

Strategy to Improve Service Quality Using Importance Performance Analysis Method in the Outpatient Unit of Balikpapan Baru Hospital, East Kalimantan

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Abstract

A hospital is one of the health service facilities that provides individual health services in a complete manner. Hospital services include inpatient, outpatient and emergency services. In reality, often hospital services to their patients are often still of poor quality in various dimensions, be it tangible, reliability, empathy, safety and responsiveness. So this causes dissatisfaction for patients, because there is a gap between expectations and reality obtained. In the health sector, patients can provide value based on the satisfaction of the services they receive so that it can be an evaluation for service providers to be able to improve or maintain the quality of their services. The level of patient satisfaction then becomes a benchmark in the success rate of a health service. The purpose of this study is to develop a strategy to improve the quality of hospital services in the Outpatient Unit of Balikpapan Baru Hospital, East Kalimantan by analyzing patient satisfaction using the Importance Performance Analysis method. The study population is patients who come to the Outpatient Unit of the Midwifery Clinic, with a sample of 55 people. The research instrument was in the form of a questionnaire. Based on the results of the study, it shows two dimensions of service that must be prioritized, namely the dimensions of responsiveness and empathy. Meanwhile, the services that must be maintained in performance are the dimensions of reliability and safety.

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1. INTRODUCTION

The quality of healthcare services is a crucial indicator of the success of a healthcare institution. In the context of community health centers (Puskesmas), the demand for improved service quality is increasing in line with regulatory changes, public expectations, and competition between healthcare facilities. To strengthen the national healthcare system, the government, through Minister of Health Regulation Number 34 of 2022, emphasizes the importance of implementing community health center accreditation as a strategy to improve service quality and patient safety.

Jatisari Inpatient Community Health Center, as a first-level service facility, has attempted to implement various quality programs. However, preliminary studies identified several obstacles in the implementation of quality management, including suboptimal

cross-program engagement, minimal monitoring of quality program implementation, and staff's lack of understanding of the overall quality improvement cycle. These challenges were the primary reason for conducting an in-depth study of quality management implementation at Jatisari Inpatient Community Health Center.

This study aims to evaluate how the implementation of quality management is carried out by health workers at the Jatisari Inpatient Health Center and how prepared the institution is to face re-accreditation in the current year.

Service quality is a critical determinant of patient satisfaction and the overall success of healthcare facilities. In outpatient services, where patients often form their first impressions of a hospital, delivering high-quality care efficiently and respectfully is essential. As patient expectations continue to rise, hospitals must regularly assess and improve their service performance to remain competitive and patient-centered.

Balikpapan Baru Hospital, located in East Kalimantan, plays a vital role in providing medical services to the surrounding community. The hospital's outpatient unit, being one of the busiest service points, directly reflects the hospital's service quality. However, challenges such as long waiting times, communication issues, and service inefficiencies can hinder patient satisfaction. Therefore, identifying the gaps between what patients expect and what they experience is crucial for developing targeted improvement strategies.

This study applies the Importance Performance Analysis (IPA) method to evaluate patient perceptions of outpatient services at Balikpapan Baru Hospital. By analyzing which service attributes are considered most important by patients and how well those attributes are currently being performed, the hospital can prioritize improvements effectively. The results of this analysis will serve as the basis for strategic recommendations to enhance service quality and meet patient needs more effectively.

2. METHOD

This research uses an approach descriptive qualitative. The study used a case study method. The study was conducted at the Jatisari Inpatient Community Health Center, Karawang, from May to July 2025. Data collection was conducted through in-depth interviews, participant observation, and documentation. Research informants were selected purposively, consisting of the head of the community health center, quality assurance officers, and cross-program implementing staff, with a total of 10 key informants.

Data analysis techniques using models Miles and Huberman. This study consists of data reduction, data presentation, and conclusion drawing. Data validity was tested through triangulation of sources and methods. The main focus of the research is on the implementation of quality management, which includes quality planning, implementation of quality improvement programs, monitoring, evaluation, and follow-up of quality results.

3. RESULTS AND DISCUSSION

The research results indicate that quality management implementation at the Jatisari Inpatient Community Health Center has been ongoing, but not yet optimal. During the planning stage, most quality programs have been developed through planning documents, but cross-program and cross-sector participation remains limited. This is evident in the following quote: *"Quality planning is still mostly prepared by the quality team alone without active involvement from other units"*.

During the implementation phase, quality improvement activities such as medical

audits, customer satisfaction surveys, and service improvement initiatives have been conducted, but their implementation has been uneven and tends to be administrative in nature. One informant stated: "*There is a quality audit, but it has not yet reached the stage of systematic improvement*".

In terms of monitoring and evaluation, there are weaknesses in the follow-up mechanism. Reporting of audit and survey results has not been consistently followed up with concrete, ongoing action. Supporting factors for quality management implementation are leadership commitment and regulatory support. Inhibiting factors include limited human resources, high workloads, and minimal training related to quality management.

This finding aligns with previous research by Marliyanti (2023), which stated that the implementation of quality management in community health centers is highly dependent on leadership support, cross-sector involvement, and comprehensive evaluation. Similarly, according to Sitorus and Lestari (2021), one of the weaknesses in quality management implementation in community health centers is the lack of a systematic evaluation culture and the lack of sustainable corrective actions.

Therefore, to improve the effectiveness of quality management at the Jatisari Inpatient Health Center, it is necessary to improve coordination between units, prepare concrete action plans based on the results of quality audits, and carry out continuous training on the quality improvement cycle.

4. CONCLUSION

From the research that has been conducted, the following conclusions can be drawn:

1. The level of patient satisfaction in the service quality dimension, namely tangible, *reliability*, *empathy*, *safety*, and *responsiveness* In the Outpatient Unit of Balikpapan Baru Hospital, East Kalimantan, only partially satisfied. In terms of dimensions *empathy* and *responsiveness* needs to be given top priority in the services provided so that it is hoped that if services in this dimension are improved, patient satisfaction will increase. Quality reliability and *safety performance* must be continuously maintained, so that the quality of service in this dimension can be maintained.
2. The strategy for developing the quality of service in the Outpatient Unit of RSBB Kaltim that can be implemented is to make the dimension...*empathy* and *responsiveness* as a priority for service improvement. In dimensional empathy, an attribute that needs attention is data or *file* and hospital medical records are accurate and error-free. In the dimension *responsiveness* What needs to be considered is that hospital staff must be able to continuously monitor the progress of the disease so that it can be managed effectively. Furthermore, the time and work allocated by the hospital must be appropriate for outpatients, and hospital staff must be familiar with and understand the patient's needs. In this dimension *reliability* and *safety*, the quality of service in this dimension must be maintained, do not let the quality decline.
3. Method *Importance Performance Analysis* (IPA) is a very good and appropriate method to conduct a satisfaction survey at Balikpapan Baru Hospital, East Kalimantan.

5. SUGGESTION

Based on the results of the research that has been conducted, the things that can be recommended for both hospitals and future researchers are as follows:

1. For the New Balikpapan Hospital, East Kalimantan

Based on the conclusions above, as a public service facility, East Kalimantan Regional General Hospital (RSBB) is required to continuously improve the quality of its services. Some useful input that can be considered by East Kalimantan Regional General Hospital (RSBB) to meet

patient expectations include:

- a. For the Director of RSBB
 - 1) The results of this study are expected to be used to develop strategies to improve the quality of services at RSBB East Kalimantan through strategies that focus on consumer satisfaction.
 - 2) It is hoped that the results of this study can be used to implement corrective measures for services that are still not providing maximum patient satisfaction. This information can be used as a consideration in the meeting agenda for improving the quality of service at the RSBB Outpatient Unit.
 - 3) Maintain and improve service performance that has satisfied patients.
 - 4) Instruct the service levels below to pay attention to the results of patient satisfaction surveys and make changes related to things that are still a source of patient dissatisfaction.
- b. For RSBB Management
 - 1) The RSBB management should conduct an evaluation of the staff, including doctors, nurses/midwives, to improve their performance, be ready to work with patients, establish better communication, be friendly and open to patient complaints/needs.
 - 2) The management provides opportunities for health workers in their environment to participate in training and education regarding the quality of health services, and provides support and motivation to implement them in their respective units.
 - 3) Conducting regular surveys, whether quarterly, semiannually, or annually, and analyzing the results, ensure ongoing evaluation and improvement. This is expected to lead to a continuous increase in patient satisfaction and ultimately achieve maximum satisfaction.
- c. For Further Researchers

Suggestions for further researchers are:

 1. Using sampling techniques/probability or with other techniques that can generalize research results.
 2. Increase the sample size so that it represents the population.
 3. Modifying the research model by using other dimensions, so that confounding variables can be identified.

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