

Analysis Of Quality Of Service Using The SWOT Method At Pertamina Of IHC Dental And Oral Poly Clinic In Jakarta

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ABSTRACT

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The purpose of this study was to analyze the quality of service using the SWOT method at the dental and oral clinic of the Pertamina IHC Clinic in Jakarta. The method used in this study uses a qualitative SWOT analysis model. The results of the study are the results of the SWOT strategy analysis, 1) Strength opportunities (SO) strategy, namely implementing service standards and improving the quality of existing services, increasing consumer confidence, expanding the target market. 2) Weaknesses opportunity (WO) strategy, namely completing medical equipment and supply of goods. 3) Strength threat (ST) strategy, namely developing competitiveness, increasing the response of health workers, continuing to provide the best service in serving patients. 4) Weaknesses threat (WT) strategy, namely paying attention to patient comfort, equipping equipment and fittings to support service quality, immediately do digitalization so that it is easier for employees to work

Keywords: Quality of Service, SWOT Analysis, Clinic, Patient Comfort

1. INTRODUCTION

The National Health Insurance Program aims to achieve a healthy life through improving the quality of hospital services (Aditama, 2003). Quality health services are the provision of services that satisfy patients and meet established service standards (Supriyatno and Anni, 2014).

Quality of service in medical facilities is very important to achieve customer satisfaction. Increased competition in the healthcare environment is one of the things that makes hospitals realize the importance of providing the best service to their customers (Arab et al., 2015).

Customer satisfaction is a key factor in the success and long-term survival of increasingly competitive healthcare services (Laohasirichaikul et al., 2010). The level of customer satisfaction with the services provided by the hospital can reduce the number of patient complaints, increase patient visits and increase profitability (Wu, 2011).

The Pertamina IHC Clinic is a business unit owned by the BUMN Hospital Holding named PT Pertamina Bina Medika Indonesia Healthcare Corporation (Pertamedika IHC), which is a subsidiary of PT Pertamedika (Persero). The Pertamedika IHC Network consists of 73 Hospitals and 158 Clinics. One of the service products at the Pertamina IHC Clinic is the Dental and Oral Poly Service. Dental and Oral Polyclinic services are one of the areas of health care services with intense competition. In carrying out its activities Pertamina IHC Clinic has a function that is always inherent, namely a social function and a business function. In carrying out its social function, the Pertamina IHC Clinic serves every patient who comes to get good health services regardless of their socio-economic status, so that consumers feel happy and comfortable. In addition, clinics are required to provide clear and accurate information, correctly and honestly to patients, this is important to know to ensure trust, fairness and responsibility for patients. In order to carry out its business function as a health service provider, Pertamina IHC Clinic needs to maintain and increase the number of patient visits in order to be able to benefit from patient visits to maintain its competitive business continuity.

Quality of health services means the provision of health care services to the community or individuals that meet professional standards and use resources in a way that is reasonable, efficient, effective, safe and satisfactory for clients. Have good standards and ethics (Bustami, 2011).

The SWOT method is a method used to analyze external and internal environmental factors at the Pertamina IHC Clinic. SWOT identifies various factors systematically to formulate clinical strategy. In general, determining the right strategy for the clinic begins with understanding strengths and weaknesses on the internal aspect and identifying opportunities and threats contained in the external environment of the clinic. Thus, the clinic is able to compete and achieve goals effectively and efficiently.

2. LITERATURE REVIEW

According to Gronroos (2020: 15) Service is an activity or series of activities that are invisible (cannot be touched) that occur as a result of interactions between consumers/customers and employees or other things provided by service-providing companies that are intended to solve consumer or customer problems. Meanwhile, according to Kotler (in Maulana, 2016: 117) service is any activity whose benefits can be provided from one party to another which is basically intangible and does not result in the ownership of something.

According to Pertiwi (2020:17-18), SWOT analysis is an analysis used to analyze strengths, weaknesses, opportunities and challenges in doing a business. Identify various factors systematically to formulate a strategy, based on logic that can maximize strengths and opportunities and simultaneously minimize weaknesses and threats. Thus, a SWOT analysis compares external factors, opportunities and threats with external factors. internal strengths and weaknesses in the current conditions.

According to Richard (2018: 45) that in order to analyze in detail in the SWOT analysis, it is necessary to look at external and internal factors as an important part of SWOT, namely: 1) External Factors, These external factors influence the formation of opportunities and threats (O and T). Where this factor relates to conditions that occur outside the company that influence the company's decision making, 2) Internal Factors,

These internal factors influence the formation of strengths and weaknesses (S and W). Where this factor relates to the conditions that occur in the company, which also influences the formation of company decision making

According to Wijayati (2019:19) that the SWOT Matrix is a tool used to compile corporate strategy factors. With the SWOT Matrix, a clear picture will be obtained of how the external opportunities and threats faced by the company and this is adjusted to the strengths and weaknesses of the company.

Tabel 1. Matrik of SWOT

IFAS EFAS	S (Strength) Tentukan faktor2 kekuatan internal	W (Weakness) Tentukan faktor2 kelemahan internal
O (Opportunity) Tentukan faktor2 peluang eksternal	Strategi SO: Ciptakan strategi yang menggunakan kekuatan untuk memanfaatkan peluang	Strategi WO: Ciptakan strategi yang meminimalkan kelemahan untuk memanfaatkan peluang
T (Threat) Tentukan faktor2 ancaman eksternal	Strategi ST: Ciptakan strategi yang menggunakan kekuatan untuk mengatasi ancaman	Strategi WT: Ciptakan strategi yang meminimalkan kelemahan dan menghindari ancaman

From the picture above, according to Wijayati (2019:19). There are 4 strategies that can be mapped, namely the SO, WO, WT, and ST strategies. The following is an explanation: a) SO (Strengths Opportunities) Strategy SO strategy is a strategy that emerges from the mapping of strengths and opportunities. With this strategy, companies can try to choose advantages by using the strengths that the company has while taking advantage of existing opportunities, b) WO (Weaknesses Opportunities) Strategy In this strategy, companies are required to be able to take advantage of opportunities by eliminating weaknesses that the company has. c) WT (Weaknesses Threats) Strategy In this strategy the company needs to determine a strategy that can be used to control existing threats by minimizing weaknesses, d) ST Strategy (Stengths Threats) This strategy requires companies to form a strategy that is able to mobilize strengths to avoid existing threats.

3. RESEARCH METHODS

The method used in this study is a qualitative approach, namely by describing and analyzing existing facts to support the information needed in the research. The data collected is qualitative in nature obtained by conducting interviews with competent informants who are considered capable of providing the required information.

The data obtained were analyzed qualitatively and divided into internal strategic factor matrices and external strategic factor matrices. Then the results are included in the quantitative model, namely the SWOT matrix to formulate and determine the organization's competitive strategy.

4. RESULT AND ANALYSIS

Based on the results of an interview with one of the dentists on duty at the Dental and Oral Polyclinic of Pertamina IHC in Jakarta, it was found that there were several problems that occurred in the dental polyclinic which could lead to less than optimal service at the dental polyclinic, from some of these problems one root cause was found which was the most prioritized to be resolved, namely the lack of upgrading of facilities and infrastructure in the dental clinic because according to the Indonesian Ministry of Health in 2004, equipment in the hospital dental polyclinic must be provided according to service standards to carry out dental health services so as to improve the quality of dental health services in hospitals (Ministry of Health RI, 2004).

SWOT Analysis of the Dental and Oral Polyclinic of Pertamina IHC in Jakarta

Framework of internal and external factors. This tool provides a simple way to estimate the best way out in formulating an organization's strategy (Jackson et al., 2003). SWOT is one of the broad management analysis methods and is an instrument or tool used to take and decide on a strategy (Kurttila et al., 2000).

SWOT analysis is used as a tool to achieve a systematic approach and tackle a situation. These internal and external factors are very important to know for the future continuity of an organization, these are referred to as strategic factors and are presented in the SWOT matrix (Oreski, 2012). This analysis is based on logic that can maximize strengths and opportunities, while simultaneously minimizing weaknesses and threats. Strategic decisions in an organization need to consider internal factors which include strengths and weaknesses as well as external factors which include opportunities and threats (Dyson, 2004). The strategic decision-making process is always related to the development of the organization's mission, goals, strategies and policies. Thus, strategic planning must analyze strategic factors in the current conditions. SWOT analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses. Internal factors are entered into a matrix called the internal strategic factor matrix or IFAS (Internal Strategic Factor Analysis Summary). External factors are entered into a matrix called the EFAS external strategic factor matrix (External Strategic Factor Analysis Summary). After the matrix of internal and external strategic factors has been compiled, then the results are included in the quantitative model, namely the SWOT matrix to formulate the organization's competitive strategy (Freddy, 2004)

From data collection in the form of interview results and direct observation, a SWOT analysis was carried out at the Pertamina IHC Dental and Oral Clinic in Jakarta. The explanation is as follows:

Internal Strategic Factors Or IFAS (Internal Strategic Factor Analysis Summary)

Strength

1. Friendly and courteous service (Responsiveness)
2. New building, new prayer room, and large parking area (Tangible)
3. Not distinguishing social status. (Empathy)

Weakness :

1. Lack of tools such as dental x-rays and limited supply of goods to serve patients (Tangible)

IFAS Matrix in Dental and Oral Polyclinics at the Pertamina IHC Clinic

After the internal strategic factors of a company are identified, an IFAS table is compiled to formulate the internal strategic factors within the framework of the company's strengths and weaknesses.

Table 1. IFAS

Internal Strategic Factors	Weight	Rating	Weight x Rating
Strength :			
1. Friendly and courteous service (Responsiveness)	0,5	4	2,0
2. New building, new prayer room, and large parking area (Tangible)	0,2	3	0,6
3. Not distinguishing social status. (Empathy)	0,3	4	1,2
Total	1,0		3,8
Weakness			
Lack of tools such as dental x-rays and limited supply of goods to serve patients (Tangible)	1,0	3	3,0
Total	1,0	3	3,0

From the results of the analysis on the IFAS Matrix, the strength factor has 3.8. This total score identifies that the internal position at Pertamina IHC Clinic is very strong.

External Strategic Factors Or EFAS (External Strategic Factor Analysis Summary)

Opportunity

- Having certain patients, namely Pertamina retired patients (Assurance)
- Strategic Location (Tangible)
- Availability of teleconsultation services. Consultation Services Respond as quickly as possible (Responsiveness)

Threat

- Increasing number of competitors
- Rapid technological developments
- Lack of patient satisfaction

Table 2 Table EFAS

External Strategic Factors	Weight	Rating	Weight x Rating
Opportunity:			
1. Having certain patients, namely Pertamina retired patients (Assurance)	0,5	4	2,0
2. Strategic Location (Tangible)	0,1	3	0,3
3. Availability of teleconsultation services. Consultation Services Respond as quickly as possible (Responsiveness))	0,3	4	1,2
Total	1,0		3,5
Threat			
1. Number of competitors	0,4	4	1,6
2. Rapid technological developments	0,4	3	1,2
3. Lack of patient satisfaction	0,2	3	0,6
Total	1,0		3,4

From the results of the analysis using the SWOT analysis method, several strategies were obtained that could be immediately implemented so that the problems found in the Pertamina IHC Dental and Oral Clinic services in Jakarta could be resolved immediately, the priority of problem solving steps were as follows:

Results of Strength Opportunities (SO) Strategy Analysis that can be implemented by the Pertamina IHC Clinic.

The strength opportunities (SO) strategy is a strategy that is made based on the company's mindset, namely by utilizing all the company's strengths to seize and make the most of opportunities, Rangkuti (in Prisdina, 2021:38). In this case the Pertamina IHC Clinic is trying to use its strengths to take advantage of its opportunities. The following are strategic recommendations that can be considered for implementation by the Pertamina IHC Clinic, including:

- a. Implement service standards and improve the quality of existing services.
- b. Increase consumer confidence again.
- c. Expand the target market again.

Results of Analysis of Weaknesses Opportunities (WO) Strategies that can be implemented by the Pertamina IHC Clinic

Weaknesses opportunity (WO) strategy is a strategy that takes advantage of opportunities to minimize deficiencies in the Rangkuti company (in Prisdina, 2021:38). The following recommendations can be applied, namely Complementing medical equipment and supply of goods.

Results of Strength Threat (ST) Strategy Analysis that can be implemented by the Pertamina IHC Clinic

The strength threat strategy (ST) is a strategy that uses strength to overcome threats, Rangkuti (in Prisdina, 2021:38). The following recommendations can be implemented:

- a. Develop Competitiveness
- b. Increase the response of health workers
- c. Continue to provide the best service in serving patients

Weaknesses Threat (WT) strategy that can be implemented by the Pertamina IHC Clinic

The weaknesses threat (WT) strategy is a strategy that tries to minimize existing weaknesses and avoid threats, Rangkuti (in Prisdina, 2021:38).

The following recommendations can be implemented:

- a. Pay attention to patient comfort.
- b. Complete equipment and fittings to support service quality.
- c. Immediate digitization so that it is easier for employees to work.

SWOT Analysis Diagram in Dental and Oral Polyclinics at Pertamina IHC Clinic

Determination of coordinates in the SWOT analysis diagram serves to determine the company's strategic position, whether it is located in quadrant I, II, III, or IV. This method serves to identify whether the strategy is Aggressive, Diversified, Turn Around, or Defensive. Calculation of the total score that has been obtained in Table 4.2 and Table 4.3 to determine the coordinate points in the SWOT analysis diagram is with the following formula:

Internal Analysis Coordinate (X)

(Total strength score – total weakness score) : 2 = (3.8 – 3.0) : 2 = 0.4 External Analysis Coordinate (Y)

(Total opportunity score – total threat score) : 2 = (3.5 – 3.4) : 2 = 0.2 = **0.05**

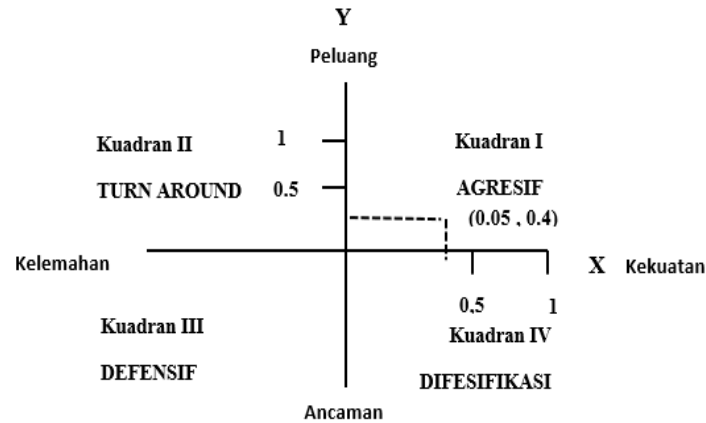


Figure 1 SWOT Analysis Diagram

Based on Figure 1 above, it can be seen that Pertamina IHC Clinic's strategic position is in quadrant I, namely supporting the Aggressive Strategy. This shows that the Pertamina IHC Clinic has internal strengths that can be utilized to seize existing opportunities, so that it can improve service quality and be able to compete in the business world.

5. CONCLUSION

Based on the results of the analysis that has been done, the researcher can draw the following conclusions:

- Internal environment analysis consists of strength and weaknesses (weaknesses). Strength at the Pertamina IHC Clinic, namely the services provided regardless of social status between one patient and another patient. The services provided are friendly and courteous to each patient. There is a new clinic building, a mosque in the clinic area, and a large parking area. While the weaknesses at the Pertamina IHC Clinic are the unavailability of dental x-ray equipment in the dental and mouth poly room, and the limited supply of goods to serve patients when patients are crowded.
- Analysis of the external environment consists of opportunities (opportunities) and threats (threats). Opportunities (opportunities) at the Pertamina IHC Clinic, namely a strategic location as seen from the busy traffic of vehicles and pedestrians passing around the location of the Pertamina IHC Clinic. The average patient who comes to Pertamina IHC Clinic is a pensioner from Pertamina. Pertamina retired patients are loyal customers at Pertamina IHC Clinic. The Pertamina IHC Clinic also has a teleconsultation service that makes it easier for patients to register online, carry out online consultations without having to meet face to face during a pandemic like this. While the threats to the Pertamina IHC Clinic are the number of new competitors, dissatisfaction with consumers due to long waiting times, medical record data not yet digitized.
- From the results of research using SWOT analysis at the Pertamina IHC Clinic, the SWOT Strategy to improve service quality at the Pertamina IHC Clinic uses an Aggressive Strategy (Growth Oriented Strategy). This is because, in the SWOT analysis diagram it is shown that the highest total score is in quadrant I, where this quadrant is a very favorable situation. Pertamina IHC Clinic has many opportunities and strengths so that it can seize and take advantage of existing opportunities while minimizing weaknesses and overcoming various threats.

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