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# EXTRA ROLE BEHAVIOUR OF THE APPARATUS IN THE EFFORTS TO PROVIDE BETTER SERVICE TO THE ELDERLY : A STUDY OF THE INNOVATION OF "SANTUN LANSIA" PROGRAM IN INDONESIA

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## ABSTRACT

To provide excellent health services for elderly, the Ministry of Health of the Republic of Indonesia launched service innovations at the community health center called "Santun Lansia". " Santun Lansia " is a promotive, preventive, curative, and rehabilitative service for the elderly with the concept of "one stop service". The uniqueness of this service is in its focus on politeness, that is, serving the elderly with a smile, friendly, and respects them as parents. This study aims to see how the application of the innovation "Santun Lansia" and how the apparatus performs extra roles in carrying out their duties. This research uses descriptive qualitative method. This study was conducted in six community health center in metropolitan, medium and small cities. This research finds that the innovation of "Santun Lansia" consists of innovation service processes, service products, service methods, service systems, and service policies. This research also shows that in performing their duties, the community health center apparatus must carry out extra-roles. This research concludes that both apparatus from the metropolitan, medium, and small city of the community health center must carry out the same extra role including aspects of altruism, civic virtue, conscientiousness, courtesy and sportsmanship.

Keyword: Extra role, apparatus, service, elderly, "Santun Lansia"

## INTRODUCTION

Today, Indonesia is an aging population, because the number of elderly is more than 7%. Based on Susenas data, the elderly population in Indonesia was 9.3% in 2017. It is estimated that in 2020 (10%), 2025 (11.8%), 2030 (13.8%) and 2035 (15.8%). The increase in the number of elderly is due to an increase in Indonesia's life expectancy, from 70.8 years in 2017 to 72.2 years in 2035. The five provinces in Indonesia that have the highest elderly population are Yogyakarta (12.48%), East Java (9.36%), Central Java (9.26%), Bali (8.77%), and West Java (7.09%).

One of the problems of the elderly is health problems. As they get older, the elderly are vulnerable to chronic degenerative diseases. Elderly experiencing stroke (Kang, 2015), cardiovascular (Wang et al, 2015) heart valve disease (Cardiol, 2019), osteoporosis (Katherine., Et.al, 2000), hypertension (Philip., Et.al, 2005), diabetes (Nilka, 2018).

The Ministry of Health of the Republic of Indonesia has launched an innovative service for the elderly in the community health center (Pusat Kesehatan Masyarakat or Puskesmas, here after Puskesmas is used to refer to as community health center) called "Santun Lansia". "Santun Lansia" is a promotive, preventive, curative and rehabilitative service for the elderly. This service is carried out at the Puskesmas with the concept of "one stop service". The uniqueness of this service is in its focus on politeness, which is serving the elderly with a smile, friendly, and respects them as parents. In carrying out their duties, a health apparatus often has to carry out duties outside of their formal duties. As a result, apparatus have to carry out extra-roles in performing their duties. Extra roles are carried out by a nurse (Talat et.al, 2017; Cheng et.al, 2017) emergency physician (ES Williams et.al, 2007), nursing staff (Nistha Malik et.al, 2017), doctors (James, 2016), and employees in health care organizations (Wen HY, 2010).

This study aims to see how the application of the innovation of "Santun Lansia" in Puskesmas, and how is the apparatus carrying out extra roles in providing services for the elderly.

## RESEARCH METHOD

6 This research uses descriptive qualitative methods (Dann & Neuman, 2016), which is an approach to explore and understand the meaning of individuals or groups as a social or human problem (Creswell, 2017). Data collection techniques are three ways, which are observation, interviews, and

documentation (Yin, 2011). Data analysis includes three steps from (Matthew B. Miles, et al, 2014) data collection, data display, until conclusions. This research was conducted in six Puskesmas in metropolitan, medium, and small cities. These are Puskesmas Medokan Ayu in Surabaya, Puskesmas Sidoarjo in Sidoarjo, Puskesmas Sobo in Banyuwangi, Puskesmas Summersari in Jember, Puskesmas Pandian in Sumenep and Puskesmas Nganjuk in Nganjuk. Informants in this study were 50 people consisting of 12 doctors, 18 nurses, 6 parking attendants, 6 security guards, 6 drivers, 1 pharmacy staff, and 1 laboratory staff.

## FINDINGS AND DISCUSSIONS

### 3. Innovation of Elderly Service : Santun Lansia

Mulgan and Albury (2003) said that : "Successful innovation is the creation and implementation of new processes, products, service and methods of delivery, which result in significant improvements in outcomes efficiency, effectiveness or quality". In line with the opinion of Mulgan and Albury, the innovations of "Santun Lansia" at the Puskesmas of Medokan Ayu, Sidoarjo, Sobo, Summersari, Pandian, and Nganjuk include the following:

- a. Service Process Innovation : the change in the procedure is to accelerate services for the elderly by providing a special queue number. Elderly patient queue numbers are different from general patients, which are set automatically from the registration machine.
- b. Service Product Innovation : changing the product design by creating a service innovation called "Santun Lansia". The word "Santun" means serving the elderly with a smile, friendly, and respects them as parents.
- c. Service Method Innovation: a new way for elderly services by providing special services through the segregation of services starting from queue numbers in polyclinics, pharmacies, and laboratories; consultation rooms; and seat at the waiting room.
- d. Service System Innovation: the new method that is used is by implementing "one stop service".

### Extra Role Behavior of Apparatus

Extra Role Behaviour is an extra individual behaviour, which is not directly or explicitly recognized in a formal work system, and which in the aggregate is able to increase the effectiveness of organizational functions (Organ, 1988). Organizations generally believe that to achieve excellence must strive for the highest individual performance, because basically individual performance influences team or work group performance and ultimately affects overall organizational performance.

Good organizational performance requires the behavior of its members as expected by the organization. The behavior demanded by the organization today is not only in-role behaviour, but also extra-role behaviour. Borman and Motowidlo (1993) state that extra-role behaviour can improve organizational performance because this behavior is a "lubricant" of the social engine in the organization, in other words with this behaviour, social interaction with members of the organization is smooth, reducing the occurrence disputes, and improve efficiency. This behaviour came because of feelings as members of the organization and feel satisfied when it can do something more to the organization. Feelings as members and satisfied when doing something more only happens if someone has a positive perception of the organization. Extra-role behaviour is a person's actions outside his obligations, does not pay attention to self-interest (Sloat, 1999), does not require a job description and formal reward system, is voluntary in working with colleagues and receive special orders without complaints (Organ and Konovski, 1989).

Extra services that must be provided by Puskesmas to implement "Santun Lansia" innovation demand apparatus to carry out extra role behaviour. This research find seven types extra role behaviour from the apparatus, that can be seen in table 1 below.

Table 1. Extra Role Behaviour of Apparatus

No	Type of Innovation	Type of Activity	Extra Role Behaviour Action
1	Service Process	Providing special queue numbers for the elderly.	<ul style="list-style-type: none"> <li>▪ Parking attendants escort the elderly to the registration machine</li> <li>▪ Cleaning service, ambulance driver, and security guard helps the elderly to press the registration machine.</li> </ul>

			<ul style="list-style-type: none"> <li>▪ Nurse escort the elderly to the chair in waiting room</li> </ul>
2	Service Product	Serving the elderly with a smile, friendly, and respects them as parents.	<ul style="list-style-type: none"> <li>▪ Parking attendants and security guard as the first apparatus / staff who meet the elderly patients must ready to screen and assist them promptly.</li> <li>▪ The doctor and nurse must spare their extra time to listen to the patient voice, aspiration, even their stories.</li> </ul>
3	Service Method	Separating the services starting from queue numbers in polyclinics, pharmacies, and laboratories; consultation rooms; and seat at the waiting room.	<ul style="list-style-type: none"> <li>▪ Parking attendants, cleaning service, ambulance driver, security guard, nurse, doctor, pharmacy staff, registration staff, and laboratories staff have to ensure that the elderly patients in the right room</li> </ul>
4	Service System	Implementing one stop service.	<ul style="list-style-type: none"> <li>▪ Parking attendants, cleaning service, ambulance driver, security guard, nurse, doctor, pharmacy staff, registration staff, and laboratories staff have to be ready to escort and assist the elderly patients from one service to other service rooms.</li> </ul>

Source: data analysis

According to Organ (1981) extra role behaviour is built from five dimensions, these are:

1. Altruism, which is willingness to help coworkers in completing their work in unusual situations.
2. Civic virtue, which is concerning the support of workers for administrative functions in the organization.
3. Conscientiousness, which is describe workers who carry out their duties and responsibilities more than what is expected.
4. Courtesy, which is behavior alleviates problems related to work faced by others.
5. Sportsmanship, which is describes the sportsmanship of a worker towards the organization.

Extra Role Behaviour that has been applied by the apparatus when connected with five dimensions of Extra Role Behaviour is as shown in table 2 bellow.

Table 2. Extra Role Dimension

No	Type of Innovation	Extra Role	Extra Role Dimension
1	Service Process	<ul style="list-style-type: none"> <li>▪ Parking attendants escort the elderly to the registration machine</li> </ul>	civic virtue, conscientiousness, courtesy, sportsmanship
		<ul style="list-style-type: none"> <li>▪ Cleaning service, ambulance driver, and security guard helps the elderly to press the registration machine.</li> </ul>	altruism, civic virtue, conscientiousness, courtesy
		<ul style="list-style-type: none"> <li>▪ Nurse escort the elderly to the chair in waiting room</li> </ul>	civic virtue, conscientiousness, courtesy, sportsmanship
2	Service Product	<ul style="list-style-type: none"> <li>▪ Parking attendants and security guard as the first apparatus / staff who meet the elderly patients must ready to screen and assist them promptly.</li> </ul>	conscientiousness, courtesy, sportsmanship
		<ul style="list-style-type: none"> <li>▪ The doctor and nurse must spare their extra time to listen to the patient voice, aspiration, even their stories.</li> </ul>	civic virtue, conscientiousness, courtesy, sportsmanship
3	Service Method	<ul style="list-style-type: none"> <li>▪ Parking attendants, cleaning service, ambulance driver, security guard, nurse, doctor, pharmacy staff, registration staff, and laboratories staff have to ensure that the elderly patients in the right room</li> </ul>	conscientiousness, sportsmanship
4	Service System	<ul style="list-style-type: none"> <li>▪ Parking attendants, cleaning service, ambulance driver, security guard, nurse,</li> </ul>	Altruism, civic virtue, conscientiousness, courtesy,

		doctor, pharmacy staff, registration staff, and laboratories staff have to be ready to escort and assist the elderly patients from one service to other service rooms.	sportsmanship
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Source: data analysis

## CONCLUSION

This paper has sought to discuss implementation of "Santun Lansia" innovation and extra role behaviour among the apparatus / staff in six Puskesmas in metropolitan, medium and small city. As this research has found that innovation of "Santun Lansia" consists of service process, service product, service method, and service system. This research also found that the apparatus / staff who have direct interface with the elderly patients : parking attendants, cleaning service, ambulance driver, security guard, nurse, doctor, pharmacy staff, registration staff, and laboratories staff have extra role behaviour in providing better services for the elderly patients in the application of "Santun Lansia". There was no difference in the extra roles behaviour among the apparatus / staff 7 Puskesmas in metropolitan, medium and small city. All apparatus / staff have extra role behaviour including altruism, civic virtue, conscientiousness, courtesy and sportsmanship.

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