

A PLANNING STRATEGY FOR IMPROVING THE QUALITY OF PUBLIC SERVICES BY ANALYSIS STRATEGY FORMULATION FRAMEWORK (Studies in Puskesmas Purwodadi, Pasuruan)

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ABSTRACT

One of the most important concerns at public health facilities in developing countries are improving the quality of public services. Since, improving the quality of public services at public health sectors are able to satisfy many complaints toward all aspects includes quality of human resources in delivering public services, high demand in subjecting poor people who are being sick, and priority of program when human resources and facilities are scarce. One of the ways to improve quality of public service in integrative ways is doing strategic planning. Following this perspective, this study would like to find out the strategic planning in improving quality of public service at Puskesmas Purwodadi (one of public health centres of Pasuruan Regency). To achieve that aim, this study proposes 3 (three) objectives, such follows: (1) To describe and to analyze quality of public services at Puskesmas Purwodadi at Pasuruan Regency; (2) To determine several alternatives of strategic planning in improving quality of public service at Puskesmas Purwodadi at Pasuruan Regency; (3) To prioritize of the steps are some strategics planning of improving the quality of public services at Puskesmas Purwodadi, Pasuruan Regency. This study uses descriptive surveys with quantitative approach in Strategic Formulation Framework. In spite of some fruitful findings in strategic planning to improve the quality of public services in public health sector, this study has several limitations, as follows: (1) this study isconducs only a survey in a local government with characteristics of people lives in mountainous region with varied by occupation, therefore it could generalized for others local governments in Indonesia, (2) this study use a matrix of Strategic Formulation Framework that may not produce the best policy recommendation. Future study must consider another matrix of Strategic Formulation Framework to make specific and focus strategies as well as compilation this concept with Balance Score Card to gain more practice to implement the policy.

Keywords : Planning, Strategic Formulation Framework, Public Services, QSPM

Introduction

Facing the era of the Asean Economic Community (AEC), which was agreed at the end of 2015, the government of Indonesia is required to further improve development. The construction should begin by identifying the potential and the needs of the beneficiary and the insurer risks, these conditions also added to achieving development by involving the active participation of society (Riyadi, 2004: 309). Then, according to Stoker (2004: 10) that the active participation or participation through the development of networks between government and communities become a crucial aspect for the legitimacy of the policy that caused the issues concerning public empathy are on their social and political mobilization. Governments in the concept of governance has only been one actor and not always be the actor most decisive, the implications of this is the government's role as the builders and providers of services and infrastructure will be shifted into the body of driving creation of an environment capable of facilitating others in the community and the private sector participate roles active in these efforts, including the role of the public to monitor government accountability (Hatifah, 2009).

According Dwiyanto (2015: 14) states that in the present era the concept of public services by the government, a change in the role of government and non-government in the provision of services that become lives of many people, the emergence of new public management (NPM) puts pressure on the practice of public service delivery by adopting the values that been developed in the business sector, entrepreneurship, concern for users, and oriented to revenue-generating and income leads to a very significant change in the public service. Public services were formerly more the domain of government to serve the people shifted not only the realm of services but also become a commodity that can be sold to citizens. The public service can serve citizens and at the same time looking for a source of revenue for the government. Product public bureaucracy as a public organization is the service received by the citizens of users and society at large. Unlike the goods are easily by quality. Public services are not easily assessed for such services".

Public services a concern, then according Islamy in his speech at the inauguration of becoming professorship that the problems that many in the public service one of them because there is no standard of care, even if there was not communicated to the public, so it is natural if it appears the public reaction about the quality of public services who makes a bad image. Islamy also add lack of accountability and responsiveness of government officials, as well as rampant corruption, collusion, cronyism and nepotism that is untouched by the institution or the applicable law (Islamy, 1998). Implementation of public accountability, it will be implemented effectively and efficiently when there is a mechanism of accountability and clear standards can be formulated as criteria and guidelines for public services (Widodo, 2001: 6).

Dwiyanto (2015: 20) states that the services to meet the basic needs of citizens is an important part of the public service should be organized by the state. Services that are used to achieve the purpose of the State in addition to achieving the strategic objectives of the government. The purpose is realized through their service venues that provide services to citizens, ranging from educational services, health services, where the provision of water, and so all the activities provided for the needs of citizens. Talking about the needs and demands of citizens so are the needs of the government's role in meeting their needs with service to the public. According Islamy (1998) that the vast majority of public organizations in various sectors, such as government, education, health and others have been in a condition known as organizational slack, which is marked by the declining quality of services rendered. Some of the issues that have been raised are part of the changing strategic environment, both at the national level, as well as regional and did not rule out the influence of the global environment. These changes encouraged change public perception towards the demands that require comfort in the life of the nation, are able to realize a just and equitable society in the livelihood, social, economic, political and legal order to carry out the function of service to the community which is equitable, transparent and accountable. In Indonesia tried to implement a series of policies to reform the public service system, such as bureaucracy, privatization, and decentralization (Dwiyanto, 2015: 26). Based on that one among the strategic measures to improve the quality of service to the community is to provide authority for greater autonomy in the work unit to manage the servicing unit. This autonomous authority contained in the principles and theory of decentralization.

Characteristics of government services that are largely a monopoly so in the face of market competition issues so weak, the attention of public service managers would be the provision of a quality service. Worse, it makes the most of the conditions of service managers take advantage for personal benefit and service procedures tend to complicate the problem consequently bad image in the management of public services is still attached to the moment so there is no public confidence in the service manager. This reality is a challenge that must be addressed prior to the current era of free competition, so that the professionalism and the management of public services and the return of public confidence in the government must be realized (Kumrotomo, 2005: 90). The mindset of the bureaucracy and ministry officials put forward the procedures as a tool to carry out the functions of control rather than a service function which is the principle of bureaucratic past, a legacy of the colonial rulers. Colonial rulers at that time formed a bureaucracy not for the prosperity and welfare of the citizens but to run the interests of the colonial government, one of which is to maintain the colonial power (Dwiyanto, 2008: 8).

The standard of service is made the goal that service personnel can work in accordance with the procedures in serving its citizens. In the implementation of the government bureaucracy tends to develop rigorous procedures so that the space for service personnel to use common sense and conscience in serving its citizens to be limited even none at all. It must be recognized that the services provided by the government to the people continues to change, both in terms of paradigms and service format along with the increasing demands of society and the changes in the government itself. However, the changes seen from two sides have been unsatisfactory, even their community or country as the powerless and marginalized within the framework of the ministry. Supposedly, citizen (citizen) not just treated as a customer and consumer, but rather as a citizen (as a citizen) who has the right to demand the government accountable for its actions, or for failure to perform its obligations.

According to the new theory of modern public service governance actually not just achieve efficiency, but also the relationship between the state and the government's accountability to its citizens. The government should not be run like a company but should be run more to serve the community in a democratic. That is fair, equitable, non-discriminatory, fair and accountable. The government needs to change its approach to the community, such as changing the habit of telling approach that emphasizes listening (not listen to the wishes and needs of society). Then, the steering approach is like directing and forcing people into serving to respond to and serve the interests and expectations of society.

The standard of service should be only a regulation issues that concerning to the some various elements for system of public services, such as input, process and output services. From the input side, an important aspect is to set a standard financing, infrastructure, personnel competence and authority. Standard input is critical because of the variability in a society that very high levels can create public service system failed to meet the standards of output, especially when the weak government capacity in providing financial, infrastructure and human resources capable of supporting standards compliance services output. The function of the service standards of citizens of users and stakeholders can assess whether the facilities, infrastructure and bureaucratic competence was appropriate resources in order to achieve service goals.

Standard output service shall ensure government services to citizens or people on minimum quality and quantity to be received when accessing public services. By applying the standard of clear, simple and understandable then they can use the standard as a guide in managing services. Residents of users can use these standards to ensure and control whether government services has been served in accordance with what has been promised. Given this, the practice of public service in Indonesia can be replaced with certainty and user satisfaction. PHC will do this research is a health center that has been standardized ISO 9001: 2007, but the program does not proceed in the absence of renewal or training for health personnel (HR) is new so the consistency of this program cannot be run, so to count the cost also be a factor. Based on some of the issues and the data it needs to do some planning strategies for improving the quality of public services using the stages of strategy formulation framework because there are strategies that must be done in order to cope with the demands that are rapidly changing environment and to the era of universal health insurance.

Theoretical framework

The concept of New Public Management

The main characteristics of the new public management is bureaucratic environmental change that is based on a fixed rule to the public management system that is flexible and more oriented to the public interest. The concept of theories offered by Osborne

and Gaebler (1992) on the basis of a government's ten principles, such as: (1). to the mechanism of competition in the provision of public services; (2) the empowerment of people through strengthening community control over the bureaucracy; (3) the measurement of performance against the institution to focus instead on the input side but rather on the outcome; (4). more driven by the goal to which the mission and not by rules and regulations; (5). a need to redefine the target group is more as consumers and create their choices to obtaining a public services; (6) a greater emphasis on efforts to prevent a problem rather than just providing services after the problem has occurred; (7). utilize the resources they have to be able to function as a new source of income rather than spend; (8) more developed mechanisms including decentralized participatory management; (9) further emphasize the use of market mechanisms rather than the mechanisms of democracy; (10). It's more focused not only on the public services provided, but rather to facilitate all sectors, both public, private, and community.

Some opinions of Dwiyanto (2015: 16) said that in Indonesia is include some adopting the practice of New Public Management for the implementation of the rule, there is some merit in their application in practice in public service delivery along with the government by private parties (1) Public service coverage is very wide so there capable if handled by the government itself, the increased volume requirements and types of public service needs are not comparable with the increase in the capacity of government, (2) Private sector involvement makes the variety of public services become more and more responsive to the needs of the public goods and services. (3) The involvement of the private sector is also essential to encourage the improvement of competitiveness and the government bureaucracy. But the application of new public management in the public sector have been criticized, by Denhardt 2003 that government employees do not work to serve the customer, but to embody democratic values and more specifically is the government should not run properly firm but serve the public in a democratic, fair, equitable not discriminatory, fair and accountable (Islamy, 2007: 16).

New Public Service

The concept of public service has grown so rapidly from the Old Public administration namely compliance procedures and regulations, as well as instruction execution boss is the main focus in providing services to the public, then the concept of New Public Management (NPM) is a managerialism approach with scope functions include : planning, organizing, controlling, directing, coordinating, staffing, motivation, and decision-making are formulated by the political elite, and the concept of the New public Service that the public interest is not defined by the political elite are listed in the rules, the role of the government only negotiate and explore the various the interests of citizens and community groups that exist, so that the bureaucracy to provide services should be accountable to the community as a whole.

Decentralization theory

The concept of decentralization according to Rondinelli (1999: 2) states that the definition of decentralization is a transfer of authority and responsibility for public functions from the central government to the unit down or semi-independent government organizations (The transfer of authority or quasi-independent government organization). According to Sukirno (1976: 118) in his book some aspects of regional development issues expressed the importance of the role of administrative decentralization for development encourage the formulation of regional development, decentralization also enable efficient planning and implementation are enhanced.

Strategy Development Planning

"Planning is to keep the plan on implementation-execution of the work prepared carefully and implemented appropriately". (Harsono, 2010: 2). The intended target was a collective desire and seeks coherence in policy and program. That there are four basic elements of planning, such as:

- 1) Plan means choosing,
- 2) Planning is a means of allocating resources,
- 3) It is a tool to achieve goals, and
- 4) Planning oriented by a future.

Development theory

The concept of development according to Riyadi and Bratakusumah (2004: 325) explains that the concept of central and local development in the understanding of the paradigm should be in line with that as a partner and a partner with the responsibility and authority are different.

Regional Development Planning

"Understanding local development planning can be based on the elements that make it up. As is known to local development planning is a system that is formed from the elements of planning, development and the region ". (Bratakusumah, 2004: 1)

Role in Regional Development Planning

According kuncoro (2012:3) said that a regional development planning is a plan to improve the use of the resources publicly available in the area to improve the capacity of the private sector in creating value for the resources of private resources responsible.

- Vertical Integration Strategy
- Forward Integration Strategy
- Backward Integration Strategy
- Horizontal Integration Strategy; Intensive strategies

- Market development Strategy
 - Product Development Strategy
 - Market Penetration Strategies
 - Diversification Strategy

 - Concentric Diversification Strategy
 - Conglomerate Diversification Strategy
 - Horizontal Diversification Strategy
 - Deventive Strategy

 - Joint Venture Strategy
 - Strategy retrenchment
 - Divestiture Strategy
 - Strategy liquidation (Liquidation Strategy)
- Source: Husein Umar (2003: 43)

A Concept Formulation for Strategy Framework

Fred R David said that the first phase of the formulation of a framework consisting of external factors evaluation matrix (External Factor Evaluation-EFE), Internal factor evaluation matrix (Internal Factor Evaluation-IFE), the competitive profile matrix (Competitive Profile matrix-CPM). This stage or input stage (input stage) contains the basic input information needed to formulate strategies.

The second phase, phase matching (matching stage), focuses on the creation of an alternative strategy that makes sense to pay attention to external factors and internal primary. Mechanical stage is include a matrix strength-weakness-opportunities-threats. Matrix of strategic positioning and evaluation of action (Strategic Position and action Evaluation-SPACE), Matrix Boston Consulting Group (BCG), matrix Internal external (internal external-IE) and grand strategy matrix (grand strategy matrix). The third stage, the stage of quantitative strategic decisions (Quantitative Strategic Planning Matrix-QSPM). This matrix uses information input first stage to objectively evaluate alternative strategies identified in the second phase. QSPM matrix is shows that the relative attractiveness of various alternative strategies and thereby provide the objective basis for the selection of alternative strategies (David, 2009: 324).

The Input Stages of Internal Factors and External Factors

In Umar (2003: 221) that the IFE matrix is used to determine the factors associated with the internal strengths and weaknesses that are considered important. Internal data extracted from multiple functional organizations, from the aspect of management, finance, human resources, marketing, information systems, and operations or production. EFE Matrix (external factor evaluation) according to David (2011) Matrix EFE used to evaluate external factors to overcome problem within the organization. External data collected to analyze matters concerning, among others: (1) economic issues, (2) social, (3) culture, (4) demographics, (5) the environment, (6) political, (7) the government, (8) legal, (9) technology, (10) market competition (Umar, 2003: 220). The definition of external environment is factors that are beyond the control of the organization that can give rise to opportunities and threats (Sunarto, 1994: 72).

In analyzing the external environment, the strategist must consider any information that could be used as a basis for analysis, one of the bases that can be used, among others, is to see whether the information external environmental changes that occur or potentially occur have relevance to the state of the organization , in addition to identifying the changes in the external environment may pose an opportunity or a threat or not on the basis of the organization so that the focal point of attention of the drafters of the strategy can be more centralized. In the principle of organization should be a monitor external environmental forces that affect to business (Sunarto, 1994: 78).

The Matching Stages

This matrix is the matrix matching stage is essential to help develop four types of strategies. The strategy is (1) SO Strategies (Strength-Opportunities); (2) Strategy WO (Weakness-Opportunities); (3) The ST Strategies (Strength-Threat); (4) WT Strategies (Weaknesses-Threat). This SWOT matrix determines the key success factors for external and internal environment are the hard part and takes a good decision (Umar, 2003: 224) and also added by Husein Umar (2003: 225) description of strategy in SWOT matrix, such as:

- a. Strength-Opportunity strategy, this strategy uses internal strength to seize the opportunities that exist outside the organization.
- b. Weakness-opportunity strategy, this strategy aims to minimize internal weaknesses to exploit external opportunities.
- c. Strength-Threat strategy, this strategy seeks to avoid or reduce the impact of external threats.
- d. Weakness-Threat strategy, this strategy is a tactic to survive by reducing internal weaknesses and avoid threats.

Pearce and Robinson (2014: 265) stated that the SWOT matrix can be developed quantitatively by calculating the SWOT analysis in order to know for sure that the actual position of the organization. The SWOT diagram based on an analysis of IFAS and EFAS where the diagram can identify the position of the organization within four (4) quadrants, for example aggressive, Competitive, Conservative, Deventive. SWOT diagrams can be described as follows:

Figure 2.5 Diagram SWOT



Source: Pearce and Robinson (2014: 265)

(1) Quadrant I (Positive, Positive)

This positive position means a strong organization and has a great chance to develop. Recommended strategies given are aggressive position is an organization under conditions of strong and steady so it is possible to continue to grow and expand, enlarge growth and achieve maximal progress (growth-oriented strategy). Organizations that are in good condition to harness the power of internal order: (1) Utilize opportunities, (2) Addressing the internal problems, (3). Avoid the threat of a threat. Organizations at this position can use an alternative strategy of market penetration, market development, product development, backward integration, forward integration, horizontal integration, conglomerate diversification, concentric diversification, horizontal diversification or a combination, depending on the specific problems faced organization (Umar, 2003: 242).

(2) Quadrant II (Positive, Negative)

In this quadrant position means a strong organization, but the challenges are great. Recommendations given strategy is competitive organization that is in a state of strong and steady. However, significant challenges thus expected to lead the organization would run into obstacles to continue running, if only rely on strategies that have been there before. Therefore, these organizations are advised to be able to multiply the variety of tactical strategy. Organizations at this position can use the strategy of market penetration, market development, product development, backward integration, forward integration, horizontal integration, or joint venture (Umar, 2003: 243).

(3) Quadrant III (Negative, Positive)

The position of this quadrant has a sense that the organization is weak, but has a chance to develop. Recommendations given strategy is conservative or turn around which means that the organization is advised to be able to change the strategy that has been there before because it feared that the old strategy is difficult to capture or take advantage of existing opportunities as well as to improve their performance (stabilization / rationalization or restructuring). Organizations in this condition can use the strategy of market penetration, market development, product development, or concentric diversification (Umar, 2003: 244).

(4) Quadrant IV (Negative, Negative)

The position gives a weak organization with a major challenge that must be faced. Recommended strategies that can be given is a defensive means the organizational conditions that are in a dilemma and the choice suggested to use a survival strategy by controlling the internal performance that is not getting worse. Previous strategy was maintained while trying to fix themselves (or deversif survival or survival). Organizations at this position can use an alternative strategy retrechment diverse, liquidation or concentric diversification (Umar, 2003: 244).

Stages of Decision Making (The Decision Stage) QSPM

This stage uses Matrix Quantitative Strategies Planning Matrix (QSPM) is a recommended tool for evaluating alternative strategic options objectively. Conceptually QSPM goal to establish the relative attractiveness of the (relative attractiveness) of varying strategies have been, to determine the best strategy is considered to be implemented. Quantitative Strategies Planning Matrix (QSPM) is a technique used in the third stage of an analytical framework strategy formulation. This technique clearly shows the best alternative strategies to choose from. QSPM use input from the analysis at stage 1 (first) is a matrix analysis IFE and Matrix EFE and the result in stage 2 (second) is the SWOT matrix to determine alternative strategies objectively providing information for analysis QSPM for stage 3 (third) used by determine an attractiveness strategy has been formulated in the previous stage.

Public service

The definition of public services according to the Decree of the Minister of Administrative Reform: Kep / 26 / M.PAN / 2/2004 which all service activities of the government in addressing the needs of service users as well as in the implementation of the provisions of the legislation.

Hence the need for service users to be met by the service providers so that users of these services obtain satisfaction. Public service standards

According Dwiyanto (2011: 36) said that the establishment of service standards unitary Republic of Indonesia is covers to several aspects of input, process, and output services, such as:

- 1) A input important services to be standardized in order to avoid inequality of access to quality services. The quantity and quality of inputs adapted to local capabilities, such as the availability of facilities, the availability of staff.
- 2) A standard service processes essential to set up, but the settings must be careful so that the standard of service process does not limit the creativity of local public service delivery.
- 3) A standard of service is set for output to ensure the rights of citizens and residents of Indonesia who use public services to obtain the quality and quantity of certain services, the output customers are satisfied with the services provided by the government of.

Quality of Public Services

In public administration, public service is the service quality of the bureaucratic apparatus of the society. Theoretically the purpose of "public service is basically satisfied the community, to achieve the satisfaction demanded excellent service quality" (Sinambela, 2006: 6), such as:

- Transparency, services that are open, easy to access by all those in need and provided adequately;
- Accountability, services can be accounted for in accordance with the provisions of the legislation;
- Conditional, services in accordance with the conditions and the ability of providers and recipients of services by sticking to efficiency and effectiveness;
- Participatory, services can support a community participation in the implementation of public service with the aspirations, needs and expectations of the community;
- Equal rights, services that do not discriminate from the aspect of any particular tribe, race, religion, class, social status, and others;
- The balance of right and obligation, that is considering the aspects of justice services between providers and recipients of public services ".

According to Parasuraman, et al (1985) that five key dimensions to measure the quality of service can be described as follows:

1) Tangibles

The physical appearance of the organization or the organization's ability to demonstrate its existence to external parties that include physical appearance care facilities, technology or equipment or supplies, human resources or employee performance and organizational communication materials.

2) Realibility

The ability to provide the promised service accurately, quickly and satisfactorily include accuracy, speed of service, timeliness, and information.

3) Responsiveness

4) Assurance

Dimensions of this guarantee, consists of components: communication, credibility, security, competence and courtesy.

Dimensions assurance or guarantee is a combination of dimensions:

- a. Competence means the skills and knowledge possessed by the employees to perform services,
- b. Courtesy which include hospitality, attention and attitude of employees,
- c. Credibility is associated by trust to the organization, such as reputation, achievements and so on.

5) Empathy

Organizations understand the problems of the users of its services and to act in the interests of service users, as well as provide personal attention and understanding of the individual needs of the users of the service.

Dimensions of empathy is a combination of dimensions:

- a. Including ease of access to utilize the services offered by the organization,
- b. Communication is the ability to communicate to convey information to users of the service or obtain feedback from service users,
- c. Understanding of service users (understanding the customer), includes the effort to know and understand the needs and wishes of service users (Tjiptono, 2012: 174).

Health services

Health services into one service goods that became a form of public service and must be met by the government as part of efforts to meet the needs of the community. Health services according to Mubarak (2005: 89) is the efforts made by an organization to improve and maintain health, prevent and cure diseases, public health cures done independently or in groups. The concept of basic health services associated with the basic values of general application and influence on the development of services, namely: (1) Health related to the availability of resources both human resources and socioeconomic resources and their distribution, (2) the pattern of deployment of resources evenly to prioritize people in need of special concern, (3) the factors that influence health include problems of biological, social, cultural, economic and environmental, which is one important part of development, (4) the involvement of the community to maintain healthy behavior and a healthy environment are very required (Mubarak, 2005; 90)

Methodology

According Sugiyono (2005: 6) that the study according to the objective can be divided into pure research and applied research.

The research directed to obtain information with the purpose to solve or find an answer to a problem. From the formulation of the problem described in the previous chapter, this study developed the concept, theory and collect data to answer the question of how a planning strategy to improve the quality of public services in Puskesmas, Purwodadi, Pasuruan, so as to produce the results (output), which is used as a reference or recommendation in determining strategies in improving the quality of public services Puskesmas Purwodadi in Pasuruan. Furthermore, this study is a kind of descriptive survey with quantitative approach and using a questionnaire as a primary data collection is accompanied by interview. Research survey in Sugiono (2005: 7) said that a research carried out among populations large and small, but the data studied by data samples to drawn from population and to find events relative, distribution and relationships between variables for sociological or psychological.

Population and Sample

"The population in this study is a generalization region consisting of objects or subjects that have certain qualities and characteristics defined by the researchers to learn and then drawn conclusions" (Sugiyono, 2005: 90). The study population is influenced by the stage of questionnaires that determine the number of samples. Distribution of the questionnaire in this study, there are two stages, such as:

The first questionnaire is a questionnaire that aims to investigate the response of the public health services on 5 (five) dimensions of quality of public services in the public service in Puskesmas Purwodadi Pasuruan. This questionnaire is used to answer the first formulation of the problem is how the quality of public services in Puskesmas Purwodadi, Pasuruan. Samples were obtained with a probability sampling technique, with a simple random sampling method. This technique is used because the respondents desired in this stage is the apparatus apparatus health centers and government offices Pasuruan health directly involved by the formulation, strategy formulation and implementation of public services Puskesmas Purwodadi Pasuruan. Puskesmas Purwodadi that as respondents are:

- a. Positions related to public services in every health care unit
- b. Mastering the areas of planning and implementation

Criteria for the Health Department as respondents are:

- a. Occupy positions related to planning in Pasuruan.
- b. Positions related to policy making and health centers in the district Department of Pasuruan. Sample in this study was set at 13 respondents from 13 populations, which are consists of Puskesmas Purwodadi apparatus and Pasuruan District Health Office apparatus, such as:

- (1) Head of Department
- (2) Head of Planning Department
- (3) Chief of Financial
- (4) Head of Personnel Department
- (5) Head of Health Services
- (6) Head of Assurance and Health Facilities Office
- (7) Head of Health Services Section Department
- (8) Head of Puskesmas
- (9) Head of Health Center Administration
- (10) Head of Emergency and Inpatient Department
- (11) Head of Outpatient Unit
- (12) Staff of Planning Unit Health Center
- (13) Head of Unit Community Service Program for Health Effort

RESULTS

Pasuruan have a general idea that consists of the geographical and administrative aspects as well as the condition of community demographics. Aspects of the general pictures are used as baseline information for planning development in the district of Pasuruan. Aspects of geography and are consists of spacious and boundaries, geological conditions, and land. The aspects of the administration which are consists of governance and structures. Demography is consist of the distribution for population and the condition of the general population.

The Matching Stage

In the development of the basic concepts of good governance provides recommendations on system of government that emphasizes the equality of both central and regional institutions, including equality mechanisms, processes and institutions where people express their interests (Sirajuddin, 2012: 38). Characteristics of good governance are: (1) participation, (2) enforcement, (3) transparency, (4) responsiveness, (5) oriented, (6) justice, (7) the effectiveness and efficiency, (8) accountability and (9) strategic vision. Principles in their previous development in harmony premises new principles of public service. Reform of public service that is accountable is the development of fundamental change in the practice of public service delivery in the area. (Sabaruddin, 2015: 15). A public service is delivery area that cannot be separated by principles of decentralization and regulations governing decentralization. Granting regional autonomy is basically an effort to empower the area in order to manage the development, the government is providing public goods and public services that can be more assured (Bratakusumah, 2004: 332).

Based on the definition and the view of the theory is the philosophical values for decentralization, not only a strategy for delegation of authority, but also a comprehensive system that involves many processes, aspects in it as, process coordination, implementation, accountability, monitoring, aspects of cultural, social, economic, political, legal and so forth. In the formulation of strategies based on analysis of internal factors and external factors and focus efforts on creating, evaluating

and selecting alternative strategy is one important step in management strategies. In the analytical framework strategy formulation by Fred R David stated that there are three stages of the framework with the matrix. At the matching stage is begins with identifying the internal factors and external factors or the so-called by input stage. This matching stage using the SWOT matrix approach in quantitative, thus obtained results of the strategy in quadrant I. The final results of phase matching stage are quantitatively the obtained alternative strategies that can be recommended by strength-opportunity strategy is further categorized on the main strategy of the group, among other things:

- 1). Development services by utilizing information technology, communications to help speed and accuracy of service, the main strategy of product development strategy
 - 2). Health care product development and control products, including the main strategy of product development strategy
 - 3). Development and improvement of services sooner or mobile for a special service chief strategies to forward integration strategy
 - 4). Data Collection and approach to the needs of the core strategy market penetration strategy
- Then, having acquired alternative strategies are grouped into main strategies of each strategy are three strategies, namely (1) product development strategy, (2) market penetration strategy, (3) forward integration strategy.

The Decesion of Stage

Prioritization of planning strategies to improve the quality of public services in Puskesmas Purwodadi obtained by distributing questionnaires and perform data analysis using matrix QSPM (Quantitative Strategic Planning Matrix) in the third stage strategy formulation framework. Matrix QSPM is conceptually define the attractiveness of the relative attractiveness that have been obtained by a preceding stage, in order to obtain the strategy to be implemented. Based on the questionnaire and the strategy chosen in accordance QSPM matrix in table 5.16 that the chosen strategy priority is product development strategy with a total value of attractiveness score (TAS) is 6.51 in order to obtain alternative strategies can be recommended among other things:

- 1). Development of health services with the use of technology, information, communications to help speed and accuracy of service,
- 2). Development of health care products and health products control
- 3). Increasing the quantity and quality of the competence of human resources
- 4). Improvement and control of public services by strengthening monitoring and evaluation,
- 5). Improved coordination of communications, information management systems, and services
- 6). Improved maintenance and maximize the use of facilities and infrastructure

The main strategy is a priority with the highest score is the attractiveness of the product development strategy or product development strategy and then functional strategies that can be recommended, it can be described below:

1. Development of health services with the use of technology, information, communications to help speed and accuracy of service

In functional strategies can be done on planning strategies to improve the quality of public services in Puskesmas Purwodadi technically, among other things: [1] the use of equipment and technology to manage the queue for service users from the counter to the cashier, so as to accelerate the process of service treated the way; [2] information should be passed as soon as possible to the user serviceability if there is a delay or an inconsistency appointment services offered in [3] using information technology to address the emergence of user complaints on public health services and don't follow-up on complaints that have been submitted.

2. Development of health care products and health products control

This is technically functional strategies can be recommended to the formulation of a planning strategy to improve the quality of public services by developing activities and programs that have been done before and the need to control the monitoring and evaluation of activities, activities related to the health of individuals and the efforts of public health efforts.

3. Increasing the quantity (amount) and quality of the competence of human resources (employee)

Functional strategies and recommended this be done in the formulation planning Puskesmas Purwodadi quality of public services, according to the competence of personnel and procurement needs of human resources in accordance with applicable regulations and tailored to the needs financial resources.

4. Improvement and control of public services by strengthening monitoring and evaluation.

This functional strategy can be recommended in the formulation of strategic planning public service quality improvement strategies in Puskesmas Purwodadi with monitoring and evaluation as a form of control over the public service activities.

5. Improved coordination of communications, information management systems and services

This functional strategies can be formulated and recommended planning strategies to improve the quality of public services to cope with user complaints about delays Puskesmas Purwodadi information services to fulfill the promise of service.

6. Improved maintenance and maximize the usefulness of the facilities and infrastructure
- for functional strategies are recommended by the formulation of planning strategies to improve the quality of public servants Puskesmas Purwodadi to increase the maintenance of the infrastructure so it can be maximized on limited land.

Research limitations

In the comparison of the results with the results of previous studies have described the differences and compatibility with previous research, so that the current research is structured have limitations that can be broken down as follows

(A) The study was limited to the analysis phase matching SWOT course, it would be better if in the analysis using the strategy formulation framework in phase matching with a variety of analysis tools so that the results can be more detailed, although the analysis is already known to the core strategy and strategy functional.

(B) The study was limited to the characteristics of the population and geographical conditions specified that the general population of farmers and geography lies in the mountains, so it should be developed for social characteristics of other residents and geography of other residents, such as social population with the most entrants and demographic conditions that lie on the

beach

or

coast.

CONCLUSION

The quality of public services in Puskesmas Purwodadi obtained results of quality assessment of public services in Puskesmas Purwodadi is in good enough category with an average value of 3.90 variables. Variables used to assess the quality of public services are (1) the guarantee / assurance rank first with a score value of 4.00 and a good indicator is courtesy (hospitality) service officers, (2) responsiveness / responsiveness with a score value of 3.94 and ranked second, the highest indicator is the willingness of officers to respond to service users, (3) physical evidence / tangibles ranks third with a value of 3.90 and indicators that have the highest value is the neat appearance of employees, (4) empathy / empathy rank the same with physical evidence / tangibles and highest indicator there are three indicators that have similar values, namely ease of using the services, the ability to communicate and justice in service. (4) reliability ranked last with a score below the average value of variables 3.80. The quality of public services in health centers Purwodadi that can be entered by the input stage, such as regarding the timeliness of service, and accuracy of less service personnel, speed of service is less, the ability to provide less information as well. Purwodadi which can be obtained, among others, there are three main strategies that can be recommended [1] strategy of product development / product development strategy; [2] a market penetration strategy / market penetration strategy; [3] The integration strategy forward / forward integration strategy. The main strategic alternatives process is based on matching stage (the matching stage) by means of SWOT matrix analysis in strategy formulation framework. Before the matching stage (the matching stage) conducted an input stage (the input stage) by analyzing the internal factors and external factor into IFE matrix analysis (internal factor evaluation) and EFE matrix (external factor evaluation).

Suggestion

Based on the research results and then we can conclude the research results, it can be given suggestions for improvement strategy planning of public service quality improvement, such as:

- (1) The main strategy should be made a priority in the planning of public service quality improvement to be implemented immediately, however need to adjust to the conditions of the previous health center.
- (2) Puskesmas Purwodadi can properly assess a planned regarding the renewal of factors internal and external factors, the strengths and weaknesses, so as to follow the organizational changes quickly, and managing user complaints service so it can be a follow-up complaint handling and can be communicated to the public.
- (3) For further research on public services at the user level different services and different cultural characteristics so as to obtain more detailed results of a planning strategy
- (4) Research on the planning strategy in the health sector this can be done by other methods such as integrated into the BSC and SSM method

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