

## EVALUATING SERVICE QUALITY OF PUSKESMAS PINELENG USING IMPORTANCE PERFORMANCE ANALYSIS (IPA)

### *EVALUASI KUALITAS PELAYANAN PUSKESMAS PINELENG MENGGUNAKAN IMPORTANCE PERFORMANCE ANALYSIS (IPA)*

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#### **ABSTRACT**

*The development of globalization become a company motivation to give a good service to customer to get interest dan make customer satisfy with the service. Public service is one of the government responsibilities to play a role important in providing health care to the public. Puskesmas is one of the health agencies to improve the quality of performance. The study aims to analyze the service quality of Puskesmas Pineleng using Importance Performance Analysis (IPA). 50 Puskesmas patients were surveyed as respondents. The result shows (1) Facilities and Hospitality are located in quadrant I, (2) Received complaint and Building Condition are located in quadrant II, (3) nurse duty is located in quadrant III and (4) Providing Information and Appropriate Procedure are located in quadrant IV. Puskesmas Pineleng should maintaining the good performance of service and enhancing the low performance of service to ensure the service quality better than before.*

*Keywords: Service Quality, Importance-Performance Analysis, Puskesmas*

#### **ABSTRAK**

Perkembangan globalisasi menjadi motivasi perusahaan untuk memberikan pelayanan yang baik kepada pelanggan untuk mendapatkan perhatian dan membuat pelanggan merasa puas dengan pelayanan yang ada. Pelayanan umum sebagai salah satu tanggung jawab pemerintah dan dilaksanakan oleh lembaga pemerintah mempunyai peran penting dalam menyediakan pelayanan untuk masyarakat. Puskesmas sebagai salah satu lembaga kesehatan diwajibkan untuk meningkatkan kualitas kinerja dalam menyediakan pelayanan untuk umum. Tujuan penelitian ini adalah untuk menganalisa kualitas pelayanan Puskesmas Pineleng menggunakan metode Importance Performance Analysis (IPA). Jenis penelitian adalah metode deskripsi kuantitatif. Sampel diambil sebanyak 50 responden (pasien dan pengunjung). Hasil dari penelitian ini adalah : (1) Fasilitas dan keramahan berada di kuadran I (sangat penting tapi kinerja rendah). (2) Menerima keluhan dan kondisi gedung berada di kuadran II (sangat penting dan memiliki kinerja sangat baik). (3) Kewajiban perawat berada di kuadran III (kuadran ini prioritas rendah dan kinerja level juga rendah) dan (4) Menyediakan informasi dan prosedur tepat berada di kuadran IV (kepentingan rendah tapi kinerja secara relatif tinggi). Puskesmas Pineleng sebaiknya mempertahankan kinerja pelayanan yang sudah baik dan tingkatkan kinerja pelayanan yang rendah agar kualitas pelayanan akan menjadi baik dari sebelumnya.

**Kata Kunci:** Kualitas Pelayanan, Importance-Performance Analysis, Puskesmas

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## 1. INTRODUCTION

### 1.1 Research Background

The global competition makes companies motivated to give their best to interest consumers in terms to satisfy and fulfil the needs of consumers who can continue to exist in the global competition. Customer satisfaction is specific to the overall evaluation of services provided by the service providers, so customer satisfaction can only be rate based on the experienced during the process of service delivery. If the performance is smaller than the expectations, consumers would feel not satisfied. If the performance same with customer expectations, customer will feel satisfied. . Provide a satisfactory service depends on how the company is improving the quality of services through improvement of product quality and increase customer service system.

Service quality is an important part of a company in increasing customer satisfaction that is also in the public because the public service is also concerned with customer satisfaction which in this case society as a public service users. Public service is the responsibility of the government and implemented by government agencies, weather in the center, in the Region, and the environment of the State Owned Enterprises. Public service form is public goods service and services.

One form of public service that implemented by government is health services. One of the health services facilities that have a very important role in providing health care to the community is Puskesmas. Puskesmas is one of the agencies that play a role in the administration commands health services to the public, are required to improve the quality of performance in providing services to the public.

As a non-profit organization whose main purpose is not solely to make a profit but rather provide the best service to the community. With the increasing number of people who come to the Puskesmas quality of service should be improved so people are satisfied with the service. To determine the level of public satisfaction measurement is needed or Puskesmas services the analysis is Importance Performance Analysis (IPA) by using this analysis could see the extent to which the achievement service of Puskesmas and services that need to be maintained and improved by Puskesmas.

### 1.2 Research Objectives

The main objective in this research is to analyze the service quality of puskesmas pineleng using Impotance and Performance Analysis (IPA).

## 2. LITERATURE REVIEWS

### 2.1. Marketing

Marketing is communicating the value of a product, service or brand to customers, for the purpose of promoting or selling that product, service, or brand. Kotler (1991:756) defines marketing as the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing is create customer value, build relationship with customer and get feedback from customer.

### 2.2. Service

Services, according to Kotler (2002:212), can be defined as any action or activities offered by one party to theother, which basically is something intangible and does not result in any

ownership. A product / servicemay result from or may not be related to the physical product. According to Norman (1991), the service is the action and interaction in the form of social contact between producers and consumers, is more than just the result of an uninterrupted.

### 2.3. Service Quality

Rangkuti (2006) Service quality is the delivery of services that will exceed the level of customer interest. According Tjiptono (2012:178-181) has filed five dimensions of service quality are, (1) Tangibles; (2) Reliability; (3) Responsiveness; (4) Assurance; and, (5) Emphaty.

### 2.4. Previous Reserach

Delgoshaei, Ravaghi and Abolhassani (2012) conduct research that is Importance-Performance Analysis of Medical Tourism in Iranfrom Medical Tourists and Medical Services Provider's Perspective. The study aimed to analyze the importance- performance of Tehran Province medical tourism as viewed by medical tourists and medical services providers. The results of the study indicate that the majority of medical tourists are attracted from the United Arab Emirates (22.3%). The respondents considered medical tourism factors as important ( $M=4.40\pm 0.61$ ). The Tehran selected hospitals` performance is average asrelated to medical tourism factors ( $M=2.75\pm 0.66$ ). Despite the importance given to medical tourism factors by medical tourists and medical services providers, Tehran selected hospitals` performance is average and no serious attempts are being made to attract medical tourists at macro level. Although quality, variety and costof medical services and equipment in the selected hospitals are satisfactory, International accreditation ofhospitals is still a major problem.

Gonçalves *et al* (2014) conduct research that is Importance-performance analysis: Revisiting a tool for the evaluation of clinical services. The study was divided into two stages: the first, in which beneficiaries answered the questionnaire prior to receiving dental treatment, and the second when the same beneficiaries answered after completing their dental treatment. The IPA tool with means and confidence intervals was effective when used in the management of the service since it emphasizes the key points to be improved or maintained in the service. Data obtained from SERVQUAL generated graphs that were used to characterize the IPA matrix using several dimensions of care. The Assurance Dimension had the highest average in both expectation and perception. The Reliability dimension showed the value of the most negative GAP among the dimensions, and the best value occurred in the Responsiveness dimension. The IPA tool may be effective in Dental Medicine since it highlights the key points to be improved in the delivery of dental services in a clinical setting.

Ainy, Misnaniarti, Fajar (2012) conduct research that is Importance Performance Analysis on Social Health Assurance Service in Puskesmas Swakelola Pembina. The average of balance level between service performance and expectation of patients was 83,44%. There were two attributes in the dimensions of service quality that need to be increased: the phycisian attention to the patients complaints about their diseases and convenience and neatness of the treatment room at the general polyclinic. The role of physician as a facilitator of healing to the patient needs to be improved through the attitude of empathy on patient complaints.

## 3. RESEARCH METHOD

### 3.1. Types of Research

The type of this research is descriptive quantitative methods by using Importance-Performance Analysis as analytical tool. The data of this research obtained by spreading the questionnaire.

### **3.2. Place and Time of Research**

The study was conducted in Puskesmas Pineleng from June-August 2015 (3 Months).

### **3.3. Population and Sample**

The population in this research is patients and visitors of Puskesmas Pineleng. The sample of this research used purposive sample which is 50 patients and visitors in Puskesmas Pineleng.

### **3.4. Data Collection Method**

The source of data can be from primary and secondary sources. Primary data is data originated by the researcher specifically to address the research problem. This research gets primary data from the results of questionnaires. Secondary data is data collected for some purpose other than the problem at hand. The secondary data taken from books, journals, and relevant literature from library and internet.

### **3.5. Operational Definition and Measurement of Research Variables**

1. Tangibles : The physical facilities, equipment, personnel and means of communication as well as an operational vehicle.
2. Reliability : The ability to perform services in accordance with what has been promised in a timely manner.
3. Responsiveness : The ability of the company performed by direct employees to provide fast and responsive services.
4. Assurance : The knowledge and behavior of the employee to build trust and confidence in consumers to services offered.
5. Emphaty : The ability of the company which carried out directly by the employees to give attention to individual consumers, as well as sensitivity to the needs of consumers.

### **3.6 Data Analysis Method**

#### **3.6.1 Reliability and Validity test**

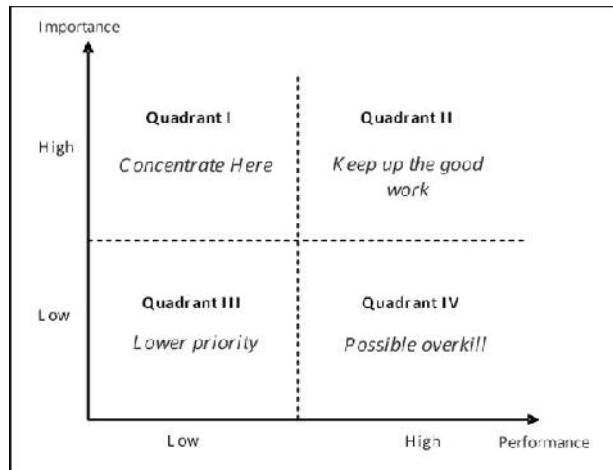
Validity is a characteristic of measurement concerned with the extent that a test measures what the researcher actually wishes to measure. The validity in this research is measure by using SPSS software. Validity test will valid if the MSA in the Anti-Image Correlation is more than 0.5. The reliability of a measure is established by testing for both consistency and stability. The analysis from this study shows that an overall reliability (Cronbach's Alpha) of each variable is > 0.6. This value can be considered as an acceptable value because it has been exceeding 0.60, which is an acceptable value or reliable.

#### **2.6.2 Analysis with IPA (Importance Performance Analysis) Method**

This technique was first proposed by Martilla and James in 1977 in their article "Importance-Performance Analysis", published in the Journal of Marketing. Slack (1991) presented an IPA model that considered a relationship between importance and performance and theorized that target levels of performance for particular product attributes should be proportional to the importance of those attributes.

The Importance-Performance Analysis conceptually rests on multi-attribute models. This technique identifies strengths and weaknesses of a market offering in terms of two criteria that consumers use in making a choice. One criterion is the relative importance of attributes. The other is consumer evaluation of the offering in terms of those attributes.

Importance Performance Matrix is divided into four quadrants based on importance-performance measurement result as shown in the figure below:



**Figure 1. The Original IPA Framework**  
 Source: Martilla, J. and James J. (1977)

#### 4. RESULT AND DISCUSSION

##### 4.1. Result

The result of analysis will attempt to answer the problem contained in this research. There are seven attributes at level of importance and performance analysis which are facilities, Building Condition, Nurse Duty, Appropriate Procedure, Providing Information, Hospitality and Received Complaint. The result demonstrated the attributes of service quality in four quadrant analysis.

**Table 1. Importance Performance of Service Quality at Puskesmas Pineleng**

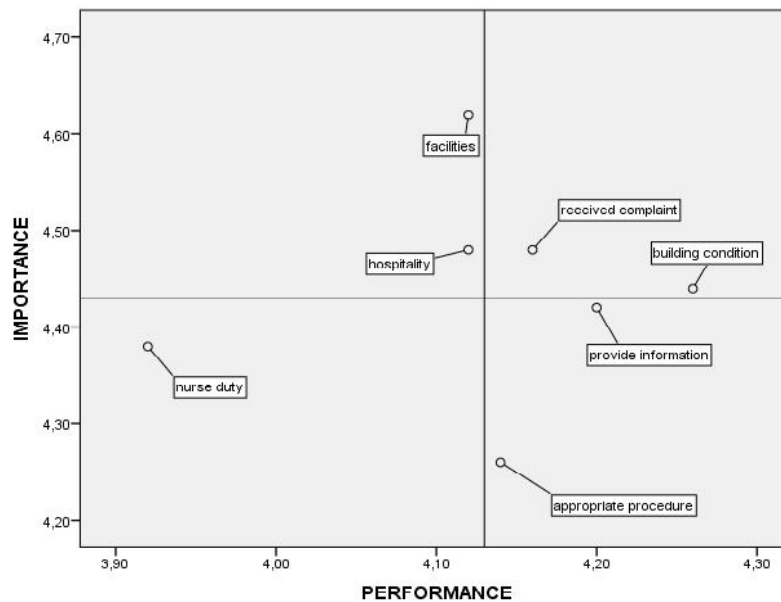
Attributes	Importance	Performance	Quadrant
Facilities	4,62	4,12	I
Building Condition	4,44	4,26	II
Nurse Duty	4,38	3,92	III
Appropriate Procedure	4,26	4,14	IV
Providing Information	4,42	4,20	IV
Hospitality	4,48	4,12	I
Received Complaint	4,48	4,16	II
Average	4,44	4,13	

Source: Data process, 2015

Using the the service quality framework showed that importance of facilities had the highest mean which is  $\bar{x} = 4.62$ , followed by importance of received complaint which is  $\bar{x} = 4.48$  and

hospitality with same mean is  $\bar{x} = 4.48$ , importance of building condition is  $\bar{x} = 4.44$ , importance of providing information is  $\bar{x} = 4.42$ , importance of nurse's duty is  $\bar{x} = 4.38$ , importance of appropriate procedure is  $\bar{x} = 4.26$ . Meanwhile the performance of building condition has the highest result which is  $\bar{x} = 4.26$ , performance of providing information is  $\bar{x} = 4.20$ , performance of received complaint is  $\bar{x} = 4.16$  followed by performance of appropriate procedure is  $\bar{x} = 4.12$  also had the same value with performance of facilities is  $\bar{x} = 4.12$  and the last is performance of nurse duty had the lowest value which is  $\bar{x} = 3.92$ . As the result facilities had a highest value in importance and building condition in performance which means facilities considered important toward patients and visitors and the performance of building condition evaluated good from the perception of patients and visitors in Puskesmas Pineleng. After getting the point of the quadrant division axis in  $\bar{x} = 4.13$  and  $\bar{y} = 4.44$ , the next step is to plot the point ( $\bar{x}$  and  $\bar{y}$ ) of each attributes into cartesians graph as shown in Figure 2.

**4.1.1. Data plotting of Service Quality Attributes**



**Figure 2. Data plotting of Service Quality Attributes**  
 Source: Data process, 2015

In figure 2, facilities and hospitality attribute is located in quadrant I. This means facilities and hospitality attribute are perceived to be very important to patients and visitors in Puskesmas Pineleng but the performance levels are assessed low. The suggests that improvement efforts should be concentrated here.

Received complaint and building condition are on quadrant II which means that received complaint and building condition are perceived to be very important to patients and visitors. In other words, Puskesmas Pineleng was perceived as satisfactory in the aspect of tangible and empathy. This aspect were necessary for patients and visitors, so the message here is too keep up the good work.

The attribute that located in quadrant III is nurse's duty. These attributes are assessed as low priority. The importance level is low in this quadrant as low as the performance level. So, do not

need to everly concern to this aspect since the attributes in this part are not perceived to be very important. Limited resources should be expended on this low priority cell.

The last are provide information and appropriate procedure attributes which belong to quadrant IV. This cell contains attributes of low importance, but where performance is relatively high. Provide information and appropriate procedur for both Puskesmas Pineleng and employees physical appearance, but they should consider present efforts on the attributes of this cell as being unnecessary to patients and visitors.

#### 4.2. Discussion

The facilities and hospitality attribute is located in quadrant I. This means facilities and hospitality attribute are perceived to be very important to patients and visitors in Puskesmas Pineleng but the performance levels are assessed low. Facilities is very important because can make patients and visitors feel comfortable with the service in puskesmas and with that they will satisfy with the service. Fasilities can make nurse and employee easier to work. Facilities can make program and activity in puskesmas running smootly without complaint. But, the performance of facilities in puskesmas pineleng are assessed low, this means the high expectations of patients and visitors are not fulfilling with what their seen. Some of facilities in puskesmas not worked well such as the toilet make patients and visitors uncomfortable and waiting room with weathered seat thats why the performance of facilities in puskesmas pineleng low. The suggests that improvement efforts should be concentrated here. This results supported the previously study by Ainy, Misnaniarti, Fajar (2012) noted that facilities and hospitality should improve to make patients and visitors comfortable.

Same location with facilities are hospitality located in quadrant 1. Hospitality is very important because if doctor, nurse and employee are make a friendly ambition patients and visitors will feel satisfy. Some doctors said that hospitality can help patients reduce their pain so hospitality is importance for patients. The hospitality in puskesmas pineleng is low this means there some nurse, doctor and employee are not hospitality patients and visitors in a good way such as they not give attention to patients and visitors, some of nurse when they asked if the patients and visitors need help they used scornful expression and make patients and visitors uncomfotable. Some of doctor, nurse and employee not give a smiley face when they serve patients and visitors. Same with the facilities the suggests that improvement efforts should be concentrated here.

Received complaint and building condition are on quadrant II which means that received complaint and building condition are perceived to be very important to patients and visitors. In other words, Puskesmas Pineleng was perceived as satisfactory in the aspect of tangible and emphaty. Received complaint is important because as a doctor good communication with patients can make patients comfortable and then patients will said honest about their disease/problem. Doctor with a good listener make patients feel free to explain their disease/problem to doctor because there's doctor that talk too much and make patients not have opportunity to speak. Nurse and employee that received complaint will make patients and employee feel cared. But, based on the result the performance of received complaint in puskesmas pineleng is good because in puskesmas pineleng the doctors are friendly to visitors and patients they always asked what are the patients need and become a good listener when patients talked and some of nurses and employees are received complaint and immediatly help to solve the problem. This aspect were necessary for patients and visitors, so the message here is too keep up the good work.

The second attribute that located in quadrant 2 is bulding condition. Building condition is an important issues in the implementation of service in puskesmas. Building in good condition makes patients and visitors feel comfortable with the state of the existing building. The process

of delivery service and programs in puskesmas will run properly if the building in a good condition. The performance of building condition in puskesmas pineleng is good because the building in puskesmas pineleng still had a very good condition and still very fit for use because a few month ago newly renovated and was inaugurated in July 2015. Same with received complaint attribute, this aspect were necessary for patients and visitors, so the message here is too keep up the good work.

The attribute that located in quadrant III is nurse's duty. These attributes are assessed as low priority. The importance level is low in this quadrant as low as the performance level. Nurse duty is in importance level because there a lot of nurses are not truly in the line of duty in puskesmas pineleng in other words they not worked with their passion to serve the patients and visitors. They not serve patients and visitors based on their duties which are help doctor in checkup room, cleaning the room and some of them are not friendly with patients thats why the performance of nurse duty in puskesmas pineleng is low. So, do not need to everly concern to this aspect since the attributes in this part are not perceived to be very important. Limited resources should be expended on this low priority cell. This results supported the previously study by Gonçalves et al (2014) noted nurse duty located in quadrant III and puskesmas do need to everly concern about this attribute.

The last are provide information and appropriate procedure attributes which belong to quadrant IV. This cell contains attributes of low importance, but where performance is relatively high. The importance is low because there's alot of patients and visitors already know and understand information through mass media such as television, radio, magazine, newspaper etc. Besides, through mass media patients and visitors know about the infomation through counseling and seminars by health organization. This quadrant shows that patients and visitors are satisfied with the performance of Puskesmas Pineleng in terms of providing information because in puskesmas pineleng there's alot of posters and banners about information about health and procedure inside and outside the building. Everyweek Puskesmas pineleng visit the society to did IHC ( in indonesia we called Posyandu) through it they describe the information about health and procedure.

Appropriate procedure in puskesmas pineleng is same with providing information located in quadrant IV that contains attributes of low importance, but where performance is relatively high. The importance low because in puskesmas the procedure are really complicated and wasted time even they already know the procedure. So, the performance of appropriate procedure is relatively high because of it. When patients come to puskesmas pineleng they are sick so they won't to follow the complicated procedure and want immediately wanted to check to doctor. Provide information and appropriate procedur for both Puskesmas Pineleng and employees physical appearance, but they should consider present efforts on the attributes of this cell as being unnecessary to patients and visitors. This result supported by Delgoshaei, Ravaghi and Abolhassani (2012) which noted the appropriate procedure is relatively high for medical service provider in Iran.

In general the results shows that facilities, hospitality, received complaint and building condition are very important to patients and visitors in Puskesmas Pineleng while nurse's duty are considered to have low importance to patients and visitors in Puskesmas Pineleng based on data plotting. Also, in terms of performance, building condition has a high performance compare to facilities, accept complaint, nurse's duty, hospitality, providing information and appropriate procedure.



## 5. CONCLUSION AND RECOMMENDATION

### 5.1 Conclusion

The conclusions drawn from this research are as follows :

1. Facilities is very important and has low performance for patients and visitors in Puskesmas Pineleng. Facilities importance to make patients and visitors comfortable when they come to Puskesmas Pineleng but what they seen the performance of facilities is low, some of the facilities not work well and make patients and visitors are not satisfy.
2. Building Condition is important and has a good performance for patients and visitors in Puskesmas Pineleng. Building condition is importance to delivery service and programs in Puskesmas Pineleng run properly and patients and visitors in Puskesmas Pineleng satisfy with the performance of building condition in Puskesmas Pineleng because they newly renovated their bulding a few months ago.
3. Received Complaint is important and has a good performance for patients and visitors in Puskesmas Pineleng. Received complaint between doctor, nurse, employee and patients or even with visitors can make a good communication between them so the patients and visitors thought its important and what patients and visitors seen, nurse and doctor always recieved complaint to help patients and visitors.
4. Nurse duty's is not too important and has a low performance for patients and visitors in Puskesmas Pineleng. Nurse duty not too important because theres a lot of nurse are not truly in the line of duty in Puskesmas Pineleng and they serve the patients and visitors in Puskesmas Pineleng not with their passion as a public server that must loyal to patients and visitors.
5. Hospitality is very important but the performance of Puskesmas Pineleng also low. Hospitality according to patients and visitors are important to make friendly and good ambience in Puskesmas Pineleng but the hospitality of nurse, doctor and employee make patients and visitors are not satisfy.
6. Appropriate Procedure is low important and has relatively high performance for patients and visitors in Puskesmas Pineleng. Procedure in Puskesmas is not complicate to follow by patients so the important low, patients with soreness are not able to follow the procedure so the performance relatively high.
7. Providing Information is low important and has good performance for patients and visitors in Puskesmas Pineleng. Information that patients and visitors got not just in Puskesmas, they got from television, radio, internet or even some information from seminars or conseling so patients and visitors thought that provide information are not too important in Puskesmas Pineleng.

### 5.2. Recommendation

By looking the discussion and results, some recommendation has list as : First quadrant of analysis, Puskesmas Pineleng should maintain their facilities and hospitality because it is perceived to be very important but the performance levels still low.They need to concetrate on their facilities like room sanitation, the comfortable of checkup room and waiting room etc related in facilities and the hospitality to patients and visitors. Keep up the good work in

building condition and received complaint attributes. Puskesmas Pineleng maintain their service and cooperation with patients and visitors that their served because it is important for patients and visitors to use their service. Meanwhile the performance is good for patients and visitors, so Puskesmas Pineleng also should maintain their facility. Nurse duty in quadrant III meaning it is in low priority. Puskesmas Pineleng should think about nurse's duty example when nurse help doctor in checkup room and the performance is low, meaning Puskesmas Pineleng must improve their service especially in nurse's duty so the patients and visitors will feel satisfy when come to Puskesmas Pineleng. Providing Information and Appropriate procedure are located in quadrant IV meaning this cell contains attributes of low importance, but the performance is relatively good. Puskesmas Pineleng should arrange their procedure for patients so they not feel complicated with that and for the information better to put just like really important poster so patients and visitor not confused when they read that. So, because providing information and appropriate procedure in quadrant IV Puskesmas Pineleng better not to worried about the importance of providing information and appropriate procedurs.

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