOTHESIS DEVELOPMENT

Implementation of Accreditation for Employee Work Productivity

Based on the research conducted by Putri (2014), the results showed that there was a relationship between management and the productivity of nurses at Bhayangkara Hospital in Palembang. Performance and productivity are influenced by environmental factors, personal factors, organizational factors and management factors. Management surveys are analyzed using elements of hospital accreditation assessment.

This is in line with the research of Kreig, T (1996) that accreditation improves Hospital performance; Kreig, T explained that the advantages of accreditation programs include increased communication, commitment to best practice, availability of information for evaluation activities and quality care activities, greater focus on patients, support for change, and staff development. While Chen, J et al (2003) stated that unaccredited hospitals showed lower quality of service compared to accredited hospitals

Implementation of Health Service Satisfaction

The accreditation process is designed to increase the safety culture and culture of quality or quality of the Hospital, so that it always strives to improve the quality and safety of its services. After the accreditation of KARS 2012 version, it appears that the dimension of empathy is very important as a determinant of satisfaction itself. From this point it can be concluded that there has been a paradigm shift in quality. At the time of plenary accreditation, speed (responsiveness) is not a determinant of patient satisfaction. This happens because the number of patients in the polyclinic and hospitalization increases and the cases faced are also severe cases, this is as a result of the enactment of RSUD DR. Iskhak Tulungagung by the Provincial Health Office, in 2015 became a regional referral hospital in the Kediri (Karani; 2017)

Salmon's J et al (2003) research, states that accreditation encourages change in health organizations. Significant changes occur in the area of public service facilities, facilities and physical security that have an impact on visitor satisfaction. With accreditation, patients assess that doctors and nurses must improve interpersonal skills, access, and availability of information for patients (Greco, M et al; 2001)

The Effect of Employee Work Productivity on Health Service Satisfaction

From the results of the analysis it is known that the performance of inpatient services has a significant effect on patient satisfaction. This shows that the better the Performance of Inpatient Services applied in hospitals the better the Patient Satisfaction in the hospital. This means that patients are in accordance with the Performance of Inpatient Services that are applied which include timeliness, Information, technical competence, relationships between humans and the environment (Sugawa, 2005).

Employee professionalism is an effective strategy to ensure service quality. Work productivity evaluation provides opportunities for health professionals to reflect clinical practice in agencies. Satisfaction with health care workers is stated in the relationship between patients and nurses, comfort and safety of the environment, effectiveness of services and attitudes of empathy officers (Hendroyogi, 2016)

IV. INDENTATIONS AND EQUATIONS

1. Research Methodology

The data needed in this study, researchers used data collection techniques through questionnaires, the questionnaire in this study used measurement guidelines in a Likert-line Scale consisting of 5 (five) answer categories.

The data analysis method used in this research is quantitative descriptive analysis method, namely the analysis carried out by involving statistical numbers to prove the hypothesis. Mediated Regression Analysis To test the hypotheses for subsequent data analysis using a mediated regression approach

2. Population

The population in this study are all employees, both permanent employees (Civil Servants) and Non-Permanent Employees in Purwodadi Health Center Pasuruan Regency which are spread in 3 Section Work Units totaling 90 people.

3. Research Variable

In this study there are 3 variables: the independent variables of the implementation of accreditation, employee work productivity and the dependent variable satisfaction of health services

V. FIGURES AND TABLES

1. Data Description

Based on the characteristics of respondents, it is known that the number of respondents in the public works sector is 30 people or 33.40%, then the midwife is 29 people or 32.3%, nurses are 18 people or 20% and doctors are 4 people or 4.4% which is then filled with other occupational fields such as Drg, Nutrition, Skm, Radiology, Physiotherapy, Laboran, and Kesling, each of which is 1.1% or 2.2%. So it can be concluded that the staff of the UPTD Puskesmas Purwodadi are dominated by the field of public works in charge of handling the general health of the Puskesmas.

When viewed from the age characteristics of respondents, the age that dominates between 26 and 45 years is 49 people or 54.40%, while the age above 45 years is 35 people or 38.90%. and the age of under 25 years is 6 people or 6.70%. So it can be concluded that the staff of the UPTD Puskesmas Purwodadi are dominated by employees whose age is classified as mature and also more experienced. This has a good impact on the agency because it can support the work especially in the satisfaction section of public health services at the Purwodadi Health Center UPTD.

Based on gender, respondents found that the number of female respondents dominated by 72.20%. compared to the number of male respondents, which is 27.80%. So that it can be concluded that UPTD Puskesmas Purwodadi employees are dominated by female employees because they are more careful in working

or painstaking. However, in carrying out activities both men and women have equal opportunities in carrying out work.

The characteristics of the working period of the respondents who dominate are under 5 years of work as many as 22 people or as big as 24.40%, working period of 6 to 10 years as many as 18 people or as much as 20.00%, and tenure of more than 10 years as many as 50 people or as big as 55.60%. It can be concluded that the UPTD Puskesmas Purwodadi employees are dominated by employees who have a long working period.

Furthermore, Respondents with the last education who dominated the respondents were S1 / DIV graduates as many as 42 people or 46.70% with DIII graduates as many as 40 people or 44.4%, then high school graduates as many as 7 people or 7.8% and S2 / One-person Specialists or as big as 1.1%. So it can be concluded that UPTD Puskesmas Purwodadi employees are dominated by employees of Bachelor and diploma graduates who are in good category because respondents with diploma and undergraduate education, with a high level of education allows employees to have self-control in carrying out their work and responsibilities.

2. Research results

Statement of Respondents Against Accreditation Implementation Variables

The average value of the question item variable implementation of accreditation is 3.8. Based on the overall average value of the statement item implementation variable accreditation with the class at 3.41 to 4.20, so based on these results it can be concluded that in general the implementation of accreditation in the Purwodadi Puskesmas UPTD was declared good. Where the highest respondent's response to the implementation variable of accreditation is the answer to statement number 5 (the head of the Puskesmas is a competent health worker in accordance with the legislation) this condition illustrates that the leader's ability or ability to carry out the task in accordance with the position he carried was very good, while the respondent's response lowest in statement number 3 (All employees understand the vision and mission of the Puskesmas and run it well) in this case employees do not understand the Implementation of Services at the Purwodadi Health Center UPTD.

Statement of Respondents Against Employee Productivity Variables

The average value of the item question variable employee work productivity is 3.72. Based on the overall average value of the statement item variable employee work productivity with the class at 3.41 - 4.20, so based on these results it can be concluded that in general the productivity of employee work at the Purwodadi Health Center UPTD was declared good. Where is the highest respondent's response to variable employee work productivity is answer to statement number 5 (job demands make me no time for family and social life) this condition illustrates that UWD Puskesmas Puwodadi employees have a lot of work time, while the lowest respondent's response to revelation number 1 (Feeling rushed to serve patients, because of the large number of patients).

Statement of Respondents Against Variable Satisfaction of Health Services

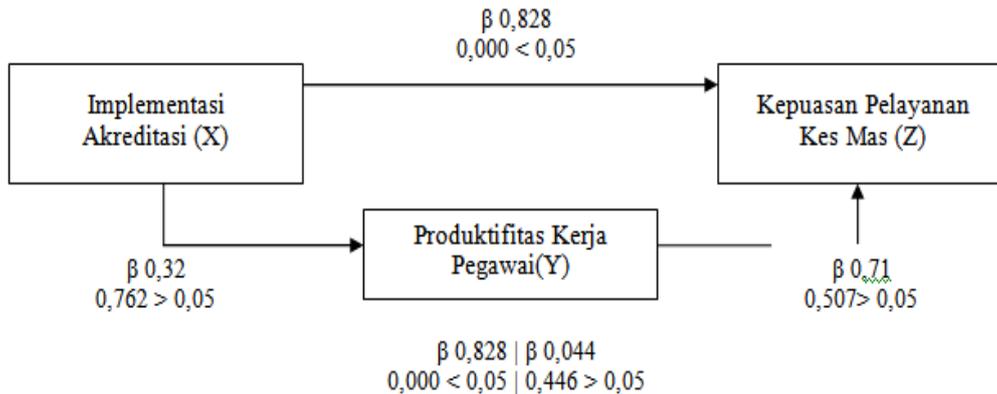
The average value of the question item variable Health Service Satisfaction is 3.77. Based on the overall average value of the item statement variable Health Service Satisfaction with the class at 3.41 - 4.20, so based on these results it can be concluded that in general the Health Service Satisfaction in the Purwodadi Health Center UPTD was declared good. Where the highest respondent's response to the variable Health Service Satisfaction is to answer statement number 5 (neat-looking officer) this condition illustrates that UWD Puskesmas Puwodadi employees have excellent service discipline while the lowest respondent's response is number 10 (Information service, communication and counseling is easy understood by the patient) this means high employee ability but what needs to be considered is the selection of words so that the patient will be easier to understand in the future.

3. Regression Analysis Results

Steps	Beta	Significance
1. X→Y Effect of Accreditation Implementation (X) Employee productivity (Y)	β 0,32	0,762 > 0,05
2. X→Z Effect of Accreditation Implementation (X) Health Service Satisfaction (Z)	β 0,828	0,000 < 0,05
3. Y→Z Employee work productivity (Y) Health Service Satisfaction (Z)	β 0,71	0,507 > 0,05
4. X→Y→Z Implementation Effect Accreditation (X) on Health Service Satisfaction (Z) with Employee Work Productivity (Y) as mediation	β 0,826 β 0,044	0,000 < 0,05 0,446 > 0,05

in this stage there is no partial mediation effect because the influence of mediating variables on the dependent variable is not significant with a significance value of $0.507 > 0.05$, and the independent variable to mediation is also insignificant $0.762 > 0.05$. From the results of regression analysis can also be described in accordance with the existing analysis framework:

Image of Regression Analysis Results



VI. DISCUSSION

The Implicative Effect of Accreditation on Employee Work Productivity

Puskesmas are accredited at least once every three years, as well as accreditation is one of the credential requirements as a first-level health care facility in collaboration with BPJS, as regulated in the Minister of Health Regulation No. 71 of 2013 concerning Health Services in National Health Insurance Article 6 paragraph (2).

The accreditation program that is a requirement and must be done periodically adds to the completion of the existing workload, this certainly affects employee work productivity. The results showed that the implementation of accreditation had no significant effect on employee work productivity, where the higher the implementation of accreditation carried out, the lower the work productivity of employees at the Purwodadi UPTD Puskemas.

Work productivity is a benchmark for determining the level of productive quality above itself, so that the existence of an organization is closely related to the productive work of its employees. Employee productivity can be seen from the completion of existing workloads, and timeliness, quality of service that is effective, efficient, equitable, quality, affordable and can meet the needs of the community in its working area in order to create maximum community health status.

While the results of the study show that the current conditions faced by the UPTD Purwodadi Health Center are still not optimal, judging from the characteristics of employees in the table of respondents' characteristics that the average age of employees is in the quite old category which can affect employee work productivity.

Likewise with the distribution of respondents' answers regarding employee work productivity, health workforce is still far from fulfilling needs because when viewed from the employee's response to the quantity of work that employees strongly agree to the following 3 things, namely responsibility to me feels stressed, confronts patients and works for they all day make me bored and the demands of work make me no time for family and community life this indicates the quantity of employees who are less so that employees feel that way.

The Effect of Accreditation Implementation on Health Service Satisfaction

The main objective of Puskesmas accreditation is to improve quality, performance through continuous improvement of the management system, quality management system and service and program implementation system, as well as the application of risk Puskesmas Accreditation management, and not just an assessment to obtain an accreditation certificate.

The criteria or indicators for puskesmas accreditation assessment include the delivery of puskesmas services, the leadership and management of the puskesmas, the improvement of the quality of the puskesmas, the goal-oriented public health efforts, the leadership and management of public health efforts, the performance goals of public health efforts, oriented clinical services, leadership and effort management public health, improving clinical quality and patient safety.

The description above shows the research results that the implementation of accreditation on health service satisfaction has a significant effect. Where the implementation that has been carried out by the Purwodadi UPTD Puskesmas has produced results that patients are satisfied with the health services provided

because the Purwodadi Puskesmas UPTD has been accredited. As explained by Irine (2009:61) that satisfaction is a situation that is felt by consumers after he experiences a performance (or outcome) that has fulfilled his various expectations.

Effect of Employee Work Productivity on Health Service Satisfaction

According to Muchdarsyah (in Yuli Tri Cahyono and Lestiyana M, 2007: 227) states that one that can affect work productivity is labor, where the increase in labor contributions to productivity is due to a healthier, more educated and more active workforce. Productivity can increase due to shorter working days. Rewards from supervisors can encourage employees to be more active in achieving important achievements in productivity. The same is the case with the implementation of accreditation on productivity that does not have a significant effect due to the small quantity of employees owned.

Employee Work Productivity as mediating the Implementation of Accreditation on Health Service Satisfaction

Based on the results of the study obtained results that Employee Work Productivity as mediation of the Implementation of Accreditation on Health Service Satisfaction has no significant effect. Shown with the results of the significance of Employee Accreditation and Work Productivity Implementation, each of which is 0.000 and 0.446. This is because the direct influence is not significant so the results given to indirect effects are also insignificant.

VII. CONCLUSION

Based on the results of data processing and discussion on research on the implementation of accreditation on satisfaction of public health services with employee work productivity as an intermediate variable in the UPTD Purwodadi Health Center, the following conclusions can be drawn:

1. There is no effect on the implementation of accreditation on the work productivity of employees at the Purwodadi Health Center UPTD. This is indicated by the β value of 0.32 with a significance level of 0.762
2. There is an effect of the implementation of accreditation on the satisfaction of public health services at the Purwodadi Health Center UPTD. This is indicated by the β value of 0.828 with a significance level of 0.000
3. There is no influence of employee work productivity on satisfaction of public health services at the Purwodadi Health Center UPTD. This is indicated by the β value of 0.71 with a significance level of 0.507
4. There is an effect of the implementation of accreditation on the satisfaction of public health services with employee work productivity as an intermediate variable in the Purwodadi Health Center UPTD. This is indicated by the β value of 0.826 and 0.044, respectively with a significance level of 0.000 and 0.446, respectively

Suggestion

As for suggestions for further research, given that there are some important findings in the study and limitations in this study, it is expected that in the future various parties can further examine other factors of the research variables. Other follow-up studies suggested include motivation, workplace climate, employee benefits factors, leadership, reward and punishment, and employee commitment to providing health services to patients (the community).

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