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Strategies for Improving Service Quality at Tangguwisia Regional Hospital, Buleleng

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Abstract: This study aims to analyze the quality of healthcare services and quality improvement strategies at Tangguwisia Regional Hospital (RSUD Tangguwisia), Buleleng, Bali. The method used was descriptive qualitative, using interviews, observation, documentation, and triangulation to test data validity. The results show that RSUD Tangguwisia has achieved full accreditation, reflecting high quality standards through adherence to hand hygiene protocols, efficient triage times, and efforts to prevent patient safety incidents. However, major challenges include limited human resources, particularly specialist doctors, and the need to improve the competency of both medical and non-medical personnel. Strategies implemented include routine training, the use of information technology such as digital registration and electronic medical records, updated standard operating procedures (SOPs), improved facilities and infrastructure, and patient feedback mechanisms. Focusing on the dimensions of reliability, empathy, and responsiveness has been shown to increase patient satisfaction. In conclusion, RSUD Tangguwisia demonstrates a strong commitment to providing quality healthcare services sustainably, although it still requires strengthening in human resources and other quality dimensions.

Keywords: quality of health services, patient satisfaction, improvement strategies, Tangguwisia Regional Hospital.

INTRODUCTION

The healthcare industry has become one of the sectors in the spotlight, requiring hospitals, as the main institutions for healthcare services, to continuously improve their quality. In Indonesia, hospital service standards are regulated under Law No. 44/2009 on Hospitals, Article 29 point b, which focuses on safety, quality, effectiveness, and prioritizing patients' interests. The law requires hospitals to enhance and ensure the quality of their services. However, the quality of healthcare services in Indonesia is still perceived as unsatisfactory (Susanti et al., 2021).

Several complaints have emerged regarding healthcare services, such as infrastructure issues and human resource services, which essentially stem from the gap between patients' expectations and the actual service experience they receive. According to Pakaya et al. (2020),

dissatisfaction is often triggered by long waiting times, where patients must wait more than an hour to receive care, causing treatment schedules to deviate from what was initially planned. This condition indicates that the healthcare system, particularly in aspects of efficiency and reliability, is still not optimal.

Patients' complaints are not only limited to long waiting times but also include other aspects such as inadequate facilities, room cleanliness, and lack of clarity and accuracy of information provided by healthcare staff. Service quality dimensions such as tangibles (physical evidence), reliability, responsiveness, assurance, and empathy are the main benchmarks in assessing patient satisfaction (Musa, 2020). If one or several of these dimensions are not met, patient satisfaction levels will decline and may even affect patients' trust and loyalty to the healthcare facility.

Good service quality is crucial, one way being by identifying and following up on complaints made by patients after receiving care (Suryaningsih, 2023). These complaints serve as valuable input for continuous improvement, whether in infrastructure development, human resource competency enhancement, or the establishment of clearer and more efficient standard operating procedures (Pakaya et al., 2020). Thus, efforts to improve healthcare service quality must be comprehensive, ranging from facility improvements, additional medical staff, to strengthening communication and empathy towards patients so that their expectations and needs can be better fulfilled.

In their study, Rivai et al. (2020) found a relationship between service quality and patient satisfaction in the inpatient unit of Ibnu Sina Hospital with 242 respondents. Sutrisno (2016) found that patient satisfaction at TNI Level II Hospital was influenced by the quality of service received. These findings reinforce Tjiptono's (2014) idea that quality is the sum of service attributes that meet patient needs. Patients at TNI Level II Hospital required easy access and comfort in receiving services. Another study at Meuraxa Hospital found that the application of an Islamic-based healthcare service model was related to patient satisfaction (Perdana, Hermansyah, & Darmawan, 2017).

The use of patient satisfaction surveys has been considered less capable of accurately reflecting patients' experiences during the care process. Patient satisfaction surveys tend to yield highly positive ratings that are not sensitive to specific issues in care quality (Australian Commission on Safety and Quality in Health Care, 2010). The inability to distinguish between good and poor service is one of the criticisms of patient satisfaction questionnaires, making them less proven for improving service quality (Jenkinson et al., 2002). Questionnaires should be able to measure what patients feel during care and how those experiences relate to satisfaction (Harrison et al., 2015).

According to Harrison et al. (2015), quality improvement activities rely on specific data about the nature of events experienced by patients, which can only be obtained through patient experience data. Using patient experience measurement can provide information about what happens during care at healthcare facilities, assess aspects important to patients, and view perspectives that can enhance service quality (Lavela & Gallan, 2014). Patient satisfaction surveys can provide assessments of received services but cannot capture the entire experience (De Regge et al., 2017).

Based on research conducted by Salisbury and Wallace (2010), only 4.6% of satisfaction survey results could be used as strategies for service improvement, while more than 20% of patient experience survey responses could be applied by hospitals. Therefore, using patient experience surveys is considered better than patient satisfaction surveys. Patient experience data are unique since each individual has personal preferences. This supports the increasing role of patients in policy-making, as the input comes directly from their opinions (LaVela & Gallan, 2014). Another study even used patient experience data in East Java hospitals to develop marketing strategies (Pamungkas & Sridadi, 2020). Positive experiences could serve

as a foundation for marketing strategies, while negative experiences could guide service quality improvement strategies.

The quality of healthcare services in hospitals is a key factor that significantly determines patient satisfaction and hospital competitiveness amidst the increasingly intense healthcare industry competition (Sandang et al., 2023). In today's modern era, society no longer accepts services passively but has become increasingly selective and critical in choosing healthcare facilities. This shift is driven by easy access to information through digital technology and the growing public knowledge about ideal healthcare service standards.

Hospitals are now required to transform from mere providers of medical services into institutions capable of delivering holistic care experiences. This means not only fulfilling patients' medical needs accurately and promptly but also ensuring comfort during treatment, safeguarding patients from medical risks, and building strong trust in the institution. Elements such as staff friendliness, hospital cleanliness, information transparency, and responsiveness to complaints are critical in shaping patients' perceptions of service quality (Anggraini et al., 2024).

Hospitals that can integrate medical quality with excellent service will gain significant competitive advantages. High patient satisfaction not only enhances hospital reputation but also fosters patient loyalty and valuable positive recommendations in a highly competitive environment (Febrina et al., 2023). Therefore, investing in healthcare service quality improvement must be a top priority for hospitals aiming to survive and grow in today's healthcare industry.

According to data from the Bali Provincial Statistics Agency (BPS) in 2020, out of a total of 72 hospitals in Bali, nine are located in Buleleng Regency. The existence of RSUD Tangguwisia Buleleng, a regional public hospital in Seririt District, has not yet guaranteed its position as the top choice for the community, especially for Buleleng residents. The first problem is that RSUD Tangguwisia Buleleng has not been able to attract people's interest to consistently prioritize it for healthcare services.

RSUD Tangguwisia Buleleng, as one of the state hospitals in Seririt District, Buleleng Regency, Bali, upholds the motto PRIMA {"Caring, Responsive, Integrity, Easy, Safe"}. This motto reflects the hospital's commitment to providing quality healthcare services that are patient-oriented. The hospital has obtained full accreditation from LARS DHP, indicating a strong commitment to service quality. Various quality indicators, such as compliance with hand hygiene, TRIAGE service times by ER doctors, and patient safety incident prevention, have been routinely monitored and met national standards. However, challenges remain, such as limited human resources, especially specialist doctors, and the need to continuously improve the competencies of medical and non-medical staff in facing technological developments and rising public expectations.

Competition among hospitals in Buleleng Regency has intensified along with increasing demand for quality healthcare services. In this context, RSUD Tangguwisia Buleleng must continue innovating and developing strategies to maintain and enhance its service quality. The application of effective strategic management is key to improving hospital operational efficiency, building public trust, and increasing patient satisfaction, as evidenced by studies conducted in several hospitals across Bali.

Service quality dimensions including reliability, empathy, and responsiveness are critical aspects that must be managed continuously. Reliability ensures that medical services are provided consistently and on time, empathy fosters warm relationships and attention to patients' needs, while responsiveness guarantees readiness and speed in addressing patients' requests and complaints (Putri, 2024). Optimally managing these three dimensions will strengthen RSUD Tangguwisia Buleleng's position in the face of intense competition.

With its vision of becoming the leading hospital of choice in West Buleleng through PRIMA services, RSUD Tangguwisia Buleleng is committed to creating a harmonious, dynamic, and innovative work environment, while fostering good communication with patients and their families. This aligns with its mission to provide excellent services oriented toward customer satisfaction and to enhance human resource quality through continuous education and training.

Based on this background, this research is important to identify, analyze, and formulate appropriate strategies for improving service quality at RSUD Tangguwisia Buleleng. Thus, the hospital can continue to adapt, meet patients' expectations, and maintain competitive advantages amid the evolving healthcare industry dynamics.

METHOD

This research was conducted at RSUD Tangguwisia, Buleleng Regency, Bali, which is a type C public hospital with a strong commitment to improving service quality. The selection of this location was based on the hospital's strategic efforts to enhance service quality through facility development, improvement of human resource competencies, and more effective management, amid tight competition with other healthcare facilities in the Buleleng area. The focus of the research includes main service units such as outpatient care, inpatient care, the emergency department (ER), as well as supporting medical services, involving hospital management, medical staff, and patients as key informants to explore strategies for improving service quality.

This research employs a qualitative method with a descriptive nature, oriented toward interpreting phenomena holistically and contextually. Primary data were obtained through in-depth interviews, observations, and documentation, while secondary data were sourced from relevant scientific literature. Data collection techniques included interviews, observations, documentation, and literature studies, while data validity was tested using triangulation. Data analysis was carried out through data reduction, presentation, and conclusion drawing using an inductive approach, so this study emphasizes process, meaning, and the perspectives of research subjects in understanding strategies for improving service quality at RSUD Tangguwisia.

RESULTS AND DISCUSSION

This research was conducted to examine the service quality conditions at RSUD Tangguwisia as well as the strategies implemented to improve service quality. The findings show that RSUD Tangguwisia has achieved paripurna accreditation, reflecting a high standard of service quality, as demonstrated by meeting key indicators such as compliance with hand hygiene, triage service time, and patient safety incident prevention. However, challenges remain in terms of limited human resources, particularly specialist doctors, as well as the need to improve staff competencies to maintain and enhance service quality

Table 1. Research Findings

Aspect	Research Findings	Brief Description
Current Service Quality Condition	RSUD Tangguwisia has achieved paripurna accreditation with quality indicators such as compliance with hand hygiene, triage service time, and patient safety incident prevention.	The quality standards are already high, but there is a shortage of human resources, especially specialist doctors, and a need to improve staff competencies.
Human Resource Competency Improvement Strategies	Regular training, workshops, and certifications for medical and non-medical staff.	Improves staff skills to ensure fast, accurate, and standard-based services.

Use of Information Technology	Implementation of digital registration and electronic medical records.	Facilitates access to information and speeds up patient services.
Procedure and Protocol Improvement	Regular evaluation and development of SOPs.	Ensures consistency and safety in service procedures.
Facility & Infrastructure Improvement	Upgrading medical facilities and maintaining hospital cleanliness.	Provides maximum comfort for patients during treatment.
Focus on Patient Satisfaction	Routine collection of patient feedback through interviews and complaint documentation.	Serves as the basis for continuous improvement in healthcare services at the hospital.
Dimensions of Service Quality Managed Optimally	Reliability, empathy, and responsiveness are the main focus in service delivery.	Ensures fast service, personal attention, and readiness to respond to patient needs.
Patient Experience	Patients are satisfied with cleanliness, clear information, comfort, timeliness, and the friendliness of medical staff.	Patients are involved in decision-making and receive explanations that are easy to understand.

Various strategies have been implemented to enhance human resource competencies, including regular training, workshops, and certifications provided to both medical and non-medical staff. The use of information technology is also a key focus, with the implementation of a digital registration system and electronic medical records, which facilitates information access and speeds up patient service processes. In addition, improvements in procedures and protocols are carried out through regular evaluation and the development of SOPs to ensure consistency and safety in service workflows. Enhancements in facilities and infrastructure, such as upgrading medical facilities and maintaining hospital cleanliness, also contribute to patient comfort during treatment.

Focusing on patient satisfaction has become an essential foundation in developing service quality, with routine feedback collection through interviews and complaint documentation serving as a basis for continuous improvement. The dimensions of reliability, empathy, and responsiveness are the main aspects managed optimally to ensure fast services, personal attention, and readiness to meet patient needs. Patient experience shows a high level of satisfaction with cleanliness, transparency of information, comfort, timeliness of services, and the friendliness of medical staff, where patients are also actively involved in decision-making through clear and easily understood explanations.

The research conducted at RSUD Tangguwisia provides a comprehensive overview of healthcare service quality conditions and strategies implemented to improve performance. Findings indicate that the hospital has achieved *paripurna* accreditation, reflecting compliance with high-quality standards in line with the SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1988), particularly in reliability, responsiveness, empathy, and tangibles. Indicators such as adherence to hand hygiene protocols, efficient triage service times, and patient safety efforts further confirm effective quality management consistent with Donabedian's (1988) framework of structure, process, and outcomes.

Despite these achievements, the study identified challenges including limited human resources, particularly specialist doctors, and the need for continuous staff competency development. To address this, RSUD Tangguwisia has implemented strategies such as regular training, workshops, certifications, and the adoption of digital registration systems and electronic medical records. Periodic evaluations and updates of standard operating procedures (SOPs), infrastructure improvements, and environmental cleanliness were also emphasized to enhance safety, efficiency, and patient comfort.

Patient-centered care is a central focus, with continuous feedback collection used to guide improvements. Dimensions of reliability, responsiveness, and empathy were found to significantly influence patient satisfaction, aligning with prior studies across Indonesian

hospitals. Patients reported high satisfaction regarding cleanliness, transparency of information, comfort, timeliness, friendliness of medical staff, and involvement in shared decision-making. These results highlight RSUD Tangguwisia's ability to integrate clinical quality with patient experience, demonstrating a holistic approach that enhances trust, loyalty, and overall outcomes.

Overall, the study concludes that while resource limitations remain a challenge, RSUD Tangguwisia has effectively maintained and improved service quality through competency development, technology adoption, procedural refinement, and facility enhancement. This reflects the hospital's strong commitment to providing high-quality, patient-oriented healthcare services on a sustainable basis.

CONCLUSION

The study concludes that RSUD Tangguwisia has successfully achieved *paripurna* accreditation, reflecting high-quality healthcare standards through compliance with hand hygiene protocols, efficient triage times, and patient safety efforts. However, challenges remain in limited human resources, particularly specialist doctors, and the need to enhance staff competencies.

The hospital's non-BPJS innovations include comprehensive programs beyond curative care, such as promotive, preventive, rehabilitative, and quality-of-life initiatives. Examples include prenatal exercise classes, herbal-based traditional medicine, geriatric dormitories, and continuous health education, reflecting a strong patient-centered and adaptive service orientation.

To address service challenges, strategies implemented include routine training, digital registration and electronic medical records, updated SOPs, facility improvements, and active patient feedback mechanisms. These efforts emphasize reliability, empathy, and responsiveness, significantly improving patient satisfaction. Overall, RSUD Tangguwisia demonstrates an integrated and sustainable approach to healthcare quality improvement, though further development in human resources and additional quality dimensions (assurance and tangibility) remains essential for achieving service excellence.

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