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Establishment of Tunas Harapan Islamic Hospitals at Salatiga, Central Java, Indonesia: A SWOT Analysis

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Authors' contributions

This work was carried out in collaboration between both authors. Author KAP designed the study, performed the statistical analysis, wrote the protocol and first draft of the manuscript. Authors KAP and SI managed the analyses of the study. Author SI managed the literature searches. Both authors read and approved the final manuscript

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Case Study

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ABSTRACT

Objective: The Ministry of Health of the Republic of Indonesia's program is to improve the health status of the community and realise a better health status. Therefore, support from all sectors, both government and the private sector are required. Tunas Harapan Islam Hospital is a private hospital that wants to participate and take part in it by providing health services to the general public, especially in Salatiga city. This research is a case study that aims to obtain feasibility analysis of hospital establishment by using SWOT analysis.

Methodology: Type of research is quantitative research with SWOT analysis technique. The study was conducted around the project location of Salatiga Regency in March to August 2017 with 350 respondents.

Results: Based on the quantitative data obtained the result is the score of Internal Factor with a

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value of 1.10 and external factor score with a value of 0.10. This shows that position analysis of Islamic Hospital of Tunas Harapan is in quadrant I which shows have an excellent condition and advantageous that is with strength and more significant opportunity than weakness and threat so that the most appropriate strategy is Growth Strategy.

Conclusion: Formulation of the strategy of the establishment of Tunas Harapan Islamic Hospital is growth strategy because it has high chance and strength in facing competition with existing hospital. Therefore the plan of the establishment of Tunas Harapan Islamic Hospital in Salatiga to be continued.

Keywords: Strength; SWOT analysis; internal factor; external factors; weakness; opportunity; threat.

1. INTRODUCTION

Salatiga is one of the cities in Central Java province, which has the fastest growth with an increase of 3.84%. The economic level of Salatiga City is growing well, so the ability of people in understanding and awareness of the importance of health is quite high.

Therefore, the development of the public health services market and hospitals can grow well in line with the level of public awareness of health and education as well as the level of the economy also affect. The condition of hospital growth in Salatiga has bed ratios in every health service (hospital), and the population is 1: 849. With a total of 23 hospitals with uneven distribution, therefore Salatiga requires more facilities and health facilities.

Private sector involvement is needed as a reflection of community self-sufficiency to anticipate government policies and address the increasing demand for health services [1].

Tunas Harapan Salatiga Islamic Hospital participates and will take part in it with planning to establish a hospital. In the construction of the hospital needs to be well planned to avoid the investment in vain, because it is different from the wants and needs of the community. In this case, should be made an excellent investment analysis and carefully in anticipation of various possibilities that will occur.

Tunas Harapan Islam Hospital will be a Type C Hospital with a total of 136 beds. The hospital has a vision of making quality hospitals in patient care, superior and reliable in supporting government programs in the health sector, collaborating across sectors in the development of qualified medical personnel resources with sound management and strategic planning systems and actively participating in an effort to

improve the public health status, especially for the people in Salatiga city [2].

In the management of the development of a hospital required good strategic planning. Strategic planning is a process that must be done by an organisation in determining the strategic direction for the sustainability of the organisation, wherein determining this the organisation must try to optimise the role of all lines including factors, capital and human. One of the analytical techniques in determining the direction of organisational strategy is the analysis of strengths, weaknesses, opportunities and threats called SWOT analysis [3].

The SWOT analysis is mapped into two analyses: Internal Organization and External Organization Analysis for internal organisational analysis, including the strengths and weaknesses of the organisation itself, while for the external environment analysis consists of Opportunities and Threats [4].

This study is a case study that aims to get an idea of the potential for business development in the hospital market share, public perception of new hospital establishment and to obtain a feasibility assessment of the planned establishment of tunas Harapan Islamic hospital in Salatiga city.

2. RESEARCH METHODS

This research is descriptive research using quantitative research method. Qualitative research aims to be able to describe and describe the conditions that exist, and human engineering, especially regarding the characteristics, quality, inter-linkage activities that affect the establishment of hospitals in Salatiga.

Data analysis from this research is a descriptive analysis which aims to give a description researched subject based on data from variables

obtained [5]. While technical analysis is used to find out the market potential of the hospital market in the project plan based on analysis of strengths, weaknesses, opportunities, and threats using SWOT matrices so that steps can be identified to determine a marketing strategy by leveraging the strengths and opportunities to overcome weaknesses and threats [6].

Primary data of this study were conducted on 350 respondents who have experience on health services. Respondent data were taken randomly at a health service place in Salatiga area [6]. Secondary data obtained from documentation study and library data. The analytical techniques

are carried out in accordance with the rules in the SWOT analysis given a weighting in each column using ordinal scales, assessment in the preparation of matrix strengths, weaknesses, opportunities and threats, and the making of matrix diagrams in determining Islamic positions Tunas Harapan Salatiga Hospital, and the final step is to determine the strategy to be selected during the development of Tunas Harapan Islamic Hospital - Salatiga [7]. Data collection methods used are interviews, observation and documentation.

The map below is the location of Islam Tunas Harapan Hospital will be built as follows:

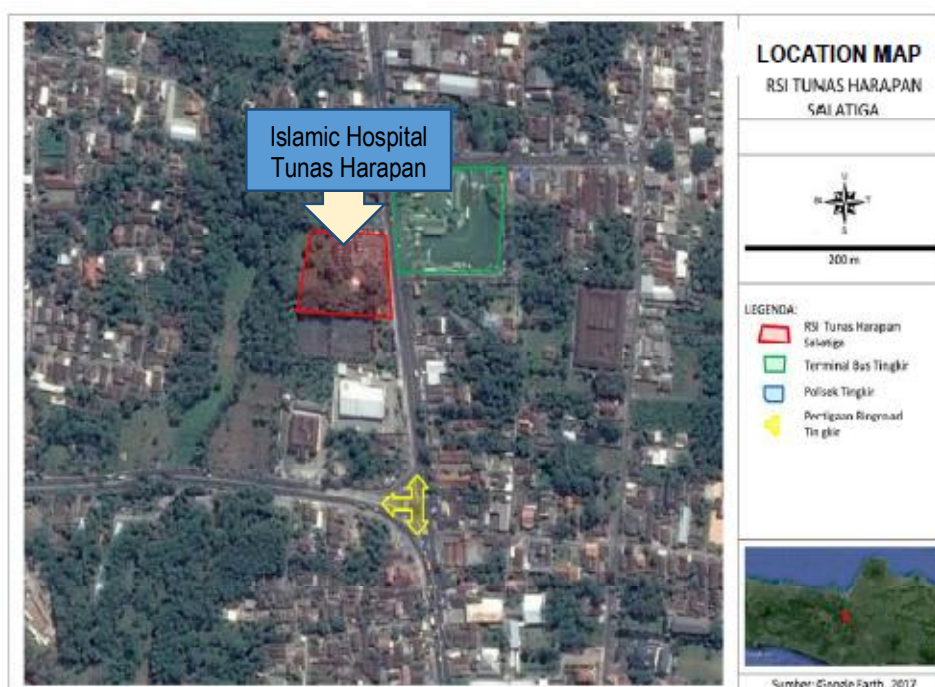


Fig. 1. Location plan of Tunas Harapan Islamic Hospital [2]



Fig. 2. Model plan of Tunas Harapan Islamic Hospital Salatiga [2]

3. RESEARCH RESULTS AND DISCUSSION

A. Qualitative Analysis

Observation and recording do qualitative Analysis by direct review of internal and external factors on the location plan of the establishment of the hospital. Instead of this, based on the results, analysis made in SWOT matrix, as follows in Table 1.

B. Quantitative Analysis

The process of quantitative analysis performed is SWOT analysis with Internal Factor Evaluation (IFE) matrix approach, External Factor Evaluation (EFE) matrix and Internal-External (IE) matrix. [5], as follows:

1. Internal Factor Evaluation Matrix

Based on the internal factor analysis of the existence of Tunas Harapan Islamic Hospital, the matrix of analysis can be shown in the table below:

2. External Factor Evaluation Matrix

External Factors Evaluation (EFE) is a matrix method that is a tool in strategic operational management that is used to assess the current state and potential of the current hospital plan. The EFE matrix is a good enough tool to visualize and prioritize the opportunities and threats faced in plans to establish hospitals in the city of Salatiga.

External Factor Evaluation Matrix External Factor Evaluation Matrix can be seen in the table below, as follows [6,7]:

3. Internal External Matrix

Internal External matrix is an analysis of hospital internal strength parameters and the external influences of the hospital that it encounters. The purpose of using this model is to obtain a more detailed business-level business strategy. External Internal matrix is obtained after calculating the total score obtained from Evaluation of External Factor and Internal Factor which then made in Matrix form, then the next step is to record Internal Factor Evaluation and Evaluation

of External Factor, so that we can know the position value of Islam Tunas Harapan Hospital by using Table of Internal External Coordinates, as follows [6,7].

After weighting, then the results are analyzed based on SWOT Analysis Matrix Diagram and can be illustrated as follows [8].

Hospital management should have promotional strategies - marketing to introduce hospitals, diversify types of hospital services, improve internal and external hospital services, and develop hospital growth strategies

4. DISCUSSION

A. Internal Environmental Analysis

Internal environment or often referred to as the environment within the organization of the hospital is to include two components of the components that support and is the strength and components that are the weakness of the hospital.

In this case focused on hospital location factors, hospital positions and the availability of supportive human resources, especially in the health sector. This factor will be a very influential factor in the continuity of the organization [9]. Anticipative measures are needed in view of the increasingly tight competition between hospitals in Salatiga due to the demands of the community as users of health services to obtain the convenience of health services, the completeness of medical facilities, the availability of specialist doctors and the promotion of the existence of hospitals with its various advantages [10].

Management Tunas Harapan Islamic Hospital implements the rules of health care ethics required for all Hospital employees to do their work with sincerity and iklas, always greet and always greet friendly in all actions related to the service to the community. Greetings and smiles are mandatory ethics in the operational rules of Tunas Harapan Islamic Hospital within the framework of relationships in serving patients, and this principle becomes the main pattern of management of Islam Tunas Harapan Hospital [9,11].

Table 1. SWOT matrix analysis Tunas Harapan Islamic Hospital [4]

	Strenght	Weakness
Internal factors	<ol style="list-style-type: none"> 1. Position of strategic hospital 2. Complete and newest hospital facilities 3. Better support from health personnel, partners and network insurance 4. Doctors and medical experts are credible 5. Specialist Doctor stands for 24 hours 6. Educational programs that support public health 7. Provide security and comfort in health services 	<ol style="list-style-type: none"> 1. Lack of information about the advantages of Tunas Harapan Hospital 2. The cost of care and hospital services is relatively the same as other hospitals 3. Not serving general disease clinics 4. Employee regulation between hospitals is more or less the same 5. There is no modification in the employee rankings in the motivation and development of the hospital.
External factor		
Opportunity	Strength opportunity strategies	Weakness opportunity strategies
<ol style="list-style-type: none"> 1. Hospital location in dense residential area 2. Hospital market share is wide, serving all strata of society 3. The economic ability of the surrounding community is quite good 4. Among the high population growth 5. The availability of complete medical personnel in the city of Salatiga 	<ol style="list-style-type: none"> 1. Conducting promotional actions related to the latest level of service to all residents of Salatiga and surrounding areas. 2. Working with partner companies and government or private health insurance networks 3. improve health services with available facilities 4. continuously improve service quality 5. Conduct audit process on hospital management regularly to improve hospital operation 6. Makes management breakthrough Renewal and exciting in providing care services at Islam Hospital Tunas Harapan to provide trust to customers 	<ol style="list-style-type: none"> 1. Conducting promotion to residents around the hospital 2. Make a classification of service tariff variables so that service rates can be suppressed, 3. Opening other health services (diversification of health services) 4. Employee salary adjusted to the achievement of targets set by management 5. Make efforts to improve human resources by conducting training / training on prospective workers, administrative staff, health workers, nurses and other workers
Threat	Strenght threat strategies	Weakness thread strategies
<ol style="list-style-type: none"> 1. Have many competitors with more facilities 2. Similar hospital maintenance costs are relatively similar. 3. Still high enough patients who go to clinics, practice doctors, clinics rather than to the hospital. 4. In the near future will appear new Hospital with similar facilities 5. Inflation will affect public expenses to be paid by the Hospital 	<ol style="list-style-type: none"> 1. Cooperating with partner companies and insurance networks 2. Providing optimal services in accordance with existing facilities 3. Conducting promotion and marketing about hospital , especially for easy access and strategic location 4. Conduct regular training of medical personnel on the latest health and medical development. 5. Conduct cost efficiency of hospital expenses 6. Improving quality services, in the field of medical services, medical support and quality of health personnel 7. Improving the quality of better services with affordable services by the community, compared to existing private hospitals and government hospitals 	<ol style="list-style-type: none"> 1. Addition of hospital facilities, medical and non medical facilities 2. Conduct promotional actions related to the latest level of service to all citizens 3. Conducting a system of motivation, rewards, and clear punishment for every hospital official as fair 4. Optimize the operation of 24-hour ambulance service 5. Increased human resources by conducting training / training to employees and should be better than the human resources of other hospitals 6. Improved safety and comfort factor services in hospital and surrounding areas

Table 2. Internal factors Matrix Tunas Harapan Islamic Hospital [10]

No	Strenght	Weight	Rating	Score
1.	Strategic location	0.20	4	0.80
2.	Complete and up-to-date facilities	0.10	4	0.40
3.	Supporting health workers, partners and good insurance network support	0.20	4	0.80
4.	Doctors and medical specialists and strong specialist credibility	0.15	3	0.45
5.	Specialist doctors stand for 24 hours	0.20	3	0.60
6.	Offers educational programs that support hospital health personnel	0.10	4	0.40
7.	Provide safety and comfort in health services	0.05	4	0.20
Total				3.65
No	Weakness	Weight	Rating	Score
1.	Lack of information about excellence Tunas Harapan Islamic Hospital	0.25	2	0.50
2.	The cost is relatively the same (no difference with other hospitals)	0.20	2	0.40
3.	Not serving general disease clinics	0.30	3	0.90
4.	There is no modification in the employee rankings in the motivation and development of the hospital.	0.25	3	0.75
Total				2.55

*Information: Ratings are determined by Rating Description, as follows: [8], 4 = very good response; 3 = responses above average; 2 = average response; 1 = response below average
In ranking and factor value, the author tries to give objective data maybe. But the ranking and the value of these factors still contain weaknesses because it only uses judgment so it contains subjectivity*

Table 3. Matrix EF (External Factor) Tunas Harapan Islamic Hospital [10]

No	Opportunity	Weight	Rating	Score
1	Hospital location in dense settlement	0.30	2	0.60
2	The market share of health services is relatively wide	0.20	2	0.40
3	The economic ability of the community is quite good	0.15	4	0.60
4	Salatiga population growth rate is quite high	0.15	3	0.45
5	The need for medical personnel is sufficient	0.20	3	0.60
Total		100		2.65
No	Threat	Weight	Rating	Score
1.	Many competitor hospitals with complete facilities	0.25	3	0.75
2.	The cost of patient care with a competing hospital is relatively the same	0.30	3	0.90
3.	High community levels are being treated in public health centers rather than in hospitals	0.25	2	0.50
4.	There will be many new hospitals of the same type	0.10	2	0.20
5.	Inflation rate affects the cost of patients and hospitals	0.10	2	0.20
Total		100		2.55

*Information: Ratings are determined by Rating Description, as follows: [8], Rating Description: 4 = Great opportunities; 3 = Small Opportunities; 2 = A small threat; 1 = Great threat
In ranking and factor value, the author tries to give objective data maybe. But the ranking and the value of these factors still contain weaknesses because it only uses judgment so it contains subjectivity*

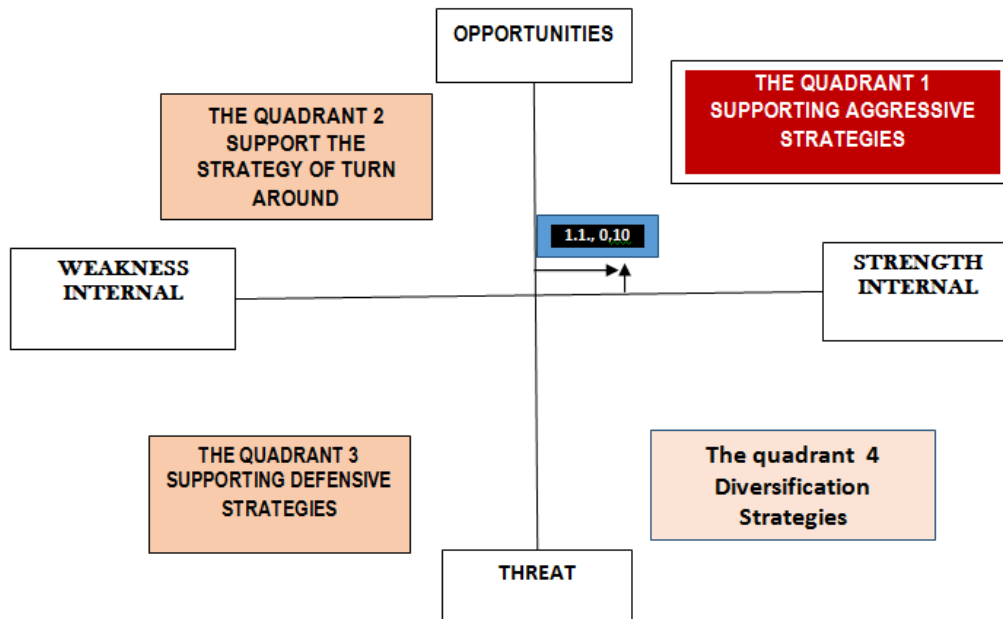


Diagram 1. SWOT Matrix Analysis Diagram Tunas Harapan Isamic Hospital [8]

Table 4. Coordinate IE (Internal External) Tunas Harapan Isamic Hospital [8]

SWOT	Total score
Internal factors	
a. Strength	3,65
b. Weakness	2,55
Difference (Strength - weakness)	1,10
External factors	
a. Opportunities	2,65
b. Threat	2,55
Difference (Opportunity - threat)	0,10
Coordinate Point (x, y)	(1,10 : 0,10)

B. External Environmental Analysis

The external environment refers to the environment outside the organisation, in this case, is the opportunity factor and the threat factor. In Salatiga City planned to be built in Tunas Harapan Islamic hospital, this is a market opportunity regarding reaching care and public health services in the area of Salatiga city. This opportunity is an opportunity that should be exploited by the management manager of Tunas Harapan Hospital in making strategy in getting a patient from Salatiga and surrounding area [11].

While the threat is the high rate of inflation so that directly or indirectly will directly affect the financing of health services to the community and the purchasing power of people to go down. In addition to the issues mentioned above Tunas Harapan Islamic Hospital should also begin to anticipate the development and strategy of competitors of existing hospitals and existing hospitals that will stand in Salatiga; therefore the Islamic Hospital of Tunas Harapan requires innovation and strategy always updated in service to the community both hospital facilities and hospital service quality [12].

C. Strategic Plan

Based on the analysis of internal and external matrices, the position of Islam Tunas Harapan Hospital is located in quadrant 1, it can be interpreted that the position of the hospital is in a very favorable position, so that the hospital can further develop the organization based on the advantages and opportunities, strategies and action plan of policy management aggressive hospitals can support a growth-oriented strategy on the following points [13]:

1. Determination of standard procedure to be performed in the form of minimum service standards based on patient safety so that it is expected to increase patient loyalty to Islam Hospital Tunas Harapan Salatiga [14].

2. Increase the knowledge and skills of health workers at Tunas Harapan Salatiga Islamic Hospital in the form of seminars, training and follow-up studies for all staff at the hospital, especially those related to the professional level of health workers [14, 15].
 3. Cooperate with professional medical organization, for example with professional anesthesiology organization, surgical medical association, pediatric association organization, obstetric association, optometric association, cancer doctor association, emergency department association, association of care unit intensive care unit and others. to improve the professionalism of human resources in the hospital.
 4. Cooperate with companies around Tunas Harapan Islamic hospital through the social insurance administration agency and insurance company that can be trusted and recognized by the Government of Indonesia [16].
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5. CONCLUSION

Internal Environmental Conditions that become the strength is the location / position of the hospital, the availability of Human Resources, especially in the Field of Health, this will be a factor that is very influential in the continuity of the organization and External Environmental Condition Factors that become an opportunity here is with increasing population and the development of new industrial area in Salatiga City. Therefore, a strategy that suits the condition of Islam Tunas Harapan Hospital is the most likely strategy to be implemented is an aggressive policy support strategy (Growth Oriented Strategy)

CONSENT

As per international standard or university standard written patient consent has been collected and preserved by the authors.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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