

Strategic Position Of Rsia Permata Hati Mataram During Covid 19 With SWOT Analysis Approach

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Abstract: The purpose of this study is to formulate the position of business strategy and policy of RSIA Permata Hati Mataram during covid 19 using a SWOT analysis approach (*Strength, Weakness, Opportunity, Threat*). The IFE (Internal Factor Evaluation) matrix, lists the company's strengths and weaknesses, the EFE (External Factor Evaluation) matrix, which lists the company's opportunities and threats, and the IE (Internal External) matrix, which displays the company's current position, are used in a SWOT analysis. The research approach used is qualitative research with descriptive research type. The informants in this study comprised 20 people: Directors, Deputy Directors, Supervisors, Head of Field, and Section Heads. Data collection in this study is in the form of primary data obtained through interview techniques, and secondary data obtained using documentation studies. This research instrument uses questionnaires and *focus group discussions*. From the results of the data analysis, a total score of strength factor of 3.8, weakness factor of 3.3, opportunity factor of 3.47, and threat factor of 3.05 was obtained. The average total score on the IFE matrix is 3.57 while the EFE matrix is 3.25 with a positive weighted difference of 0.50 and 0.42. These results put RSIA Permata Hati Mataram in quadrant I, the strategy that must be applied is an aggressive growth strategy because the company's internal conditions are strong and have great business opportunities to grow. The results of this research are expected to contribute to the management of PT. Permata Hati Mataram to assist in the decision-making of the company's current strategic position.

Keywords: Strategic Position, RSIA Permata Hati, SWOT analysis.

INTRODUCTION.

Health is a human right and one of the elements of welfare that must be realized, according to the ideals of the Indonesian nation as stated in Pancasila and the Constitution of the Republic of Indonesia Year 1945; every activity to maintain and improve the highest degree of public health is carried out based on non-discriminatory, participatory, and sustainable principles in the context of developing Indonesian human resources as well as increasing welfare. (Health Law no. 36 of 2009)[1].

Based on this joint responsibility, RSIA Permata Hati Mataram is here to provide special health services for mothers and children first in NTB. RSIA Permata Hati is supported by professional management in its field with complete and comprehensive health facilities for mothers and children starting from 24-hour emergency room services accompanied by the support of doctors on duty ACLS, ATLS, Hyperkes, and Neonatal Emergency Ability. It has a Neonatal Intensive Care Unit (NICU), Intensive Care Unit (ICU), High Care Unit (HCU), supported by 2 operating rooms, a pharmacy unit and a 24-hour laboratory, Maternity Room (VK), a Children's Poly, Gynecology Poly, and Growth and Development Poly as well as inpatient rooms ranging from class 3 to VVIP class. The health industry experienced a severe shock due to the Covid-19 pandemic that hit the world, including Indonesia. However, RSIA Permata Hati as a non-covid referral hospital has a positive impact because people are reluctant to go to government-owned public hospitals which are covid referral hospitals because they are afraid of contracting it. This can be seen from the increase in the number of patients during covid 19 both in outpatient (RJ) and inpatient (RI).

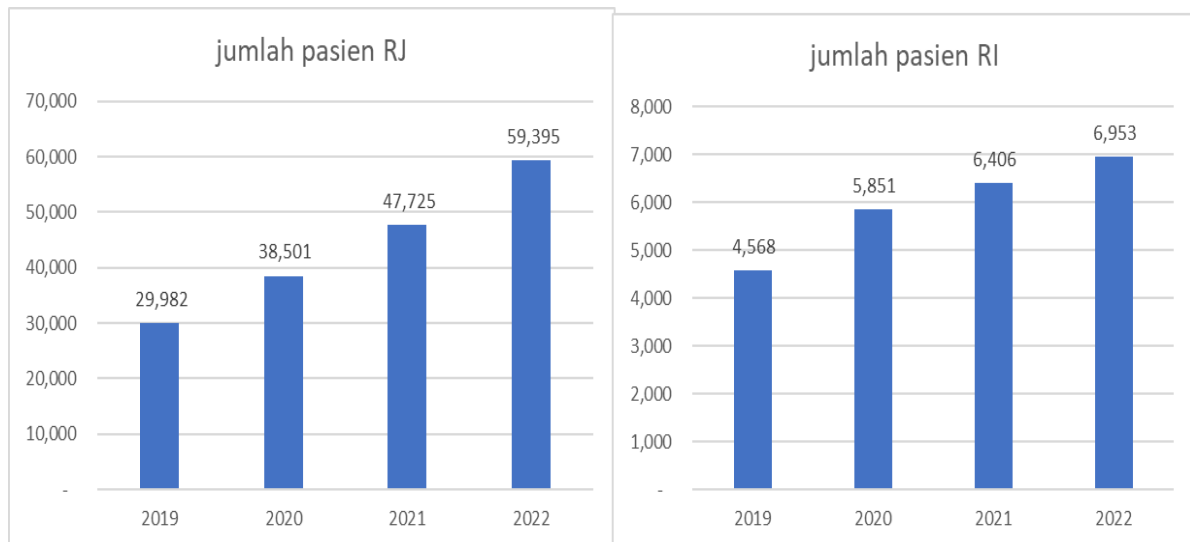


Figure 1. Graph of the Number of Patients in 2019 – 2022

Graph 1 shows an increase in the average number of patients by 26% in outpatient and 15% in hospitalization during the occurrence of covid 19, namely from 2019 – 2022. The increase in the number of patients in inpatient is smaller than in outpatient because of the limited number of beds owned by hospitals which will affect the level of *Bed Occupation Ratio* (BOR). BOR measures the proportion of time spent in bed. The high and low hospital bed use rates are summarized by this metric. The optimal BOR parameter value ranges from 60 to 85%. (Ministry of Health RI, 2005). The following is the position of BOR RSIA Permata Hati from 2019 to 2022.

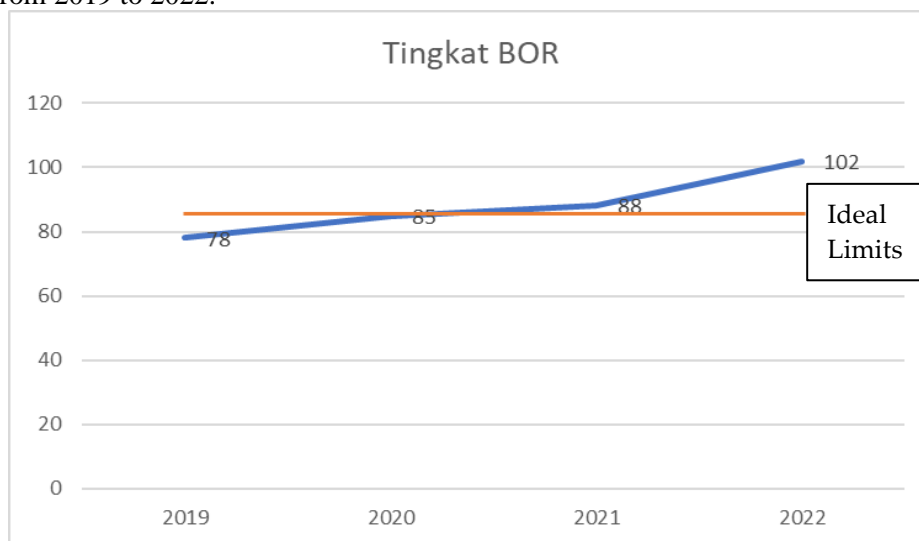


Figure 2. BOR Rate Chart 2019 – 2022

Based on graph 2 above, shows that the BOR level of RSIA Permata Hati has exceeded the ideal limit, which can have a negative impact in the long run, including increased risk of infection and decreased service quality, patient safety risk, and equipment becoming damaged faster. Seeing this condition, the management of RSIA Permata Hati needs to carry out strategic planning to overcome these emerging risks.

Strategic planning is a process carried out by the organization to determine the direction of strategy and make decisions related to the allocation of resources, including capital and human resources, to achieve its goals. In this process, a business analysis technique that can be used is SWOT analysis (*Strengths, Weaknesses, Opportunities, and Threats*). To strategize, an analysis of the internal and external environment is required. Internal environment analysis discusses organizational *strengths* and *weaknesses*, while external environment analysis discusses opportunities and threats that exist outside the organization [2].

SWOT analysis is a method in marketing research used in analyzing competitive environmental factors (Nugroho, 2015[3]) (Amaliah, Herawati, Witcahyo, 2017[4]), (Nugraheni and Kirana 2021 [5]).

SWOT analysis is an evaluation of the internal environment (*Strengths, and Weaknesses*) and the external environment (*Opportunities, and Challenges*) (Grewal, D. and Levy, 2008 [6]). In SWOT analysis, mapping of conditions that occur based on existing reality is carried out. Furthermore, this analysis helps leaders in making future decisions for the betterment of the company/organization by exploring strengths, weaknesses, opportunities, and challenges. This analysis links internal and external factors to design new strategies that focus on resources and competencies and is then used to enrich SWOT analysis by developing internal perspectives. The goal is to create a strategy that can provide a more comprehensive overview of the internal and external environment of the company/organization and can be used as a reference in long-term decision-making. In addition, SWOT analysis is also expected to be used as an assessor routinely in assessing progress reports of every decision made, (Dyson, 2004 [7]), (Sahyuni, 2009[8]), (Subianto, 2016 [9]), (Zia et al., 2018 [10]), (Istiqomah & Andriyanto, 2018 [11]), and (Megananda, 2020 [12]). The creator of SWOT, Robert Franklin Stewart, emphasized the crucial role that creativity plays in the planning process. The use of digital technologies, as proposed here, in parts of SWOT's original participative, long-range planning processes may improve organizational strategizing, communication, and learning. To improve strategy alignment and implementation, the SOFT/SWOT method restrains the development of only top-down strategies. It is necessary to conduct archival research on how SOFT/SWOT is used in practice [15].

There have been many previous studies that use SWOT analysis in determining strategies for various health services, such as those conducted by Nugroho, 2015[3], Amaliah, Herawati, Witcahyo, 2017[4], Nugraheni and Kirana 2021 [5], Sahyuni, R. (2009) [8], Subianto, 2016 [9], Zia et al., 2018 [10], Megananda, 2020 [12], Handayani and Bachtiar, 2021 [13], but limited to the focus of certain units such as IGD and Marketing, or limited to one specific year. Therefore, this study intends to focus on the overall hospital strategy with years of observation during the covid 19 pandemic, namely from 2019 to 2022 in special hospitals for mothers and children with covid 19 non-referral hospital status. The results of this research are expected to contribute to the management of PT. Permata Hati Mataram to assist in the decision-making of the company's current strategic position.[17]

The original SWOT analysis, also known as the SOFT approach (Stewart et al., 1965a, p. 16) [16], was created as a tool for the System of Plans, one of the first strategic planning frameworks (Stewart, 1963). When participating in long-term organizational planning, all management of a company used SOFT in a carefully planned procedure. Our explanation of the motivation behind SOFT's creation and the intended applications of the tool provides at least two things: First, we show that any business can still utilize the SOFT approach to gather the concrete planning issues that each manager has; each manager may articulate these difficulties and annotate them in terms of whether they are satisfactory or flawed in the present or whether they represent opportunities or threats for the future.

METHOD

The research approach used is qualitative research with descriptive research type. The research place was carried out at RSIA Permata Hati Mataram with a period of research observation during covid 19, namely from 2019 – 2022. The informants in this study amounted to 20 people consisting of Directors (3 people), Deputy Directors (2 people), Supervisors (1 person), Head of Field (4 people), and Section Heads (10 people). Data collection in this study is in the form of primary data obtained through interview techniques, and secondary data obtained using documentation studies. This research instrument uses questionnaires and *focus group discussions*. Data analysis techniques are carried out according to the steps in SWOT analysis, namely giving weight to each of these factors in the column using ordinal scales, scoring, and weighting to compile the *Strenght, Weakness, Opportunity, and Threat matrix*, making a SWOT matrix diagram to determine the position of RS in the SWOT analysis diagram and finally choosing the right strategy based on the position in the SWOT matrix.

RESULTS AND DISCUSSION

Based on the results of interviews and FGDs conducted, there are 14 internal factors consisting of 7 strength factors and 7 weakness factors from RSIA Permata Hati Mataram, as stated in Figure 3.

No	Internal Factors	SWOT Matrix		
		Nilai (N)	Bobot (B)	NxB
Strength				
1	Having a brand image in the community is very strong as the First and Best RSIA in NTB	4	15	0.6
2	Have professional and loyal human resources (doctors, management and employees)	4	10	0.4
3	Has excellent services specifically for NICU and Child Growth and Development	3	20	0.6
4	Having financial performance in the last 5 years always shows improvement	4	15	0.6
5	Has a dominant captive market in the Mother and Child segment	4	20	0.8

Figure 3. Internal Factor Analysis

While external factors consist of 12 influencing factors, namely 6 opportunity factors and 6 threat factors, as stated in Figure 4.

No	External Factors	SWOT Matrix		
		Nilai	Bobot	NxB
Opportunity				
1	The economy of NTB, especially Mataram City experienced growth	3	14	0.42
2	Supply of drugs and other BHP from Pharmaceutical Companies smoothly	3	14	0.42
3	Public awareness of health care facilities is increasing	3	25	0.75
4	The culture of Lombok people who "marry relatively young" is relatively high	4	25	1
5	Collaboration / Cooperation with other companies to strengthen brand image is very potential	4	14	0.56
6	In collaboration with BPJS and 65 other private insurance	4	8	0.32
			100	3.47
Threat				
1	The community activities have not fully recovered after the pandemic	3	10	0.3
2	Changes in information technology are increasingly rapid and dynamic (continual) in affecting the business model of the health industry.	3	20	0.6
3	Relatively frequent BPJS policy changes	3	25	0.75
4	The growth potential of new health facilities (hospitals and clinics) is relatively high.	3	20	0.6
5	Local Government regulations governing referral issues	4	15	0.6
6	Complaints of patients and local residents during the construction of the new building	2	10	0.2
			100	3.05

Figure 4. Analysis of External Factors

The next stage is weighing each item of internal and external factors after identifying internal elements in the form of strengths and weaknesses and external aspects in the form of opportunities and threats. According to the urgency, weighting is done by estimating the weight of things ranging from 10 to 25. All weights must add up to 100. Following that, all Critical Success Factor components are rated on a scale of 1 to 4 with the following descriptors: 1 = Below Average, 2 = Average, 3 = Above Average, and 4 = Very Good. The effectiveness of the organization's strategy is taken into account while determining the rating. Therefore, the value of it depends on organizational factors. (Wardani, 2019) [14].

After identifying weaknesses from internal factors and threats from external factors, the management of RSIA Permata Hati made strategic steps to overcome weaknesses and deal with these threats, as shown in Figure 5 below:

Weakness	Strategic Steps to Deal with Weaknesses
1 Limited number of Patient Beds	Multiply beds by building new treatment buildings
2 The number of therapists for growth and development is limited and rare	Send employees to be trained as therapists
3 Corporate Culture and Risk Culture currently need to be implemented consistently	The vision and mission and culture of the organization are repeated every day, 3x a day every shift change
4 BOR Rate exceeds ideal limit of >85%	Multiply beds by building new treatment buildings
5 The insurance and general patient segments are relatively low so they need to be	Strengthen communication and promotion to patients and insurance

Figure 5. Strategic Steps to Overcome Weaknesses and Face Threats

After assigning the value and weight of each factor, the next step is to calculate the weighted value difference between each internal and external factor. Figure 3 shows that the total value and weight of the strength factor is 3.8 while the total value and weight of the weakness factor is 3.3. This will result in a positive weighted value difference of 0.50. On the other hand, based on Figure 4, it is produced that the total value and weight of the threat factor is 3.47 while the total value and weight of the threat factor is 3.05. This would result in a positive weighted value difference of 0.42.

The determination of the IE matrix (Internal-External) is the next step. This step allows for the formulation of different strategies based on two important dimensions: the total IFE values weighted on the x-axis and the total EFE values weighted on the y-axis. (Sambodo, 2008) in Handayani and Bachtiar [13]. After that, it is to determine the strategic position to be carried out by RSIA Permata Hati based on SWOT analysis as follows:

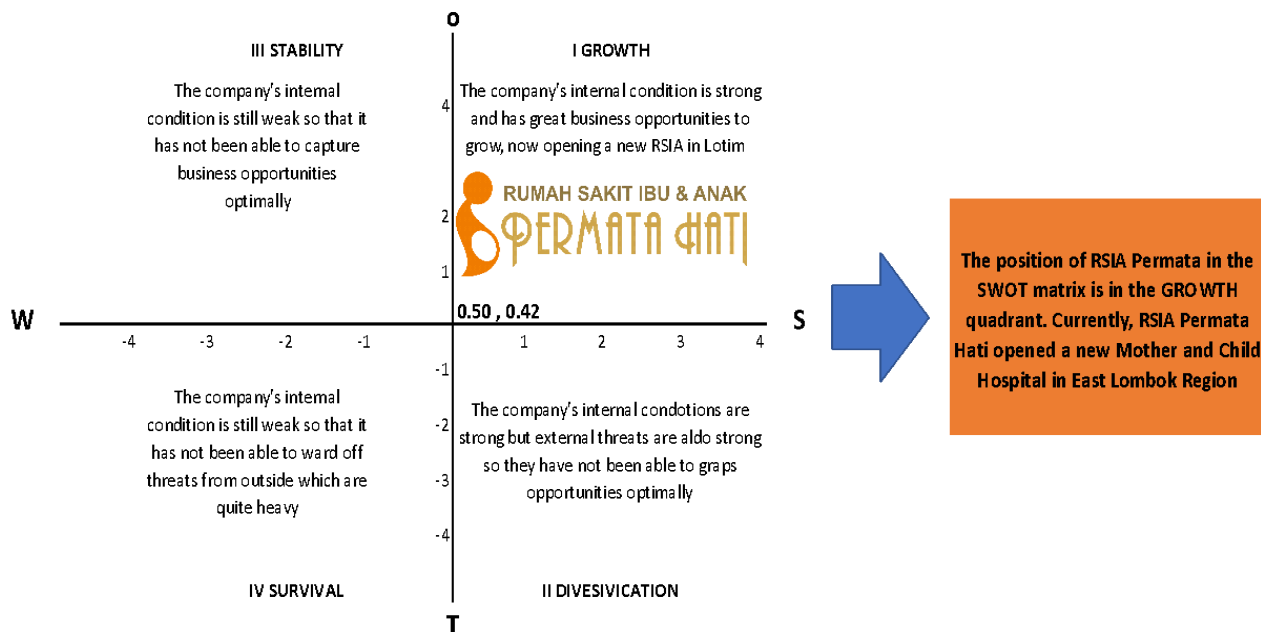


Figure 6. Strategic position of RSIA Permata Hati Mataram

Quadrant 1: It is in the best possible situation in quadrant 1 circumstances. Being in quadrant 1 indicates that the company has strengths and prospects. In situations like these, the best course of action is to support an aggressive growth policy or growth-oriented strategy by making use of current possibilities and internal corporate strengths. A business that has figured out its primary strengths will encounter an

unfriendly climate in quadrant two. The corporation still has internal corporate strengths that can be exploited as additional value despite risks from the external environment. In this circumstance, the company's best course of action is to capitalize on long-term opportunities by using its strengths, notably its resources and expertise.

Based on Figure 6 above, RSIA Permata Hati Mataram is in a strong internal company condition and has a great business opportunity to grow. The strategic steps taken gradually are to buy land and buildings behind the hospital in 2019 when BOR conditions began to be at the ideal number of 85%. The land will be used to build a three-story building for maintenance classes. The next step is starting in 2020 to start conducting market analysis for areas outside the city of Mataram and based on the results of the market survey it was decided to develop by building a new hospital in the East Lombok region. In 2021, the construction process will begin and be completed in early 2023.

CONCLUSION

The results of the data analysis yielded a total score of 3.8 for the strength component, 3.3 for the vulnerability factor, 3.47 for the opportunity factor, and 3.05 for the threat factor. With a positive weighted difference of 0.50 and 0.42, the average total score on the IFE matrix is 3.57, while the average total score on the EFE matrix is 3.25. These findings place RSIA Permata Hati Mataram in quadrant I, indicating that an aggressive growth approach is required given the company's good internal circumstances and numerous growth prospects.

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