

## PERFORMANCE GAP ANALYSIS AND PATIENT SATISFACTION IN THE PHARMACY INSTALLATION OF SEBELAS MARET UNIVERSITY HOSPITAL

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### ABSTRACT

Performance measurement by method descriptive case study. This study is intended to determine the performance of the Pharmacy Installation of Sebelas Maret University Hospital. Forsee the performance achievements that have been made and the basis for further performance improvements. This study aims to determine the performance of the Pharmaceutical Installation at the Sebelas Maret University Hospital. This research is a non-experimental research type with a descriptive evaluative design. Data were obtained retrospectively and prospectively. Data criteria are qualitative and quantitative data. Qualitative data through interviews and direct observation. Quantitative data through questionnaires.

**Keywords:** Performance, Pharmacy Installation, Customer Perspective, Growth and Learning Perspective.

### ABSTRACT

*Performance measurement using a descriptive case study method. This research is intended to determine the performance of the Sebelas Maret University Hospital Pharmacy Installation. to see the performance achievements that have been made as well as the basis for further performance improvements. This research aims to determine the performance of the Pharmacy Installation at Sebelas Maret University Hospital. This research is a type of non-experimental research with a descriptive evaluative design. Data were obtained retrospectively and prospectively. Data criteria include qualitative and quantitative data. Qualitative data through interviews and direct observation. Quantitative data through questionnaires.*

**Keywords:** Performance, Pharmaceutical Installations, Customer Perspective, Growth Perspective and Learning.

### INTRODUCTION

Hospital is a public service business unit with the characteristic of providing medical services and is a business unit that has social and economic responsibilities which in its management besides social principles also apply economic principles. This is because the hospital is a public sector business unit that is capital, technology, and labor intensive.

Therefore, the hospital must be accountable for its performance in total (Rumintjap, 2013).

Every hospital management needs a measuring tool to know how well the hospital is performing. However, so far, the object that is always measured is the financial part, because finance talks about numbers, something that is easy to calculate and analyze (Adisasmito, 2009).

With the development of management science and the advancement of information technology, the company's performance measurement system that only relies on financial perspectives is felt to have many weaknesses and limitations. Therefore, financial factors can no longer be used as the only guideline for assessing hospital management performance. For this reason, a real and comprehensive concept is needed for hospitals to be able to improve their performance both financially and non-financially.

## **METHOD**

This study was designed with a descriptive case study. This study was intended to determine the performance of the Pharmacy Installation of Sebelas Maret University Hospital. The population used in this study were all outpatients or their companions who used prescriptions and received drug information services at the Pharmacy Installation of Sebelas Maret University Hospital. The sample used in this study was some outpatients or their companions who received drug information services at the Pharmacy Installation of Sebelas Maret University Hospital.

### **Research Design**

Data were obtained retrospectively. The criteria for the data obtained were qualitative and quantitative data. Qualitative data were obtained based on a questionnaire with a scale filled out directly by respondents, in-depth interviews with the head pharmacist of the Sebelas Maret University Hospital Pharmacy Installation and related parties. Quantitative data were obtained through direct observation, surveys of prescriptions, documents or financial reports of the Sebelas Maret University Hospital Pharmacy Installation in 2020.

### **Material**

The materials used in this study are primary and secondary data with the respondents of this study consisting

of the head pharmacist of the Sebelas Maret University Hospital Pharmacy Installation, Pharmacy Installation Staff and outpatients at the Sebelas Maret University Hospital Pharmacy Installation. The research data was obtained from 2 sources, namely the first is primary data. This primary data was obtained using a questionnaire, in-depth interviews with the head pharmacist of the pharmacy installation, direct observation, surveys of archives and documents. The customer satisfaction questionnaire The five-dimensional gap in customer satisfaction is referred to by Zainudin (2013), the employee satisfaction questionnaire uses the Harsono questionnaire (2010). The secondary data referred to in this study are data in the form of Hospital personnel archives,

### **Research Procedures**

#### **1. Preparation and administration stage**

This stage includes the activities of preparing proposals, managing research permits addressed to Sebelas Maret University Hospital, especially the Pharmacy Installation.

#### **2. Pre-Research Stage**

To determine the validity and reliability of the questionnaire, a questionnaire test was used. The number of trial respondents used a minimum number, namely 30 people as suggested by Singarimbun and Effendi (Wardani, 2006)

#### **3. Research Stage**

The implementation stage consists of collecting primary and secondary data used to analyze the performance of the Pharmacy Installation of Sebelas Maret University Hospital. The Research Stage will directly collect both primary

and secondary data based on the 4 BSC perspectives and 2-dimensional Gap analysis.

### **Data analysis**

The data analysis process of this study was carried out, namely, first, data was collected using observation, questionnaires, interviews and looking at the financial report of the Sebelas Maret University Hospital Pharmacy Installation. The data obtained were grouped into qualitative data and quantitative data. Qualitative data is described by statements or sentences in the form of in-depth interview results with the head pharmacist of the Sebelas Maret University Hospital Pharmacy Installation and pharmacy staff who complete performance measurements in four perspectives. Quantitative data in the form of numbers includes financial reports, observation results, surveys on prescriptions and questionnaires that will be processed and presented in the form of tables or images. The next stage after data collection is data processing analysis or score distribution analysis so that descriptive results are obtained and compared to existing standards to determine whether the performance of the Sebelas Maret University Hospital Pharmacy Installation is good or lacking in accordance with the following reference table: Internal Business with indicators of drug availability, dispensing time, provision of drug information (PIO), potential error rate and completeness of labels.

## **RESULTS AND DISCUSSION**

Performance score analysis. Score distribution analysis is conducted to determine the extent of outpatient performance and expectations regarding service quality in the Pharmacy Installation of Sebelas Maret University

Hospital. The statements of each number on the questionnaire are added up based on the respondents' answers, so that a total score value is obtained, an average value, which is used to see the category per dimension. The distribution category of performance scores is based on respondents' perceptions of the dimensions of service quality.

### **a. Expected score analysis**

This analysis is conducted to determine the extent of patient service expectations. This is used as a benchmark to determine the extent of service that must be achieved by the Hospital. The statements of each number on the questionnaire are added up based on the respondents' answers, so that a total score value is obtained, an average value, which is used to see the value of the dimension category in each service dimension. Distribution of respondent answer scores to the dimensions of the quality of service of the Pharmacy Installation from the perception of expectations.

### **b. Gap Analysis.**

Gap analysis was conducted to determine whether there was a significant difference between the performance sample score and the expectation sample score. The difference was calculated from the questionnaire score on each dimension. Gap analysis used the Wilcoxon test with a non-parametric statistical method. The test criteria were that the performance score and expectation score differed significantly if the significance value was less than 0.05, otherwise there was no significant difference if the significance value was greater than 0.05. Based on the statistical results, the significance value was 0.835, this value was greater than 0.05, so it can be concluded that there was no significant difference between performance and expectations, so this means that patient satisfaction with the

performance of the Sebelas Maret University Hospital Pharmacy Installation service has been met. Data from the calculation of the gap between performance and patient expectations of pharmaceutical services at the Outpatient Pharmacy Installation of the Sebelas Maret University Hospital March 11th can be seen in table 3.

**Table 1. Wilcoxon Test Results**

Information	Performance Expectations
Z	-0.209
Significance Value	0.835

Source: Primary data using non-parametric statistical methods

**Table 2. Average Score of Service Quality Dimensions Between Performance and Expectations**

N	Dimensions of service quality	Performance	Hope	Gap
1	Tangible	3.04	3.02	0.02
2	Reliability	3.03	3.02	0.01
3	Assurance	3.02	3.03	-0.02
4	Empathy	3.04	3.04	0
5	Responsiveness	3.05	3.06	-0.01

Source: Processed primary data

The gap obtained from each dimension shows the level of conformity between the expected service and the service received by the patient which will ultimately determine patient satisfaction or dissatisfaction with the service provided, it can be seen that the assurance dimension

is the dimension that has the highest gap difference value, which is 0.02, while the smallest gap is in the responsiveness dimension -0.01. The largest positive gap is in tangible, meaning that patients feel most satisfied with the tangible dimension.

## CONCLUSION

**Tangible dimension gap.** The quality of health services can also be felt directly by its users by providing adequate physical facilities and equipment. Tangible is a dimension that includes physical facilities and the following is the average score of the tangible dimension of service quality between performance and expectations.

Internal business perspective shows that the medicine has not been fulfilled 100%, the dispensing time of non-mixed prescriptions has not met the standard, the daily patient queue level is well served, the proportion of medicines given with complete labels is in the good category, the level of potential error due to pharmaceutical error has obtained good results, the components in providing drug information have not met the standard.

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