



ANALYSIS OF SERVICE QUALITY USING POTENTIAL “GAIN IN VALUE” METHOD IN OUTPATIENT POLYCLINIC OF X HOSPITAL IN BALI

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ABSTRACT

Private hospitals continue strive to improve patient satisfaction. In measuring the level of satisfaction of hospital patients, currently the IPA (Importance-Performance Analysis) method can be used. Even though the IPA score is high, in reality there are still complaints from people who are undergoing outpatient care. This is because the hospital has not prioritized what services need to be repaired and improved. The purpose of this research is to find out which attributes need to be prioritized in improving hospital services. This study uses Potential Gain in Customer Value (PGCV) method. Data were collected through questionnaires distributed to 30 patients undergoing outpatient care. Respondents were randomly selected from various age groups and backgrounds. Subsequently, the data were analyzed using the PGCV method to identify which attributes have the highest potential value gain. The research findings indicate that the attribute requiring improvement is "Patient administration department is responsive to patient problems", while the last priority is "Availability of information about service procedures". Recommendations based on these findings include conducting routine training for patient administration staff on the importance of effective communication and empathy towards patient concerns. Additionally, emphasis should be placed on interpersonal skills, complaint handling, and problem resolution, ensuring that administrative staff have open channels of communication to promptly receive and address such reports.

Keywords: outpatient polyclinics; patient satisfaction; potential gain in customer value (pgcv); private hospitals; service quality

INTRODUCTION

Currently, the rapid competition in the service industry requires service providers to meet customer expectations through improving service quality. By improving service quality, customer satisfaction will be fulfilled. In simple terms, satisfaction can be interpreted as a person's perception of a certain item or service in accordance with their expectations. In providing services to customers, currently more and more hospitals are providing preventive and promote health services, such as routine checkups, pap smears, and fitness centers. The hospital must have the view that it is not expecting someone to health decrease, but preparing to face it and improve health (Trisnantoro, 2005). Healthcare is already a profitable industry and attracts investors to invest. The rapid growth of hospitals has led to increasingly fierce competition and customers have increasingly selective choices, so that it becomes a challenge for hospitals which will affect the sustainability of the organization. Challenges like this have caused health service providers, especially hospitals, both government and private, to be faced with two choices, namely entering the competition arena by making changes and improvements or leaving the competition arena without being burdened with changes and improvements. Therefore, an appropriate alternative competitive strategy is needed so that the hospital is able to compete with other competitors. Such business environment conditions require hospitals to improve the quality and quality of service in order to remain successful, both at the operational, managerial and strategic levels.

With the increasing number of middle-class hospitals in Indonesia, the demand for health services has become even higher, which has encouraged the growth of private hospitals and made the healthcare sector a profit-oriented industry and must compete fiercely. Other data shows that there are still many

Indonesian people, especially the middle and upper class who are not satisfied with the quality and services provided by hospitals. This can be seen from increasing number year by year of patients seeking treatment abroad, especially Singapore and Malaysia. Service quality is inseparable from the performance of health workers, medical equipment facilities and infrastructure and supporting workers as well as work systems that must be managed effectively and efficiently to win the competition. Since entry to the era of ASEAN Economic Community which was began in 2015, the competition is increasingly open. This is a challenge for hospital managers, especially private hospitals in Indonesia. Private hospitals provide services to patients in particular and the public in general. Private hospitals provide professional, quality and safety services. Along with the development of hospitals and changes in hospital regulations that must be followed by every hospital, X Private Hospital in Bali has won Accreditation with the Plenary predicate. This shows that the hospital has met the standardization of the services that have been provided.

Even though the X Private Hospital has met service standards, the fact is that X Hospital is still not optimal in providing services, this was revealed from a Google review with a one star rating result. In assessing service quality in the healthcare sector, patient feedback and reviews play a crucial role. Table 1 presents Google review results for private hospitals, providing insights into patient experiences and satisfaction levels. The reviews encompass various aspects of service quality, including staff behavior, efficiency, and overall patient care. Understanding and addressing these feedback can aid hospitals in identifying areas for improvement and enhancing patient satisfaction. In this context, it becomes imperative for hospitals to employ effective methodologies, such as the Potential Gain in Customer Value (PGCV) method, to prioritize improvements and optimize service delivery. By integrating patient feedback into decision-making processes, hospitals can strive towards providing high-quality healthcare services that meet patient expectations and enhance overall satisfaction levels. Based on the comments given by consumers at Private Hospital X in the table above, it can be seen that not all patients and their families are satisfied with the services provided by the hospital. Based on the problems found, it shows that the hospital is not yet optimal in improving service quality to achieve high patient satisfaction.

The purpose of this study is to find out what attributes need to be prioritized in improving hospital services. After that, provide recommendations for improvements from the research results to the management of Private Hospital X. There are five dimensions used in determining the quality of service according to (Berry, 1988) such as: 1)Reliability: related to the hospital's ability to provide accurate services start from the first time without making any mistakes and delivering services in accordance with the agreed time. 2) Responsiveness: related to the willingness and ability of employees to help customers and respond to their requests, as well as inform when services will be provided and then provide services quickly. 3)Assurance: related to the behavior of employees so that they are able to foster customer trust in the company and the company can create a sense of security for its customers.4) Empathy: related to the hospital's efforts to understand the problems of its customers and act in the interests of customers, as well as giving personal attention to customers and having comfortable operating hours.5)Physical Evidence (tangibles): regarding the attractiveness of the physical facilities, equipment, and materials used by the hospital, as well as the appearance of employees.

METHOD

This research is a descriptive study conducted at X private hospital in Bali, aiming to elucidate and assess service quality using the Potential Gain in Customer Value (PGCV) method as a decision-making tool for authorities. A sample of 30 respondents was randomly selected, and data were

collected through a questionnaire employing a Likert scale. Validity was assessed by correlating individual question scores with the total score representing each variable dimension, followed by a comparison of rs values to the critical rtable value of 0.3. Reliability, evaluated using Cronbach's Alpha, aimed to establish the trustworthiness of the instrument for data collection, with a minimum coefficient of 0.60 indicating a sufficiently strong relationship. The PGCV method, as outlined by (Battistich & Hom, 1997) determines service quality attributes requiring prioritized improvement to enhance customer satisfaction. Attributes are prioritized based on the magnitude of the PGCV index value, with higher values indicating higher priority for improvement.

RESULT

The research findings unveil a comprehensive assessment of service quality dimensions within Private Hospital X located in Bali, Indonesia. Utilizing a questionnaire approach, the study delved into five critical dimensions of hospital service quality: Tangible, Reliability, Responsiveness, Assurance, and Empathy. Through meticulous analysis, the study aimed to elucidate the gap in service quality and identify areas for improvement, thus enhancing overall patient satisfaction and healthcare delivery effectiveness. In conducting the research, a rigorous process was followed to ensure the validity and reliability of the instruments utilized. Firstly, validity testing was employed to assess the suitability of all research items. The results of the validity test, as depicted in Table 3, revealed correlation coefficients ranging from 0.438 to 0.925. Notably, all items demonstrated validity, surpassing the threshold value of 0.3. This rigorous validation process underscores the meticulousness and robustness of the research methodology adopted, ensuring that the data collected accurately represent the intended constructs. Moreover, reliability testing was conducted to evaluate the internal consistency of the research instrument. The Cronbach's Alpha coefficient, a widely used measure of reliability, yielded a value of 0.848. This value exceeds the minimum threshold of 0.6, indicating high internal consistency and reliability of the research instrument. The robust reliability of the instrument further strengthens the credibility and trustworthiness of the research findings, instilling confidence in the conclusions drawn from the study.

The research attributes, spanning across the five dimensions of hospital service quality, provide a comprehensive framework for evaluating the quality of services provided by Private Hospital X. Within the Tangible dimension, attributes such as the cleanliness of hospital toilets (X1) and the appearance of medical staff (X2) were scrutinized. Meanwhile, the Reliability dimension focused on factors such as waiting times for treatment (X3) and adherence to service schedules by medical personnel (X4). The Responsiveness dimension assessed the promptness and efficiency of nurses, midwives, and administrative staff in addressing patient needs (X5, X6). In the Assurance dimension, attributes such as the knowledge of treating doctors (X7) and the competence of medical personnel (X8) were evaluated. Lastly, the Empathy dimension explored aspects such as the availability of information about service procedures (X9) and the willingness of medical staff to listen to patient complaints (X10). This comprehensive evaluation framework enabled a holistic assessment of service quality, encompassing both tangible and intangible aspects of patient experience. Furthermore, the research outcomes shed light on crucial areas for improvement within Private Hospital X. By identifying and prioritizing service quality attributes with the highest potential for enhancement, hospital administrators can formulate targeted strategies to address existing gaps and elevate overall service standards. For instance, the responsiveness of the patient administration department (X6) emerged as an area requiring attention, highlighting the importance of prompt and effective resolution of patient concerns. Similarly, the availability of information about service procedures (X9) surfaced as a key attribute for improvement, underscoring the significance of transparent communication and patient education initiatives.

In conclusion, the research findings provide valuable insights into the service quality landscape of Private Hospital X in Bali. Through meticulous analysis and validation, the study has laid the foundation for targeted interventions aimed at enhancing patient satisfaction and optimizing healthcare delivery. Moving forward, the identified areas for improvement serve as actionable recommendations for hospital management, guiding strategic initiatives to elevate service quality standards and foster a culture of excellence in patient care.

Potential Gain in Customer Value (PGCV)

The following is the result of calculating the gap value or service quality score at X Private Hospital.

Tabel 1.
Gap Score Facts and Expectations

Dimensions	Indicator	Score		Gap
		Fact	Expectation	
<i>Tangible</i>	X1	3,27	3,80	-0,53
	X2	3,07	3,87	-0,80
<i>Reliability</i>	X3	2,60	3,80	-1,20
	X4	2,77	3,83	-1,07
<i>Responsive</i>	X5	2,67	3,73	-1,07
	X6	2,53	3,83	-1,30
<i>Assurance</i>	X7	3,03	3,80	-0,77
	X8	3,03	3,97	-0,93
<i>Empathy</i>	X9	3,33	3,93	-0,60
	X10	3,30	3,83	-0,53

Indicators that have a negative gap mean that the quality of service perceived by outpatients at Private Hospital X is not appropriate or worse than expected by outpatients. To improve these conditions an analysis was carried out using the Potential Gain in Customer Value (PGCV) whose results were used as the final result to determine priority service improvements that should be carried out by the hospital to increase outpatient satisfaction at Private Hospital X. The results of integrating the PGCV method as following.

Tabel 2.
PGCV Index

Indicators	ACV	UDCV	PGCV Index	Improvement Priority Ranking
X1	12,4	15,2	2,8	8
X2	11,9	15,5	3,6	7
X3	9,9	15,2	5,3	2
X4	10,6	15,3	4,7	4
X5	10,0	14,9	5,0	3
X6	9,7	15,3	5,6	1
X7	11,5	15,2	3,7	6
X8	12,0	15,9	3,8	5
X9	13,1	15,7	2,6	10
X10	12,7	15,3	2,7	9

Based on the PGCV index value, it can be determined the priority scale of service indicators that must be improved and improved. The indicator with the largest PGCV index value is X6, namely "Patient administration is responsive to patient problems" with a PGCV index value of 5.6. So that the X6 indicator is first ranked as a top priority for improving the service quality of X Private Hospital While the indicator with the smallest PGCV index value is X9, namely "Availability of information about service procedures".

DISCUSSION

The PGCV index is used to determine the priority scale for service indicators that must be improved and improved. Based on the PGCV index analysis, it is known that the first priority of Private Hospital X management if they want to improve the quality of their services is the following indicators:

1. "Patient administration is responsive to patient problems"

The services provided to patients should be given top priority, as should the results obtained in this study. When patient administration provides the best service, patient loyalty will increase. This can trigger positive "word of mouth" from patients. In addition, place emphasis on interpersonal skills, complaint handling, and problem resolution and ensure that administrative staff have open channels of communication to receive and act on reports quickly.

2. While the last priority is the indicator "Availability of information about service procedures".

Based on the results of the analysis, it is known that there is a lack of information about service procedures, so improvements are needed and there is a need for improved services to patients.

Research conducted by (Alifah et al., 2020) it is known that from the PGCV index analysis, it is known that the first priority of hospital management if they want to improve the quality of their services is the indicator of "ease of access to buy necessities for patients", while the last priority is the indicator of "hospital environmental safety". Then another study conducted by (Wicaksono et al., 2014) it was found that services that need to be improved based on the results of weighted PGCV calculations include cleanliness and beauty of hospitals, complete medical equipment and support, sufficient doctor consultation time, available medicines, providing complete information about diseases, and others. Based on research conducted by (Poedjioetami, n.d.) it is known that the results of the PGCV index can be known in the order of attributes that are priorities for improvement, namely:

1. Minimum standard availability of equipment in the living room (e.g. nursing call, nebulizer)
2. The hospital has complete medical equipment
3. Medicines needed by patients are fully available
4. Clean bathroom, enough water and equipped with safety
5. Medical personnel are always there and ready when needed
6. Fast and precise examination, treatment, and treatment services
7. Medical personnel provide sufficient service time to patients
8. Availability of specialists in hospitals
9. Medical personnel respond quickly and appropriately to patient complaints
10. Apologies from medical personnel if something unpleasant happens to the patient.

CONCLUSION

Based on the analysis of the PGCV index, it is known that the first priority for the management of Private Hospital X if it wants to improve the quality of its services is the indicator "Patient administration is responsive to patient problems", while the last priority is the indicator "Availability of information about service procedures". In addition, place emphasis on interpersonal skills, complaint handling, and problem resolution and ensure that administrative staff have open channels of communication to receive and act on reports quickly.

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