

APPLICATION OF ABC VEN METHOD IN PROCUREMENT MANAGEMENT AND ITS IMPACT ON INTERNAL BUSINESS PROCESSES THAT IMPACT GENERAL PATIENT CUSTOMER RETENTION IN 2022 (CASE STUDY AT RS X)

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ABSTRACT

X Hospital wants to increase the efficiency of pharmaceutical services by replacing the consumption-based drug procurement method with the ABC VEN method to overcome challenges such as out-of-stock, direct purchases from other vendors, and the use of multiple vendors, with a potentially positive impact on customer retention and compliance with relevant regulations and research. This study aims to examine the application of the ABC VEN method to improve inventory procurement planning at X Hospital, compare its effectiveness with the consumption method on internal business processes, and measure its impact on customer retention. This study uses a non-experimental approach with quantitative descriptive and observational retrospective, analyzes drug procurement January-July 2022, and evaluates the ABC VEN method from December 2022 through informant interviews at X Hospital to analyze internal business processes and retention of customers using the Balanced Scorecard approach. The number of samples used was 175 samples. The analysis of validation and reliability tests showed that most of the indicators on the satisfaction aspect were in the high category, while overall patient satisfaction was in the sufficient category. The indicators on the assurance and tangible dimensions are included in the sufficient category, showing attention to the availability of drugs and seating facilities to increase customer retention. The application of the ABC VEN Method at X Hospital from August to December 2022 has a higher realization rate (87%) than the Consumption Method (66%), with a direct procurement efficiency of 57% or IDR 64,816,401. Despite payment constraints, related parties consider implementing the ABC VEN Method more effective and can improve internal business performance and customer retention.

Keywords: X Hospital, ABC VEN Method, Pharmacy Services

INTRODUCTION

Pharmaceutical services in hospitals, such as RS X, aim to provide effective and efficient pharmaceutical services to patients by providing quality drugs and affordable prices. The availability of appropriate and quality drugs is very

important in health efforts. Good management of pharmaceutical supplies through a proper and efficient procurement planning system is the key to achieving this goal. However, RS X faces challenges in drug procurement, such as

stockouts, direct purchases to other vendors, and the large number of vendors used. The drug procurement planning method currently used is the consumption method, but it is not optimal. Therefore, an evaluation of the consumption method and ABC VEN method needs to be carried out to improve the efficiency of drug inventory and overall services, which is expected to have a positive impact on customer retention (Government Regulation of the Republic of Indonesia No. 47 of 2021 concerning the Implementation of the Hospital Sector; Government Regulation of the Republic of Indonesia No. 51 of 2009 concerning Pharmaceutical Work; Ministry of Health of the Republic of Indonesia concerning Technical Guidelines for Pharmaceutical Service Standards in Hospitals; Ministry of Health of the Republic of Indonesia concerning Guidelines for Preparation of Drug Needs Plan and Control of Drug Supplies in Hospitals; Rusly, 2016; Quick, 2012; Mellen et al, 2013; Wijaya et al, 2013; Ningsih et al, 2018; Gunawan, 2021; Oetari et al, 2020; (Abdurrahman, 2022).

The primary objectives of this study encompass a comprehensive examination of the ABC VEN method within the context of inventory management at RS X. Firstly, the study aims to understand the practical application of the ABC VEN method as a potential enhancement to the existing funding planning methodology utilized by the hospital. Secondly, a comparative analysis will be conducted to evaluate the effectiveness of the ABC VEN method concerning the consumption method, specifically in alignment with the internal business processes of RS X. Lastly, the study seeks to quantify the impact of the ABC VEN method on customer retention, providing valuable

insights into its potential benefits for long-term business sustainability and customer satisfaction at RS X.

RESEARCH METHOD

The research at RS X is a non-experimental study employing a quantitative descriptive approach to analyze drug procurement from January to July 2022. Utilizing retrospective observational methods, the study evaluates the ABC VEN method during August-December 2022 and conducts interviews with key informants from the hospital's administration and medical services. The study population for customer retention analysis includes outpatient poly patients, with a sample size of 175 determined through the Slovin formula. Data collection involves a retrospective approach, incorporating interviews, observations, and questionnaires with accidental sampling techniques. The analysis focuses on internal processes and customer retention using the ABC VEN method and the Balanced Scorecard approach. The study's materials include pharmaceutical supply regulations and drug procurement reports, with tools such as interview guidelines, laptops, and observation fill sheets. Validation tests ensure the consistency of questionnaire data, and the research spans five months from August to December 2022, conducted with the necessary permissions from RS X.

RESULTS AND DISCUSSION

From the results of research conducted at RS X regarding the application of the ABC VEN method in procurement and its effect on the performance of internal business processes that have an impact on

customer retention, the following data were obtained:

Application of Procurement with ABC VEN Method

In the process of implementing the ABC VEN method, researchers first carried out a process of grouping drugs based on existing

provisions and then observed data from the application of procurement using the ABC VEN method from August - December 2022. Here is the application data from the ABC VEN method:

Grouping of pharmaceutical supplies by ABC VEN method

Table 1. Group of drugs with the ABC method based on usage values for the period August -December 2022

Group	Number of Items	Percentage (%)	Total Usage	Percentage (%)
A	132	22%	Rp.3.242.620.188	70%
B	182	31%	Rp. 1.144.006.215	25%
C	277	47%	Rp. 254.317.377	5%
Total	591	100%	Rp. 4.640.943.780	100%

The results of grouping pharmaceutical supplies resulted in three groups. Group A, which covers 22% of the types of goods, has a total usage of 908,595 or 73% of the total usage. Group B, with 31% of goods, had 251,718 consumables or 20% of

total usage. Group C, comprising 47% of goods, had 81,939 or 7% of total usage. From the ABC analysis, group A is the one with the highest number of drug uses and is used for the treatment of the most common diseases.

Table 2. Group of drugs with VEN method by item of goods period August - December 2022

Group	Number of Items	Percentage (%)
V	64	11%
E	444	75%
N	83	14%
Total	591	100%

The ABC VEN combination method is used to increase efficiency, with the mechanism as follows:

- 1) Control of the purchase of group N (Non-Essential) drugs

Table 3. Non-Essential Drug Groups for the Period August - December 2022

Group	Number of Items	Percentage (%)	Total Usage	Percentage (%)
NC	44	53%	Rp. 30.689.902	0%
NB	23	28%	Rp. 51.007.010	7%
NA	16	19%	Rp. 674.504.520	89%
Total	83	100%	Rp. 756.201.433	96%

Pharmaceutical supplies in the non-essential (N) group have a target of reduction or elimination from the spending plan and increased efficiency, with the reduction process, carried out based on the categories of NC (non-essential and Control), NB (non-essential and Better), and NA (non-essential and Always), according to research by

(Abdurrahman, 2022). Reductions are made periodically starting from the NC group with a usage of Rp 30,689,902, followed by the NB group with a usage of Rp 51,007,010 if hospital funds are still limited.

2) Control of the purchase of drugs of group E (Essential)

Table 4. Group of Essential Medicines for the Period August - December 2022

Group	Number of Items	Percentage (%)	Total Usage	Percentage (%)
EC	208	47%	Rp. 168.231.694	9%
EB	137	31%	Rp. 634.956.459	34%
EA	99	22%	Rp. 1.068.176.355	57%
Total	444	100%	Rp. 1.871.364.508	100%

The essential drug group is the second priority in reducing spending after non-essential (N) group drugs, with the process of reduction through substitution in

pharmaceutical services if drugs of the same class are still available.

3) Control of the purchase of drugs of group V (Vital)

Table 5. Groups of Vital Drugs for the Period August - December 2022

Group	Number of Items	Percentage (%)	Total Usage	Percentage (%)
VC	25	39%	Rp. 44.125.755	0%
VB	22	34%	Rp. 457.489.412	48%
VA	17	27%	Rp. 452.716.356	47%
Total	64	100%	Rp. 954.331.522	95%

The group of vital drugs, that can save lives, is a top priority in the purchasing process and must be available in hospitals, with reduced purchases based on the average use of drugs and the availability of drugs

in hospitals, under regulations coordinated by management with medical committees and specialists.

4) Realization of Purchases with ABC VEN Method

Table 6. Procurement Plan and Realization for the August - December 2022 Period

No	Month	Shopping Plan		Shopping Plan		% Release
		Nominal	Percentage (%)	Nominal	Percentage (%)	
1	August	Rp. 877.812.540	31%	Rp. 974.174.186	40%	111%
2	September	Rp. 526.687.524	19%	Rp. 354.629.850	14%	67%
3	October	Rp. 474.018.772	17%	Rp. 447.843.494	18%	94%
4	November	Rp. 536.097.270	19%	Rp. 284.357.709	12%	53%
5	December	Rp. 408.841.191	14%	Rp. 395.583.545	26%	97%
	Total	Rp. 2.823.457.296	100%	Rp. 2.456.588.784	100%	87%

Table 7. Realization of Purchases Based on Payment Terms for the Period August - December 2022

Month	Non-voucher purchases	Percentage (%)	Vendor purchases	Percentage (%)
August	21.562.327	2%	952.611.859	98%
September	16.367.881	5%	338.261.969	95%
October	14.386.953	3%	433.474.541	97%
November	13.871.836	5%	270.485.873	95%
December	18.409.489	5%	377.174.055	95%
Total	84.580.487	20%	2.372.008.297	80%

Table 8. Purchase Realization Based on Number of Vendors for the Period August - December 2022

Month	Non-voucher purchases	Percentage (%)	Vendor purchases	Percentage (%)
August	21	27%	28	39%
September	26	33%	15	21%
October	22	28%	17	24%
November	15	19%	21	30%
December	15	29%	18	25%
Total	78	127%	71	139%

Drug purchases in the August - December 2022 period reached 87% of the plan, influenced by constraints such as system locks and budget constraints. Direct (non-

vendor) purchases experience monthly variations with decreases and increases, associated with delayed payments to vendors. A more focused purchasing process

based on the priority scale of Vital, Essential, and Non-essential groups and improved payments to vendors have improved the drug procurement process during the period.

Comparison of the Effectiveness of ABC VEN Method and Consumption Method on Internal Business Processes in Hospitals

Researchers observed the Consumption method applied in January - July 2022 and the

application of the ABC VEN method from August - December 2022, in addition to conducting an in-depth interview process with four informants where the informants were very closely related to the procurement process at the hospital. The following are the results of data observations and in-depth interviews:

Comparison of effectiveness of ABC VEN Method and Consumption Based on Observational Data

Table 9. Procurement Plan and Realization by Consumption Method for the January - July 2022 Period

No	Month	Shopping Plan		Shopping Plan		% Release
		Nominal	Percentage (%)	Nominal	Percentage (%)	
1	January	Rp. 991.916.136	15%	Rp. 1.035.837.402	24%	104%
2	February	Rp. 1.019.804.681	16%	Rp. 897.897.834	21%	88%
3	March	Rp. 1.087.355.096	17%	Rp. 541.959.155	13%	50%
4	April	Rp. 736.216.340	11%	Rp. 459.114.912	11%	62%
5	May	Rp. 733.954.066	11%	Rp. 323.725.690	7%	44%
6	June	Rp. 1.056.521.755	16%	Rp. 744.309.117	17%	70%
7	July	Rp. 877.812.540	13%	Rp. 318.401.025	75	36%
	Total	Rp. 6.503.560.614	100%	Rp. 4.321.245.135	100%	66%

Table 10. Comparison of Consumption Method and ABC VEN Method in 2022

Procurement Method	Period (Month)	Shopping Plan		Shopping Plan		% Release
		Nominal	Percentage (%)	Nominal	Percentage (%)	
Consumption	January - July	Rp. 6.503.560.	70%	Rp. 1.035.837.	64%	66%

	2022	614		402		
	Agustus - Desember 2022	Rp. 2.823.457.296	30%	Rp. 2.456.588.784	36%	87%
Total		Rp. 6.503.560.614	100%	Rp. 4.321.245.135	100%	

Based on the data above, it is known that planning drug needs with the consumption method from January - July tends to be higher

than the planned drug needs with the ABC VEN method from August - December 2022.

Table 11. Realization of Consumption Method based on Payment Term for January - July 2022 Period

Month	Non-voucher purchases	Percentage (%)	Vendor purchases	Percentage (%)
January	16.453.264	2%	1.019.384.138	98%
February	15.281.992	2%	882.615.842	98%
March	9.852.495	2%	532.106.660	98%
April	23.737.050	5%	435.377.862	95%
May	22.168.995	7%	301.556.695	93%
June	38.470.163	5%	705.838.954	95%
July	23.432.928	8%	294.968.097	92%
Total	149.396.888	31%	71	69%

Table 12. Comparison of Purchasing Consumption Method with ABC VEN Method Based on Payment Term for 2022 Period

Procurement Method	Period (Month)	Non Vendor Purchasing		Non Vendor Purchasing	
		Nominal	Presentase (%)	Nominal	Presentase (%)
Consumption	January - July 2022	Rp149.396.888	4%	Rp 4.171.848.247	96%
ABC VEN	August - December 2022	Rp 84.580.487	4%	Rp 2.372.008.297	96%
Total		Rp233.977.375	7%	Rp 6.543.856.545	193%

Difference in Non-Vendor Consumption Purchases against ABC VEN: IDR 64,816,401 (57%)

Difference in Consumption Vendor Purchases against ABC VEN : IDR 1,799,839,950 (57%)

The evaluation of drug procurement shows the effectiveness of the ABC VEN method compared to the consumption method in planning the procurement of pharmaceutical supplies, with the efficiency of the shopping plan of 43% or Rp 3,680,103,318 and the efficiency of expenditure realization of 57% or Rp 1,864,656,351. The ABC VEN method also contributes to the improvement of internal business processes, especially in procurement, by reducing purchases of non-vendor goods (Pharmacies/Hospitals/Clinics) by 57% or IDR 64,816,401 and purchases from vendors by 57% or IDR 1,799,839,950 (Ministry of Health of

the Republic of Indonesia, 2019). This research is supported by research conducted at Bhayangkara Kediri Hospital in 2020 that drug control using the ABC VEN method can improve drug management to be effective and efficient, especially AE category drugs (Oetari et al, 2020).

Comparison of Consumption method and ABC VEN method based on in-depth interview results

Researchers conducted in-depth interviews with four informants to explore the comparison of the application of the consumption method with the ABC VEN method.

Characteristics of informants

Table 13. Characteristics of Informants

No	Initials	Position
1	WAK	Deputy Director of Adm and Finance
2	WPM	Deputy Director of Medical Services
3	YG	Procurement Medis
4	EM	Former Procurement Manager

Interview Transcript and Narration

Transcripts of interviews with informants are then coded to facilitate understanding of the gist or key points of each informant's answers.

Interview Results Category

The results of the interview are organized and categorized

according to existing relationships, including the cause of the event (a), the event itself (b), context (c), intervening conditions (d), action (e), and consequences (f), to form a narrative that is interrelated and appropriate to the research topic.

The categories of the results of the first interview can be described as follows:

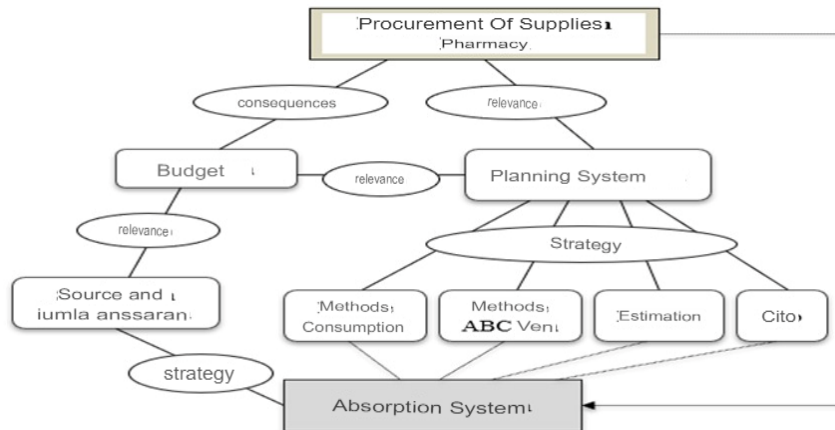


Figure 1. Procurement Interview Results: Pharmaceutical Supplies

The system and process of procurement of pharmaceutical supplies are closely related to various planning methods such as consumption methods, ABC VEN methods, estimates, and cito procurement (urgent needs). The main obstacle is the limited budget

that comes from the hospital's operational funds and includes other than the purchase of drugs, as well as other needs. The budget that has been provided is realized in the form of spending with vendors, described in the following categories of interview results:

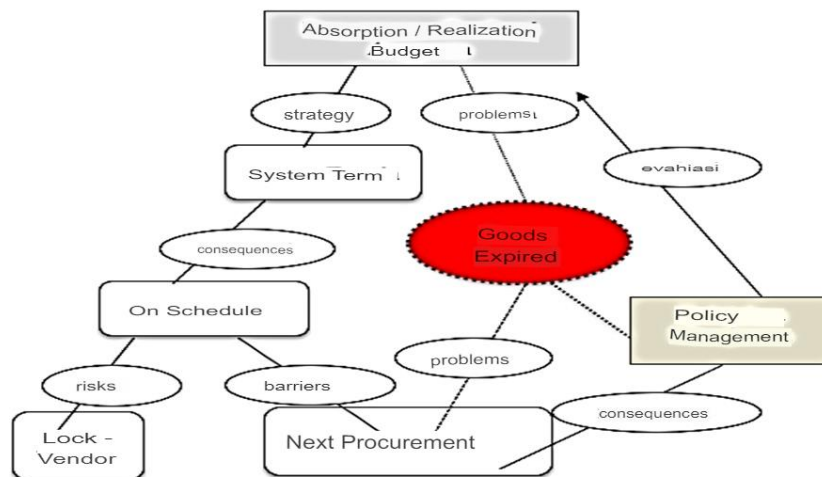


Figure 2. Interview Results: Budget Realization

The realization of the pharmaceutical supplies procurement budget was considered good by informants, but there were problems of untimely payments and lock conditions by vendors, which needed to be evaluated to avoid delays in subsequent procurement and overcome the discovery of expired goods in warehouses, requiring improvements in the stock

planning and recording system, so that the limited budget could be utilized optimally according to field needs.

Final Results of Informant Interviews

From interviews with 4 informants, researchers identified three core categories in planning, realizing, and evaluating the

procurement of pharmaceutical supplies, including stock cards, stock-taking, system integration, budget allocation, payment system (term), payment system policy,

payment commitment, procurement method, management policy, procurement HR competence, and HR commitment.

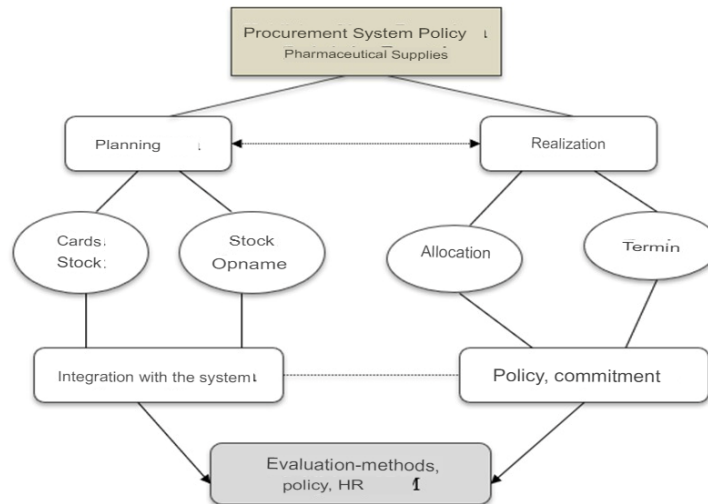


Figure 3. Procurement Strategy Policy

The results of the analysis of interviews with informants at RS X show the dominance of consumption-based procurement methods from January to July 2022, which still face drug vacancies. WPM and YG stated that the combination of consumption methods and ABC VEN was more effective in determining the priority scale of drug purchases and accommodating limited budgets, but there were still

constraints in vendor debt payments that affected the delivery of goods.

Measuring Customer Retention Rate with the Application of the ABC VEN Method

The process of measuring *customer retention* in the application of the ABC VEN Method using questionnaires

Characteristics of Respondents

Table 14. Respondents by Gender

Gender	Total	Percentage (%)
Female	85	67%
Male	42	33%
Total	127	100%

Table 15. Respondents by Age

Age	Total	Percentage (%)
< 20 years	4	3%
20-30 years	47	37%
30 - 40 years	33	26%
> 40 years	43	34%

Total	127	100%
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Table 16. Respondents by Employment Sector

Job	Total	Percentage (%)
Private employee	72	57%
Public Servant	6	5%
Student	1	1%
Self-employed	15	12%
Others	3	26%
Total	127	100%

Table 17. Respondents by Income

Income	Total	Percentage
< Rp 1.000.000	12	9%
Rp. 1.000.000 - Rp. 5.000.000	51	40%
Rp. 5.000.000 - Rp. 10.000.000	45	35%
> Rp. 10.000.000	19	15%
Total	127	100%

Table 18. Respondents by Number of Visits

Visit	Amount	Percentage
> 3 times in 6 months	65	51%
1 -3 times in 6 months	62	49%
Total	127	100%

Patient satisfaction survey data analysis

The analysis process begins with a validity and reality test, then continues with customer satisfaction analysis as follows:

Test Validity and Reliability

Before calculation, questionnaire data is tested for validity and reliability. Validity

assesses the reliability and validity of an instrument, considered valid if the variable has a significant correlation with the total score, and validity is considered good with a corrected item to total correlation > 0.3. Reliability measures the consistency of a questionnaire, considered reliable if Cronbach's Alpha > 0.6 for a variable.

Table 19. Customer Loyalty Validity and Reliability Test

Indicator	Corrected Item-Total Correlation	Cronbach's Alpha
Pharmaceutical installations provide convenience in obtaining services at IFRS	0.591	0.918

Spacious, comfortable and clean pharmacy installation waiting room	0.689
Affordable distance between polyclinic/emergency room, pharmacy and cashier	0.661
The pharmacy staff wear neat and clean uniforms	0.781
Pharmacy staff speak well and smile friendly in serving patients	0.799
I will Return to Hospital X	0.847
I will give recommendations to other patients to go to Hospital X	0.596
I am not affected by hospital rates	0.714
The hospital has a one-stop service (there are medical and other medical supports)	0.756

Table 20. Patient Satisfaction Validation and Reliability Test: *Tangibles*

Indicator	Corrected Item-Total Correlation	Cronbach's Alpha
The location of the Pharmacy Installation in the Hospital is easy to reach	0.630	0.876
The number of seats in the waiting room of the Pharmaceutical Installation is sufficient	0.674	
There are clear directions for the Pharmacy installation	0.717	
The waiting area of the pharmacy installation has toilets	0.749	
Air circulation in the waiting room of the Pharmaceutical Installation is sufficient	0.795	

Table 21. Patient Satisfaction Validation and Reliability Test: *Reliability*

Indicator	Corrected Item-Total Correlation	Cronbach's Alpha
The pharmacy staff explained how to use the drug	0.628	0.903
The pharmacy staff explained about the side effects of the drug	0.724	
The treatment of pharmacy staff explains how to store drugs	0.812	
Pharmacy staff in delivering IEC (Communication Information Education) medicines in terms that are easy to understand	0.840	
Pharmacy staff delivering IEC (Communication Information Education) speak good words, are friendly, and easy to smile in serving you / mother	0.821	

**Table 22. Patient Satisfaction Validation and Reliability Tests:
*Responsiveness***

Indicator	Corrected Item-Total Correlation	Cronbach's Alpha
Pharmacy personnel serve patients quickly (Pharmacy Installations are never empty when services are needed)	0.815	0.927
Administration Services in pharmaceutical installations are carried out easily and quickly	0.833	
Pharmacy staff respond well and quickly to patient complaints	0.782	
The waiting time for taking the concocted medicine is \leq 30 minutes	0.802	
The waiting time for taking non-concocted drugs is \leq 15 minutes	0.828	

Table 23. Patient Satisfaction Validation and Reliability Test: *Assurance*

Indicator	Corrected Item-Total Correlation	Cronbach's Alpha
Drugs written on prescriptions are always available at the Hospital Pharmacy Installation	0.689	0.877
The type of drug is very sufficient	0.793	
The amount of medicine given according to the needs	0.814	
The drug packaging given by the officer is accompanied by a drug label	0.594	
Drugs given can overcome complaints	0.679	

Table 24. Patient Satisfaction Validation and Reliability Test: *Empathy*

Indicator	Corrected Item-Total Correlation	Cronbach's Alpha
Pharmacy staff are friendly and polite in greeting patients or their families	0.765	0.947
The pharmacy staff listened patiently to every question and complaint	0.890	
The pharmacy staff explained with patience and a smile	0.868	
Pharmacy staff pay attention without discrimination	0.892	
Pharmacy staff understand patient needs and provide solutions	0.869	

The test results showed that all indicators in the variables of satisfaction and service quality had good validity, with corrected item to

total correlation values > 0.3, and good reliability with Cronbach's Alpha values between 0.876 to 0.947. The results of validity and reliability testing under established standards, validate the use of measuring instruments or questionnaires for research analysis.

1. Description of Respondent's Answer

After validity and reliability testing, the next step is to analyze respondents' responses regarding customer satisfaction and loyalty following the application of the ABC VEN method in procurement, to identify changes in the performance of internal business processes and their impact on customer retention, as measured through the level of customer satisfaction and loyalty. Then to find out what the mean value of the answer belongs to what

category, the following rules are set:

1. Summing all data for each respondent in one indicator
2. Perform the mean category count into 5 groups with the following criteria:

$$\text{Class interval} = \frac{\text{Nilai tertinggi} - \text{Nilai terendah}}{\text{jumlah kelas}}$$

Information:

The highest value is 5, the lowest value is 1, and the number of categories or classes is 5. So based on the formula above, the value of the class interval:

$$\text{Class interval} = \frac{5-1}{5} = 0,8$$

So it can be seen that the interval value obtained is 0.8, this value is the class interval distance in each category. So that category provisions apply with the following results:

Table 25. Assessment Categories

No.	Interval	Category
1.	1.00 < X < 1.80	Very low
2.	1.81 < X < 2.60	Low
3.	2.61 < X < 3.40	Enough
4.	3.41 < X < 4.20	Tall
5.	4.21 < X < 5.00	Very high

Description of Customer Loyalty

In this study, there are 9 indicators measured for customer satisfaction variables. The description will display the

frequency and percentage of answers on an answer scale of 1 to 5. A scale of 1 for strongly disagree answers to a scale of 5 for strongly disagree answers.

Table 26. Respondents' Answers on Customer Loyalty Variables

Indicator	Cod e	1	2	3	4	5	Tot al	Mea n	Catego ry
Pharmaceutical Installation provides convenience in obtaining services	F	1	2	38	57	29	127		
	%	0.8	1.6	29.9	44.9	22.8	100	3.87	Tall

Indicator	Cod e	1	2	3	4	5	Tot al	Mea n	Catego ry
Spacious, comfortable, and clean pharmacy installation waiting room	F	6	16	44	29	32	127		
	%	4. 7	12. 6	34. 6	22. 8	25. 2	100	3.51	Tall
Affordable distance between polyclinic/emerge ncy room, pharmacy, and cashier	F	3	3	43	43	35	127		
	%	2. 4	2.4	33. 9	33. 9	27. 6	100	3.82	Tall
The pharmacy staff wear neat and clean uniforms	F	1	3	29	50	44	127		
	%	0. 8	2.4	22. 8	39. 4	34. 6	100	4.05	Tall
Pharmacy staff speak well and smile friendly in serving patients	F	1	1	35	46	44	127		
	%	0. 8	0.8	27. 6	36. 2	34. 6	100	4.03	Tall
I will Return to Hospital X	F	1	3	41	46	36	127		
	%	0. 8	2.4	32. 3	36. 2	28. 3	100	3.89	Tall
I will give recommendations to other patients to go to Hospital X	F	1	1	40	54	31	127		
	%	0. 8	0.8	31. 5	42. 5	24. 4	100	3.89	Tall
I am not affected by hospital rates	F	4	16	43	37	27	127		
	%	3. 1	12. 6	33. 9	29. 1	21. 3	100	3.53	Tall
The hospital has a one-stop service (there are medical and other medical supports)	F	2	6	45	42	32	127		
	%	1. 6	4.7	35. 4	33. 1	25. 2	100	3.76	Tall

Based on the table above, customer responses to various statements regarding service and satisfaction show that the highest indicator responded by respondents was related to satisfaction with pharmacy staff who wear neat and clean uniforms. However, there is a lack of satisfaction regarding waiting rooms in pharmaceutical installations.

Description of patient satisfaction

Service quality is measured through 5 dimensions, namely tangible, responsiveness, assurance, empathy, and reliability. Each dimension consists of 5 indicators, making a total of 25 indicators. The frequency and percentage of answers on a scale of 1 to 5 are used to describe customer responses, with a scale of 1 for strongly disagree and a scale of 5 for strongly agree.

Table 27. Description of Respondents' Answers to Patient Satisfaction Variables: *Tangibles*

Statement	Cod e	1	2	3	4	5	Tota l	Mean	Categor y
The Pharmacy Installation Place in the Hospital is easy to reach	F %	1 0.8	3 2.4	37 29.1	47 37	39 30.7	127 100	3.94	Tall
The number of seats in the waiting room of the Pharmaceutical Installation is sufficient	F %	9 7.1	29 22.8	38 29.1	32 25.2	19 15	127 100	3.18	Enough
There are clear directions for the Pharmacy installation	F %	1 0.8	9 7.1	37 29.1	50 39.4	30 23.6	127 100	3.78	Tall
The waiting area of the pharmacy installation has toilets	F %	8 6.3	17 13.4	36 28.3	38 29.9	28 22	127 100	3.48	Tall
Air circulation in the waiting room is sufficient	F %	5 3.9	14 11.1	45 35.4	43 33.9	20 15.7	127 100	3.46	Tall

Based on the mean value, the indicator that received a high response from respondents was related to the ease of access to the location of Pharmaceutical Installations in Hospitals. However,

the quality of service is still lacking related to the number of seats in the waiting room of the Pharmaceutical Installation, with a mean value of 3.18.

Table 28. Description of Respondents' Answers to Patient Satisfaction Variables: *Reliability*

Statement	Cod e	1	2	3	4	5	Tota l	Mean	Categor y
The pharmacy staff explained how to use the drug	F %			29 22.8	52 40.9	46 36.2	127 100	4.13	Tall
The pharmacy staff explained	F %	3 2.3	20 15.5	28 22.2	48 37.7	28 22	127 100	3.61	Tall

about the side effects of the drug		4	7		8				
The treatment of pharmacy staff explains how to store drugs	F	4	19	28	44	32	127	3.64	Tall
	%	3.	15	22	34.	25.	100		
		1			6	2			
Pharmacy staff in delivering IEC (Communication Information Education) medicines in terms that are easy to understand	F	1	6	43	42	35	127	3.82	Tall
	%	0.	4.7	33.	33.	27.	100		
		8		9	1	6			
Pharmacy staff delivering IEC (Communication Information Education) speak good words, are friendly, and easy to smile in serving you / mother	F	2	3	39	42	41	127	3.92	Tall
	%	1.	2.4	30.	33.	32.	100		
		6		7	1	3			

From the mean value, it can be concluded that the indicator that received a high positive response from respondents was related to the reliability dimension, especially in statements about pharmacy staff who provide IEC with good speech,

friendliness, and smiles in service to patients. However, the quality of service on the reliability dimension that still needs improvement is related to the explanation of pharmacy staff regarding drug side effects.

Table 29. Description of Respondents' Answers to Patient Satisfaction Variables: Responsiveness

Statement	Code	1	2	3	4	5	Total	Mean	Category
Pharmacy personnel serve patients quickly (Pharmacy Installations are never	F	1	5	55	41	25	127	3.66	Tall
	%	0.	3.9	43.	32.	19.	100		
		8		3	3	7			

empty when services are needed)										
Administration Services in pharmaceutical installations are carried out easily and quickly	F	1	7	51	41	27	127	3.68	Tall	
	%	0.8	5.5	40.2	32.3	21.3	100			
Pharmacy staff respond well and quickly to patient complaints	F	2	2	48	46	29	127	3.77	Tall	
	%	1.6	1.6	37.8	36.2	22.8	100			
The waiting time for taking the concocted medicine is ≤ 30 minutes	F	4	20	41	39	23	127	3.45	Tall	
	%	3.1	15.7	32.3	30.7	18.1	100			
The waiting time for taking non-concocted drugs is ≤ 15 minutes	F	2	18	45	39	23	127	3.50	Tall	
	%	1.6	14.2	35.4	30.7	18.1	100			

From the mean value, it can be seen that the indicator that received a high positive response from respondents was related to the responsiveness dimension, especially in statements about pharmacy staff giving good and fast responses to patient complaints. However, the

quality of service on the responsiveness dimension that needs improvement is related to the waiting time for taking concocted drugs which sometimes exceeds 30 minutes, indicating a delay in employee response.

Table 30. Description of Respondents' Answers to Patient Satisfaction Variables: Assurance

Statement	Code	1	2	3	4	5	Total	Mean	Category
Drugs written on prescriptions are always available at the Hospital Pharmacy	F	10	19	44	37	17	127	3.25	Enough
	%	7.9	15	34.6	29.1	13.4	100		

Statement	Cod e	1	2	3	4	5	Tota l	Mean	Categor y
Installation									
The type of drug is very sufficient	F	6	14	54	36	17	127	3.35	Enough
	%	4.7	11	42.5	28.3	13.4	100		
The amount of medicine given according to the needs	F	5	14	38	45	25	127	3.56	Tall
	%	3.9	11	29.9	35.4	19.7	100		
The drug packaging given by the officer is accompanied by a drug label	F		3	27	60	37	127	4.03	Tall
	%		2.4	21.3	47.2	29.1	100		
Drugs given can overcome complaints	F	1	2	37	52	35	127	3.93	Tall
	%	0.8	1.6	29.1	40.9	27.6	100		

Based on the mean value, it can be seen that the indicator that was responded to high by respondents was related to service quality in the *assurance dimension* with drug packaging indicators given

by officers accompanied by drug labels. Meanwhile, the quality of service that is still lacking related to drugs written in prescriptions is always available at the Hospital Pharmacy Installation.

Table 31. Description of Respondents' Answers to Patient Satisfaction Variables: *Empathy*

Statement	Cod e	1	2	3	4	5	Tota l	Mean	Categor y
Pharmacy staff are friendly and polite in greeting patients or their families	F	1	3	42	42	39	127	3.91	Tall
	%	0.8	2.4	33.1	33.1	30.7	100		
The pharmacy staff listened patiently to every question and complaint	F	2	1	37	59	28	127	3.87	Tall
	%	1.6	0.8	29.1	46.5	22	100		
The	F	2	2	39	49	35	127	3.89	Tall

pharmacy staff explained with patience and a smile	%	1.6	1.6	30.7	38.6	27.6	100		
Pharmacy staff pay attention without discrimination	F	2	2	34	51	38	127	3.95	Tall
	%	1.6	1.6	26.8	40.2	29.9	100		
Pharmacy staff understand patient needs and provide solutions	F	1	3	43	45	35	127	3.87	Tall
	%	0.8	2.4	33.9	35.4	27.6	100		

Based on the mean value, it can be seen that the indicator that was responded highly by respondents was related to service quality on the empathy dimension with the indicator of pharmacy staff giving attention without discriminating. Meanwhile, the quality of service on the empathy dimension that is still lacking is related to pharmacy staff listening patiently to every question and complaint as well as indicators of pharmacy staff understanding patient needs and giving

The results of the validation and reliability test analysis showed that most of the indicators in the satisfaction aspect had a high category, while overall patient satisfaction had a sufficient category. Indicators on assurance and tangible dimensions are included in the sufficient category, indicating attention to drug availability and seating facilities to increase customer retention. This research is in line with the results of research at PKU Muhammadiyah Tangerang Hospital in 2021 and Gambiran Hospital in 2014 which showed a positive relationship between pharmaceutical service quality,

patient satisfaction, and customer retention (Kurniasih et al, 2021; Sa'adah et al, 2015).

CONCLUSION

The conclusion of this study shows that the application of the ABC VEN Method on RS X from August to December 2022 has a higher realization (87%) than the Consumption Method (66%). The ABC VEN method also brings 57% efficiency or IDR 64,816,401 indirect procurement. Although there are still constraints in payment, the implementation of the ABC VEN Method is considered more effective by related parties and has the potential to improve internal business performance and customer retention. Therefore, it is recommended that hospitals continue to apply the ABC VEN Method for better procurement planning, pay attention to aspects that affect customer retention, and pay attention to payment terms to improve service processes in hospitals.

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