



## Identifying Key Service and Quality Dimensions as Public Relations Strategy in RSUP Persahabatan

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**Abstract.** This study aims to determine the Application of the SERVQUAL Model to the PENCILS Public Relations Strategy at KS Hukormas (Organizational Legal Substance and Public Relations Substance Group) Persahabatan Hospital. The importance of the existence of public relations in health institutions, not only as forming a positive image of the hospital in synergy with internal and external customers, but also playing an active role in managing various health issues through community-focused activities. The dimensions of service quality (SERVQUAL) consisting of Tangible, Assurance, Reliability, Responsiveness and Empathy (TARRE), are parameters in the KS Hukormas RSUP Persahabatan in carrying out PR activities through the PENCILS strategy (Publications, Events, News, Community Involvement, Lobbying and Negotiation and social responsibility). This descriptive qualitative research uses multiple methods in data collection: observation, interviews and literature study. The results of the study show that although all aspects of TARRE have been fulfilled in PENCILS activities, the internal opinion of the RSUP Persahabatan considers that several aspects still need to be optimized and varied so that they are more interesting and not monotonous.

**Keywords:** SERVQUAL Model, PENCILS PR Strategy, Hospital Public Relations, Health Communication

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## INTRODUCTION

Corporate image makes a major contribution to building public or customer trust and loyalty, which is formed from the feelings, and perceptions of stakeholders towards the organization (Bozkurt, 2018). One way to see the image of an organization is to pay attention to the public relations of the organization to build and maintain it (Oparaugo, 2021). The better the performance of public relations in managing problems, the better the image of the organization is formed (Purba Kusuma, 2020).

Soegiardjo in Gassing (2016) concluded that public relations (PR) are a management function that evaluates public attitudes, adjusts the work procedures of an organization or individual to the public interest, and carries out action programs to gain public understanding and approval (Afnan, 2019). Mainly functioning as a communications sector in integrating and harmonizing the company's vision, mission, goals, and objectives, PR is increasingly seen as part of an organization's strategic function. Not only establishing relationships with internal audiences or external public, but the public relations area also includes the mixed audience area, such as investors, suppliers, etc. (Victoria, 2020).

This not only applies to private organizations, to government organizations, the role of public relations is also very much needed as forming the image of a wise, prudent, professional, and proportional government to the community (Kasmirus, 2013). Public relations in government or government public relations is currently optimizing public communication not only in conventional media but also in digital media such as social media as a form of democratic and transparent public service (Graham & Avery, 2013).

Government public relations is not only found in government organizations tasked with forming regulations as part of political and economic functions but also in government institutions that serve public health. The importance of health in a country's economic growth led WHO in 2000 to form the Commission for Macroeconomics and Health (CMH), which focuses on health for economic development (World Health Organization, 2013).

This was also carried out by the Indonesian state government by building and developing various state-owned health agencies. One of the state-owned health agencies of Indonesia is the Central General Hospital (RSUP) Persahabatan. Based on the Regulation of the Minister of Health of the Republic of Indonesia Number: 1679/Menkes/Per/XII/2005 concerning the Organization and Work Procedure of the RSUP Persahabatan, it states that the RSUP Persahabatan is a Technical Implementation Unit (UPT) within the Ministry of Health which is in a section and is responsible to the Director General of Services Health Ministry of Health. RSUP Persahabatan is a Class A Government Hospital with Respiratory Referral Excellence based on KEPMENKES No. HK.02.02/MENKES/566/2016 (Renggar Ministry of Health). RSUP Persahabatan which is designated as the National Respiration Center, excels in carrying out its public services, especially in the PR department as a unit that forms the image of the organization in society.

Not only playing an active role in shaping the image of RSUP Persahabatan, the Legal Substance Organization and Public Relations Group (KS Hukormas), which is a joint installation of public relations and law department, also contributes to campaigning for a healthy lifestyle. In addition, KS Hukormas as a health institution PR professional also helps ensure that accurate information is disseminated and the public is kept informed and involved during this challenging time (Tatwa, 2021). As research conducted by (Zulfikar et al., 2017), public relations at hospitals are not only required to be able to know everything that happens in society but understands the various products offered and various events that occur related to the hospital. So that public relations is able to make plans in the form of programs as a sign of concern for the community.

In 2022, RSUP Persahabatan, through KS Hukormas, won five awards in the field of best public service innovation within the Ministry of Health for 2022, (RSUP Persahabatan, 2022):

1. Category: Inclusive and just public service innovation. Title of Innovation: Management of complaints in green and shady open spaces of RSUP Persahabatan
2. Category: Resilience of Public Institutions in the Pandemic Period and Anticipation in the Post-Covid 19 Pandemic Period. Title of Innovation: Lotus Dental and Oral Services (Implement the New Order Wholeheartedly) During the Covid-19 Pandemic
3. Category: Resilience of Public Institutions in the Pandemic Period and Anticipation in the Post-Covid 19 Pandemic Period. Title of Innovation: Telemedicine Services in the Covid-19 Pandemic Era RSUP Persahabatan
4. Category: Inclusive and Equitable Public Service Innovation. Title of Innovation: Development of Health Tourism through Providing Healing Garden Facilities for Inpatients at RSUP Persahabatan
5. Category: Effectiveness of Public Institutions to Achieve TPB. Title of Innovation: Innovation of the First Lung Transplant Service in Indonesia.

It was these various awards for innovation in the field of hospital public relations that brought the author interested in conducting this research. Previous research on public relations at the RSUP Persahabatan previously showed that patients who went to the RSUP Persahabatan had positive impressions and reactions, and had an effect on the emergence of public trust in improving the quality of service (Fathiannisa & Sri Ekowati, 2020). In the same year, the study was published, RSUP Persahabatan succeeded in obtaining JCI Accreditation 6th edition, International Hospital Accreditation Commission (KARS) Accreditation, KARS SNARS Accreditation 1st Plenary edition, and ISO 9001:2015. December 2022, RSUP Persahabatan was accredited by KARS and received "Plenary" results.

The author assumes that this is inseparable from the role and public relations strategy of the RSUP Persahabatan, which as of May 27 2020 according to the nomenclature has changed to KS Hukormas, in carrying out its duties and functions to form a positive image of the RSUP Persahabatan. In this regard, the author is interested in further examining the dimensions of service and quality as a public relations strategy for RSUP Persahabatan. This research is expected to make a positive contribution to public relations practices in health institutions, especially

hospitals. Also a positive contribution academically as a contribution to the development of the concept of public relations.

## RESEARCH METHOD

This research uses a qualitative descriptive method by collecting data in the form of words and pictures, to understand phenomena that occur naturally or naturally (Putri, 2016). Qualitative research is subjective and uses various methods in collecting data, such as interviews and focus group discussions (Kandel, 2020).

Using an interpretive paradigm, where researchers interact directly with research subjects that take place in a cyclical (non-linear) manner and are also open-ended, as research has been conducted by (Aprianti, 2016) to understand the meaning of the construction "mbluskan the train". This research's object is to apply the SERVQUAL model to the PENCILS Public Relations strategy. While the subject of this study was KS Hukormas (Organizational Legal Substance and Public Relations Substance Group) at RSUP Persahabatan.

This research, which was conducted during June and July 2022, took place at the RSUP Persahabatan which is located on Jl. Persahabatan Raya No.1, RT.16/RW.13, Pisangan Tim., Kec. Pulo Gadung, City of East Jakarta, Special Capital Region of Jakarta, 13230. The technique of searching and collecting data in this study was carried out in a multi-method, namely by field observations, interviews, and the collection of documents or literature studies that are relevant to the research object. Research that combines data collection techniques from observation, interviews, and literature studies was conducted by Mas'Amah in 2015, to find out how to adapt foreign and foreign students at Padjadjaran University, Jatinangor Campus (Mas'Amah, 2015).

Field observations were carried out using the researcher's five senses, without any manipulation (Hasanah, 2016), and interacted directly with the research object. To strengthen the research results, researchers conducted in-depth interviews with key informants and supporting informants from KS Hukormas RSUP Persahabatan. Rayhan, et al. used an in-depth interview technique that combined information from several informants to find out Sundanese cultural education strategies at Saung Angklung Udjo (Rayhan et al., 2021).

**Table 1.**  
**Table of Informants Data for Interview**

No	Informant Status	Name of Informant	Position	Code
1	Key Informant	dr. Vonny Yahya, MH	Kepala KS Hukormas RSUP Persahabatan	R1
2	Supporting Informant	Eryuniyanti, S.Sos	Koord Sub Humas	R2
3	Supporting Informant	Ifa Nurul Utami, S.Sos	Pranata Humas Ahli Pertama	R3

No	Informant Status	Name of Informant	Position	Code
4	Supporting Informant	Ida Ayu Asti Windriyani, SH	Analisis Hukum Hukormas	R4
5	Supporting Informant	Listiani, A.Md	Pengelola Data Hukormas	R5
6	Supporting Informant	Nanda Rica Iriani, A.Md	Pengelola Data Kehumasan	R6
7	Supporting Informant	Hening Sulaksono	Petugas Customer care	R7
8	Supporting Informant	Fanny Oktavianty	Petugas Customer care	R8

Source: Research Result (2023)

Literature studies are carried out by the author to find a foothold or foundation in obtaining a theoretical basis or framework (Rahayu, 2018). The theory of SERVQUAL or service quality according to Zeithaml & Bitner (2000) is one of the methods used by certain institutions or agencies to improve the quality of the services provided. This theory includes the development and understanding of the customer's perceived service needs. Service quality is often measured based on the perception of the quality of service provided by the organization concerned, then compared to other organizations with very good service quality. The results of the gap analysis will become a reference for improving service quality. The dimensions contained in service quality in the SERVQUAL theory are divided into five dimensions, namely tangible, reliability, responsiveness, and empathy. Thus, this study examines the optimization of service quality with the five dimensions of SERVQUAL (Saputra et al., 2021).

In this study, the author conducted a literature study to understand the SERVQUAL (Service Quality) model, which is a descriptive method for describing service quality, and the PENCILS Public Relations strategy from Philip Kotler. Service quality is an assessment made by the audience or the public of an organization. Not only does it function to improve performance in subsequent services, but service quality can also be used to speed up the process of identifying problems that will or are occurring (Ramya et al., 2019).

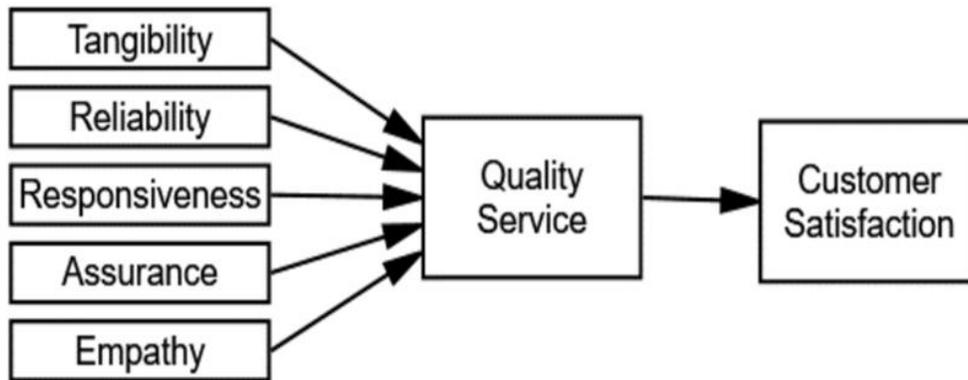
Various research and literature on service management reveal that services have four unique characteristics that distinguish them from goods and have an impact on strategies for managing and marketing them (Purba et al., 2022). This is as the author's assumption, which is carried out by KS Hukormas RSUP Persahabatan as a public relations strategy.

### **Model SERVQUAL (Service Quality)**

The SERVQUAL model is a group of dimensions or instruments that are used as a measuring tool to assess customer satisfaction with service quality in the health service industry (Dharmadewi & Utami, 2018). The SERVQUAL model is also known as the TARRE model, which is an acronym for the five elements that

make up service quality, namely: Tangibility (physical), Assurance (belief), Reliability (reliability), Responsiveness (responsiveness), and Empathy (a sense of empathy).

The SERVQUAL model, which was first discovered by Parasuraman (1983), is increasingly being used in the category of empirical research, especially during the development of the internet era and the e-commerce industry (Wang et al., 2015). Although it is widely used in quantitative research methods, research using the SERVQUAL or TARRE model at a 5-star hotel is carried out qualitatively through interviews with hotel managers and guests (Lu et al., 2015).



Source: (Nautwima & Asa, 2022)

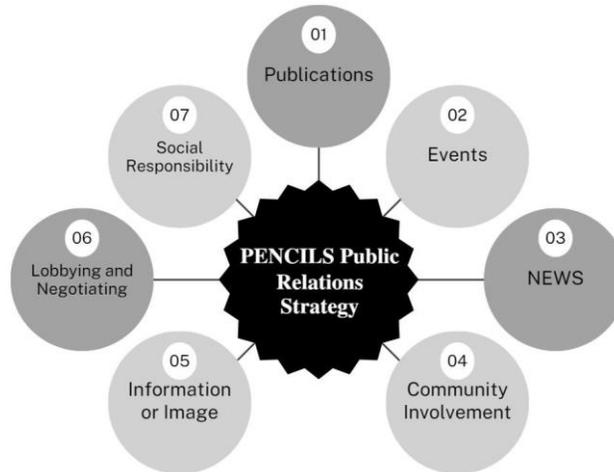
**Image 1. Model SERVQUAL**

The first element of TARRE in the SERVQUAL model is tangibility which is defined as tangible, physically visible. This element can be seen from the physical facilities, equipment, personnel, and various communication media used (Sanjuq, 2014). The second element is assurance or confidence. This element is related to the abilities possessed by employees in the form of knowledge, and courtesy, which aims to gain the trust of the customers of the company (Sanjuq, 2014). The third element is Reliability or reliability. This element is shown through the ability of employees and companies to fulfill all their promises, both those promised through advertisements and promises made by front liners accurately and reliably (Sanjuq, 2014). The fourth element is Responsiveness or responsive value. This element is the ability of employees and companies to provide services quickly to meet customer needs (Sanjuq, 2014). Responsiveness can also be interpreted that employees and companies having a desire to continue to help customers. The final element of the TARRE or SERVQUAL model is empathy. This element is an aspect of the value of the caring nature of employees and companies individually to customer needs.

### **PENCILS Public Relations Strategy**

The PENCILS Public Relations Strategy is a concept put forward by Harris & Wellen, which consists of seven main elements as a Public Relations strategy: Publications (Publications), Events (Events), News (Reporting), Community Involvement (Concern for the community), Information or image (Brand Image),

Lobbying and Negotiation (Lobbying and Negotiation), Social Responsibility (Social Responsibility) (Hadianti & Setyanto, 2022).



Source: (Author's Processed Data 2023)

**Gambar 2. PENCILS Public Relations Strategy**

Publications, are one measure of the success of public relations (Prajarto, 2008). Some of the advantages of publishing include: building credibility and brand awareness, positioning oneself as an expert in the same organization or business environment, helping organizations to be seen by the public, building opportunities for strategic cooperation, and encouraging organizations to become more competitive (Apuke, 2018).

Events are the second element of PENCILS' public relations strategy. As one of the communication strategies, through an event, organizations can come into direct contact with the target public of the event. In this case, events become a communication bridge between organizations and the public that can be used as a weapon in competition to attract public attention (Dewi & Runyke, 2013).

News or creating news, is carried out by organizations through public relations by issuing press releases, or news to be published in newsletters or bulletins (Komariah et al., 2018). Reporting in the form of a press release plays a quite an effective and efficient role in conveying accurate information from the organization to the public (Tolapa, 2018).

Community Involvement as the fourth element of the PENCILS Public Relations strategy can be interpreted as a form of effective participation from organizations to be directly involved with the community or community, where organizations and communities have the same agreement to work together (Abubakar & Mohamad, 2017). Several forms of community involvement include community service, volunteering, conducting special training for local communities, etc. (Rachmawati et al., 2021).

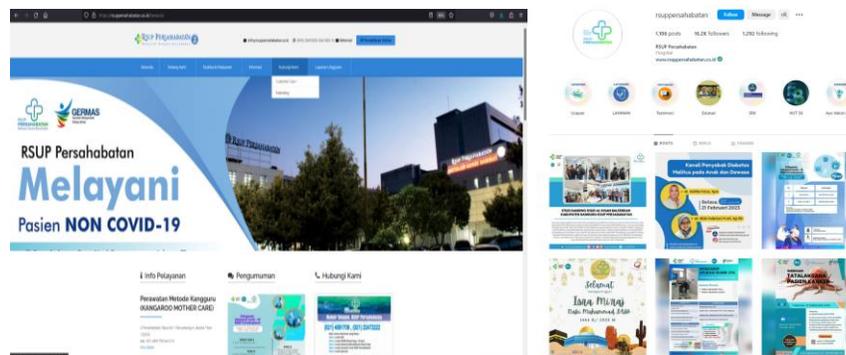
Information or Image is intended as a way for organizations to inform their brand image. A process that aims to get public attention from being a nobody to an image (Manafe & Ardeana, 2022). Not only does it function as an organizational

way of communicating symbolically, the image also has a utilitarian function as a strategy for carrying out public relations activities (Raviv, 2014). Lobbying and Negotiation are often seen as an organizational involvement in a conflict, especially politically (Ramadhani et al., 2022). Lobbying is defined as negotiating to demand satisfaction and needs to be met, while the negotiation is when both parties (or more) exchange ideas with the aim of changing the relationship to a mutual agreement (Wertheim). Social Responsibility as the last element of the PENCILS strategy of the Public Relations mix, is defined as a decision in which an organization integrates social and environmental concerns into its business operations (Kapur, 2020). Social responsibility not only creates an organizational image, but also builds strong and healthy, loyal relationships with the community, and displays an image as a socially responsible organization (Jamshed, 2020).

## RESULT

In this section, the author will explain based on the framework of the PENCILS concept. This research, which was conducted during June - July 2022, yielded some information related to the application of the SERVQUAL model to the PENCILS public relations strategy at KS Hukormas RSUP Persahabatan (Publications, Events, News, Community Involvement, Information or Image, Lobbying and Negotiation, Social Responsibility). Carrying out the task as a work unit whose function is to publish information to the public, publications carried out by RSUP Persahabatan through KS Hukormas, in the form of digital media. The main digital media is in the form of a website as a source of information publication, then Instagram social media, and digital bulletins, which are published regularly.

RSUP Persahabatan Website (<https://rsupersahabatan.co.id/>) contains six main menus consisting of Home, About Us, Facilities & Services, Information, Contact Us, and Featured Services. In addition to the website, RSUP Persahabatan has an Instagram social media with the account @rsupersahabatan which has been active since July 2015. Currently, this Instagram account with 16.2k followers (as of February 22, 2023), ranks 5th with the most number of followers for the hospital category in Indonesia.



Source: (Official Publication Media of RSUP Persahabatan 2023)

**Image 3. Homepage Website and Instagram of RSUP Persahabatan**

Instagram social media is the most updated social media for RSUP Persahabatan. This social media administrative officer is required to stand by for 24 hours, so that they can respond quickly to questions and criticisms from the public, submitted digitally.



Source: (RSUP Persahabatan (newsletter Juni), n.d.)

Image 4. Publication Medium's KS Hukormas

During the span of 2022, KS Hukormas has published as many as 12 monthly bulletins which contain various activities carried out by the RSUP Persahabatan in the previous month and health articles that correlate with health holidays in Indonesia (RSUP Persahabatan (newsletter)). This digital bulletin, which can be accessed through the official website of the RSUP Persahabatan, has two options for readers to enjoy, namely by downloading it directly, or by using the "read now" option.

Based on the results of the author's interview with R3, the RSUP Persahabatan's website currently looks good, and is not inferior to other vertical hospitals. However, unfortunately, it does not provide two-way communication such as online registration, and is not yet integrated with registration via WhatsApp media. Apart from that, the absence of a responsive Q&A (Question-Answer) is also considered as another thing that needs to be improved in the RSUP Persahabatan's digital communication media. Resource persons R2, R4, R5, and R6 also hope to be able to further optimize website performance by providing various information in the form of real-time news and articles that are important for stakeholders to know.

Even though the social media Instagram of RSUP Persahabatan is currently considered by sources to have developed better. However, the resource person hopes to be more active in educating about diseases that are currently becoming the subject of public discussion (trend). Not only as a medium for promoting superior services but Instagram is also expected to be a source of information regarding the schedule of certain specialist doctors, as needed by the community.

KS Hukormas acts as a hospital event organizer, responsible for receiving guests' protocol activities to implement major events. Some of the events held regularly by KS Hukormas of RSUP Persahabatan include webinars, seminars, and workshops (RSUP Persahabatan (webinar, seminar, workshop).

The webinars held by KS Hukormas RSUP Persahabatan are divided into three types: webinar series related to certain topics, webinars that follow national holidays, and webinars related to major international health results. Webinars are held at least 1 time in 1 month, on a large scale, if related to Respiration Day or TB Day (World Tuberculosis Day). The following is an example of a webinar activity held by RSUP Persahabatan, with the Tupoksi KS Hukormas as the person in charge of the event in charge publishing the webinar activities.



Source: (RSUP Persahabatan (webinar, seminar, workshop), n.d.)  
**Image 5. Digital Flyer Webinar of RSUP Persahabatan**

Organizing workshops is the task, principal, and function of the simulation and respiration center education and training installation. However, in every activity carried out, KS Hukormas acts as MC, a documentation, and publishes information to the public. The intensity of the workshop implementation will be more frequent as the anniversary of RSUP Persahabatan approaches, even including the implementation of workshops aimed at social service.

As a health agency with an active Instagram social media account, many online activities are also carried out via Instagram Live, viewers or followers from the RSUP Persahabatan's Instagram account can directly interact with RSUP Persahabatan through this feature. The Instagram live program that runs independently is the KS Hukormas program with a Hospital Health Promotion Installation, which is called Hello Sahabat (HEaLth talkOw perSAHABATAN). KS Hukormas of RSUP Persahabatan also has an Instagram Live program or live broadcast called Health Radio Broadcast (SRK), which is a collaboration between RSUP Persahabatan and the Indonesian Ministry of Health, which is held every week.



Source: (Instagram RSUP Persahabatan,2022)

Image 6. Digital Flyer SRK & Instagram live (IG Live) of RSUP Persahabatan

The effectiveness of the event implementation at the RSUP Persahabatan which was supervised by KS Hukormas, R2 considered that the implementation of the activities at the RSUP Persahabatan had not been effective, and was not very interesting so an interesting method was needed. Respondents R3, and R4 said that since the Covid-19 Pandemic entered Indonesia on March 2nd, 2020, the hospital automatically changed all hospital event agendas to online, except for hospital anniversary activities which were for 2 years during the Pandemic (November 2020 and 2021) implemented in a hybrid manner. RSUP Persahabatan anniversary activities were first held offline in November 2022. This opinion was in line with what was expressed by informants R3 and R5, miss Coordination often occurred so that the activities that were held seemed not to be well coordinated, and it was suggested that there should be a change in the person in charge of the event so that it is expected there is a new mode in holding events at RSUP Persahabatan.

As a national respiratory referral hospital, KS Hukormas RSUP Persahabatan routinely publishes health news as information to the public, which can be accessed via the website. Not only reporting on activities or activities carried out by RSUP Persahabatan, the news is also used to inform various matters related to national health issues.



Source: (RSUP Persahabatan, news)

**Image 7.** News Area on RSUP Persahabatan's Website

News developments (current issues) is a public relations strategy implemented by KS Hukormas. Informants R1, R3, R4, R5, and R6 responded regarding the responsiveness that KS Hukormas did regarding developing health issues, moreover as a national respiratory referral hospital, all respondents in this question agreed that they were very responsive in responding to health issues, especially regarding the Covid Pandemic -19 which attacks the respiratory organs. As before when the AI (avian influenza) virus entered Indonesia, RSUP Persahabatan became the AI referral hospital. R3 added that it is good that this issue can be used as a promotional event for journalists to cover and broadcast the news. However, R2 stated that in carrying out the public relations strategy in responding to the development of issues, KS Hukormas was already responsive but had not received full support from the hospital leadership.

Community involvement or active participation of RSUP Persahabatan with related communities is carried out in academic and non-academic environments. RSUP Persahabatan maintains close relationships with medical and health sciences from various institutes and institutions, as well as with related agencies. Participation academically, for example, is the active role of health workers as part of research and educators in health and medical sciences in Indonesia. This can be seen from the collaboration carried out by RSUP Persahabatan with FK UI (Faculty of Medicine, University of Indonesia) Pulmonology Study Program, and the Indonesian Pulmonary Doctors Association (PDPI) in conducting collaborative training, developing Human Resources (HR) and joint academic research (RSUP Persahabatan (collaboration with FKUI and PDPI), 2023).

Non-academically, RSUP Persahabatan is often involved in the agenda of activities within the Republic of Indonesia (RI) government agencies. Activities held by RSUP Persahabatan always involve local regional officials contributing, as in the case of the latest service regarding lung transplantation, KS Hukormas collaborates with local religious leaders to contribute to the transplant team. The opening of integrated geriatric (elderly) poly services, with one-stop service

facilities at RSUP Persahabatan. Availability of home care services, making it easy for elderly families to undergo treatment.

Information or image in RSUP Persahabatan, can be seen from how each part of the agency always uses certain attributes in carrying out their daily activities. These attributes are regulated in dress code while in the agency environment, by wearing a uniform and a special nametag, as a form of self-identification, as part of the RSUP Persahabatan Community.



*Source: (RSUP Persahabatan, 2023)*

**Image 8. Special attributes (uniform, name tag) as Organization's Identity**

RSUP Persahabatan acts as a work unit that negotiates with institutions or agencies so that they can become referrals for their health services. KS Hukormas has now successfully collaborated with several related institutions. Not only in health insurance agencies, but RSUP Persahabatan as the National Respiration Center has also succeeded in establishing cooperation with other public hospitals as a respiratory referral hospital.

The process of lobbying and negotiation is also evident from the issuance of the Decree of the Minister of Health of the Republic of Indonesia, in which the RSUP Persahabatan was given responsibility as tuberculosis (TB) administrator in Indonesia. In October 2022, RSUP Persahabatan carried out a pilot project of the support program at two regional hospitals, namely Banten Hospital and Berkah Pendeglang Hospital.



Source: (RSUP Persahabatan – As Tutor of TB, n.d.)

**Image 9. Tuberculosis Service Network Hospital Support Program**

Social Responsibility activities are carried out by the RSUP Persahabatan through social activities in order to celebrate the birthday of the RSUP Persahabatan. At the celebration of the 59th Anniversary, October 30, 2022, a Circumcision and Mass Circumcision Workshop was held. Participants in the mass circumcision were 60 children who were employees' families, outsourced employees, and the community around the RSUP Persahabatan. This mass circumcision was professionally handled by the RSUP Persahabatan Specialist Surgeon. Before circumcision is carried out, a health check is first carried out by medical personnel to ensure that the children are in good health.

Regarding community involvement, lobbying negotiation, and social engagement activities, informants R4 and R5 stated that this could be further improved. R3 hopes that the difference between promotions, relationships, and the formation of the hospital's image can be further emphasized in its implementation. Related to this element, R5 states that there has not been a well-established relationship with conditions that meet expectations, even today Corporate Social Responsibility is rarely carried out as a process of social engagement. R2 argues that since the PR department joined in a new nomenclature with Hukor (law and organization), there has been a significant difference as if Public Relations has drowned because it cannot directly coordinate and be involved internally and externally.

Playing the role of forming the image of RSUP Persahabatan, according to R1, R7, and R8 as a work unit tasked with protecting, creating, enhancing and maintaining, and improving the image of RSUP Persahabatan the coordinator of KS Hukormas has a role as an expert advisor. KS Hukormas is in charge of providing information and advice to the Main Director regarding problems that occur and preparing press conferences if needed. R2 suggested that it was time for KS Hukormas not to take his existence lightly so that he could emphasize to all lines in the hospital that Public Relations is the spearhead of the Hospital Institution.

Implementation of the SERVQUAL model, a public relations strategy carried out to improve customer service, according to respondents R1, R2, R7, and R8 that the communication strategy is a step used by public relations in providing plenary service to customers so as to create trust, and good service will increase public satisfaction. Everyone's differences in assessing satisfaction should be measured through the Community Satisfaction Index which has been carried out by KS Hukormas and all units so that they can determine the quality of service on customer satisfaction.

The PENCILS strategy applied will create customer satisfaction which results in customer loyalty. Respondents R1, R2, R7, and R8 stated that service satisfaction and customer loyalty are directly proportional. To increase customer loyalty, service providers should be able to meet the expectations of service users. The existence of customer satisfaction can make loyal customers to visit again both as patients and as visitors. Dissemination of information by word of mouth, if the dissemination of information is positive, it will build a positive image, but if the delivery of information is negative, it will automatically destroy the image of RSUP Persahabatan. Customer loyalty in service companies is very important. Patients satisfied with the services provided will definitely be loyal to visit again.

Having a role as a hospital communicator, KS Hukormas is required to create two-way communication based on the right information, respondents R1, R2, R7, and R8 argue that the way the PR team creates the right two-way communication is the provision of outpatient customer service rooms on working days. 07.00 - 12.00, this aims to provide information services to patients, families, and visitors who do not understand about treatment procedures. In addition, two-way communication that occurs through social media or directly by asking patients at customer service and public service spaces that public relations provide. Provision of accurate and reliable information by the public means that the KS Hukormas team must frequently update the information they have so that they can provide accurate and reliable information for patients, patients families, and visitors who ask the Public Relations team.

## **DISCUSSION**

In this section, the theoretical framework or concept, the author combines becomes the results of research conducted through observation, interviews, and literature studies. Research using the SERVQUAL model framework in assessing service quality aspects in Public Relations activities according to the PENCILS concept can be described in outline in the following chart:

### Application of the TARRE Model to the PENCILS Public Relations Strategy



Source: (Processed by the author 2023)

**Image 10. Application of the TARRE Model to the PENCILS Public Relations Strategy's Diagram**

The value of tangibility can be seen from the various communication media used and owned by KS Hukormas RSUP Persahabatan. Publications in the form of digital media, namely: websites, social media Instagram, Facebook, and Twitter, as well as various activities carried out by KS Hukormas both in the form of collaboration with other institutions academically and non-academically, to actively participate in scheduling social activities, as part of social responsibility and community involvement.

The tangibility value can also be seen from the form of attributes worn by each part of the RSUP Persahabatan, in the form of uniforms and nametags in daily activities. This value aspect shows that RSUP Persahabatan is a health institution that can be seen physically, both directly and through digital media. Another tangibility value can be seen during a visit to RSUP Persahabatan, where KS Hukormas makes innovations as a place to receive customer complaints, which is called "Gazebo Sahabat".



Source: (Documentation of KS Hukormas RSUP Persahabatan 2023)

**Image 11. Place for Submitting Criticism and Suggestions in the Open Area**

Other PENCILS elements that have an assurance value can be seen in organizing events. Serving as an Event Organizer, KS Hukormas maintains good quality events at each event, even though the organization's internal opinion wants variations in the organization of the events held. The next assurance value is related to the Community Involvement aspect, where RSUP Persahabatan guarantees ease of treatment for stakeholders who have collaborated, provided that the requirements have been met.

The social media owned by the RSUP Persahabatan is confirmed to be the official account managed by KS Hukormas. Public trust in the RSUP Persahabatan is an important thing when lobbying stakeholders, by providing a 24-hour service guarantee the RSUP Persahabatan makes it easy for anyone to seek treatment. Moreover, priority is given to residents in the environment around the hospital to get primary treatment if they are sick. The following is a Covid-19 vaccination activity that took place at the KPK (Corruption Eradication Commission) office, where a government agency, the KPK entrusted vaccination for all of its employees, to RSUP Persahabatan. This news can be accessed on the hospital's website so that it can be known by the public.



Source: (vaccination service at KPK)

**Image 12. ICU mini team provides Covid-19 vaccination services at the KPK**

The Reliability value of KS Hukormas in publications can be seen when disseminating information and education to the public from competent sources of information. The responsibility for carrying out activities to KS Hukormas is carried out well through collaboration between work units. Reliable performance, KS Hukormas showed when making health news and activities, presenting news in less than 30 minutes. Reliable and highly experienced, making community involvement at RSUP Persahabatan a destination for the community around the hospital as a source of health information, making it easier to capture stakeholders.

This is also the goal of the last PENCILS Public Relations activity strategy, namely Social Responsibility. For audiences who contact the RSUP Persahabatan via online media, KS Hukormas will always coordinate with the relevant work units, in order to minimize misinformation that will be conveyed. One indication of the convenience of the community in using online media is seen by the increasingly active telemedicine services from the RSUP Persahabatan.



Source: (RSUP Persahabatan, documentation)

**Image 13. Telemedicine services during the Covid-19 Pandemic**

The value of Responsiveness or responsiveness in publications is carried out by KS Hukormas through media monitoring routines in monitoring health issues. Reporting that is allegedly going to become a public issue that will develop in society immediately becomes an internal discussion so that KS Hukormas can move quickly to coordinate with a group of medical staff in responding to this public issue.

KS Hukormas' sensitivity to the situation and conditions of the activity is an opportunity to foster cooperative relationships with companies or institutions that plan to make RSUP Persahabatan a reference for health services. Fostering good relations can also occur through social media, by forming bonds and good relations with stakeholders.

Currently, KS Hukormas RSUP Persahabatan, has a customer service officer or Customer Care (CC), which is different from the definition of Customer Care available at service provider agencies in general. CC at RSUP Persahabatan is required to have a very high sense of responsiveness and empathy with the "pick up the ball" method which means that you don't just sit in a place waiting for customers to ask questions or complain about health services. The CC of RSUP Persahabatan is required to be good at reading the surrounding conditions, by approaching customers who look confused or have difficulties.

The difference in treatment given to customers makes customers feel more valued and cared for. This forms a good image of RSUP Persahabatan, that the services provided are very friendly according to the name of this hospital. Customer satisfaction and the provision of accurate and fast information are the main goals of KS Hukormas.



*Source: (Research Documentation, 2023)*

**Image 14. Activities of customer care officers in providing services to patients**

According to Siti Aisyah Boediarja (2009) Empathy as first stated in 1909 comes from the Latin *em* and *pathos* which means feeling into. Fifty years later this is included in the discussion of psychosocial and psychoanalytic science, how individuals can feel themselves as other people while remaining objective without involving their own emotions. As a public servant (public) everyone must have empathy, desire, and be able to feel the feelings, thoughts, attitudes, and behavior of the community, without involving their own emotions (Zulvianti, 2012, 103).

The value of empathy for KS Hukormas is a value that must be applied, because it is a warring party as a bridge between agencies and audiences, in audio-visual news publications that are broadcast on television in several areas of the hospital, accompanied by the publication of information media. This is done so that patients who have hearing impairments can still read the information contained in the flyer provided. All activities carried out by KS Hukormas always provide a special area for the elderly category of audiences as well as physical limitations. This is implemented in the Reporting of information carried out by KS Hukormas, always prioritizing the code of ethics in publication.

For Community Involvement: Establishment of collaboration with various Communities, such as PENA TB (specifically tuberculosis patients), the HIV patient community and the Cancer patient community and currently RSUP Persahabatan provides one stop service for geriatricians, with the hope that it can inspire geriatrics to remain productive. KS Hukormas prioritizes humane services, because we realize that people who visit hospitals are different from people who visit tourist attractions. So it can be concluded that a sense of empathy in carrying out public relations activities is very important. Carry out social service activities within the framework of the anniversary, as a form of mutual concern for the community in the hospital environment and the families of poor hospital employees.

## CONCLUSION

The role of public relations in health institutions, and hospitals, is no less important than the role of public relations in other organizations. Not only as a form of public image, public relations at the hospital plays an active role in providing updates on various information about health in the community. KS Hukormas at RSUP Persahabatan with the PENCILS public relations strategy (Publications, Events, News, Community Involvement, Information or Image, Lobbying and Negotiation, Social Responsibility). The PENCILS element in KS Hukormas activities as a liaison between the hospital and stakeholders has been running as expected. Implementing service quality according to the SERVQUAL model which has five elements of service assessment parameters offered: Tangibility, Assurance, Reliability, Responsiveness, and Empathy (TARRE), each value element has been implemented in public relations activities, although criticism from customers will always be there, KS Hukormas remains received criticism because it can be used as a barometer of service satisfaction.

In line with the motto of the RSUP Persahabatan "Serving in a Friendly manner", KS Hukormas is considered by the author to be successful in applying every element of TARRE to PENCILS PR strategic activities. The results of the research conducted using this qualitative descriptive method are in line with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 14 of 2017 concerning Guidelines for Community Satisfaction Surveys of Public Service Providers. The results of the survey stated that the RSUP Persahabatan received results in the "Very Good" public service category as a result of good cooperation between units within the RSUP Persahabatan and KS Hukormas who were competent in carrying out their duties and functions.

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