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Analysis of pharmaceutical service improvement based on IPA (Importance Performance Analysis) at Pharmacy Kimia Farma Ijen, Malang

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ABSTRACT: Pharmaceutical services are direct and responsible services to patients related to pharmacy to achieve real results and improve patients' quality of life. This study aims to analyze the improvement of pharmaceutical services at the Kimia Farma 36 Ijen pharmacy using the IPA (Importance Performance Analysis) method. The method used is descriptive research with a quantitative approach through questionnaire instruments. The SERVQUAL (Service Quality) model was used to measure the pharmaceutical service questionnaire. Sampling by the accidental sampling technique. Questionnaires were distributed to patients or families of patients who redeem prescriptions at the pharmacy in February 2023. The questionnaire refers to the research of Parasuraman, A., Zeithaml, V. A., & Berry adapted to the research context in the pharmacy. The dimensions are empathy, reliability, responsiveness, assurance, and tangibility, which are divided into importance and performance. The IPA method will analyze performance as the X axis and Importance as the Y. The results show that the service aspects require urgent improvement to improve service quality and patient satisfaction. Aspects that need to be improved include product completeness, the physical appearance of the pharmacy building, cleanliness, comfort, and neatness of the pharmacy, as well as the appearance and service of pharmacy officers. Overall, the results of this analysis provide clear guidance on the priorities for improvements that need to be made at Pharmacy Kimia Farma 36 Ijen.

KEYWORDS: Importance performance analysis; pharmaceutical service improvement; pharmacy.

INTRODUCTION

Pharmaceutical services according to the regulation of the Minister of Health No. 73 of 2016 include the management of pharmaceutical preparations, medical devices, and consumables, which include planning, procurement, receipt, storage, destruction, control, recording, and reporting [1]. Patients' demands on the quality of a pharmaceutical service require a change from the previous drug-centric service to a patient-centered service [2]. Patient-centered pharmaceutical services aim to improve treatment outcomes and minimize the risk of drug-related side effects for patient safety. The impact of not carrying out drug service activities properly is that treatment errors can occur in the service process.

Pharmaceutical services are directly related to patient satisfaction, which is the feeling of satisfaction that occurs after receiving services that meet or exceed expectations. In this case, the model that is widely used to measure patient satisfaction is the SERVQUAL (service quality) model. SERVQUAL is formed based on comparing two factors, namely customer perception of the service they receive (perceived service) with the expected or desired service (expected service). This model is carried out to assess overall patient satisfaction with services in the field of goods and services that prioritize service aspects. The customer satisfaction analysis developed by Parasuraman is based on five dimensions of service quality, namely reliability, assurance, tangibles, empathy, and responsiveness [3],[4].

A pharmacy is a place of pharmaceutical services and a place of service for Pharmaceutical Technical Personnel (Associate Experts in Pharmacy). Pharmaceutical services are direct and responsible services to patients related to pharmacy to achieve real results and improve the quality of life of patients. In providing pharmaceutical services, there must be guidelines called pharmaceutical service standards [5]. According to the Minister of Health regulation No. 73 of 2016 concerning pharmaceutical service standards in pharmacies, it has the goal of improving the quality of pharmaceutical services, ensuring legal certainty and safety for

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pharmaceutical workers, patients, and the community from irrational use of drugs in the context of patient safety [1].

This research was carried out at the Kimia Farma 36 Ijen pharmacy, established in 1979 in Malang City, Indonesia. Currently, there are many pharmacies around the Kimia Farma 36 Ijen Pharmacy, and if you do not maintain and improve the quality of service, patients will easily move to other pharmacies. In the last three months, there has been a significant decrease in the number of visits by cash prescription patients in our health facilities. In November, the number of visits reached 2,191 patients. However, this number dropped dramatically to 1,816 patients in December and continued to decline to just 1,787 patients in January. This consistent decline indicates that urgent problems need to be identified and addressed. If not treated immediately, this decline can have a negative impact on health service continuity and patient satisfaction. To understand the root cause of this visit decline, it is necessary to analyze service improvement using the Importance Performance Analysis (IPA) method. IPA is an effective tool in identifying the services that are most important to patients and assessing how well we perform in those aspects. By mapping the importance of each element and its performance, we can determine the priorities for improvement that must be made. A survey of patients will collect the data needed to conduct this analysis to get a clear picture of which areas need improvement.

The main benefit of using an IPA is its ability to provide a proper focus in service improvement efforts. Through this analysis, it is possible to identify aspects of services in quadrant A, which are aspects considered important by patients but whose performance is currently low. There are four quadrants in IPA analysis. Quadrant A contains variables that are the main priority because this quadrant has the meaning of a high level of expectation, while a low level of reality. Quadrant B contains variables that need to be maintained because this quadrant has the meaning of high expectations and high levels of reality. Quadrant C contains variables that are considered not very important by patients because this quadrant has the meaning of a high level of reality and a low level of expectation. Quadrant D contains variables with low priority because this quadrant has the meaning of a low level of expectation and a low level of reality.

By knowing these aspects, it can allocate resources and improvement efforts more efficiently, so that it can significantly increase patient satisfaction. In addition, IPA also helps to identify aspects that are already performing well and need to be maintained, as well as aspects that may not require further attention.

In addition to providing the right focus, IPA also helps measure the effectiveness of the improvements made. By conducting a re-survey after the implementation of improvements, we can see changes in patient perceptions of service performance. This allows us to continuously monitor and adjust improvement strategies based on direct feedback from patients. This approach not only ensures that improvements are on target but also helps to build a better relationship with patients through ongoing attention to patient needs and expectations. In the long term, using IPA as a service improvement analysis tool can build a solid foundation for sustainability and improving service quality in health facilities. By continuously identifying and improving the important aspects to the patient, it can be ensured that the services provided always meet or even exceed the patient's expectations. This will not only restore the declining number of patient visits but also enhance the reputation of healthcare facilities as providers of quality services that are responsive to patient needs.

▪ MATERIALS AND METHODS

This study is an analytical descriptive research with a quantitative approach. The population in this study is patients or patients' families who come to the Pharmacy Kimia Farma 36 Ijen to buy prescriptions (cash). The average number of prescription patients (cash) per 3 months in 2022 is 5,705 patients. The sample in this study is patients or patients' families who come to the Pharmacy Kimia Farma 36 Ijen to buy prescriptions (cash). The number of samples in the study was 100 respondents, which was determined using the Slovin formula in Sugiyono [6]. The sampling technique uses the accidental sampling technique. Accidental sampling was chosen because this method allows researchers to quickly and easily collect data from subjects who are available or easily accessible without undergoing a complex selection process. This technique is particularly useful when systematic random sampling becomes difficult to implement due to certain limitations. However, since this sampling method is non-random, generalization to the entire population of Kimia Farma pharmacies cannot be made. The inclusion criteria in this study were patients who could read and write, aged 18-60 years,

bought prescription drugs in cash, and were willing to fill out a questionnaire. Exclusion criteria can be used to exclude sample members from inclusion criteria. In this study, the exclusion criteria are patients who buy drugs other than cash prescriptions. This research took place at the Kimia Farma 36 Ijen pharmacy on Ijen Street No. 88, Klojen, Malang City, Indonesia.

The research time began in February 2023. The instrument of this research is a questionnaire. In this study, the questionnaire to be used consists of 15 questions that aim to measure patient satisfaction with five dimensions of SERVQUAL with a 5-scale Likert scale. The measurement scale in this questionnaire uses the Likert scale. The questionnaire indicators were based on the indicators developed by Parasuraman, Zeithaml, and Berry and were adapted to the conditions of the pharmacy [3]. Data analysis involved validity and reliability tests as well as scientific analysis before conducting the research using the IPA method [7],[8],[9],[10]. The initial validity and reliability testing were carried out on 20 patients who had similar characteristics to the research sample.

The improvement of service quality was obtained from the results of the priority scale of the IPA method. Determining the location of the quadrant can be done using the SPSS application, namely by making a cartesian diagram by entering the average value of performance and expectations in each measurement dimension, so that the application will automatically divide the horizontal center line (performance value) and vertical (expected value) which shows the middle value, then the value that has been entered will automatically form coordinates. The quadrant is divided into four parts, as follows: Quadrant A contains variables that are the main priority because in this quadrant, the patient expectation level is high while the performance level is low. In this quadrant, it is a benchmark that is the main priority that must be improved by the Pharmacy Kimia Farma 36 Ijen. Quadrant B contains variables that must be maintained by pharmacies because in this quadrant, the level of patient expectations is large, and the level of performance is also large. So that this performance must be maintained and improved. Quadrant C contains low priority variables because in this quadrant, the level of patient expectations and pharmacy performance is low. In this quadrant, it is unnecessary to do it, because patients do not expect more from the performance of Pharmacy Kimia Farma 36 Ijen. Quadrant D contains variables that are considered not very important by patients, because in this quadrant, the level of performance is high while the level of expectation is low. It can be said that the performance of the pharmacy is too excessive, and patients do not expect the performance of the Kimia Farma 36 Ijen Pharmacy.

▪ RESULTS

The validity test is a measurement tool that is carried out to test the accuracy of each research instrument item. Testing this study uses the SPSS application using *the product moment* correlation technique with a significant level of 5%, if from the test results the calculation of r count > r table, then it is said that the question on the number is valid and vice versa if r counts < r table, the question item is invalid [6]. The results of the validity test on the research questionnaire instrument are attached to the following table (Table 1):

Table 1. Validity test results.

Item	Performance		Importance	
	r correlation	Decision	r correlation	Decision
1	0.717	Valid	0.709	Valid
2	0.672	Valid	0.705	Valid
3	0.844	Valid	0.787	Valid
4	0.800	Valid	0.878	Valid
5	0.827	Valid	0.734	Valid
6	0.484	Valid	0.487	Valid
7	0.793	Valid	0.791	Valid
8	0.876	Valid	0.726	Valid
9	0.763	Valid	0.609	Valid
10	0.792	Valid	0.773	Valid
11	0.760	Valid	0.638	Valid
12	0.830	Valid	0.803	Valid
13	0.455	Valid	0.830	Valid
14	0.528	Valid	0.692	Valid
15	0.651	Valid	0.786	Valid

The table above shows that the result of the r calculation is greater than the r of the table, which is 0.444, so it can be concluded that the questionnaire is declared valid. The reliability test of Cronbach's Alpha value is at least 0.6. This means that if the *Cronbach's Alpha value* obtained from the calculation results is more than 0.6, it is concluded that the questionnaire is *reliable;* on the other hand, if the Cronbach's *Alpha value* is less than 0.6, it is concluded to be unreliable [6]. The results of the reliability test on the questionnaire instrument are attached as follows (Table 2):

Table 2. Reliability test results.

	Performance (Cronbach's Alpha > 0.6)		**Importance (Cronbach's Alpha > 0.6)**	
Item	Alpha Cronbach	Decision	Alpha Cronbach	Decision
1	0.927	Reliable	0.933	Reliable
2	0.928	Reliable	0.929	Reliable
3	0.923	Reliable	0.926	Reliable
4	0.925	Reliable	0.924	Reliable
5	0.923	Reliable	0.928	Reliable
6	0.935	Reliable	0.936	Reliable
7	0.925	Reliable	0.927	Reliable
8	0.922	Reliable	0.928	Reliable
9	0.927	Reliable	0.931	Reliable
10	0.925	Reliable	0.927	Reliable
11	0.926	Reliable	0.931	Reliable
12	0.923	Reliable	0.926	Reliable
13	0.934	Reliable	0.925	Reliable
14	0.931	Reliable	0.929	Reliable
15	0.929	Reliable	0.927	Reliable

After conducting validity and reliability tests, the study was conducted on 100 research samples. The following table (Table 3) will describe the demographics of the respondents in this study, including gender, age, last education, occupation, monthly income, number of patient visits, reasons for patient visits, and the origin of prescriptions.

Table 3. Characteristics of respondents.

No	**Data**	**Frequency**	**%**
1	**Gender**		
	Man	52	52
	Woman	48	48
2	**Age**		
	19 - 25 year	39	39
	26 - 40 year	42	42
	41-50 year	19	19
	> 60 year	0	0
3	**Education**		
	High school	19	19
	Diploma	10	10
	Undergraduate	54	54
	Postgraduate	17	17
4	**Occupation**		
	Students	18	18
	Private employee/Self-employed	23	23
	Civil servant	38	38
	Others	21	21
5	**Monthly income**		
	< Rp. 5 million	37	37
	Rp. 5-10 million	44	44
	> Rp. 10 million	19	19

6	**Visit**		
	First time	26	26
	2-5 times	36	36
	> 5 times	38	38

No	Data	Frequency	%
7	**Reasons to go to the Pharmacy Kimia Farma 36 Ijen**		
	Friend recommendations	18	18
	Good service	16	16
	Near home	29	29
	Not available elsewhere	37	37
8	**Origin of the recipe**		
	Inhouse	76	76
	Exhouse	24	24

The majority of respondents in this study are men, with a total of 52 (52%) respondents. The age of the respondents in this study varied from 19 - 50 years. The educational level provided by the researcher in this questionnaire is Senior High School, Diploma, Bachelor, and Postgraduate, and the most educational level for respondents is the Bachelor level, with 54 (54%) respondents. The researcher provided five choices of job types in the questionnaire, namely students or students, private employees/self-employed employees, civil servants, and others. The highest type of employment is civil servants as many as 38 (38%) respondents. Furthermore, the researcher provides three options for the respondents' income, namely < 5 million, 5-10 million, to > 10 million. The number of respondent visits in 2023 varies, namely, for the first time, 2-5 times and more than 5 times. The highest number of visits was in > option 5 times with a total of 38 (38%) respondents. The reason respondents went to Pharmacy Kimia Farma 36, Ijen researchers gave four choices: friend recommendations, good service, close to home, and not available anywhere else. The results showed that it was not available anywhere else, ranked the highest, with 37 (37%) respondents. The origin of most prescriptions was prescriptions from *in-house doctors*, amounting to 76 (76%) respondents.

IPA analysis

The SERVQUAL calculation uses the help of *Microsoft Excel*. The result is shown in Table 4.

Table 4. Score the importance of performance.

Dimension	Indicator	Performance score	Expectation score	Gap
Reliability	Pharmacists provide medication information and health education	3.2	4	-0.96
	Pharmacists serve products as requested by patients	3.38	4.36	-0.98
	Pharmacists are honest and trustworthy	3.37	4.27	-0.9
	Average	3.32	4.26	-0.95
Assurance	Pharmacists never make mistakes in service	3.51	4.36	-0.85
	Completeness of products at KF36 Pharmacy	3.35	4.48	-1.13
	Provision of quality drugs at Kimia Farma 36 Pharmacy	3.15	4.38	-1.23
	Average	3.34	4.41	-1.07
Tangible	The building of KF 36 Pharmacy is good and attractive	3.39	4.54	-1.15
	Cleanliness, comfort, and neatness of KF 36 Pharmacy	3.3	4.48	-1.18
	The appearance of pharmacists is clean, neat, and attractive	3.36	4.57	-1.21
	Average	3.35	4.53	-1.18
Empathy	Pharmacists pay attention to patient complaints	3.67	4.52	-0.85
	Pharmacists do not look at patients' social status	3.82	4.49	-0.67
	Friendliness of pharmacists	3.83	4.5	-0.67
	Average	3.77	4.5	-0.73
Responsiveness	Pharmacists always resolve patient problems	3.24	4.44	-1.2
	Fast pharmaceutical service	3.46	4.59	-1.13

Pharmacists understand patients' needs	3.27	4.45	-1.18
Average	3.32	4.49	-1.17
Overall average	3.44	4.42	-0.98

IPA is an effective tool for identifying the aspects of services that are most important to patients and assessing how well we are performing in those aspects. By mapping the importance of each aspect and its performance, it can determine the priority of improvements that must be made (Table 5). The patient survey obtained a clear picture of which areas need to be improved in the four quadrants.

Table 5. Research indicators and position in quadrants.

Dimension	Indicator	Performance score	Expectation score	Quadrant
Reliability	Pharmacists provide medication information and health education	3.20	4.00	C
	Pharmacists serve products as requested by patients	3.38	4.36	C
	Pharmacists are honest and trustworthy	3.37	4.27	C
Assurance	Pharmacists never make mistakes in service	3.51	4.36	D
	Completeness of products at KF36 Pharmacy	3.35	4.48	A
	Provision of quality drugs at Kimia Farma 36 Pharmacy	3.15	4.38	C
Tangible	The building of KF 36 Pharmacy is good and attractive	3.39	4.54	A
	Cleanliness, comfort, and neatness of KF 36 Pharmacy	3.30	4.48	A
	The appearance of pharmacists is clean, neat, and attractive	3.36	4.57	A
Empathy	Pharmacists pay attention to patient complaints	3.67	4.52	B
	Pharmacists do not look at patients' social status	3.82	4.49	B
	Friendliness of pharmacists	3.83	4.50	B
Responsiveness	Pharmacists always resolve patient problems	3.24	4.44	C
	Fast pharmaceutical service	3.46	4.59	B
	Pharmacists understand patients' needs	3.27	4.45	A

The IPA diagram is divided into four parts bounded by a horizontal and vertical center line, where the horizontal line is the average performance score and the vertical line is the average expected score. So, an instrument is said to have a high score if the score results exceed the center line, and vice versa if it is less than the center line.

In this study, questionnaire instruments are included in all quadrant categories, and the results of performance scores and expectations determine the location of the quadrant. Based on the results of data processing with the SPSS application, the IPA diagram about patient satisfaction with pharmaceutical services at Pharmacy Kimia Farma 36 Ijen is as follows (Figure 1):

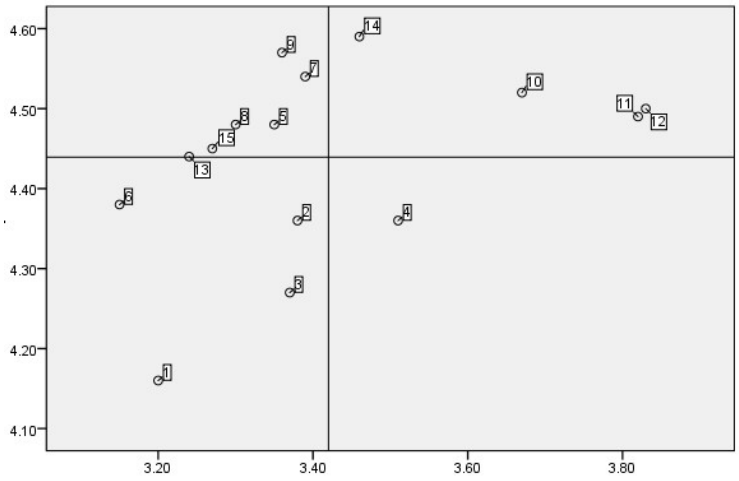

Figure 1. Position of the IPA quadrant.

The first quadrant is the A quadrant, located in the upper left. Quadrant A contains indicators that are the main priority and need to be improved because in this quadrant, the level of expectations is high, but the officers' performance is low. In this study, what is included in quadrant A are statement items numbers 5,7,8,9, and 15.

In statement item number 5, "Product completeness at Pharmacy Kimia Farma 36 Ijen", as many as 25% felt quite satisfied, 26% expressed satisfaction, and 22% stated very satisfied. The value of expectations for product completeness is very high because 63% strongly agreed that the products at Pharmacy Kimia Farma 36 Ijen must be complete. This statement item is indeed included in quadrant A. However, the gap results still show negative results because the high patient expectations cause the quality of pharmaceutical services to be unsatisfactory. After all, it is difficult to meet patient expectations. That way, so that the gap value is not negative, it is necessary to make improvements by completing the products at the Kimia Farma Ijen pharmacy as completely as possible.

Statement item number 7, "A good and attractive Kimia Farma 36 Ijen pharmacy building," as many as 29% expressed satisfaction, and 27% stated they were very satisfied. Patients' expectations for this item are very high, namely, 69% stated that they strongly agree that the building of the Kimia Farma 36 Ijen pharmacy must be good and attractive. That way, to repair this item, it is hoped that Pharmacy Kimia Farma 36 Ijen can repair the building so that patients can get comfort when visiting Pharmacy Kimia Farma 36 Ijen.

Statement item number 8, "Cleanliness, comfort, and neatness of Pharmacy Kimia Farma 36 Ijen," stated that as many as 29% were satisfied, and 23% stated that they were very satisfied. Patient expectations on this item are also very high, as many as 63% strongly agree that the Kimia Farma 36 Ijen pharmacy must be clean, comfortable, and tidy. The gap results stated negative on this item, so to improve this item, it is hoped that Pharmacy Kimia Farma Ijen can always pay attention to these aspects because it is directly related to the patient's comfort in receiving treatment at Pharmacy Kimia Farma 36 Ijen.

Statement item number 9, namely "Clean, neat and attractive appearance of pharmacy staff," stated that as many as 24% felt quite satisfied, 23% expressed satisfaction, and 24% stated that they were very satisfied. Patient expectations for this item are very high, as many as 71% of patients strongly agree that the appearance of the pharmacy staff must be clean, neat, and attractive. In this item, the gap shows negative results, so improvements are needed for each pharmacy officer to always pay attention to *grooming* when carrying out pharmaceutical service activities.

Statement item 15, "Pharmacy staff understands patient needs," stated that 23% felt satisfied, and 24% stated they were very satisfied. Patient expectations for this item are also very high; 63% of patients strongly agree that pharmacists must be able to understand patient needs. To improve on this item, it is hoped that every pharmacy officer will improve their knowledge so that they can more easily understand the needs of patients.

The second quadrant is the B quadrant, located in the upper right corner. This quadrant contains factors that must be maintained because the level of expectation and performance is equally high. Four indicators come in this quadrant, namely in statement items 10, 11, 12, and 14.

Statement item number 10, namely "Pharmacy staff who always say greetings," as many as 26% expressed satisfaction, and 33% stated they were very satisfied. Patients' expectations for this item are also very high, namely, 65% of patients strongly agree that pharmacists must always say greetings. The gap results were negative, so the formation officer must consistently say greetings.

Statement item number 11, "Pharmacy staff does not look at the social status of patients," stated that as many as 39% were satisfied, and 32% of patients stated that they were very satisfied. Patient expectations on this item are also very high, namely, 62% of patients strongly agree that pharmacists should not look at the patient's social status. The gap results were negative, so the pharmacy officer must be more professional and not look at the patient's social status when carrying out pharmaceutical service activities.

Statement item number 12, "Hospitality of pharmacy staff," stated that as many as 39% of patients were satisfied, and as many as 33% of patients stated that they were very satisfied. High patient expectations, 62%, make this indicator a must to be maintained and improved. According to Ahmad (2013), retaining customers is more difficult than getting customers, which makes one of the factors of officer friendliness that must be paid more attention to because it is related to patient satisfaction and loyalty. That way, pharmacy officers are required to be friendly to patients to create a good relationship that which also has a good impact on the company's image.

Statement item number 14, "Fast pharmaceutical services," as many as 73% of respondents stated that they strongly agree with this indicator. The results of pharmaceutical services received were 39% satisfied and 24% very satisfied. Providing services quickly is a very important indicator for patients because seeing the patient's condition is unhealthy, so it is natural for patients to expect fast and appropriate services. This is like the concept of service management, according to Ahmad (2013), which is one of the factors that need to be considered regarding the quality of service to implement an effective service system. Therefore, this indicator must be maintained and improved in quality to meet patient satisfaction.

The third quadrant is quadrant C. Quadrant C contains factors that have low priority because in this quadrant, the level of expectation and performance is equally low. In this quadrant, some indicators have low levels of expectations and performance, namely statement items number 1, 2, 3, 6, and 13.

Statement item no. 1 "Pharmacy officers provide drug information and health education", as many as 31% felt quite satisfied, 22% satisfied, and 19% very satisfied. The level of performance given to patients tends to be low; this also happens in patient expectations, namely, 24% agree and 51% strongly agree. Improvements in the C quadrant indicator are a low priority, but this indicator cannot be ignored because according to the regulation of the Minister of Health No. 73 of 2016 concerning Pharmaceutical Service Standards in Pharmacies, one of the activities of drug information services in pharmacies is to provide information and education to patients so that the purpose of patient-oriented pharmaceutical services can be realized.

Statement item no. 2 "Pharmacy staff can serve products as requested by patients" as many as 15% of respondents were very dissatisfied, 14% were dissatisfied, 17% felt quite satisfied, 26% were satisfied, and 28% were very satisfied. The level of expectations is also low, namely, 31% and 55% strongly agree. This is considered not so important by patients because, at Pharmacy Kimia Farma 36 Ijen, there is a pharmacy self-service so that most patients can choose the products they want.

Item 3 of the statement "Pharmacy officials are honest and trustworthy", as many as 24% are dissatisfied, 20% feel quite satisfied, 27% are satisfied, and 23% are very satisfied. Respondents do not consider this indicator important because only 40% say they agree, and 46% strongly agree. Although it has a low priority, this indicator needs to be considered because to form confidence and patients in the pharmaceutical services provided, it is necessary to have guarantees to patients in the form of honesty, instill trust, and provide good credibility for the company. (Abdullah & Irfan, 2021).

Statement item no. 6 "Provision of quality drugs at Pharmacy Kimia Farma 36 Ijen", 21% felt quite satisfied, 23% satisfied, and 19% very satisfied. Respondents' expectations for this indicator are not too high, namely, 31% of respondents agree and 56% strongly agree. This indicator has the largest negative gap value

(-1.23), which means that the gap between expectations and performance of Pharmacy Kimia Farma 36 Ijen is quite large. To improve this, before drugs are given to patients, other pharmacy officers must conduct a double check as stated in the regulation of the Minister of Health No. 73 of 2016 concerning Pharmaceutical Service Standards in Pharmacies.

Statement item no. 13 "Pharmacists always solve patient problems" as many as 21% of respondents felt quite satisfied, 20% satisfied, and 25% very satisfied. Respondents' expectations on this indicator are also not too high, namely, 30% of respondents agree and 59% strongly agree. Although it has a low priority, this indicator needs to be considered because pharmacists who always solve patient problems can form a good relationship between patients and pharmacists, so that the goals of patient-oriented pharmaceutical services can be achieved, and the company's image is also good.

The last quadrant is the D quadrant. This quadrant is a factor that is considered less important and excessive by patients because of low patient expectations, but high performance. One item, item number 4, is included in the less important category.

Item number 14, "Pharmacy attendants who have never made a mistake in service". As many as 28% patients felt satisfied, 26% of patients felt very satisfied Although patient expectations are low, namely, 34% agree that mistakes in providing services should not occur because this is directly related to the patient's health and results in medication errors that can cause patients to receive irrational drugs that are harmful to the patient's quality of life. This indicator still needs to be improved, even though it is considered not very important, because it is related to the success of a patient's treatment.

▪ DISCUSSION

The results of the study show that five aspects of service need to be improved in pharmacy X. First, the completeness of the products at the Kimia Farma 36 Ijen Pharmacy, the good and attractive Kimia Farma 36 Ijen Pharmacy building, the cleanliness, comfort, and neatness of the Kimia Farma 36 Ijen Pharmacy, the appearance of the pharmacy staff who are clean, neat and attractive, the pharmacy officer understands the needs of the patient. This analysis identifies that product completeness in pharmacies is one of the leading indicators needing improvement. Patients expect complete and timely availability of medicines, but performance in this aspect is still low. Good product completeness is essential in ensuring patients get the medication they need without delay, increasing patient satisfaction and trust in the pharmacy. In addition to product completeness, the physical appearance of the pharmacy building is also a concern. Pharmacy Kimia Farma 36 Ijen needs to improve the appearance of its structure to make it better and more attractive. An attractive and neat appearance can give a positive impression to patients, making them feel more comfortable and safe when visiting the pharmacy.

Research shows that a good physical environment can affect the perception of service quality and increase customer satisfaction. The pharmacy's cleanliness, comfort, and neatness are also critical aspects that need improvement. Patients expect a clean and comfortable pharmacy as a place where they get health services. Clean and tidy environmental conditions not only support the health and safety of patients but also improve their experience while in the pharmacy. According to the service theory, a clean and comfortable environment can enhance the perception of service quality and customer satisfaction. The appearance of the pharmacy staff is also an important factor that affects patient satisfaction. The study results show that pharmacy officers at Pharmacy Kimia Farma 36 Ijen need to pay more attention to their appearance to always be clean, neat, and attractive. The professional appearance of the pharmacy staff can increase the patient's confidence in the services provided.

In addition, pharmacists who understand patient needs and can provide appropriate and friendly services will increase patient satisfaction and loyalty. By improving these aspects, Pharmacy Kimia Farma 36 Ijen is expected to enhance the quality of service and patient satisfaction. Implementing appropriate improvements to product completeness, physical appearance of the building, cleanliness, comfort, neatness of the pharmacy, and the appearance and service of pharmacy staff will have a significant positive impact on patient perception and experience. This comprehensive approach will help pharmacies build a good reputation and increase the number of patient visits.

CONCLUSION

Based on the Importance Performance Analysis (IPA) analysis results at Pharmacy Kimia Farma 36 Ijen, it can be concluded that several aspects of service require urgent improvement to improve service quality and patient satisfaction. Aspects that need to be improved include product completeness, the physical appearance of the pharmacy building, cleanliness, comfort, and neatness of the pharmacy, as well as the appearance and service of pharmacy officers. Overall, the results of this analysis provide clear guidance on the priority improvements that need to be made at Pharmacy Kimia Farma 36 Ijen. By focusing on the aspects that matter most to patients and making appropriate improvements, pharmacies are expected to improve service quality, patient satisfaction, and the number of patient visits in the future. This approach will not only improve the current problems but also build a solid foundation for continuous service improvement.

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