# Analysis of the Importance Performance Method on the Quality of Outpatient Pharmacy Services at Guntur Hospital, Garut, West Java - Indonesia

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**ABSTRACT:** Guntur Hospital is a hospital that provides health services and also provides pharmaceutical services. According to Minister of Health Regulation Number 72 of 2016 concerning functions and duties, hospitals must be able to provide quality services. This study aims to determine the level of patient satisfaction with the pharmaceutical services of Guntur Hospital using the five main dimensions of SERVQUAL. Then it is analyzed using importance performance analysis (IPA) to find out items that need to be prioritized for improvement by making a Cartesian diagram and providing recommendations for improving service quality. This research was conducted for 3 months by conducting interviews, observations and questionnaires on outpatients at Guntur Hospital. The research method uses quantitative research with a descriptive approach. Researchers used data collection techniques by observation, interviews, distributing questionnaires and documentation. From the results and discussion, it can be concluded that: The level of customer satisfaction with the quality of services provided at the Guntur Hospital outpatient pharmacy installation, in the dimensions of tangibles, reliability, assurance and empathy, patients stated that they were satisfied with the quality of services provided. Meanwhile, in responsiveness, patients stated that they were not satisfied with the quality of services provided. Then the gap in the quality of pharmaceutical services shows a negative gap value, which means that the expectations of patients in the outpatient pharmacy installation as a whole do not match the patient's perception.

**KEYWORDS:** Pharmaceutical Service Quality, Satisfaction Analysis, SERVQUAL Method, *Importance Performance Analysis*

## I.  INTRODUCTION

A hospital is a health service institution that provides complete individual health services, providing inpatient, outpatient and emergency services. Minister of Health Regulation Number 72 of 2016 article 1 paragraph 1, Pharmaceutical service standards are benchmarks used as guidelines for pharmaceutical personnel in providing pharmaceutical services, Minister of Health Regulation Number 72 of 2016 article 1 paragraph 2. In carrying out its functions and duties, hospitals must be able to provide quality services, and must be able to respond optimally to community demands.

Quality service is related to the organization's ability to provide services.  Service quality is measured by the extent to which the service organization is able to meet the expectations of service users. Thus, service quality is closely related to products, services, human resources, and processes and environments that can at least meet or exceed the expected service quality [3].

Pharmaceutical services are activities that aim to identify, prevent and resolve drug-related problems. The demands of patients and society to improve the quality of pharmaceutical services require the expansion of the old product-oriented paradigm into a new patient-oriented paradigm with a pharmaceutical care philosophy [7]. With this paradigm, service quality must be an inseparable and improved part. That there are five main dimensions related to service quality, namely *tangibles, reliability, responsiveness, assurance, empathy* [9].

Service quality is an important part that needs attention from health service provider organizations such as hospitals. Packaging the quality of services to be produced must be one of the marketing strategies for hospitals that will sell services to service users (patients and their families). Hospital management must always try to ensure that the service products offered remain viable or sustainable so that they can continue to capture new market segments. It is difficult to achieve public satisfaction with a product or service if the company or service sector does not fully understand what customers and society want. This may increase different amounts of enjoyment for different customers or societies for the same quality of goods or services [1].

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Based on the results of the interview: "The necessary medicines must be available at all times, in sufficient and guaranteed quantities. If the stock of medicines is too small then the demand for use is often not met so that patients are not satisfied. "Apart from that, patients often complain due to long waiting times for medicines resulting in patient disappointment with the pharmacy service at the TNI-AD Guntur Hospital." Apart from this, there are still several patient complaints regarding outpatient pharmacy services, including: lack of understanding regarding the flow of services, availability of drugs, facilities that are felt to be lacking, and services that are complicated. This is a manifestation of the poor quality of service in hospital outpatient pharmacy installations. In particular, the required medicines are not available, and the prescription service takes a long time.

It is very important for Guntur Hospital to carry out an analysis of the quality of pharmaceutical installation services in Guntur Hospital's outpatient care, this aims to ensure that the hospital is not less competitive with other hospitals in the Garut area. In the Garut Regency area. Therefore, this research will analyze the quality of outpatient pharmacy services at Guntur Hospital, Garut Regency between patient perceptions and expectations, whether there is a gap between the two or whether it has met expectations. Researchers will use an integrated importance performance analysis method.

## II. RESEARCH METHODS

Based on the research method carried out, this type of research is quantitative research. Quantitative research is a scientific method in which data is in the form of numbers or numbers that can be processed and analyzed using mathematical calculations or statistics [8]. Meanwhile, the approach in this research is descriptive research, descriptive research is research that is directed at describing or describing a situation in a community or society [4].

Population is a group of people, events, or interesting things about which researchers want to form an opinion based on Sample statistics [8]. The population in this study were patients in the outpatient pharmacy installation at Guntur Hospital, totaling 38,033 respondents. With this large population, the researcher will determine the number of samples to be selected, using the Krejci and Morgan Sample formula. The sample was selected using a purposive sampling technique with the criteria being patients who visited for outpatient care from 2019 to 2021. The researchers determined a sample of 379 patients who were considered to be a representative sample of members of the population.

Appropriate data collection techniques. In this research, researchers used data collection techniques:

1. Observation, carried out by directly observing conditions in the field and processes related to the quality of outpatient pharmacy services at Guntur Hospital openly with relevant sources.

2. Interview with the head of the pharmacy installation at Guntur Hospital to find out in depth the problems regarding the implementation of outpatient pharmacy installation services starting from planning, implementation, development;

3. Distribution of questionnaires, carried out by providing 379 patients who were respondents with a list of statements that had to be answered to obtain information from each response. The questionnaire is the main instrument which is very important for making survey results valid and reliable and the measurement uses a Likert scale [2];

4. Documentation, data collection by looking directly at the relevant document sources. In other words, documentation is data collection through written or electronic documents. Used to support the completeness of other data.

The research instrument used in this study used a Likert scale measurement technique, with a four-point scale to avoid neutral selection. Strongly Disagree (1), Disagree (2), Agree (3) and Strongly Agree (4). Analysis in this research is monovarian, which is a simultaneous processing method where the observed data only has one variable. The goal is to find the influence of these variables on an object simultaneously [2].

First, Gap Analysis, based on the concept of quality, the gap value is the difference between the level of satisfaction (perception) and the level of expectations (expectations). If the result value is positive (+) then the quality of service is in good criteria. If the result value is negative (-) it is said that the quality of service is in poor criteria. The data obtained from the questionnaire results are sorted, so it is not possible to operate according to the characteristics of the data. The results of applying the performance and expectation formula are only an illustration. If the result value is positive (+), it is said that the service quality is in good criteria and if the result value is negative (-), it is said that the service quality is in bad criteria.

Second, an importance performance analysis is carried out to describe the state of service quality. The importance performance analysis method is to determine the level of conformity between the level of importance and the level of quality performance of the attributes studied by comparing the performance score with the importance score. Third, the next analysis is the importance performance matrix in determining improvement priorities and describing all attributes in determining priorities. After calculating using the Statistical Package for the Social Sciences (SPSS) regarding the importance performance matrix, determine the quadrant.The Performance Matrix has four different quadrants. These quadrant differences are displayed through Cartesian degrees depicted in a graphic. Below we will explain each quadrant.

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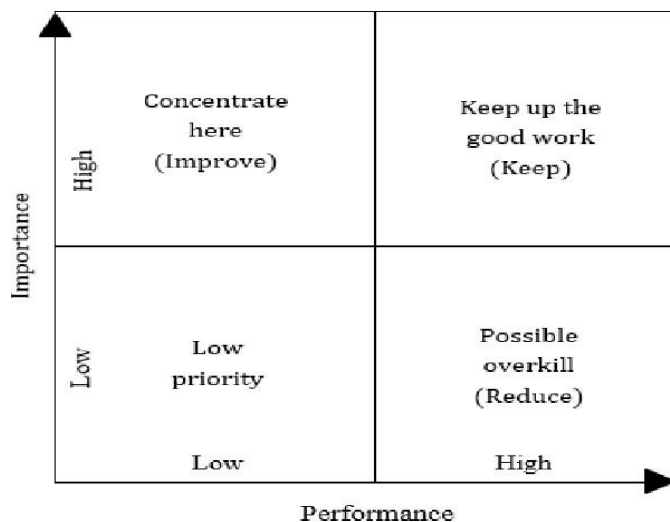


**Picture 1. Cartesian Diagram Importance Performance Analysis**

1. Quadrant A: Concentrate Here, Quadrant A is the part where the attributes are considered important by the patient but the hospital's performance does not match what the patient expects. The attributes listed here are the most important priority attributes for the hospital to improve and improve its performance.

2. Quadrant B: Keep Up the Good Work, Quadrant B is the part where research attributes are considered important by patients and the hospital has good performance on these attributes so that it meets patient expectations. The performance of the attributes located in quadrant B needs to be maintained by the hospital because the hospital already has good performance.

3. Quadrant C: Low Priority, Quadrant C is the part where the attributes are considered not very important by patients and the hospital's performance regarding research attributes in this quadrant is also low. Even though the quality of the attributes in this section needs to be improved, the attributes in quadrant C are not priority attributes that need to be paid attention to and improved by the hospital.

4. Quadrant D: Possible Overkill, Quadrant D is the part where the attributes are considered not very important by the patient but the hospital's performance on these attributes is too high. Therefore, hospitals need to allocate their resources to improve the performance of attributes that require improvement.

Analysis of the level of importance and patient satisfaction can produce a Cartesian diagram which can show the location of factors or elements that are considered to influence patient satisfaction. The results of mapping the position of the importance performance matrix are analyzed to determine solutions or proposed improvements to variables that are considered important.

**III. RESEARCH RESULT**

1. **QUALITY OF SERVICES PROVIDED IN OUTPATIENT PHARMACY INSTALLATIONS**

Based on the results of distributing questionnaires to 379 patient respondents receiving outpatient pharmaceutical installation services at the TNI-AD Guntur Hospital, Garut Regency. The patient's perspective emerged regarding the quality of services provided in the outpatient pharmacy installation, and the summary can be seen in the tables that the researchers will explain:

A. Recapitulation of Questionnaire Distribution Regarding Tangibles Dimensions:

1) Regarding the environment of the pharmaceutical facility, it looks clean and neat, that the patient feels satisfied with the environment which looks clean and neat. This means that employees in outpatient pharmacy installations always pay attention to each other's cleanliness so that the environment is also carried away by the cleanliness of the employees. Patients view pharmaceutical installations as being able to provide good service to patients;

2) Regarding the presence of loudspeakers in the pharmacy installation, the patient is satisfied. Patients considered that disseminating information via loudspeakers was more effective. For example, when the patient does not remain silent while waiting for the call to be heard, and is not afraid of being missed;

3) Regarding the presence of a comfortable waiting room, patients were dissatisfied. Due to the lack of seats provided, the waiting area is cramped;

4) Regarding the existence of a comfortable place to take medicine, the patient feels dissatisfied. Because the medicine collection area is narrow and there is no bell;

5) Regarding the location of the pharmacy installation which is easy to reach, that the patient feels satisfied. The patient stated that one location and another location were easy to reach and close, and made it easier for the patient to move around so as not to

expend too much energy. This is the basis that patients can easily check their needs and requirements related to the services they receive.

B. Recapitulation of Questionnaire Distribution Regarding Reliability Dimensions:
1) Pharmacy staff are able to handle patient questions and answers well, so that patients feel satisfied. Patients assume that officers are able to provide understanding of the questions asked by patients;
2) Pharmacy staff provide good drug information, so that patients feel satisfied. Patients stated that officers provided drug information well and clearly;
3) Pharmacy staff provide friendly service, so that patients feel satisfied. Patients assess that pharmacy staff are friendly enough when serving patients;
4) Pharmacy staff provide medication as prescribed by the doctor, so that the patient is satisfied. The patient assesses that the staff has ensured that the medication given is appropriate and the staff also has enough of the same understanding as the doctor regarding the medication being administered;
5) Pharmacy staff provide explanations regarding good use of medicines, so that patients feel satisfied. According to patients, the services provided by officers are more than adequate in providing explanations regarding information on drug use.

C. Recapitulation of Questionnaire Distribution Regarding Responsiveness Dimensions:
1) Pharmacy staff respond quickly when a prescription comes in, indicating that the patient is dissatisfied. Patients feel that staff do not respond quickly when prescriptions are received;
2) Quick response when the patient gives a prescription, that the patient feels dissatisfied. Most patients complain about this, as a result, prescriptions are piled up, not neatly arranged, and prescriptions are often overwritten by those who have just submitted them;
3) Pharmacy staff respond quickly when there are patient complaints, so that the patient is satisfied.
4) The alertness of the staff in serving every patient request, so that the patient feels dissatisfied. The officers lack a sense of responsibility so that when carrying out services the officers are not responsive.
5) The officer takes action quickly and precisely, so that the patient is dissatisfied. The lack of assertiveness of the head of pharmacy means that officers are too relaxed when providing service to patients.

D. Recapitulation of Questionnaire Distribution Regarding Assurance Dimensions:
1) The medication given can overcome the patient's complaints, the patient feels satisfied. And assess that the medication given is in accordance with the complaint and prescription written by the doctor;
2) The prescribed medication is always available at the outpatient pharmacy, so the patient is dissatisfied. Because the drugs prescribed by doctors are not always available in pharmacies;
3) The type and amount of medication is so sufficient that the patient feels dissatisfied. The amount of medication given was not sufficient until the next control because the BPJS ceiling claim was hampered so the amount of medication given was not optimal. Apart from that, there is little availability of generic drugs, and there is a lack of structured drug procurement planning so that the available drugs are not sufficient for monthly drug procurement.
4) The medicine packaging given by the officer is accompanied by clear instructions for use, so that the patient is not satisfied. Drug labeling still uses manual writing so that the information provided on drug use is less clear;
5) The safety of the medicines given is guaranteed, so that the patient feels satisfied. Patients have the view that every drug issued by the hospital can be guaranteed to be safe.

E. Recapitulation of Questionnaire Distribution Regarding Empathy Dimensions:
1) Pharmacy staff are friendly in greeting patients or families, so that patients feel satisfied;
2) Pharmacy staff listen patiently to every patient complaint, so that the patient feels satisfied;
3) Pharmacy staff are not easily offended when it comes to serving, that patients are dissatisfied. Staff were considered impatient when serving patients so they were easily irritated;
4) Pharmacy staff provide services that are in accordance with the patient's desires and needs, so that the patient feels dissatisfied;
5) Pharmacy staff understand patient needs and provide solutions, so that patients feel satisfied.

2. **SERVICE QUALITY GAPS BETWEEN SERVICES PROVIDED AND EXPECTED SERVICES IN OUTPATIENT PHARMACY INSTALLATIONS**
A. Dimensional Gap Analysis, the biggest gap lies in the responsiveness dimension. Meanwhile, the smallest is in the empathy dimension. This indicates that patients expect that the staff's response in providing services must be carried out very quickly because it is related to the patient's health and even the patient's life. Even though the care given is not good and maximum to the patient. Hospitals as health service providers not only prioritize services that are fast and easily accessible to the public, but the services provided must pay attention to the patient's health and condition;

B.  Criteria Gap Analysis, the biggest gap is in the attribute regarding "Officers take action quickly and precisely". And the smallest attribute is "Pharmaceutical staff listen patiently to every patient complaint." Hospital services are required to provide quality services, because many things happen, one of which is dissatisfaction. Patients or families already understand the rights they receive as patients, so hospitals must be smart in serving patients. Patients really expect quality service from all staff or human resources in the hospital;

C.  Overall Gap Analysis, as a whole, shows a negative gap value, which means that the expectations of patients in the outpatient pharmacy installation at the TNI-AD Guntur Hospital, Garut Regency and what the hospital perceives are not appropriate in terms of service quality.

3.  **QUALITY OF SERVICE USING THE IMPORTANCE PERFORMANCE ANALYSIS MATRIX APPROACH IN OUTPATIENT PHARMACY INSTALLATIONS**

A.  Conformity Level Analysis, based on calculating the level of conformity between the level of perception and the level of expectation, the result is that the average value of suitability means that the quality of service is at a medium level. Good service quality is not only measured by facilities, technological equipment and physical appearance but also by responsiveness in providing friendly and good service to patients. In practice, the patient satisfaction survey on these dimensions is the least in line with patient expectations so that perceptions are measured based on patient feedback to improve the skills of health service providers. So the result is that the quality of outpatient pharmaceutical installation services at Guntur Hospital, Garut Regency is rated as moderate by patients;

B.  Cartesian diagram analysis, the results of the gap test method and importance performance analysis show that the level of outpatient pharmacy service at Guntur Hospital, Garut Regency has not fully met patient expectations. Where the results of the gap test between patient perceptions and expectations as a whole have a negative value, which means there is a gap between the service attributes perceived by the patient and the service attributes the patient expects. In the next analysis, namely science analysis, it was found that the service attributes were in quadrant A of the Cartesian diagram. It is highly recommended that the quality of the attributes in this quadrant be improved because this factor is considered important by patients, whereas in practice this service attribute is still below patient expectations.
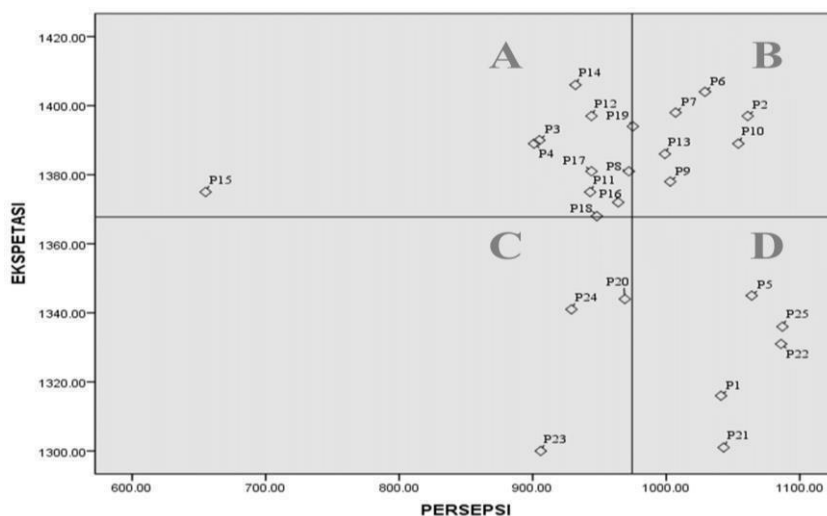


**Picture 2. Cartesian Diagram Results**

From this research, it can be seen that the main priorities for outpatient pharmaceutical installation services at Guntur Hospital, Garut Regency are in the dimensions of tangibles (direct evidence), reliability (reliability), responsiveness (responsiveness) and assurance (guarantee). Where these three dimensions fall into the A quadrant category on the Cartesian diagram and total 11 points. So there are steps to improve the quality of pharmaceutical services that can be carried out in the outpatient pharmacy installation at Guntur Hospital, Garut Regency: a. Tangibles

1)      There is a comfortable waiting area, corrective steps that can be taken are: Replacing facilities and infrastructure that are no longer suitable or damaged. Such as: Waiting room chairs are arranged comfortably and not close to each other, facing each other. Installing a TV and broadcasting information on medicines that patients frequently use;

2)      There is a comfortable place to collect medicines, corrective steps that can be taken are: Improving the layout of the room which is considered not in accordance with the flow of medicine taking services.

b. Reliability

1)      Conduct effective communication training for IFRS Officers/Staff so that they can communicate well with other Officers/staff as well as Patients;

2)      Always be able to accept criticism and suggestions. Because this can be used as evaluation material in responding to all target and service needs so that they increase;

c. Responsiveness

1)      Pharmacy staff respond quickly when a prescription comes in, corrective steps that can be taken are: Carrying out routine coordination regarding understanding the duties and responsibilities given. As well as standard operational procedures for prescription services being better understood by officers and all must receive socialization or explanation regarding standard operational procedures;

2)      Quick response when a patient gives a prescription, corrective steps that can be taken are: Improving facilities and infrastructure, such as adding a bell to alert the staff when the patient wants to take medicine or adding sensors in the prescription aisle so that when a prescription comes in the staff knows;

3)      The alertness of staff in serving every patient request, corrective steps that can be taken are: Conducting excellent service training so that IFRS staff are able to provide optimal service to patients;

4)      Officers take action quickly and precisely, corrective steps that can be taken are: Providing rewards and punishments to IFRS officers/staff who are aware of their professional duties and responsibilities.

d. Assurance

1)      The medicine given can overcome the patient's complaints, corrective steps that can be taken are: The medicine given to the patient must be in accordance with the amount of medicine prescribed by the doctor so that it can overcome the patient's complaint. As well as replacing patented medicines with generic medicines so that the number of medicines prescribed is in accordance with what the doctor wrote.

2)      Medicines written in the prescription are always available in outpatient pharmacy installations. Corrective steps that can be taken are: Creating a hospital formulary, so that the medicines prescribed by doctors match the availability of medicines in the pharmacy;

3)      The type and quantity of medicines are sufficient for needs, corrective steps that can be taken are: Procuring good medicines in accordance with the epidemiology of the disease and the number of patients seeking treatment in the previous month;

4)      The medicine packaging given by officers is accompanied by clear instructions for use. Corrective steps that can be taken are: Replacing manual labels with printed labels so that patients are clear, or changing SIMRS to E-SIM so that clarity and time efficiency can be achieved. And always check and carry out good PIO medicines, starting from name, date of birth and education about the use of medicines prescribed by the doctor.

From several efforts to improve pharmaceutical services at the IFRS outpatient hospital in Guntur, Garut Regency, it cannot be denied that there are many obstacles faced, regarding aspects of human resources, service policies, inadequate availability of facilities to support the implementation of the service process. Improving the quality of pharmaceutical services must of course be carried out continuously to improve various services that will improve the quality of IFRS. So that the selling value or quality of hospital services can increase the selling value of hospitals in Garut Regency.

## IV. CONCLUSIONS

Based on the discussion that has been presented, it can be concluded that:

1.  The level of customer satisfaction with the quality of service provided at the outpatient pharmacy installation at Guntur Hospital, in the dimensions of tangibles, reliability, assurance and empathy. Patients stated that they were satisfied with the quality of service provided given. Meanwhile, regarding responsiveness, patients stated that they were not satisfied with the quality of services provided.

2.  The gap between the quality of the pharmaceutical services provided and the services expected by patients at the outpatient pharmacy shows a negative gap value, which means that the expectations of patients in the outpatient pharmacy installation as a whole do not match the patient's perception.

3.  The main priority needed to improve and increase the quality of outpatient pharmaceutical installation services at Guntur Hospital is in the dimensions of tangibles, reliability, responsiveness and assurance.

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