

ANALYSIS OF COMMUNITY HEALTH CENTER MANAGEMENT IN IMPROVING SERVICE QUALITY AT DULUKAPA HEALTH CENTER, NORTH GORONTALO REGENCY

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ABSTRAK

The research objective is (1) Knowing how the management of the Puskesmas in improving the quality of service at the Dulukapa Puskesmas, North Gorontalo Regency. (2) To find out the factors that determine the management of the Puskesmas in improving the quality of service at the Dulukapa Puskesmas, North Gorontalo Regency.

The type of research used is a qualitative approach with a descriptive research design. The social situation used in this study is place, person, activity. In this study there are types and sources of data, namely primary data sources and secondary data sources. Data collection techniques used in this research are observation, interviews, and documents. Data analysis techniques in this study are data collection, data reduction, and data display, conclusion or verification. Test the validity of the data is done by testing the credibility.

The results of the study are (1) Concerning the management of the Puskesmas in improving the quality of service at the Dulukapa Puskesmas, North Gorontalo Regency, it can be seen from the activities of planning, movement and implementation, supervision, control and performance evaluation that have not been carried out optimally, because it is not entirely rare that is contained in the implementation of management that is carried out consistently and continuously to realize quality Puskesmas governance. This is evidenced by the "Basic" accreditation status achieved by the Dulukapa Health Center in 2017. (2) The factors that determine the management of the Health Center in improving the quality of service at the Dulukapa Health Center, North Gorontalo Regency, are the absence of adequate human resources, Standard Operating Procedures (SOP) have not been fully implemented, and the facilities and infrastructure at the Puskesmas are inadequate and function optimally to support health services at the Puskesmas.

Keywords: Management, quality, service.

PRELIMINARY

The goals of health development are the wish to live a healthy life for an individual so that health status increases, invest in the development of human

resources based on humanity, justice, protection of rights, obligations and non-discrimination against religious norms [19].

In carrying out its duties in its working area, the Puskesmas was established with the aim of carrying out activities for the community with a high level of awareness to be able to behave and live a healthy and healthy life by getting easy access to quality health care in their working area [11]. FKTP (First Level Health Facility) which is named Puskesmas has a big task in its working area to be able to provide health services for individuals and communities in a quality, fair and equitable manner so that patients feel happy with the services provided [20].

To realize quality and sustainable health center governance in achieving goals. Puskesmas are required to be able to make an activity plan for a 5 (five) year period which will then be detailed again into an annual plan, with reference to the Policy at the Regency/City level for Development in the Health Sector based on the results of situation analysis and formulation of problems that occurred at that time (evidence based) and also make predictions about problems that are likely to occur in the future. The next activity is to carry out the process of mobilizing and implementing in an appropriate, routine and sustainable manner, The next thing to do is the monitoring and control process which aims to improve and increase the target to be achieved (Corrective Action). The final process is performance appraisal as a form of implementing evaluation of the results of activities carried out by the Puskesmas to improve service quality [10].

Researchers made initial observations at the Dulukapa Health Center, North Gorontalo Regency regarding the process of implementing Puskesmas management in improving the quality of effective and efficient services. The results obtained indicate that the activities carried out are not fully in accordance with the Puskesmas management guidelines set out

in the Regulation of the Minister of Health of the Republic of Indonesia Number 44 of 2016, there are several problems such as:

The preparation of the plan at the Dulukapa Health Center has not been fully implemented according to the stages, as the preparation stage has not been carried out as it should be, namely the Head of the Puskesmas forms a management team that functions to carry out a series of processes to be carried out, then analyze the data according to the situation obtained from self-introspective surveys through musrenbang activities, making formulations of problems found and estimates of what will happen that have not been carried out optimally. The preparation of the Proposed Activity Plan (RUK) and the Activity Implementation Plan (RPK) have not been discussed together and held in a meeting with all staff.

Furthermore, it has not been carried out optimally. Movement activities and program implementation. The steps taken should have included office meeting activities, coaching at morning and afternoon call times, and Puskesmas mini workshops that had not been carried out in a timely manner, consistently every month so that cross-program coordination was not optimal.

Audit activities for supervision carried out by the head of the Puskesmas, control and performance evaluation have not been fully carried out as stated in the Puskesmas management guidelines stipulated in the Regulation of the Minister of Health [10].

Employees or employees at the Dulukapa Health Center, North Gorontalo Regency, have not met all the criteria for staffing standards in the Regulation of the Minister of Health Number 43 of 2019.

Based on the researcher's initial observations, the next problem is that some program activities are not fully

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implemented according to standard operating procedures. Health Centers are required to establish standard operating procedures. aims to increase knowledge regarding public access in providing services at first level health facilities [8]. Standard operating procedures aim to create agreement on work so that good governance is realized as material for evaluating internal and external performance [12].

Lastly, there is still a lack of facilities and infrastructure as a support for a quality health service for patients who visit the Dulukapa Health Center, North Gorontalo Regency. There are several facilities and infrastructure that need to be completed or updated. such as electricity that is not in accordance with the needs of the Puskesmas, resulting in the use of Puskesmas infrastructure that has not been maximized, such as vaccine storage areas and air conditioners that cannot be used because of insufficient electrical voltage, there is no SPAL (Wastewater Sewerage Channel), complete equipment and supplies for consumable medical materials, Does not have a special examination room, lack of signs and markings for persons with disabilities for the availability of safe and ready-to-use health services so as to minimize referral rates by the Puskesmas. This can be realized if every health facility is able to properly manage health equipment at the Puskesmas [4].

Based on initial observations, the Dulukapa Health Center was accredited with "Basic" accredited status in 2017. Puskesmas accreditation is an award from the accreditation agency for Indonesian health facilities for having agreed to the accreditation criteria. Accreditation arrangements are aimed at realizing optimal quality of service and patient safety, providing security for human resources for health, the environment and the Community Health Center as an

agency. Improving the quality of Community Health Centers in providing health services for community and individual health. Health Centers have an obligation to be accredited every 3 (three) years to maintain the quality of quality management. Determination of accreditation status obtained consists of: (1) not accredited; (2) basic accreditation; (3) middle accredited; (4) main accredited and (5) plenary accredited [9].

Based on the phenomena and problems mentioned above, the researcher estimates that there is a link between the management of the Puskesmas and the quality of Puskesmas services, so the researchers are encouraged to conduct a study entitled "Analysis of Puskesmas Management in Improving Service Quality at the Dulukapa Puskesmas, North Gorontalo Regency.

Administrative Science

Administration, namely all cooperative activities carried out by one or more people based on rationality in order to realize the agreed goals[17]. Administration is a phenomenon found in group business activities, be it government, private, civil, military, in large or small volumes [7].

Public Administration Science

Public administration is an art and science (Art and Science) intends to handle "public affairs" and describe all the actions that are decided. Public administration aims to find solutions to public problems through efforts towards a better direction, especially in an institution, human and financial resources [7].

Health Center Management

Management is an effort made to be able to develop ideas, thoughts, and resources by carrying out the planning process (P1), movement and implementation activities (P2), as well as efforts to supervise, control, and evaluate

(P3) to realize the organizational targets set [16].

Puskesmas management is defined as a work process that is carried out systematically to realize performance in forming management functions effectively and efficiently. This is done in an integrated and sustainable manner [3].

Puskesmas Management Guidelines are set to be a guide for Puskesmas in; a. carry out the preparation of 5 (five) annual plans and annual plans, b. carry out activities efficiently and effectively in the form of movement and implementation to realize health efforts, c. take action in terms of supervising, controlling and evaluating the performance of Public Health Centers, d. managing resources in an effective and efficient manner and e. establish smart and careful leadership strategies in organizations that are committed and responsible for realizing quality and performance improvements [10].

Planning

In order to be able to control service efforts that achieve their goals and objectives in the health sector carried out at the puskesmas, it is necessary to plan with the formulation of the problem which is carried out by obtaining precise and accurate data. With limited resources, the implementation must be integrated with all lines, in this case across programs and across sectors by optimizing internal and external collaboration and coordination at the Puskesmas [10].

Movement and Execution

Movement and implementation activities are a follow-up to the RPK (activity implementation plan). Where programs or activities must be carried out in various ways, which include meetings with departments, employee briefings held at morning and evening gatherings, carrying out all activities from each program based on the schedule determined in the monthly Activity

Implementation Plan, or carried out through the Community Health Center Mini Workshop forum formed specifically to carry out the process of mobilizing the implementation of programs or activities. The leaders of the Puskesmas need to reorganize the officers at the Puskesmas to strengthen and strengthen the organization in mobilizing and implementing programs or activities [10].

Supervision, Control, and Performance Appraisal

It is important to carry out supervision and control so that the output targets of each activity are achieved optimally. Factors that become obstacles in achieving the target output of a monitoring and control process, can be directly handled by making adjustments to the next plan. Implementation of supervision and control can be carried out in a mini workshop forum internally or through routine monitoring activities for the efforts implemented. The evaluation results of the monitoring and control process will be assessed in a Puskesmas performance appraisal process [10].

Factors Determining Health Center Management

If the management formulated in the Puskesmas management is not carried out, it can lead to mismanagement of the Puskesmas which usually originates from:

1. The main tasks and functions of each staff have not been carried out in accordance with the responsibilities given, resulting in the division of tasks not being professional and proportional.
2. Implementation of management functions has not involved all Puskesmas staff in management activities and decision-making as previously determined.
3. Effective planning has not been carried out in accordance with the activity program of the Puskesmas.

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4. Limited management resources at the Puskesmas.
5. Service quality standards and standard operational procedures for Puskesmas services have not been implemented optimally [16].

Human Resources

Human resources are people who do work to help management get goods and or services [16]. Human resources are a basic need for an agency or company to achieve its goals [1].

Standard Operating Procedure (SOP)

Standard Operating Procedures (SOP), namely guidelines whose contents are about the stages of operational procedures in an organization that are carried out to ensure that all actions, decisions, use of facilities are standardized and systematic [18].

Facilities and infrastructure

Health service infrastructure is a joint activity so that all health facilities and infrastructure can function efficiently and effectively with the aim of providing professional services [6].

Human Resource Management

Human Resource Management is the activity of managing individuals into a series of modified processes, strategies and activities to ensure the goals of a company by combining individual needs with those of the company [13].

Management Review of Service Quality

Quality management, namely the overall implementation of management activities starting from policies, roles and responsibilities through quality planning, assurance, control and quality improvement efforts. Implementation in the concept of quality improvement or continuous quality (continuous quality improvement) is a quality improvement process that is carried out continuously. The process starts from finding quality or main quality problems, finding specific quality or quality problems, discussing and agreeing on a quality improvement

plan, carrying out quality improvement efforts, evaluate or discuss the results of the quality improvement and then re-plan the quality improvement efforts if they have not been resolved [20].

RESEARCH METHODS

Types and Research Design

In the Research on Management Analysis of Puskesmas in Improving the Quality of Services at the Dulukapa Puskesmas, North Gorontalo Regency, researchers used a type of research with a qualitative approach with a descriptive research design. Through descriptive research, researchers have the intention to describe or explain a symptom [2].

Location and Time of Research

Researchers conducted research at the Dulukapa Health Center, North Gorontalo Regency. The time of the research was carried out from August to October 2022.

Data Types and Sources

Primary data and secondary data are the types and sources of data in this study. Primary data is a source of data obtained directly. The form is in the form of opinion interviews with informants using interview guidelines to gather information. Secondary data is secondary data obtained in the form of documents or reports regarding the management of the Puskesmas in improving the quality of service at the Dulukapa Puskesmas, North Gorontalo Regency [14].

Data collection technique

In this study, the data collection process started from the pre-study, to find out the problems faced by the Dulukapa Health Center in North Gorontalo Regency in the implementation of Puskesmas management to improve quality and obtain valid data, information collection methods were used.

Data collection techniques carried out through observation (observation), interviews (interviews), documentation and a combination of the three [15]. The

list of informants in this study are as follows:

Table 1.1 List of Research Informants

No	Informant	Amount (person)	Information
1	Head of the Dulukapa Puskesmas	1	Key informant
2	Center Planning Dulukapa Puskesmas	1	Supporting informants
3	The treasurer of the Dulukapa Puskesmas	1	Supporting informants
4	Responsible for Quality	1	Supporting informants
5	Program Manager	5	Supporting informants
6	Patient	4	Supporting informants
Total		13	

Data analysis technique

After the data was collected either through observation, documentation interviews, or a combination of the three, namely triangulation, the next stage was that the researcher conducted data analysis. Data reduction is obtained after collecting data. Data display is done after the researcher performs data reduction. The next stage is the presentation of data, in this case the researcher can receive input from other researchers to arrange the data clearly and easier to understand [5].

Data Validity

To ensure that the research data is valid, the researcher conducts a credibility test to ensure the validity of the data, and measures the correctness of the data by means of triangulation, namely the process of checking data from various sources or in various ways [15].

RESEARCH RESULT

Health Center Management Analysis Planning

An activity plan begins with compiling a five-year plan and then an annual plan based on evaluation data from the previous year and referring to existing health regulations at the district/city, provincial and central levels. The five-year planning at the Dulukapa Health Center has been implemented but not all Puskesmas employees know about it. Therefore, the leadership of the Puskesmas must be able to coordinate with internal and external program holders as well as with related sectors.

The results of the interviews showed that it was necessary to obtain the same thoughts and knowledge in order to be able to carry out the stages of the predetermined plan, so the Puskes leaders formed a management team. However, the team that was formed and had an SK was only an accreditation team that was formed in the framework of accreditation assessment.

The next stage is the analysis of the data obtained from formulating the results of the problem with several stages passed, namely: identifying determining the order of priorities to getting to the cause of a problem determining the solution to be made then making activity targets to be achieved which will be included in the five-year and annual health center plans.

From the results of the interview, it can be explained that the proposed activity plan for the Dulukapa Health Center in North Gorontalo Regency was prepared by each person in charge of the program and then submitted to the planning of the Health Center, but in the process of preparation it was constrained by technical technical guidelines and budget ceilings given by the Health Office which were changing in nature so that it influences what has been prepared before in accordance with the analysis and formulation of the problem.

Furthermore, the stages of compiling (RUK) and (RPK) are carried out through

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a cross-sector and cross-program combination approach so that there are no missed opportunities.

So the RUK and RPK should be discussed at the monthly mini-workshops and tri-monthly workshops at the Community Health Centers. The results of the interviews revealed that the drafting of the proposed activity plan (RUK) was not discussed in cross-program and cross-sector mini-workshop activities because suddenly it had already been made, not seeing the process of determining which program was a priority for implementation.

Movement and Execution

Movement and implementation are the follow-up activities of the RPK. This was carried out in various stages, namely holding meetings with the agency, guiding morning and afternoon call times, and carrying out program activities based on each schedule in the monthly RPK which was carried out at the Puskesmas mini-workshop.

Based on the interview results, the implementation of the monthly mini-workshop in Dulukapa Health Center, North Gorontalo Regency, in 2022 was not carried out according to schedule. As for the implementation of the trimonthly mini-workshop which should be held every three months but is held once every 4 months. Apart from that, during the implementation of the activities, the participants came from cross-sectors consisting of sub-district heads, sub-district secretaries, danramil, police chiefs (sectoral police chiefs), heads of religious affairs, family planning extension workers, village assistants, village heads who were invited in this case as policy makers were only represented by his staff attended the invitation to the Puskesmas trimonthly mini-workshop. It is known that the factors that affect the mini-workshop not running optimally are the

lack of funds and inadequate human resources.

Monitoring, Controlling, and Performance Appraisal

The planning of an activity has been determined as an activity implementation plan, then a monitoring and control process is needed to achieve the predetermined targets. The reasons that became a problem in realizing the targets that were found during supervision were immediately resolved through improvements to the next plan that was prepared which then became material in the next stage, namely evaluating the performance of the Puskesmas.

From the results of interviews with informants at the Dulukapa Health Center, North Gorontalo Regency, it can be explained that the implementation of mini-workshop activities that did not go according to schedule, even for several months, resulted in non-optimal monitoring and control activities. The process of supervision and control must be carried out continuously and continuously, the existence of a workload that has multiple tasks makes the process less effective.

The process of the performance appraisal mechanism at the Dulukapa Health Center was not implemented optimally as seen from the results of the informants who were unable to explain in detail the mechanism for evaluating the performance of the Puskesmas. This is proven by a document review of the absence of a report on the results of the Puskesmas Performance Assessment made in 2021.

Factors Determining Health Center Management

Human Resources

The quality of the provision of health services is determined by the essential factors of human resource management which are carried out in accordance with well-managed plans, have supporting

activities, records and appropriate reports. Based on the results of interviews that the Dulukapa Health Center in North Gorontalo Regency still lacks human resources so that there are still multiple positions.

The division of tasks at the Dulukapa Health Center in North Gorontalo Regency has not been proportional due to the lack of human resources at the Dulukapa Health Center so planning is needed by the head of the Puskesmas and also the local government so that human resource needs can be met.

SOP (Standard Operating Procedure)

Standard operating procedures are systematic work guidelines that are carried out in achieving institutional goals and are an important capital to be able to guarantee that all steps of activities are in the right direction so as to minimize the occurrence of errors in carrying out the stages of activities.

From the results of the interviews it was explained that some of the standard operating procedures at the Dulukapa Health Center already existed and had been implemented, but some programs/activities had not been carried out in accordance with standard operating procedures. Because the duties and responsibilities are more by having multiple tasks/positions.

The implementation of standard operating procedures has not been maximized due to a lack of human resources, a lack of a sense of responsibility among employees and inadequate facilities and infrastructure. the importance of standard operating procedures in a health center management to determine service quality. The application of SOPs can provide security guarantees, minimize errors and provide satisfaction to institutions and the public, so that the institution's good name can be maintained.

Facilities and infrastructure

To maximize the availability of facilities, safe and ready-to-use health infrastructure at the Puskesmas aims to realize quality service delivery while also minimizing the referral ratio. This condition will be achieved if every health service facility is able to properly manage health facilities and infrastructure at the Puskesmas.

From the interviews it can be explained that the facilities and infrastructure at the Dulukapa Health Center in North Gorontalo Regency are still inadequate, for example, there is still a lack of electricity so that the storage of medicines and vaccines is not optimal, some medical support equipment cannot function properly, the existing sanitarian kits have passed their expiration date, Puskesmas do not have SPAL (wastewater disposal). This condition requires good equipment management at the Puskesmas because of the availability of facilities and infrastructure at the Puskesmas as supporting tools that really support optimal health services.

DISCUSSION

Health Center Management Analysis Planning

The planning mechanism that was carried out at the Dulukapa Health Center in North Gorontalo Regency could not be carried out at all stages of the planning process due to obstacles in its implementation.

The first step in making a five-year plan is preparation where the leadership of the Community Health Center is a management group consisting of the accreditation team, the regional guidance team, the Community Health Center information team, and the family guidance team[10]. However, in reality at the Dulukapa Health Center, North Gorontalo Regency, only an accreditation team was formed and a decree was issued.

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The next stage in the five-year planning process for the Puskesmas is to analyze the problems faced by the Puskesmas starting with the situation analysis stage by looking at all the realization of the Puskesmas' performance over the last 4 years, after that analyzing the data using several methods such as descriptive analysis, comparative analysis, analysis of relationships between programs, significant causes for better or worse and analysis of problems through Self-Introduction Survey. All processes must be coordinated with regional planning system policies which are discussed through deliberations from the village to sub-district levels (called the Musrenbang) which are drawn up in a top-down and bottom-up manner [10]. Because the government has an important role in solving every problem faced by the community, the Puskesmas must be able to build cooperation, coordinate with all lines of government in this cross-sectoral case. In fact, the Dulukapa Health Center has not been carried out optimally because the commitment between staff and leaders has not been established, human resources are still lacking, relationships in coordination, communication, collaboration.

Furthermore, the RUK (abbreviation for the Proposed Activity Plan) and RPK (abbreviation for the Activity Implementation Plan) are carried out through a cross-sector and cross-program combination approach so that there are no missed opportunities [10]. So the RUK and RPK should be discussed at the monthly mini-workshops and tri-monthly workshops at the Community Health Centers. In fact, this activity is not discussed in mini-workshops either monthly or monthly to discuss the results of the problem analysis so that a proposed plan is formed.

Movement and Execution

Movement and implementation activities are carried out through official meetings, coaching morning and afternoon gatherings, all activities carried out by the program must be according to the schedule in the monthly RPK and discussed at the Puskesmas mini workshop [10]. Based on the research results, this has not been fully implemented by the Puskesmas to realize the optimum realization of activities.

The first monthly and trimonthly mini workshops held by the Puskesmas were mini workshops to carry out a team building process and develop strategies to implement the activity implementation plan (RPK) of the Puskesmas and related sectors. As for the next routine monthly mini-workshop, it is carried out consistently every month, while for the next routine quarterly mini-workshop, it is carried out once every 3 months [10]. At the Dulukapa Health Center, North Gorontalo Regency, routine monthly workshops were not held routinely every month, namely not held in April, July and September. Participants who attended were not all Puskesmas employees so that the conclusions and commitments obtained were not optimal.

At the Dulukapa Health Center, North Gorontalo Regency, a trimonthly mini workshop was held which should be held every three months but is held once every 4 months. Apart from that, during the implementation of the activities, the participants came from cross-sectors consisting of sub-district heads, sub-district secretaries, danramil, police chiefs (sectoral police chiefs), heads of religious affairs, family planning extension workers, village assistants, village heads who were invited in this case as policy makers were only represented by his staff attended the invitation to the trimonthly mini-workshop at the Puskesmas so that it had an effect on the commitment that would be realized.

Monitoring, Controlling, and Performance Appraisal

Supervision, control, and performance evaluation have not been carried out optimally. This is evidenced by the stages of implementation such as supervision carried out by the Puskesmas itself (internal supervision), which is carried out by the leadership of the Puskesmas, internal audit and program management which concerns all aspects of activities carried out within the institution. External supervision carried out by outside agencies such as the District/City or Provincial Health Office in terms of monitoring and evaluating program realization. Supervision, namely the process of evaluating as well as evaluating carried out on employees as a measure of the success of the achievement of a program by directing a better direction to achieve goals [16].

Control, namely the whole series to ensure the conformity of the implementation of activities with the plans that have been determined and carried out consistently and continuously and corrected if there is a discrepancy. At the Dulukapa Health Center, Gorontalo Regency, it has not been carried out optimally. Control is a review of the reporting plan for the realization that has been determined to have been achieved for a more optimum evaluation action [16]. At the Dulukapa Health Center an assessment of the performance of the Puskesmas was made and then verified by the Health Office. In fact, this has not been implemented optimally in accordance with the provisions because it is still routine so that the data obtained is not optimal.

Based on the research results and observations of researchers as well as comparisons with Puskesmas management theory that the management of Puskesmas at the Dulukapa Puskesmas in North Gorontalo Regency has not been carried

out optimally to realize quality and sustainable Puskesmas management, this is evidenced by the "Basic" accreditation status achieved by the Dulukapa Puskesmas in year 2017.

Puskesmas management that is aligned with service quality improvement will lead to quality service. If this is done, the management of the Community Health Center in improving the quality of service at the Dulukapa Health Center in North Gorontalo Regency can be said to be effective.

Factors Determining Health Center Management

Human Resources

At the Dulukapa Health Center the distribution of tasks was not proportional due to the fact that the human resources at the Dulukapa Health Center were not evenly distributed so that some had excess tasks so that planning was needed by the head of the Health Center and also the local government so that human resource needs could be met.

Human Resources is a driving force that has an important role in the implementation of management in an institution [16]. Where as Human Resource Management is the activity of managing individuals into a series of modified processes, strategies and activities to ensure the goals of a company by combining individual needs with that of the company [13].

Standard Operating Procedure (SOP)

Data from the research results, namely at the Dulukapa Health Center, North Gorontalo Regency, some standard operating procedures already exist and have been implemented, but some programs/activities have not been carried out in accordance with standard operating procedures because the duties and responsibilities are more by having multiple tasks and positions. Based on the results of observations during the research and review of documents, researchers can

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explain that at the Dulukapa Health Center, 80% of the service units and activity programs have standard operating procedures, but less than 50% of the SOPs are implemented. This is in accordance with the results of observations by researchers in each service unit in the Puskesmas. Where there are some that have not been seen, there are SOPs in the room, such as at registration counters, emergency units, laboratories, and also in several programs handled by one officer. because of the lack of human resources and facilities and infrastructure that have not been maximized.

Standard Operating Procedures (SOP), namely guidelines whose contents are about the stages of operational procedures in an organization that are carried out to ensure that all actions, decisions, use of facilities are standardized and systematic [18].

Facilities and infrastructure

The results of the research at the Dulukapa Health Center in North Gorontalo Regency can be explained that the facilities and infrastructure have not functioned optimally to support health services at the Puskesmas, namely there is still a lack of electricity so that the storage of drugs and vaccines is not optimal, some medical support equipment cannot function properly, the existing sanitarian kit has passed its expiration date, the Puskesmas does not yet have a SPAL (wastewater disposal channel). This condition requires the management of equipment facilities at the Puskesmas to be managed properly.

Health service infrastructure is a joint activity so that all health facilities and infrastructure can function efficiently and effectively with the aim of providing professional services [6].

In accordance with the results of research, observations and comparisons with the theory conducted by researchers that the factors that determine the

management of the Puskesmas at the Dulukapa Puskesmas in North Gorontalo Regency are inadequate human resources, Standard Operating Procedures (SOP) have not been fully implemented, and facilities and infrastructure at the Puskesmas incomplete and functioning optimally to support health services at the Puskesmas. If the factors that determine Management at the Puskesmas can be completed, it will lead to an increase in service quality.

CONCLUSION

Berdasarkan hasil penelitian serta pembahasan yang telah dikemukakan pada bab sebelumnya, maka peneliti menarik kesimpulan sebagai berikut:

1. In relation to the management of the puskesmas in improving the quality of service at the Dulukapa Puskesmas, North Gorontalo Regency, seen from the activities of planning, movement and implementation, supervision, control and performance evaluation have not been carried out optimally, because not all the rarities contained in the implementation of management are carried out consistently and continuously to realize quality health center governance. This is evidenced by the "Basic" accreditation status achieved by the Dulukapa Health Center in 2017.
2. The factors that determine the management of the puskesmas in improving the quality of service at the Dulukapa Puskesmas, North Gorontalo Regency, are the lack of adequate human resources, standard operating procedures (SOP) that have not been fully implemented, and facilities and infrastructure at the puskesmas that are not adequate and functioning properly. optimally to support health services in Puskesmas.

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