



SYARIAH SERVICE STRATEGY IN IMPROVING SERVICE QUALITY YARSI HOSPITAL PONTIANAK

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ABSTRACT

YARSI Pontianak Hospital is required to provide quality services and in accordance with Islamic values as implied in its vision and mission. Fulfillment of the needs of hospital patients is not only focused on physical healing, but also pays attention to the spiritual needs of patients. Applying sharia principles, hospitals can create an environment that supports holistic healing, where patients can gain inner peace and spiritual comfort during the treatment process. This study is expected to provide a comprehensive picture of the efforts made by the hospital in implementing sharia principles. This study uses a mix method model and the type of mix method used is a convergent parallel design . The results of the study showed that service quality has a direct and significant effect on patient trust, hospital image, and patient satisfaction. The results of the SWOT analysis obtained that Yarsi Pontianak Hospital has the strength as the only Islamic hospital in West Kalimantan, the only private hospital that cooperates with BPJS, has been fully accredited, the best hemodialysis service. The weaknesses are the lack of specialist doctors, limited medical equipment, and the number of service rooms is still limited. The opportunities are the absence of private hospitals that cooperate with BPJS, public awareness of sharia products. Threats include the financial stability of BPJS, increasing private hospitals. Sharia service strategies include the application of Islamic values in services, development of competent human resources, improving the quality of patient-centered services, developing facilities and technologies that support sharia services, building partnerships and collaboration with stakeholders , implementing a sharia quality management system, education and promotion of sharia health services to the community. Obstacles include limited quality of human resources, inadequate infrastructure and facilities, limited budget, lack of public awareness and understanding.

Keywords: Strategy; sharia services; hospital; quality

1. INTRODUCTION

Indonesia with a majority population of citizens who adhere to or are Muslim, so of course the existence of hospitals that apply sharia values is a relevant need. Hospitals that apply sharia values are hospitals that in their operations, both management and medical services, apply Islamic sharia principles, this is certainly something that is needed by patients, especially those

who are Muslim. The existence of sharia hospitals is expected to be a characteristic or uniqueness that becomes a competitive advantage for Islamic hospitals amidst the very tight competition in the hospital industry. Sharia value services are an addition that improves the quality of health services provided to all patients. Of course we realize that health services are universal, but of course for Muslims, services that apply Islamic principles are a necessity.

Although sharia services, sharia hospitals do not provide services for the Muslim community only but still serve all races, tribes, groups and religions. According to Masyhudi, Islamic hospitals only provide names or labels, but there are no consequences whatsoever related to the name, so that it is not more Islamic than other hospitals, so standards are needed that are realized in the certification of sharia hospitals. Running a hospital organization according to sharia means implementing management and leadership theories based on Islamic sharia. The nuances of an Islamic environment will depict the religious nuances of the hospital itself. Islamic sharia is comprehensive and covers all dimensions of human life.

YARSI Pontianak Hospital is one of the Islamic hospitals in West Kalimantan. As a hospital that implements Islamic values, YARSI Pontianak Hospital is required to provide quality services and in accordance with Islamic values in accordance with its vision and mission. To become a sharia hospital is certainly not easy for Yarsi Pontianak Hospital. There are still many things that need to be considered and prepared such as a common perception of sharia hospitals, human resources, supporting facilities, and others. Research on sharia service strategies in improving the quality of services at YARSI Pontianak Hospital is important to do. The results of this study can be input for YARSI Pontianak Hospital and other hospitals in improving the quality of services and meeting the needs of Muslim patients more optimally. Given the data from the Ministry of Religion of the West Kalimantan Provincial Office, the Muslim population reaches 60%.

This study also has relevance to Law Number 44 of 2009 concerning Hospitals, which emphasizes the importance of fulfilling hospital service standards and improving the quality of services to the community. In addition, this study is in line with the Fatwa of the National Sharia Council of the Indonesian Ulema Council No. 107/DSN-MUI/X/2016 concerning Guidelines for Hospital Organization Based on Sharia Principles, which provides guidance for hospitals in implementing services in accordance with Islamic values.

Taking into account this background, research on sharia service strategies in improving the quality of services at YARSI Pontianak Hospital is expected to provide a significant contribution to the development of quality health services in accordance with Islamic sharia values.

Novelty in this study leads to the existence of innovation in the application of *Resource Based View theory* through sharia service strategy. As far as the author's understanding, so far there has been no research that makes sharia service, which affects brand image, trust, and patient satisfaction.

The originality of the theoretical model of this study is to integrate theories that are based on *Resource Based Theory* with the arguments of the Qur'an, Hadith and Islamic economic theory. While in the empirical model, this study will test several hypotheses that have not been tested by previous researchers, or have not been integrated specifically.

The purpose of this study is to determine the strategy for implementing sharia-based

services in health services in hospitals. The focus description is to describe the variables related to the Sharia Service Strategy in improving the quality of Yarsi Pontianak Hospital services.

2. METHODS

This study uses a *mix method model*. *Mixed method* is a new approach in research, especially research in the health sector. Mixed method is a study that combines qualitative and quantitative approaches with a specific design to answer research objectives. and The type of mix method used is a convergent parallel design. Convergent parallel design consists of collecting and analyzing qualitative and qualitative data and comparing or connecting the two and then interpreting them. Areas of convergence or divergence between qualitative and quantitative results should be discussed By combining both data to obtain a comprehensive analysis. This study was conducted in one research time. There are three parts in this study, namely quantitative research to find the quality of service, trust, satisfaction and image of Yarsi Pontianak Hospital, second is observation in the field to match quantitative and qualitative data with the aim of confirming. Furthermore, the third is qualitative research.

This research, when viewed from the aspect of variable relationships, is included in explanatory research, namely research conducted by explaining the symptoms caused by a research object.

The approach taken in this study is by collecting data using a survey method, where researchers will take samples from the population using a questionnaire as a primary data collection tool in obtaining factual information and facts or explanations of phenomena, namely the management (Health Workers, Leaders, Administrative Staff), Patients of Yarsi Pontianak Hospital, community leaders, related government units.

The data collection technique used by researchers in this study, namely researchers directly by seeing and observing the actual objective conditions regarding the improvement of service quality and implementation of sharia services: 1. Observation, namely data collection through observation of a condition objectively that is studied both directly and indirectly to obtain data that must be collected related to health services. 2. Distribution of questionnaires to respondents is done directly, where the questionnaire statements are derived from the operationalization of research variables. The form of statement given is a closed statement, the questionnaire statement is arranged based on the indicators of each research variable using a Likert scale. Determination of the score category with an ordinal scale, where the numbers given contain levels, such as strongly agree with a score of 5, agree with a score of 4, disagree with a score of 3, disagree with a score of 2 and strongly disagree with a score of 1. 3. Interview. Interview is one technique that can be used to collect research data. Simply put, it can be said that an interview is an event or a process of interaction between interviewers (interviewers) through direct communication. It can also be said that an interview is a face-to-face conversation between the interviewer and the source of information, where the interviewer asks directly about an object being studied and has been designed in advance. This interview data is used to complement the observation data obtained directly by the researcher. 4. Documentation. Documentation is a person's record or work about something that has passed. Documents about people or groups of people, events, or incidents in social situations that are appropriate and related to the focus of the research are very useful sources of information in

qualitative research. The document can be in the form of written text, images, or photos. Written documents can also be in the form of life histories, biographies, written works, and stories. In addition, there are also cultural materials, or works of art that are sources of information in qualitative research.

Quantitative data processing in this study uses the help of smartpls software. The data analysis model that will be used in this study is simple regression analysis which is one of the data analysis models that aims to describe the relationship between exogenous (independent) and endogenous (dependent) variables, as well as latent variables (mediation) which are patterns of relationships in categorical variables. For qualitative data analysis, it can be explained that data analysis is an effort to systematically search for and record notes from observations, interviews, and others to improve the researcher's understanding of the case being studied and present it as a finding for others. Data analysis is also an activity to organize, sort, group, code or mark, and categorize it .

3. RESULTS AND DISCUSSION

The results of the study of the general description of respondents for quantitative data are as many as 100 respondents who are inpatients in the internal medicine ward. The characteristics of respondents from the female gender are 48%, while men are 52%. Judging from the age that 4 respondents or 4 percent are under 30 years old, 23 respondents or 23 percent are 30 to 35 years old, 31 respondents or 31 percent are 36 to 40 years old and over 40 years there are 42 respondents or 42 percent. The data above illustrates that patients or families of patients who are respondents are dominated by those over 40 years old. The educational background of respondents obtained data that most of the respondents who were sampled in this study were respondents with high school education, which was 52 people or 52 percent. From this data, high school education dominates the respondents in this study. The next characteristic of respondents is education where the respondents' jobs are Housewives as many as 41 people or 41 percent, Civil Servants as many as 2 people or 2 percent, Private Employees as many as 55 people or 55 percent, Others 2 people or 2 percent and others as many as 2 people or 2 percent. In this study, 55% of respondents were dominated by private workers.

The research questionnaire for quantitative analysis before being distributed was first tested for validity and reliability. Validity test with the *Pearson product moment approach* where the r value in the *Corrected Item-Total Correlation column* is greater than the r table, which is 0.195, then all statements in the questionnaire are declared valid. The reliability test of the questionnaire obtained the results of the reliability test for the questionnaire Service Quality, Trust, Hospital Image, and Satisfaction, *the Cronbach's alpha value* was > 0.6 . So it can be concluded that the questionnaire design is reliable.

Discussion of the results of univariate research for the service quality variable shows that the average value given by respondents to the statement items about the service quality variable is 3.05, including the sufficient category. This means that the service quality indicators of Yarsi Pontianak Hospital delivered to patients are quite acceptable to patients. The item that was responded to with the highest average value was item number 2 with an average value of 3.51, namely about hospital staff wearing uniforms and looking neat. While the item with the lowest average value was item number 16 with an average value of 2.56, namely that staff always asked

about the patient's condition. The average given by respondents to the statement items about the trust variable was 2.99, including the sufficient category. This means that the patient's trust indicator is reflected in the hospital services that patients feel are sufficient to provide trust from visiting patients. The item that was responded to with the highest average value was item number 1 with an average value of 3.45, namely about the hospital having good intentions, protecting and not harming patients. Meanwhile, the item with the lowest average value is item number 5 with a value of 2.06, namely about the hospital being responsible for patient complaints. The average given by respondents to the statement items about the Hospital Image variable is 2.72, including the sufficient category. This means that the Hospital Image indicator provides a positive impression from patients. The item that received the highest average response value is item number 1 about the hospital having a good reputation in the community. Meanwhile, the item with the lowest average value is item number 4, namely about the hospital that first appears in the patient's mind and will come back for treatment.

The average given by respondents to the statement items about the satisfaction variable is 2.79, the score value of which is in the sufficient category, meaning that the hospital provides sufficient satisfaction to patients. The item responded to with the highest average value is item number 1 with an average value of 2.98, which is about the patient's feelings when receiving hospital services. While the item with the lowest average value is item number 5, which is about the appearance of the officer in accordance with the patient's expectations and desires. The average given by respondents to the statement items about the loyalty variable is 2.69, the score value of which is below 3.00, meaning that the patient loyalty indicator is in the sufficient category. The item responded to with the highest average value is item number 1 with an average value of 2.87, which is about the patient's willingness to recommend the hospital to others, while the item with the lowest average value is item number 3 with an average value of 2.53, namely about the patient's willingness to return to the hospital when needed.

Next, to conduct a regression test, the data is tested for classical assumptions. First, the normality test with the results through the PP plot graph depicting the frequency distribution of the research questionnaire. The distribution points are around a straight line which means the data is normally distributed, so it can be concluded that the frequency distribution of service quality, trust, hospital image, and patient satisfaction is in accordance with the test distribution. The following multicollinearity is a condition where in the model there is an independent variable that is perfectly or nearly perfectly correlated with other independent variables. Symptoms of multicollinearity can be detected by looking at the Variant Inflating Factor (VIF) and tolerance values if the VIF value of each variable in the model is ≤ 10 and the tolerance value is > 0.1 then there are no symptoms of multicollinearity (Santoso, 2000:41). Judging from the VIF and Tolerance values, it can be concluded that there are no symptoms of multicollinearity in this study, because the VIF value of service quality is 4.864, trust is 2.582, hospital image is 3.512 and satisfaction is 3.672, where all VIF values are less than 10.

To test heteroscedasticity is to look at the distribution of residual variables, where this can be seen from the scattered plot and does not form a certain pattern so that it can be said that there is no symptom of heteroscedasticity. then it is concluded that there is no symptom of homoscedasticity or the regression equation meets the assumption of heteroscedasticity. The linearity assumption states that for each linear regression equation the relationship between the independent and dependent variants must be linear. The linearity test is usually used as a

prerequisite in correlation analysis or linear regression where the test is using the Test for Linearity with a significance level of 0.05. Two variables are said to have a linear relationship if the significance (linearity) is less than 0.05. The results of the analysis show that the Test for Linearity shows a significant value of each relationship between the independent and dependent variables of 0.00 less than the significance of 0.05 so that it can be said that the relationship between the variables is linear.

Pontianak Hospital has an effect of 52.6% on patient trust, while the rest is influenced by other factors. Statistically, the quality of service at Yarsi Pontianak Hospital has a significant effect on patient trust as the results in the anova table show from the sig value. $0.000 < \text{Alpha } 5\%$, thus the hypothesis H1 is accepted, namely the quality of service at Yarsi Pontianak Hospital has a significant effect on patient trust.

In the Coefficients, the t/partial test shows that the service quality variable of Yarsi Pontianak Hospital statistically has a significant influence on the patient trust variable as indicated by its Significance value being smaller than Alpha 5%, which is 0.00. The structural equation is as follows:

$$Y1 = 0.725X + \epsilon 1$$

The interpretation of the equation above is that if the quality of hospital services is improved, patient confidence will increase.

Calculate the error value in the equation above using the formula

$$Pe1 = \sqrt{1 - R^2}$$

$$Pe1 = \sqrt{1 - 0.526^2}$$

$$Pe1 = 0.474$$

The Pe1 value of 0.474 is the standard error of estimate of the regression model which aims to determine the error that occurs in equation model 1, namely between service quality and trust.

Implementation of the quality of service at Yarsi Pontianak Hospital that can create trust in patients is that officers have knowledge that creates confidence in patients and behavior that creates confidence. Trust in the scope of health services is reflected in the attitude of individual service providers that has an impact on patient confidence in the quality and reliability of the services they receive. For this reason, the hospital must strive to improve the quality of service in order to increase patient trust.

The quality of service of Yarsi Pontianak Hospital has an influence of 70.5% on the image of Yarsi Pontianak Hospital, while the rest is influenced by other factors. Statistically, the quality of service of Yarsi Pontianak Hospital has a significant influence on the image of Yarsi Pontianak Hospital as the results in the anova table show from the sig. value. $0.000 < \text{Alpha } 5\%$, thus the hypothesis H1 is accepted, namely the quality of service of Yarsi Pontianak Hospital has a significant influence on the image of Yarsi Pontianak Hospital.

In the Coefficients, the t/partial test shows that the service quality variable of Pontianak Islamic Hospital statistically has a significant influence on the image variable of Pontianak Yarsi Hospital, which is indicated by the Sig value of each being smaller than Alpha 5%, which is 0.000. The structural equation is as follows

$$Y_2 = 0.840X + \epsilon_2$$

The interpretation of the equation above is that if the quality of service at Yarsi Pontianak Hospital is improved, the image of the hospital will improve.

Calculate the error value in the equation above using the formula

$$Pe_2 = \sqrt{1 - R^2}$$

$$Pe_2 = \sqrt{1 - 0.705}$$

$$Pe_2 = 0.295$$

The Pe_2 value of 0.295 is the standard error of estimate of the regression model which aims to determine the error that occurs in equation model 2, namely between service quality and hospital image.

The implementation of the image of Yarsi Pontianak Hospital is the impression obtained by patients according to the knowledge and understanding of patients towards Yarsi Pontianak Hospital. This image is formed from how the hospital carries out its service activities, which have a main foundation for the service aspect. Yarsi Pontianak Hospital has been around for a long time, at least it has planted a good impression in the surrounding community plus the public's trust in the hospital because it is the first private hospital to collaborate with BPJS.

In health services in hospitals, it is not only determined by the availability of physical facilities, but also mental attitude factors and the quality of professionalism of human resources serving patients and their families. In achieving goals oriented towards patient satisfaction, in addition to aspects of hospital facilities, the role of doctors, paramedics and non-medical personnel is very important because it will determine the perception and performance felt by patients directly towards the services provided and can shape the image of the hospital in the eyes of the public. All of this will form a good image as an important capital for the sustainability of hospital operations. The image of the hospital will increase if the hospital is able to improve the quality of its services.

The quality of service at Yarsi Pontianak Hospital has a 65.8% influence on patient satisfaction, while the rest is influenced by other factors.

Statistically, the quality of service has a significant effect as the results in the ANOVA table show from the sig. value of $0.000 < \text{Alpha } 5\%$, thus the hypothesis H_1 is accepted, namely the quality of service at Yarsi Pontianak Hospital has a significant effect on patient satisfaction.

In the Coefficients, the t/partial test shows that the service quality variable statistically has a significant influence on the patient satisfaction variable as indicated by the Sig value, each of which is smaller than $\text{Alpha } 5\%$, which is 0.000. The structural equation is as follows

$$Y_3 = 0.811X + \epsilon_3$$

The interpretation of the equation above is that if the quality of hospital services is improved, patient trust in the hospital will increase.

Calculate the error value in the equation above using the formula

$$Pe_3 = \sqrt{1 - R^2}$$

$$Pe_3 = \sqrt{1 - 0.658}$$

Pe3 = 0.342

The Pe3 value of 0.342 is the standard error of estimate of the regression model which aims to determine the error that occurs in equation model 3, namely between service quality and trust.

The implications of the quality of Yarsi Pontianak Hospital services are the experience of getting services while in the hospital according to customer expectations. Patients during hospitalization feel that they have had a good enough experience, patients believe that the officers have tried to carry out their duties to serve patients with all their abilities and established procedures. The management of Yarsi Pontianak Hospital needs to improve the quality of services it provides so that it will increase patient satisfaction which in turn will increase the hospital's income itself.

A strategy begins with the process of environmental observation. Environmental observation is carried out by analyzing internal and external factors. The description of the research data is an explanation of the data that has been obtained from the research results. This data can be from the results of research using qualitative techniques. In this study regarding the strategy of regional general hospitals in improving the quality of health services at Yarsi Hospital Pontianak, the researcher used SWOT analysis. This theory provides a useful overview of the important components that must be considered by organizational leaders to ensure that they can run in organizational life. An effective sharia service strategy includes a consistent relationship consisting of strategic factors, namely strengths, weaknesses, opportunities and threats. The steps in determining the strategy are; first, the study determines the factors included in the strengths, weaknesses, opportunities and threats of several supporting parties in health services at Yarsi Hospital Pontianak. Second, the researcher matches the aspirations and results obtained by a particular organization with the strengths and opportunities in the SWOT matrix, to produce four alternative series. The type and analysis of data used in the study is a qualitative approach, so the data obtained is inductive, so the separate data are closely related. The opinions and actions of informants are the main sources of research. Data sources from informants are recorded using writing instruments and recorded via a mobile phone that the researcher uses in the research.

Regarding the hospital's strategy in improving quality, the 5 research informants certainly used the method of collecting data sources that are usually done by other researchers, namely purposive, namely collecting data with certain considerations, for example, someone masters the things they master. The informants in this study consisted of several informants, namely; Health Service, Hospital Director, Medical Personnel, Administrative Personnel, Patients, and Community Leaders.

Through SWOT analysis, Strengths data is obtained. Strategy has the key or means to achieve goals effectively and a series of ways to ensure success in achieving goals and plans that are integrated, broad and integrated. The Islamic Hospital Foundation expects and strives for Hospital Management, where it is expected that the Hospital will report on health services that have been carried out related to the development of treatment for patients. In order to realize the implementation of good services and be able to meet the quality indicators of service for patients in providing health services, it is necessary for a public servant to be responsible in carrying out his duties and functions. The quality of this service is related to how public servants

provide services to patients based on applicable duties, functions and policies so that in providing services they can produce good services and in accordance with what patients expect. Service is a very important thing, just as the Director of the Hospital said, namely "service is a very important thing because one of the actions or efforts to provide assistance or help to someone in need so that the problems they face can be resolved". The strength of the hospital is that it is the only private hospital that cooperates with BPJS, so that 90% of patients who visit the hospital are BPJS patients. The next strength is the strategic location where Yarsi Pontianak Hospital is located in the eastern Pontianak area and borders northern Pontianak. Hemodialysis services are recognized as the best by the community.

Weakness (Weakness) Weakness is a deficiency and limitation in an organization, many factors can be a weakness in an organization both in terms of skills and abilities that become a barrier for the organization in achieving satisfactory performance. Weakness is one of the internal factors in the organization. In achieving a service goal, of course, several adequate sources of manpower are needed, but the number of specialist doctors is lacking, then another weakness is the limited medical equipment. which is in the Hospital is very minimal.

Opportunities Opportunities are an opportunity to be used or not used. The conditions that occur are opportunities from outside the organization. Opportunities are also analyzed to choose which is the best opportunity that is owned and can be utilized by the organization. The success of an organization is how to make the most of the opportunities that exist. With this, someone can take advantage of the existing situation. Opportunities that can be utilized to improve the quality of health services at the Yarsi Pontianak Hospital in the eastern and northern regions of Pontianak. Similarly, the director of the regional general hospital said that "one of the opportunities in improving health services is by collaborating with BPJS, the government and the private sector to increase other hospital revenues which will later improve hospital services". For health services by the government, the Yarsi Pontianak Hospital sends medical students, especially specialist doctors, to cover the human resources at the Regional General Hospital. This is a powerful thing in handling health services. Apart from sending them to school, the hospital must also cooperate with BPJS which can improve hospital services later.

Threats (threats) Threats are situations where there are threats that threaten the organization from outside. These threats can hinder everything that happens. Usually the threats that occur in this health service are; patient dissatisfaction with the service in the hospital and the existence of equipment standards, it is possible for other private hospitals to cooperate with BPJS.

From the results of field observations, information was obtained that Islamic values have been implemented by the management of Yarsi Pontianak Hospital. Such as naming rooms with Asmaul Husna, all female employees have worn the hijab, installing prayers and the words of Allah and Muhammad, cooperating with the Ministry of Religion of the West Kalimantan Regional Office in religious guidance to patients. In addition, with the Full Accreditation, Yarsi Pontianak Hospital has met the requirements to apply for a sharia hospital certificate.

Based on the strengths and weaknesses described above, several sharia service strategies can be explained which can be applied at YARSI Pontianak Hospital:

1. Application of Sharia Principles in Services

Ensure that all health services provided are in accordance with sharia principles, such as

the halalness of medicines, food, and medical procedures. Implement service ethics based on Islamic values, such as friendliness, empathy, honesty, and professionalism. Provide adequate and comfortable prayer facilities for patients and families. Provide spiritual guidance and Islamic counseling for patients who need spiritual support during treatment.

2. Development of Competent Human Resources

Recruiting medical and non-medical personnel who not only have professional competence, but also a good understanding of sharia principles. Providing training and competency development for staff on Islamic health services, professional ethics from an Islamic perspective, and effective communication with Muslim patients. Instilling organizational values and culture that are in line with sharia principles, such as integrity, justice, and *ihsan* (doing good).

3. Improving the Quality of Patient-Centered Services

Developing a patient-centered care system that addresses the physical, emotional, and spiritual needs of Muslim patients. Improving effective and empathetic communication between medical personnel and patients, and involving patients and families in care decision-making. Providing relevant and easily understood health information and education for Muslim patients, including guidance on worship during illness and treatment.

4. Facilities and Technology Development

Develop separate inpatient facilities for male and female patients to maintain privacy and Islamic manners. Provide supporting facilities that suit the needs of Muslim patients, such as ablution facilities, Qibla directions, and prayer books. Utilize information technology in services, such as electronic medical record systems that facilitate tracking of patient health history and coordination between medical personnel.

5. Building Partnerships and Collaboration with Stakeholders

Establishing cooperation with Islamic organizations, Islamic boarding schools, and Islamic educational institutions to improve public understanding and acceptance of sharia health services. Collaborating with other sharia hospitals, both at the regional and national levels, to share knowledge, experiences, and best practices in Islamic health services. Building partnerships with suppliers of halal-certified medicines, food, and medical equipment to ensure compliance with sharia principles.

6. Implementation of Sharia Quality Management System

Implementing a quality management system that complies with sharia health service standards, such as halal certification and accreditation of sharia hospitals. Conducting regular internal audits to ensure compliance with sharia principles in all aspects of hospital services and operations. Conducting continuous evaluation and improvement of the quality of sharia services based on feedback from patients, families, and other stakeholders.

7. Education and Promotion of Sharia Health Services to the Community

Conducting socialization and education to the community about sharia health services available at YARSI Pontianak Hospital through various channels, such as social media, websites, and community events. Holding seminars, workshops, and health events aimed at increasing public awareness of the importance of health services in accordance with sharia principles.

Participating in social and religious activities in the community to get closer to the Muslim community and build trust in the sharia health services provided.

By implementing these strategies, YARSI Pontianak Hospital can provide high-quality health services in accordance with sharia principles, and meet the needs and expectations of Muslim patients. These strategies can also help hospitals build a good reputation, improve patient satisfaction, and achieve competitive advantage in the sharia health care industry.

The implementation of sharia service strategy at YARSI Pontianak Hospital involves a series of coordinated steps and efforts to ensure that sharia principles are effectively implemented in all aspects of hospital services and operations. Here are some important steps in the implementation of sharia service strategy at YARSI Pontianak Hospital:

1. Establishment of a Sharia Implementation Team, consisting of representatives of management, medical personnel, and staff tasked with planning, coordinating, and supervising the implementation of sharia service strategies in the hospital. This team is responsible for developing policies, procedures, and guidelines that are in accordance with sharia principles, as well as ensuring compliance with sharia service standards.
2. Human Resource Training and Development, for all hospital staff, including medical personnel, nurses, and non-medical staff, on sharia principles in health services. This training includes an understanding of the concept of cleanliness (thaharah), the halalness of medicines and food, Islamic medical ethics, and effective communication with Muslim patients. Integrating Islamic values and ethics into new staff orientation programs and periodic performance evaluations.
3. Adjustment of Facilities and Infrastructure, to suit the needs of Muslim patients, such as providing separate inpatient rooms for male and female patients, ablution places, and Qibla directions. Ensuring the availability of adequate worship facilities, such as prayer rooms, prayer equipment, and the Quran in every room or floor of the hospital. Implementing a waste management system that is in accordance with sharia principles and environmentally friendly.
4. Implementation of Sharia Quality Management System, in accordance with sharia health service standards, such as halal certification for medicines, food, and medical equipment. Conducting periodic internal audits to ensure compliance with sharia principles in all aspects of hospital services and operations. Integrating sharia service performance indicators into the hospital's evaluation and quality improvement system.
5. Cooperation with Stakeholders, such as the Indonesian Ulema Council (MUI) of West Kalimantan, to obtain guidance and support in implementing sharia services. Collaborating with universities and Islamic educational institutions, such as the Muhammadiyah University of Pontianak, in developing training and research programs related to sharia health services. Building partnerships with suppliers of halal-certified medicines, food, and medical equipment to ensure compliance with sharia principles.
6. Education and Socialization to the Community, about sharia health services available at YARSI Pontianak Hospital through various channels, such as social media, websites, and community events. Holding seminars, talk shows, and public discussions about the importance of health services in accordance with sharia principles and their benefits for

Muslim patients. Participating in social and religious activities in the community to build trust and raise awareness about sharia services at the hospital.

7. Continuous Evaluation and Improvement, including feedback from patients, families, and staff. Using evaluation results to identify areas for improvement and enhancement, and developing appropriate follow-up plans. Benchmarking with other Islamic hospitals to learn best practices and innovations in Islamic healthcare.

The implementation of sharia service strategy at YARSI Pontianak Hospital is an ongoing process and requires long-term commitment from all parties involved. Effective communication, good coordination, and strong support from top management are needed to ensure the success of the implementation of this strategy. With consistent and sustainable implementation, YARSI Pontianak Hospital can become a model in providing high-quality health services in accordance with sharia principles, as well as providing optimal benefits for Muslim patients and the wider community.

Obstacles in the Implementation of Sharia Services faced by Yarsi Hospital Pontianak are:

1. Limited Competent Human Resources, Lack of medical and non-medical personnel who have a deep understanding of sharia principles and their application in health services. Limited training programs and competency development that focus on Islamic health services.
2. Inadequate Infrastructure and Facilities, Limited inpatient rooms that are separate for male and female patients in accordance with Islamic manners. Lack of supporting facilities that suit the needs of Muslim patients, such as ablution places, Qibla directions, and Islamic reading materials.
3. Budget and Financial Resource Limitations, The need for significant investment to develop infrastructure, facilities, and technology that support sharia services. Challenges in allocating adequate budget for staff training, procurement of halal medicines and food, and implementation of sharia quality management systems.
4. Lack of Public Awareness and Understanding, Limited public knowledge about the concept and benefits of Islamic health services. The existence of wrong perceptions or negative stereotypes about Islamic health services that can hinder public acceptance.
5. Challenges in Aligning Medical Practice with Sharia Principles , Complexity in determining the *halal*-ness of drugs, medical procedures, and modern medical technologies in the context of sharia. The need for clear interpretation and guidance from religious authorities on medical ethics issues that arise in health care.

By understanding the barriers and supports in implementing sharia services, hospitals can develop comprehensive strategies to overcome challenges and take advantage of existing opportunities. Collaboration and synergy between hospitals, religious authorities, government, educational institutions, and the community are needed to create a conducive environment for the development and sustainability of sharia health services in Indonesia.

4. CONCLUSION

From the research results above, the following conclusions can be drawn:

1. Service quality has a positive effect on patient trust, hospital image, and patient satisfaction.
2. SWOT analysis obtained that Yarsi Hospital Pontianak has the strength as the only Islamic hospital in West Kalimantan, the only private hospital that cooperates with BPJS, has full accreditation, the best hemodialysis service. The weaknesses are the lack of specialist doctors, limited medical equipment, and the very minimal number of general patient visitors. The opportunities are that there are no private hospitals that cooperate with BPJS, public awareness of sharia products. The threat, of course, is the financial stability of BPJS, private hospitals are increasing.
3. Sharia service strategies that can be implemented at YARSI Pontianak Hospital: Implementation of Sharia Principles in Services, Development of Competent Human Resources, Improving the Quality of Patient-Centered Services, Development of Facilities and Technology that Support Sharia Services, Building Partnerships and Collaboration with Stakeholders, Implementation of Sharia Quality Management System, and Education and Promotion of Sharia Health Services to the Community.
4. Barriers to limited human resources, inadequate infrastructure and facilities, limited budget and financial resources, lack of public awareness and understanding, challenges in aligning medical practices with sharia principles.
5. Support from Religious Authorities and Islamic Organizations. Support from Government and Regulators, Cooperation with Educational and Research Institutions, Support from the Community and Patients, and Availability of Supportive Technology and Innovation.

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