



THE ROLE OF PURA RAHARJA HOSPITAL MANAGEMENT IN SURABAYA IN SUPERVISING THE SERVICES OF THE FOOD COURT AS A SUPPORTING PUBLIC SERVICE

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Abstract :

Public services in hospitals not only consist of medical services, but also include supporting services that play a vital role in ensuring the safety and comfort of service users, such as the food court. The presence of a food court in the hospital area directly affects aspects of health, cleanliness, and public satisfaction, thus requiring maximum supervision from hospital management. This study aims to analyze the management function of Pura Raharja Hospital Surabaya in supervising the food court service as an additional public service, the supervisory methods applied, and the problems encountered in its implementation. This study applies a qualitative approach with a case study design. Information was obtained through in-depth interviews, observation, and document analysis, followed by interactive analysis through data reduction, data presentation, and conclusion drawing. The research findings indicate that hospital management plays a crucial role in supervising food courts through the establishment of internal policies, standard operating procedures, and routine inspections in accordance with health sector regulations. However, effective supervision still faces challenges related to human resources, inter-unit collaboration, and a suboptimal evaluation system. This study highlights the significance of strengthening the management and supervision of non-medical services as an essential component in improving the quality of public services in hospitals.

Keywords : hospital management, supervision, food court, supporting public services, hospital

INTRODUCTION

Public services in the health sector not only include medical and nursing services, but also supporting services which are very important to ensure the comfort, safety and satisfaction of patients and hospital visitors (Bradács et al., 2025). One form of public service that supports this is a food court, which offers food and beverages to patients, their families, healthcare workers, and the general public. The presence of food courts around hospitals plays a crucial role because it directly relates to health, cleanliness, food safety, affordability, and environmental order (Rahman et al., 2022). Therefore, food court services cannot be considered merely a business activity, but rather a vital component of the public service system that requires responsible management and oversight.

In this context, Pura Raharja Hospital Surabaya, as a healthcare institution, must ensure that all supporting services, such as the food court, are implemented



in accordance with public service standards and health safety principles. The role of hospital management is crucial in managing food court governance, from planning and structuring partnerships with service providers to monitoring the quality of services provided. This oversight encompasses aspects of cleanliness, food quality, compliance with health standards, and a user complaint system. However, in practice, food court service oversight often encounters obstacles, such as a lack of resources, coordination between work units, and potential conflicts of interest between the public service focus and the economic orientation of service providers (Laila et al., 2025; Li et al., 2022).

Previous research shows that support services in hospitals have an impact on patient satisfaction, visitor comfort, and the overall image of the hospital (Fiori et al., 2025; Joob & Wiwantikit, 2015; Lesser & Lucan, 2013). Research on hospital management typically highlights the importance of non-medical facility management as an element of improving service quality. However, most research focuses on healthcare services or patient satisfaction in general, while studies specifically addressing the role of hospital management in overseeing food courts as a supporting public service are still limited, particularly in the context of regional hospitals or hospitals with specific characteristics, such as Pura Raharja Hospital in Surabaya.

With these conditions in mind, this study aims to explore in detail the role of Pura Raharja Hospital Surabaya's management in overseeing food court services as a supporting public service, how the mechanisms and implementation of this oversight are implemented in daily practice, and the challenges hospital management faces in ensuring food court services operate according to public service standards. With this emphasis, this study is expected to provide innovation in research through an in-depth analysis of the role of hospital management oversight in non-medical support services, as well as provide practical contributions to improving public service governance in hospitals.

RESEARCH METHOD

This study applies a qualitative approach with a case study design to deeply analyze the management function of Pura Raharja Hospital Surabaya in overseeing food court services as a supporting public service. The qualitative approach was chosen because it allows researchers to explore the processes, mechanisms, and dynamics of supervision contextually based on the experiences and perspectives of the actors involved (Pahleviannur et al., 2022). The research was conducted at Pura Raharja Hospital in Surabaya with key informants including hospital management, units managing supporting facilities, food court managers or tenants, and food court service users. Data collection methods were carried out through in-depth interviews, direct observation of the implementation of food court services and supervision, and documentation studies regarding internal policies, standard operating procedures, and other relevant documents. Data processing was carried out interactively through the steps of data reduction, data presentation, and drawing conclusions, while ensuring data validity using source and method triangulation techniques.

Through this method, it is hoped that the research will produce a comprehensive understanding of the function of hospital management, the implemented monitoring system, and the challenges faced in implementing food court services as part of public services that support (Pasolong, 2012).

FINDINGS AND DISCUSSION

The Role of Hospital Management in Supervising Food Court Services as a Supporting Public Service

The research findings indicate that the management of Pura Raharja Hospital Surabaya plays a crucial role in overseeing food court services as part of its supporting public services. This role is in accordance with the provisions of Law Number 44 of 2009 concerning Hospitals, specifically Article 29, which states that hospitals are obliged to provide safe, quality, non-discriminatory, and effective health services, and prioritize patient interests. Although the food court is a non-medical service, its location remains within the hospital and can affect patient safety and comfort, so its supervision is the responsibility of hospital management.

In carrying out its activities, hospital management establishes a number of internal policies as guidelines for supervising food court services, including regulations on cleanliness, food safety, and service ethics. This aligns with Minister of Health Regulation Number 7 of 2019 concerning Hospital Environmental Health, which emphasizes that hospital environmental management, including supporting facilities such as canteens or food courts, must meet environmental health requirements to prevent potential disease transmission and health problems. Thus, the supervisory function of hospital management is not only administrative but also part of efforts to protect public health (Isfihan et al., 2023; Riyanto & Fuad, 2025).

From a public management theory perspective, the hospital management function in supervising food courts demonstrates a controlling role to ensure alignment between service delivery and established standards. In the new public service concept (Alamsyah, 2016; Ningtyas, 2017), This oversight is aimed at meeting public needs and safeguarding citizens as service recipients, not merely protecting the interests of the organization or service provider. Hospital management serves as a protector of public service values amidst the involvement of non-governmental actors, such as food court managers.

Research findings also indicate that hospital management's role in food court oversight carries a high level of accountability. This aligns with Minister of Health Regulation Number 34 of 2017 concerning Hospital Accreditation, which emphasizes the importance of hospital management, patient safety, and continuous quality improvement, including in support services. Food court oversight is part of management's efforts to maintain overall hospital quality standards.

Thus, this analysis emphasizes that the management function of Pura Raharja Hospital Surabaya in overseeing food court services has a firm regulatory basis and is in accordance with public service theory. Supervision is

not only interpreted as an internal authority, but also as a normative mandate to ensure the fulfillment of the public's right to safe, healthy, and high-quality public services within the hospital environment.

Mechanism and Implementation of Food Court Supervision by Hospital Management

The research results show that food court service supervision at Pura Raharja Hospital, Surabaya, is carried out through a combination of formal regulations and operational practices in the field. Officially, this mechanism refers to the hospital's internal policies, which are established based on legal regulations in the health sector. This is in accordance with Law No. 36 of 2009 concerning Health, which emphasizes that all health efforts must be carried out in an integrated, sustainable, and responsible manner, including monitoring environmental factors that impact public health.

Supervision is carried out through regular inspections, cleanliness monitoring, and assessments of food court management's compliance with established standards. This practice aligns with Minister of Health Regulation No. 7 of 2019, which requires routine supervision of hospital support facilities to ensure a safe and healthy environment. Supervision focuses not only on food products but also on service attitudes, equipment cleanliness, and waste management.

From the perspective of public oversight theory, this mechanism reflects a responsive approach according to Mulgan (2000), Supervision is conducted not only periodically but also in response to complaints or reports from service users. This demonstrates that food court supervision is flexible and adapts to changes in public services within the hospital. Research shows that the oversight mechanism still relies heavily on inter-unit coordination and is not yet fully integrated into a formally documented evaluation system.

In the context of good governance (Nurhidayat, 2023; Saputra & Nugroho, 2021), This situation demonstrates that the principles of effectiveness and transparency still need to be improved so that the monitoring system can operate in a more structured and sustainable manner. Therefore, the mechanism and implementation of food court service monitoring at Pura Raharja Hospital Surabaya already have a regulatory basis and appropriate practices, but still require institutional strengthening to align with the demands of public service governance in the health sector.

Management Constraints and Their Solutions in Supervising Food Court Services as a Supporting Public Service

Research findings indicate that one of the main obstacles to food court service supervision is the lack of human resources specifically allocated to overseeing support services. This situation contradicts the principles of Law Number 44 of 2009 concerning Hospitals, which requires hospitals to have efficient and responsible management in all aspects of service. This limitation results in inadequate and consistent supervision.

Another obstacle is the differing orientations between hospital management as a public service provider and food court managers as business

actors. These differing perspectives can lead to conflicts of interest, particularly regarding service quality and financial gain. From the perspective of the principal-agent theory (Musawir, 2025), This situation requires a firm and effective oversight mechanism to ensure that the public interest remains a priority. The study also found that the oversight documentation and evaluation system is still not functioning optimally. However, Minister of Health Regulation No. 34 of 2017 concerning Hospital Accreditation emphasizes that recording, evaluation, and continuous improvement are crucial for quality management. Weaknesses in documentation can hinder organizational learning and reduce public service accountability.

From the perspective of the new public service theory (Ishak, 2022; Mastur et al., 2025), These challenges indicate that public service oversight cannot rely solely on formal regulations, but also requires a commitment to the values, capabilities of officials, and organizational culture that support public service. Without these three elements, oversight tends to be merely symbolic and ineffective in improving service quality (Febriana et al., 2025). Therefore, the challenges faced by Pura Raharja Hospital Surabaya's management in managing food court services emphasize the importance of strengthening a regulatory-based oversight system, increasing human resource capacity, and integrating public service values into the management of hospital support services. This discussion demonstrates that the challenges in food court supervision are not merely technical issues, but also issues of public service governance in the healthcare sector.

Solutions to limited human resources and weak oversight of food court services can be achieved by strengthening the institutional capacity of hospital management. From the perspective of good governance theory (Mahardhani, 2023), Improving the effectiveness of supervision requires a clear structure, division of responsibilities, and professionalism of the personnel involved in managing support services. Hospital management should appoint a dedicated unit or officer with expertise in environmental health and public services to continuously monitor food courts. Furthermore, developing more detailed standard operating procedures integrated with the hospital accreditation system can serve as an efficient control tool. This approach aligns with the view Moore (1995) regarding public value, where public organizations are expected to generate public value through accountable, responsive management that focuses on the public interest.

In addition to structural strengthening, resolving the orientation conflict between hospital management and food court management requires a collaborative approach that emphasizes alignment of goals and interests. In the concept of new public service (Negoro et al., 2025; Nur et al., 2024), Supervision of public services should not be based solely on control, but also on collaboration and dialogue that prioritizes the public interest as a shared goal. Hospital management can create a performance contract and evaluation system that involves food court managers as partners in public service, not just as business actors. Furthermore, there is a need to strengthen the documentation and

evaluation system based on organizational learning so that every supervisory finding can serve as a basis for continuous improvement. Therefore, the solution to the problem of food court supervision is not only to increase compliance with regulations, but also to encourage the formation of a public service culture that focuses on quality, accountability, and public satisfaction in the hospital area.

CONCLUSION

The results of this study indicate that the management of Pura Raharja Hospital Surabaya has a strategic and crucial role in supervising the food court service as part of the supporting public services around the hospital. This supervision is not only carried out as an administrative function, but also as a form of institutional responsibility to ensure the safety, comfort, and satisfaction of service users in accordance with the principles of public service and regulations in the health sector. The supervisory mechanism has been implemented through the establishment of internal policies, standard operating procedures, periodic inspections, and handling complaints from service users, which are normatively in line with the provisions of the Hospital Law, the Health Law, and ministerial regulations related to environmental health and hospital accreditation. However, this study also identified several obstacles, such as a lack of human resources, a suboptimal documentation and evaluation system, and possible differences in interest orientation between hospital management and food court managers, which impact the effectiveness of supervision. Thus, it can be concluded that increasing the role of hospital management in supervising food court services requires increased institutional capacity, a more organized and accountable supervision system, and the integration of public service values so that non-medical support in hospitals truly contributes to improving the overall quality of health services.

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