

# THE STRATEGIES OF SERVICE QUALITY AT THE HOSPITAL TYPE D (OTANAHA HOSPITAL) OF GORONTALO CITY

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## ABSTRACT

This research was conducted with the aim of: 1) knowing and analyzing the strategy for improving the quality of services at Otanaha Hospital; 2) to identify and analyze the factors that determine the strategy for improving the quality of services at the Otanaha Hospital.

This study uses a descriptive qualitative approach with data collection techniques through observation and interviews and documentation. 9 informants included: KTU representing Directors, Doctors and Nurses, who are at the Otanaha Regional General Hospital, this research was conducted from June to July 2020.

The results showed that: 1) the strategy to improve the quality of services at Otanaha Hospital only applies two strategies, namely the organizational strategy and the program strategy that emphasizes the vision aspects of the hospital; 2) factors that determine the improvement of service quality at the Otanaha Regional Hospital include the lack of human resources in terms of quality and quantity, limited facilities and infrastructure that are not yet as planned. It is recommended: 1) the hospital continues to strive to develop human resources through training or technical guidance; 2) it is necessary to increase and develop facilities and infrastructure for the realization of the expected service quality.

**Keywords:** improvement strategy and service quality

## INTRODUCTION

Public service is one form of service that is most needed by the community. Law Number 25 of 2009 states that public services consist of services for public goods and public services as well as administrative services regulated in laws and regulations. Public services have a very wide coverage area, including health services. Law Number 36 of 2009 concerning health affirms that everyone has the same right to gain access to health, safe, quality, affordable health services, the right to independently and to be responsible for determining the necessary health services.

One of the health service facilities that have a very important role in

providing health services to the community is a hospital. Hospitals are institutions in the chain of the National Health System and have the task of providing health services to all communities, because the development and administration of health in hospitals needs to be directed towards national goals in the health sector. Along with the increasing awareness and understanding of the public about the importance of health, it causes the demand for health services to increase, so it is necessary to make efforts to anticipate this situation by maintaining and evaluating the quality of services continuously so that the strengths and weaknesses of the health services provided are known.

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Improving the quality of health services can be carried out from various aspects of services such as improving the quality of health facilities, increasing the quality of professionalism of human resources and improving the quality of hospital management. Quality service is formed from the five dimensions of Service Quality (Servqual), namely, reliability, responsiveness, assurance, empathy, and physical evidence. Quality services must be maintained by measuring continuously, so that the weaknesses and shortcomings of the services provided are identified and follow-up is made according to the priority of the problem.

In general, the problem that many hospitals face is the inability of the hospital to provide something that patients really expect. Things that are obstacles to patient satisfaction, for example; registration officers arrive late, slow, and chat on their own, long waiting time, high medial tone, lack of friendliness, less spacious room, no insulation, less waiting room, too close to one poly, and no loudspeakers .

The Otanaha Regional General Hospital is a type D Regional General Hospital located in the City of Gorontalo. As a public health service institution, Otanaha Hospital has a vision of harmony with the vision of the ministry of health, namely the realization of a Sovereign, Independent and Personality Indonesia based on mutual cooperation. Otanaha Hospital is not only required to fulfill public health services properly, but also to be able to compete to maintain its survival by providing the best quality service for the community. This demand is absolute in order to create consumer loyalty which will be a valuable asset for the Otanaha Hospital in the future. Therefore, we need a customer-oriented concept and strategy by focusing full attention on the patient's needs and

wants. It is said that because the quality of hospital services is a very important issue because quality is an integral part of health services and is also part of the quality standards of public services.

Otanaha Hospital serves patients in the form of Administration services, Emergency Services, Outpatient Services, Inpatient Services and Central Surgical Installation. Based on hospital data, in 2016 Otanaha Hospital served outpatients of 3,312 patients or 50.10%, while inpatients were 3,299 or 49.90%. In 2017, Otanaha Hospital experienced a decrease in patients, where outpatients were 1,798 or 34.60% and inpatients were 3,399 patients or 65.40%. In 2018, Otanaha Hospital served 2,989 outpatients or 24.75% and 8,812 inpatients or 75.25%. In 2019, Otanaha Hospital served 7,354 outpatients or 58.16% and 5,290 inpatients or 41.84%.

Based on the data above, it shows that, seen from the total visits, both outpatients and inpatients provide a high portion and contribution to the survival of the hospital. It can be interpreted that patients who come for treatment at the Gorontalo City Hospital should get the attention of the hospital management and are entitled to quality health services. Efforts should be made for the patient to get satisfaction with the quality of service received from the manager of the Gorontalo City Regional Hospital. In this case, patient satisfaction is the main indicator of service standards for Otanaha Hospital as a health facility in Gorontalo City. Ideally, if the quality of hospital services is low, then patient satisfaction will also be low which will have an impact on the number of visits which will affect the profits of the Otanaha Hospital in Gorontalo City. Meanwhile, the needs of patients from time to time will increase, as will the demands for the quality of services provided by the Otanaha Hospital in Gorontalo City.

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Second, from the aspect of infrastructure, namely the need for additional rooms or rooms that are in accordance with the Ministry of Health's standards, handling room cleanliness and not maximizing the management of drugs and consumables. The central surgical service room has inadequate supporting equipment and is in the proposed development stage.

Third, from the aspect of management commitment, it is necessary to have a review of the hospital work management organization and the uniformity of the referral system between RSUD Otanaha and other hospitals. In addition, indicators that need special attention are; availability of uncertified emergency service providers. In 2018, the number of emergency personnel availability ratios that have not been certified that is still valid reached 67%,

still far from the set standard of 100%. Determination of TB diagnosis through microscopic examination in outpatient services, this affects the standard of care for patients, especially those who care for TB disease.

The various problems raised above indicate that the service process that takes place at the Otanaha Hospital in Gorontalo City so far has not been able to realize the quality of health services, both outpatients and inpatients. According to the researchers' belief that an indication of the quality of services at the Otanaha Hospital in Gorontalo City that has not met the expectations of this patient is determined by the strategy implemented at the Otanaha Hospital in Gorontalo City.

Based on preliminary observations that have been made since June 2019, the researcher views that the program strategy that has been implemented by the Management of the Gorontalo City Otanaha Hospital has not been able to optimally. Based on the identification of problems and the results of the study of the Strategic Plan of the Ministry of Health and the Gorontalo Provincial Health Office, several programs that have not been running well and become strategic issues that must be developed within the scope of the Otanaha Hospital are:

1. Improvement of hospital facilities and infrastructure towards the availability of room and personnel needs,
2. Increasing the ability to control the environment from service risks through UPL and UKL studies,
3. Increasing the Achievement of Health SDGs,
4. Increasing the achievement of minimum hospital service standards,
5. Development of a Referral System to Support the Implementation of Health Insurance National,

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6. Increasing the number and quality of personnel resources,
7. Increasing the Welfare of the Apparatus,
8. Improving the hospital financial management system.

Referring to this phenomenon, the author is interested in conducting research in the form of a scientific thesis with the title "The Strategies of Service Quality at the Hospital Type D (Otanaha Hospital) of Gorontalo City".

## RESEARCH METHOD

### Focus and Sub-focus of the Research

The main focus in this research is

1. Strategies for improving the quality of services in the Type D hospital (RSUD Otanaha), with the following research sub-focus:
  - a. Corporate Strategy. This strategy is related to the formulation of a vision, mission and goals,
  - b. Program strategy. This strategy pays more attention to the strategic implications of a particular program.
2. The factors that determine the strategy for improving the quality of service in the Type D hospital (RSUD Otanaha), with the research sub-focus, namely:
  - a. Human Resources, namely the human resources at Otanaha Hospital, be it Directors, Doctors or Nurses who serve the community every day,
  - b. Facilities and infrastructure, namely the existing infrastructure in Otanaha Hospital, which support the improvement of service quality,
  - c. Commitment from management, namely commitment from management, be it Directors, doctors and nurses at Otanaha Hospital to improve service quality.

### Sources and Technique of Collecting Data

1. Primary Data

Data obtained directly from the field, namely in the Type D hospital (RSUD Otanaha) and through informants. Primary data is in the form of interview guidelines, namely a list of questions addressed to informants, namely:

- a. Director of Otanaha Hospital,
- b. Doctor,
- c. Nurse,
- d. Patient's Family

The total informants in this study were 9 people.

2. Secondary Data

Secondary data is data obtained from the results of studying and reviewing various existing literature according to the research topic, besides that it can also be obtained at the Type D hospital (RSUD Otanaha) which is related to this research, namely the problem of service quality improvement strategies.

The data collection technique is done through observation, interview, documentation and triangulation. Activities in data analysis are data reduction, display data, and conclusion drawing/verification. To get more accurate results, the researcher will add a SWOT analysis.

## FINDINGS RESEARCH

The following is a description of the results of the interview regarding the Strategy for Improving Service Quality in Type D Hospitals (RSUD Otanaha). To find out the description of the Strategy for Improving the Quality of Service in the Type D Hospital (RSUD Otanaha), the researchers looked at it from the aspects of organizational strategy and program strategy. Corporate Strategy (organizational strategy) is related to the formulation of the vision, mission and objectives of the establishment of the Gorontalo City Otanaha Hospital. While the program strategy (Program Strategy)

is related to the impact of a particular program on the Otanaha Regional Hospital in Gorontalo City.

### **Corporate Strategy**

The results of the interview with HA (KTU representing the Director) suggested that the organizational strategy carried out by the Otanaha Regional Hospital was to carry out the vision and mission, namely:

"The vision of the Otanaha Regional Hospital is to realize quality regional referral health services to become fully accredited hospitals in Gorontalo Province. Meanwhile, the mission of the Otanaha Regional Hospital is to provide SMART quality medical services, to carry out productive environmental services".  
(29 June 2020).

From the answers of the informants above, it can be understood that the organizational strategy carried out by the Otanaha Hospital is to strive to become the best accredited hospital in Gorontalo Province.

The same thing was stated by the results of the interview with ZJ (Doctor) that the organizational strategy carried out by the Otanaha Regional Hospital was to implement the vision, mission and objectives of the organization, namely:

"The vision of Otanaha Hospital is to realize quality regional referral health services to an accredited hospital. The mission of RSUD Otanaha is to carry out health services, improve human resources, develop service capabilities, develop referral systems. And the objectives of the Otanaha Regional Hospital are to improve the quality of health and referral services, increase

professionalism, develop a management system".  
(1 July 2020).

From the informants' answers above, it can be seen that the organizational strategy carried out by the Otanaha Hospital is to strive to become the best accredited hospital in Gorontalo Province through improving human resources, improving service quality, developing referral systems.

Likewise stated by RR (Nurse) that the organizational strategy carried out by the Otanaha Regional Hospital was to carry out the vision and mission, namely:

"The vision of Otanaha Hospital is to realize smart health services towards an accredited hospital, the mission of the Otanaha Hospital is Smart Hospital Services (Polite, Humane, Friendly and Skilled)"  
(29 June 2020).

From the answers of the informants above, it can be understood that the organizational strategy carried out by the Otanaha Hospital is to strive to become the best accredited hospital in Gorontalo Province by improving the quality of SMART services.

The same thing was stated by UF (Nurse) that the organizational strategy carried out by the Otanaha Hospital was to carry out the vision and mission, namely:

"The vision of Otanaha Hospital is to realize quality regional referral health services to an accredited hospital. The mission of RSUD Otanaha is SMART Hospital Services (Polite, Humane, Friendly and Skilled); providing medical nursing services and medical support services that are oriented towards patient satisfaction; providing quality tiered referral services; provision of accountable

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and transparent health administrative services" (30 June 2020).

From the answers of the informants above, it can be seen that the organizational strategy carried out by the Otanaha Hospital is to strive to become the best accredited hospital in Gorontalo Province through improving human resources, improving SMART service quality, developing a tiered referral system and improving accountable and transparent health administrative services.

The results of the interview with YY (Nurse) show that the organizational strategy carried out by the Otanaha Hospital is to implement the vision, mission, goals and organizational values, namely:

"The vision of the Otanaha Regional Hospital is to realize quality regional referral health services to a fully accredited hospital in Gorontalo province. The mission of RSUD Otanaha is to carry out medical services, nursing services and medical support services of high quality and SMART (Polite, Humane, Friendly and Skilled); develop service capabilities with the ability to manage a healthy and productive environment. The goal of the Otanaha Hospital is to be able to improve and develop hospitals in the service sector. Otanaha Hospital values, namely quality is the main element in serving patients; Criticism and suggestions from the public will make us aware of our shortcomings, so that we will always improve" (30 June 2020).

From the answers of the informants above, it can be seen that the

organizational strategy carried out by the Otanaha Hospital is to strive to become the best accredited hospital in Gorontalo Province through improving the quality of SMART services and managing a healthy and productive environment.

From some of the informants' answers above, it can be seen that the organizational strategy carried out by the Otanaha Hospital is to strive to become the best accredited hospital in Gorontalo Province through increasing human resources, improving SMART service quality, developing a tiered referral system, managing a healthy and productive environment and improving accountable and transparent health administrative services.

### **Program strategy**

The results of the interview with HA (KTU representing the Director) suggested that the program strategies implemented by the Otanaha Regional Hospital to support the organizational strategy were:

"Procurement/improvement of hospital facilities and infrastructure, increasing the capacity of human resources for specialist doctors and general practitioners as well as the capacity of paramedics and medical officers, HR training, budget proposals sourced from the APBN and APBD" (29 June 2020).

From the informant's answer, it can be seen that there are four activities carried out by the hospital in the context of a strategy to improve service quality. The four strategic activities of the program are procurement / improvement of hospital facilities and infrastructure, increasing the capacity of human resources for specialist doctors and general practitioners as well as the capacity of paramedics and medical

officers, human resource training and budget proposals sourced from the APBN and APBD.

The results of the interview with ZJ (Doctor) suggested that the program strategies implemented by the Otanaha Regional Hospital to support the organizational strategy were:

"Implementing city government programs in terms of patient care"  
(01 July 2020)

From the informant's answer, it can be seen that the activities carried out by the hospital in the context of a strategy to improve service quality are the success of what has become one of the superior programs of the Gorontalo City local government, namely health services.

From the results of the interview with RR (Nurse), it was stated that the program strategies implemented by the Otanaha Regional Hospital to support the organizational strategy were:

"Creating a system, namely the flow of referral patients from the Puskesmas, and Triage, namely emergency people who enter the red line, such as emergency patients, patients need fast handling; Yellow: an emergency patient but not an emergency; Green: Emergency patient but not serious".  
(29 June 2020)

From the informant's answer, it can be seen that there are two activities in the program strategy carried out by the Otanaha Regional Hospital, namely the system program and the triage program.

The results of the interview with the FH (Nurse) suggested that the program strategies implemented by the Otanaha Hospital to support the organizational strategy were:

"Carry out improvement of hospital facilities and

infrastructure as well as increase the capacity of human resources for specialist doctors, general practitioners, paramedics and medical support capacity".

(30 June 2020)

From the informants' answers, it can be seen that there are two program strategies implemented by the Otanaha Hospital in an effort to improve service quality, namely improving hospital facilities and infrastructure and increasing the capacity of human resources for specialists, general practitioners, the capacity of paramedics and medical support.

The results of the interview with YY (Nurse) suggested that the program strategies implemented by the Otanaha Hospital to support the organizational strategy were:

"The indicative program which is compiled refers to and is guided by the medium-term development plan and hospital services. How to achieve this by planning programs and activities and setting performance targets".

(30 June 2020)

From the informant's answer, it can be seen that the program strategy implemented by the Otanaha Regional Hospital in order to improve service quality always refers to an indicative program whose preparation refers to and is guided by the medium-term development plan and hospital services. Meanwhile, how to achieve this by planning programs and activities and setting performance targets.

The results of the interview with UF (Nurse) suggested that the program strategies implemented by the Otanaha Hospital to support the organizational strategy were:

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"Maximizing IRD services, maximizing Poli services, maximizing inpatient services and maximizing Physiotherapy and X-ray services".

(01 July 2020).

From the informant's answer, it can be seen that there are four program strategies implemented by the Otanaha Hospital in order to improve service quality. The strategy is to maximize IRD services, maximize Poly services, maximize Inpatient services and maximize Physiotherapy and X-ray services.

### Factors Determining of Services

To find out the factors that determine the improvement of service quality in the Type D Hospital (RSUD Otanaha), the researchers saw it from 3 factors, namely human resources, infrastructure, commitment from management.

#### 1. Human resources

From the aspect of human resources, through interviews with HA (KTU representing the Director) stated:

"Human resources in the field of specialist doctors are still lacking, human resources in other health care fields are still lacking, human resources are still lacking in terms of skills so it is necessary to carry out trainings and Bimtek or need to be done on the job training".

(29 June 2020)

From the informant's answer, it can be seen that the Otanaha Regional Hospital still lacks human resources, especially specialist doctors and health workers. In terms of quality it is still lacking, so it requires training and technical guidance.

The results of the interview with ZJ (Doctor) stated:

"There are still shortages of human resources, especially medical personnel, paramedics such as anesthesiologists and others".

(01 July 2020)

From the informant's answer, it can be seen that the human resource factor in Otanaha Hospital is still lacking, especially medical personnel and paramedics. The training that has not been carried out in the context of killing human resources includes:

1. Gadar Training (emergency dating),
2. Training in the management of postoperative infections and nosocomial infections,
3. Professional ethics training in excellent service.

The results of the interview with RR (Nurse) stated:

"The human resources at Otanaha Hospital are sufficiently capable of carrying out their duties even though they are not in accordance with the applicable standards and regulations".

(29 June 2020)

From the informant's answer, it can be seen that human resources are a supporting factor in improving the quality of services at Otanaha Hospital. With sufficient human resources both in quantity and quality, the tasks at the hospital are capable doing. The results of the interview with the FH (nurse) stated:

"Human resources in the field of specialist doctors are still lacking, human resources in other health care fields are also lacking, human resources are lacking in terms of skills so that improvements need to be made".

(30 June 2020)

From the informants' answers, it can be seen that human resources are still



limited and existing human resources still need training to improve skills.

The results of the interview with YY (Nurse) stated:

"It is sufficient for example in the field of services at Otanaha Hospital".  
(30 June 2020)

From the informant's answer, it can be seen that the human resources who handle the service department are considered sufficient. From the answers of several informants, it can be seen that human resources are a factor that hinders the improvement of service quality at the Otanaha Regional Hospital, Gorontalo city. This is because human resources are still deficient in both quantity and quality. In terms of quantity, hospital hospitals still lack medical personnel such as specialist doctors, paramedics such as anesthetists and others. In terms of quality, the human resources owned by the Otanaha Hospital still have standard skills so they need training and technical guidance.

### **Facilities and Infrastructures**

From the aspect of infrastructure, through an interview with HA (KTU Representing the Director), stated:

"Facilities and infrastructure are also still inadequate, so it is necessary to increase the capacity of facilities and infrastructure".  
(29 June 2020)

From the informant's answer, it can be seen that the infrastructure owned by Otanaha Hospital is still inadequate. The results of the interview with ZJ (doctor) stated:

"Available but still needs to be improved".  
(01 July 2020)

From the informant's answer, it can be seen that the Otanaha Regional

Hospital already has infrastructure but still needs to be improved.

The results of the interview with RR (nurse) stated:

"There are not enough facilities and infrastructure at Otanaha Hospital".  
(29 June 2020)

From the informant's answer, it can be seen that the infrastructure owned by the RSUD is still limited. The results of the interview with the FH (nurse) stated:

"Facilities and infrastructure are also still inadequate, so it is necessary to increase the capacity of facilities and infrastructure".  
(30 June 2020)

From the informant's answer, it can be seen that the infrastructure owned by Otanaha Hospital is still inadequate. The results of the interview with YY (nurse) stated:

"The facilities at Otanaha Hospital in the form of facilities and infrastructure are adequate to improve services at Otanaha Hospital".  
(01 July 2020)

From the informant's answer, it can be seen that the facilities and infrastructure are inadequate for improving services such as adding operating rooms according to the standard, adding to the use of drugs and consumables according to the standard, needing additional central surgery and additional delivery rooms.

From the answers of several informants, it can be seen that infrastructure is an inhibiting factor in improving the quality of service at Otanaha Hospital. The infrastructure owned by RSUS is still very limited, so it needs to be improved.

### **Commitment and Management**

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From the aspect of commitment from management through interviews with HA (KTU representing the director) stated:

"The management is always trying to improve the quality of service, therefore it is always trying to make budget allocations and proposals to the central and regional governments to provide a budget for quality improvement in hospitals".

(29 June 2020)

From the informant's answer, it can be seen that the commitment of the management of the Otanaha Hospital is to improve the quality of service. The results of the interview with RR (nurse) stated:

"Management commitment in improving the quality of service at Otanaha Hospital. Improving the quality of health services for patients, and providing better services for patients has become the focus of the hospital".

(29 June 2020)

From the informant's answer, it can be seen that management is always committed to focusing on improving the quality of the best service. The results of the interview with the FH (nurse) stated:

"The Otanaha Hospital strives to improve the quality of hospital services, the focus of improvement refers to the hospital service quality management system through the development of service activities and production activities".

(30 June 2020)

From the informant's answer, it can be seen that the commitment of management is to focus on the service quality management system.

The results of the interview with YY (nurse) stated:

"Management commitment in improving service quality by providing tools or facilities in the field of service at Otanaha Hospital". (30 June 2020)

From the informant's answer, it can be seen that the commitment of the management is to improve the quality of service by providing tools or facilities in the field of service at Otanaha Hospital.

From the answers of several informants, it can be seen that commitment from management is a supporting factor in the efforts of Otanaha Hospital in improving service quality. These efforts are focused on improvements that refer to the hospital service quality management system through the development of service activities and production activities, providing tools or facilities in the service sector. This step is carried out by making budget allocations and proposals to the central government and regional governments to provide a budget for quality improvement in hospitals.

## DISCUSSION

### The Strategies of the Otanaha Hospital

Every organization, whatever its form, has a different strategy to achieve the stated vision and mission. To achieve this vision and mission, every activity that the organization wants to carry out needs to go through well-prepared planning stages, and its implementation requires the right strategy. A strategy is a unified, comprehensive and integrated plan that links the advantages of organizational strategy with environmental challenges and is designed to ensure that the main goals of the organization can be achieved through proper implementation by the organization [1].

There are several strategies used in an organization to achieve established

organizational goals. Strategies include [8]:

1. Corporate Strategy (Organizational Strategy). This strategy is concerned with the formulation of new mission, goals, values and strategic initiatives. Limitations are needed, namely regarding what is done and for whom.
2. Program strategy (Strategy Program). This strategy pays more attention to the strategic implications of a particular program. What will the impact be if a certain program is launched or introduced (what is the impact on organizational goals).
3. Resource Support Strategy (Resource Support Strategy). This resource strategy focuses on maximizing the essential resources available to improve the quality of organizational performance. These resources can be in the form of manpower, finance, technology, and so on.
4. Institutional Strategy (Institutional Strategy). The focus of institutional strategy is to develop the organization's capacity to carry out strategic initiatives

#### **Factors Determining the Strategies**

The factors that determine the improvement of service quality at the Type D Hospital (RSUD Oتانaha) in this study include;

#### **Human resources**

Humans always play an active and significant role in every organizational activity, both as planners and implementers of the realization of organizational goals. Organizational goals cannot be realized without the role of humans. No matter how sophisticated the equipment an organization has, the human factor will still determine, which is why HR is considered a very important asset in an organization.

HR plays a role in increasing the intensity and quality of organizational

and management functions. With good quality human resources, it will allow the smooth implementation of organizational activities and will be able to improve the performance of these employees.

Related to efforts to improve the quality of public services, it is necessary to be supported by reliable human resources (HR), as well as the availability of facilities and infrastructure, including support for Information Technology (IT). Therefore, service human resources as the key to the success of the performance of public service organizations must receive primary attention in improving service quality.

For this reason, the selection and placement of employees according to their competencies is one of the determinants of the success of public services. In this connection, public service organizations must strive to search and place employees and apply the concept of placing the right man on the right place, namely determining the right person for each form and type of service.

Organizations are required to openly carry out the process of selecting and placing human resources, namely by formulating clear policies and rules regarding all requirements for job positions to be filled, as well as implementing a standard system as guidelines for the aforementioned activities.

Improvement of better service from the apparatus to the community is a very important attraction [3]. Organizations should pay more attention to and respect human resources, because they are one of the main assets of the organization [7]. Therefore the right human resource management system is the key to organizational success in achieving goals. The prominence of the strategic role of HR is actually a form of organizational response to changes in the economic environment and globalization,

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deregulation and advances in information technology.

The tendency for the increasingly diverse demands of both internal and external stakeholders who no longer demand satisfaction and are more oriented towards customer value pressures organizations to respond quickly (responsiveness). Unique HRM policies and practices will create interactions between individuals that can produce knowledge, social capital and human capital, which are requirements for the creation of a sustainable competitive advantage.

HR strategies need to be prepared carefully, especially by organizations in order to be able to produce competitive outputs at the world level. Market globalization and competition create a very big change. The right strategy must be applied to achieve success by exploiting the opportunities that exist in a fast-moving and increasingly competitive business environment [4]. The implications of globalization on human resource management seem to have been disregarded proportionally because the measure of its effectiveness is not directly related to business strategy.

Organizations are required to think globally and have a vision and mission that is far-sighted. Getting qualified and professional employee candidates in Indonesia is not always easy. This is because there is a mismatch between job requirements and labor competition.

The incompatibility of HR strategy and organizational strategy will affect the achievement of organizational goals. One of the most important keys to achieving competitive advantage is through effective human resource management. Partnership with other organizations is a characteristic for increasing productivity and organizational performance. Therefore, to face the intense competition, Otanaha Hospital must

immediately pay attention to the quality of human resources, which is an organizational asset.

From the interviews the researchers conducted with several informants, it was found that human resources were a factor that hindered the improvement of service quality at the Otanaha Hospital, Gorontalo city. This is because human resources are still deficient in both quantity and quality. In terms of quantity, hospital hospitals still lack medical personnel such as specialist doctors, paramedics such as anesthetists and others. In terms of quality, the human resources owned by the Otanaha Hospital still have standard skills so they need training and technical guidance.

The Otanaha Regional Hospital is supported by human / apparatus resources who for the last 3 (three) years have shown that the total number of personnel has fluctuated, especially in 2019 that has increased compared to the previous year. This is due to the addition of new contract workers. The total number of workers in hospitals in 2019 was 214 people. The largest composition is paramedics, namely 48%. Meanwhile, non-medical personnel outside the structural officers were 25%.

In terms of the quality of human resources possessed, there are human resources who are not certified emergency service providers. In 2019, the number of emergency personnel availability ratios that have not been certified that is still valid reaches 67%, still far from the set standard of 100%.

### **Facilities and infrastructure**

Based on the results of the research and direct observation that the researchers conducted, it was found that the infrastructure was an inhibiting factor in improving the quality of service at Otanaha Hospital. The infrastructure owned by the RSUS is still very limited, so it needs to be improved.

Hospital facilities and infrastructure are still very limited, including incomplete buildings, including service buildings and service support buildings, for example class III nursing buildings that do not comply with regulations, class I and VIP care buildings that do not yet exist. Apart from that, the service support facilities that do not meet the requirements for hospital services include radiology buildings and pharmacies that meet the hospital requirements.

Health service infrastructure is a collaborative process in the utilization of all health facilities and infrastructure effectively and efficiently to provide professional services in the field of facilities and infrastructure in an effective and efficient health service process [5]. The completeness of good infrastructure is very important in creating customer satisfaction. The quality of services in the form of services is more difficult to evaluate than the quality of goods.

Management of facilities and infrastructure is an activity that regulates the preparation of all means for the delivery of activities [2]. One of the perspectives regarding organizations that have high quality is the availability of support in the activity process, namely adequate facilities and infrastructure [10]. The use of facilities and infrastructure is an indicator as a measure of the level of good or bad service provided to customers. Good use of infrastructure is the use that is tailored to the needs [6].

Therefore, to support the vision of the Otanaha Regional Hospital as a fully accredited hospital, in addition to improving the capabilities of human resources, it must also pay attention to other services, namely the maintenance of facilities, infrastructure and equipment, which is carried out by the Hospital Facility Maintenance Installation (IPSRS) which includes physical maintenance. , medical

equipment, non-medical equipment maintenance, and so on. IPSRS also manages the use of PLN electricity sources and generators, clean water sources (Artesis, RO and PDAM), telephone networks, etc.

A good hospital service is certainly supported by the existence of excellent supporting equipment and equipment. Do not let the patient need this equipment not available so that it will hamper the service process to patients. So that patients can be served immediately and minimize risks to patients. Moreover, at this time he was heating up about standard hospital accreditation. Based on Law No. 44 of 2009 concerning Hospitals, article 40, it is explained that in an effort to improve the quality of hospital services, accreditation is carried out periodically at least once in three (3) years. Hospital accreditation is carried out by an independent institution both from within and outside the country based on applicable accreditation standards. To meet these standards, hospitals are required to provide services and facilities according to predetermined standards.

### **Commitment from management**

Commitment from management is a supporting factor for the efforts of the Otanaha Hospital in improving service quality. These efforts are focused on improvements that refer to the hospital service quality management system through the development of service activities and production activities, providing tools or facilities in the service sector. This step is carried out by making budget allocations and proposals to the central government and regional governments to provide a budget for quality improvement in hospitals.

Commitment to customer-oriented service quality is the main prerequisite in supporting business success, especially in business in the service [9]. The

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performance of each organization is highly dependent on the strong and consistent desire of management to provide services to its employees and customers. Through training, empowerment, organizational support, and technology, it is hoped that it will encourage employees to provide extra services to consumers. In order to achieve optimal prosocial service performance, organizations must implement management commitment to service quality.

Management commitment describes how management consistently establishes strategy in the process of achieving expected goals. Management commitment to service quality is management's active involvement in improving the quality of services provided. Management Commitment to Service Quality from an employee perspective through providing training from sustainable management, employee empowerment and rewards [9].

In Hospital Accreditation Standards (2011) it is clearly stated that a director is responsible for running the hospital and complying with applicable laws and regulations. The hospital director is appointed and collectively responsible for determining the hospital's mission and making plans and policies. The responsibilities and accountabilities of the management (body) are described in internal regulations (bylaws), policies and procedures, or similar documents that guide how responsibility and accountability are exercised. The hospital director is responsible for providing maximum service and creating maximum satisfaction to patients.

### CONCLUSIONS

1. The Strategy for Improving the Quality of Services in the Type D Hospital (RSUD Otanaha) implements

two strategies, namely an organizational strategy and a program strategy. Aspects of organizational strategy, Otanaha Hospital emphasizes on achieving the vision. Aspects of program strategy, Otanaha Hospital is guided by the medium-term development plan and hospital services.

2. Factors that determine the Improvement of Service Quality in the Type D Hospital (RSUD Otanaha): Human resources are a factor that hinders the improvement of service quality, this is because the human resources owned by the Otanaha Hospital are currently very lacking, both of the total HR and from the quality of HR. Infrastructure facilities are also an inhibiting factor in improving the quality of services at Otanaha Hospital, this is because the infrastructure owned by Otanaha Hospital is still very limited so it needs to be improved. Commitment from management is a supporting factor for improving service quality, because the management of RSUD Otanaha is always focused on improvement which refers to the hospital service quality management system through the development of service activities and production activities, providing tools or facilities in the service sector.

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