

Factors Analysis that Influence Public Services at Gunung Putri Community Health Center

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ARTICLE INFO

Keywords: Public Services, Service Quality, Gunung Putri Community Health Center

Received : 24 November

Revised : 24 January

Accepted: 25 February

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ABSTRACT

Public services in the health sector reflect the quality of governance and provide for the community's basic needs. Community health centers (Puskesmas), as primary health care facilities, play a strategic role in ensuring equitable and quality access to services. This study used a qualitative method with a narrative approach to analyze the effectiveness of services at the Gunung Putri Community Health Center in Bogor Regency. The results showed that service quality is influenced by internal factors, including human resource competency, leadership, and the availability of facilities and infrastructure. Furthermore, external factors such as the high number of patient visits, community characteristics, and support from local governments and community leaders also determine the success of services. Synergy between internal strengthening and external collaboration is key to improving the effectiveness of health services.

INTRODUCTION

Public services reflect the quality of governance, particularly in the health sector, which is a basic public need (Wonar, 2022). As the spearhead of primary health care, Community Health Centers (Puskesmas) play a strategic role in ensuring public access to quality and equitable healthcare services.

Public services reflect the quality of governance, particularly in the provision of basic needs such as healthcare. Health is a fundamental right of every individual that must be guaranteed by the state, therefore, the provision of good healthcare services is a key indicator of government success. Fast, accurate, and equitable services demonstrate the government's ability to manage resources effectively and its commitment to public welfare.

In Indonesia's healthcare system, Community Health Centers (Puskesmas) play a crucial role as first-level healthcare facilities (Hafizah, 2025). Puskesmas are tasked with providing not only curative services but also promotive and preventive ones. With a community health-based approach, Puskesmas are at the forefront of early health problem detection, community education, and outreach to vulnerable groups within their jurisdictions. Therefore, the quality of services at Puskesmas significantly determines the effectiveness of the overall health system.

However, the challenges in providing services at Puskesmas remain quite complex, ranging from limited human resources and facilities to suboptimal management systems. Addressing these challenges requires increasing the capacity of health workers, improving infrastructure, and strengthening governance and accountability. Commitment from all parties—including the central government, regional governments, and the community—is key to realizing Puskesmas that are capable of providing quality, equitable, and responsive health services to community needs.

In public service practices at Community Health Centers (Puskesmas), the availability of physical facilities is indeed a crucial component (Khairunisa, 2024), such as adequate examination rooms, adequate medical equipment, and the availability of medications. However, service quality is not solely determined by these physical aspects. Good facilities without the support of other factors will not be able to fully meet public expectations. Therefore, evaluation of service quality needs to encompass broader and more comprehensive aspects.

One crucial factor is the competence of the healthcare personnel on duty. Professionalism, communication skills, and responsiveness to patient needs are important indicators in building public trust in Community Health Center services (Aprillia, 2024). Furthermore, internal management, such as administrative governance, queuing systems, and coordination between service units, also influence the efficiency and comfort of service delivery. When medical personnel work within a well-organized system, services are faster, more accurate, and more satisfying.

Furthermore, patient satisfaction and the effectiveness of local government program implementation are important measures in assessing the success of services at Community Health Centers (Unilawati, 2024). Health programs such as immunizations, integrated health posts (Posyandu), and non-communicable

disease screening must be implemented optimally and sustainably to improve public health. Local governments play a central role in supporting these programs through supervision, funding, and ongoing training for health workers. With a holistic approach, Community Health Center (Puskesmas) services can be the spearhead in creating an equitable and effective health system for all levels of society.

Public demands for fast, accurate, and transparent public services are increasing along with growing public awareness of their rights as service users (Waimbo, 2024). The public is now more critical and active in assessing the quality of services provided by government agencies, including Community Health Centers (Puskesmas). Their expectations focus not only on the final outcome of the service but also on ensuring that the process is fair, transparent, and free from harmful practices.

This situation requires Puskesmas to go beyond simply carrying out administrative tasks but also to transform into institutions that are responsive to the needs and expectations of the community. Innovation is a key factor in responding to these changes. Innovation can take the form of utilizing information technology, improving the quality of human resources, and simplifying service procedures. All of these efforts aim to create more effective, efficient, and satisfaction-oriented services.

In addition to innovation, continuous improvement is also an urgent need. Puskesmas must be able to conduct regular evaluations of service performance, receive input from the community, and use criticism as a basis for improvement (Haboddin, 2024). This approach creates a work culture that is adaptive and open to change, and strengthens public trust. Thus, community health centers (Puskesmas) are not only places for health services but also symbols of professional, transparent, and integrated public service.

As the spearhead of primary health care services, Community Health Centers (Puskesmas) play a strategic role in realizing an equitable and affordable health system. Within a decentralized framework, Puskesmas are not only responsible for providing basic medical services but are also required to adapt to the dynamics of central and regional government policies. Decentralization provides regions with the flexibility to manage the health sector according to local needs, while remaining within the national regulatory framework established by the Ministry of Health.

One important aspect that Puskesmas must adapt to is financing (Hasibuan, 2025). Puskesmas funding comes from various sources, including the National Budget (APBN), Regional Budget (APBD), the National Health Insurance (JKN) Capitation Fund, and other sources, each with its own specific usage regulations. Therefore, Puskesmas must be able to manage their finances transparently and accountably to ensure the effective implementation of health programs. Furthermore, policies regarding the recruitment and distribution of medical personnel frequently change in line with government priorities, requiring Puskesmas to be responsive and adaptive in meeting the need for competent and equitable human resources.

Equally important is the adjustment of the health service information system. The central government continues to promote data digitization and integration of health information systems through applications such as P-Care, SIKDA, and SATUSEHAT. Community health centers (Puskesmas), as field implementers, must be able to operate these systems to ensure accurate, timely reporting that meets national standards (Ratnawati, 2024). Therefore, adapting Puskesmas to central and regional policies is key to maintaining the continuity and quality of comprehensive public health services.

Research into the factors influencing public services at Community Health Centers (Puskesmas) plays a strategic role in improving the quality of primary healthcare services. As the spearhead of primary healthcare services, Puskesmas hold a significant responsibility in providing equitable, affordable, and high-quality services. However, various challenges such as limited human resources, infrastructure, management systems, and user satisfaction often create barriers that impact service effectiveness and efficiency. Therefore, in-depth and systematic research is needed to identify key factors contributing to the performance of public services at Puskesmas.

Furthermore, a comprehensive understanding of these factors will assist policymakers, Puskesmas managers, and other stakeholders in designing more targeted interventions and strategies to improve service quality. Research data can reveal internal and external dynamics that influence services, such as the competency level of health workers, community satisfaction, organizational culture, and policy support from local governments. This way, improvement measures can be implemented in a measurable, evidence-based manner, and tailored to the local context of each region.

Ultimately, this research will not only be useful for technically improving the quality of services at Community Health Centers (Puskesmas) but also for strengthening public trust in public health institutions. When public services at Puskesmas meet community expectations, citizen participation and involvement in preventive health care will increase. Therefore, improving the quality of public services at Puskesmas will directly contribute to improving the health of the community at large and achieving national health development goals.

Human resources are a key element in the success of public services at the Gunung Putri Community Health Center (Siregar, 2024). Qualified and adequate healthcare personnel play a crucial role in determining the speed and accuracy of services provided to the community. The competence, experience, and number of available healthcare personnel influence the community's ability to effectively and efficiently address various patient needs. With sufficient and professional healthcare personnel, the community will be more satisfied because the services received meet expectations and applicable health standards.

Furthermore, facilities and infrastructure are crucial aspects supporting the smooth operation of services at the Gunung Putri Community Health Center (Handayani, 2025). The availability of adequate service space is essential to ensure each patient receives comfortable and uninterrupted care. Complete and well-maintained medical equipment also significantly determines the quality of service, particularly in the diagnosis and treatment process. If these facilities and

infrastructure are inadequate, services will be delayed or inaccurate, which can ultimately undermine public trust in the community health center.

Equally important is the information technology system that supports community health center operations. The use of appropriate technology can expedite administrative processes, medical records, and communication between healthcare workers, resulting in more integrated and responsive services. However, limitations in information technology systems, such as a lack of adequate software or an unstable internet connection, can hinder service effectiveness. Therefore, the development and maintenance of information technology facilities must be a priority to ensure optimal healthcare services at the Gunung Putri Community Health Center (Puskesmas) and provide maximum benefits to the community.

The internal management of the Puskesmas plays a crucial role in determining the quality and effectiveness of public services provided (Tambing, 2024). One crucial aspect is the leadership of the Puskesmas head. A Puskesmas head who possesses a clear vision and is able to inspire the team will create a productive and harmonious work environment. Visionary leadership focuses not only on achieving service targets but also on human resource development and innovation in healthcare services.

Furthermore, a structured and ongoing supervision system is crucial for maintaining service quality standards (Ulumfadilah, 2024). Effective supervision helps identify challenges and needs for healthcare workers, allowing for swift and targeted improvements. Through consistent supervision, each team member is motivated to work according to established procedures and standards and continuously improve their competencies to address challenges in the field.

Routine training for healthcare workers is also a key contributing factor to improving Community Health Center (Puskesmas) performance. Training not only improves technical knowledge and skills but also fosters work enthusiasm and professionalism. With regular coaching and competency development, healthcare workers become more prepared and confident in providing the best possible service to the community. Overall, the synergy between visionary leadership, effective supervision, and ongoing training will lead to optimal public service performance for Puskesmas.

Gunung Putri Community Health Center, located in Bogor Regency, West Java, plays a vital role in the local public health care system. Located in a rapidly developing and densely populated area, this community health center is at the forefront of providing basic healthcare services to residents. The high population in this area demands adequate service capacity and an efficient system to ensure easy access to healthcare for all levels of society.

The relatively high level of community mobility in Gunung Putri also contributes to the complexity of services. Many residents work or conduct activities outside their home, making access to healthcare a challenge. In this environment, the Gunung Putri Community Health Center must adapt to the dynamic needs of the community, through service innovation, human resource quality improvement, and the use of information technology in its registration, consultation, and referral systems.

Furthermore, another challenge is disseminating health information and education to a diverse population, both socially and economically. The promotive and preventive role of community health centers is crucial in raising public awareness of the importance of a healthy lifestyle and disease prevention efforts. Therefore, Gunung Putri Community Health Center is required not only to serve as a treatment center but also as a center for community development in creating a healthy and sustainable environment.

METHODOLOGY

In this study, the author employed a qualitative research method (Saksitha, 2024). Qualitative research is used because it is described by informants and is used to examine natural objects, in accordance with research statements. The data are then analyzed to determine the underlying factors behind their behavior (thinking, feeling, and acting), which are then reduced and summarized (given meaning by the researcher).

This approach utilizes a narrative approach, which is used to create a sense of direct involvement with the context of the object being studied. This narrative approach is expected to provide a deeper understanding and interpretation of relevant facts. As a case study, this research also seeks to comprehensively analyze and explain various aspects of an individual, group, organization, program, or social situation.

RESULTS AND DISCUSSION

District registration code	: 1030402
BPJS registration code	: 10042101
Registered name	: Gunungputri Health Center
Address	: Jl. Raya Cikuda Wanaherang No 01 Wanaherang Village, Gunungputri District, Bogor Regency 16965
Telp/Call Center	: 0218672440 / 081284848948
Type	: Health Center
Puskesmas Leaders	: Head of Health Center
Class	: Urban inpatient
Accreditation status	: Plenary
Year of accreditation	: 2023
Status Puskesmas	: Puskesmas BLUD
Geographical location	: LS -6.412500, LU 106938704
Regional coordination	: Cibinong

Based on population projections for Bogor Regency in 2024, the population within the Gunungputri Community Health Center's work area is 102,765. Classified by gender, there are 52,164 males and 50,601 females. The population classification per village within the Gunungputri Community Health Center area is shown in the following table:

Total population

N O	VILLAGE NAME	TOTAL POPULATION		TOTAL
		L	P	
1	Wanaherang	16.199	16.086	32.285
2	Cicadas	11.606	10.807	22.413
3	Cikeas Udik	16.199	16.086	32.285
	Jumlah	49.644	48.189	97.833

The Gunung Putri Community Health Center was established as part of the government's efforts to improve public health services in the Gunung Putri District, Bogor Regency. The center's establishment was motivated by the community's need for easily accessible basic health services, in line with population growth and rapid regional development. Since its inception, the Gunung Putri Community Health Center has served as a first-level health facility, providing promotive, preventive, curative, and rehabilitative services.

During its initial operations, the Gunung Putri Community Health Center provided basic health services such as general examinations, maternal and child care, immunizations, and infectious disease management. Despite limited facilities and healthcare personnel at the time, the community health center continued to strive to provide the best possible service to the community. Support from the local government and community participation have been crucial factors in the continuity of health services at the community health center.

Over time, the Gunung Putri Community Health Center has undergone various developments in terms of facilities, types of services, and human resources. The addition of medical and non-medical personnel, improvements to infrastructure, and the implementation of national health programs have contributed to improving the quality of services. This community health center has also begun developing community-based health services through integrated health posts (Posyandu), health education, and fostering a healthy environment.

To date, the Gunung Putri Community Health Center remains committed to improving the health of the community within its jurisdiction. By prioritizing friendly, professional, and community-focused service, this community health center is one of the spearheads of health services in Bogor Regency. The Gunung Putri Community Health Center also plays an active role in supporting government health programs to create a healthy and prosperous community.

Human resources (HR) are the most crucial internal factor in determining the quality of public services at the Gunung Putri Community Health Center. The competence, number, experience, and professional attitude of health and non-health workers directly influence the effectiveness, speed, and satisfaction of the

community in receiving health services. Without reliable human resources, even the best facilities and infrastructure will not be optimally utilized.

The availability of sufficient human resources allows for a balanced division of tasks, reduces patient waiting times, and expedites the service process. Conversely, a shortage of health workers increases individual workloads, which can lead to fatigue, decrease focus, and impact the quality of interactions with patients. This emphasizes the importance of planning realistic human resource needs and those that are appropriate to the number of patients served.

The competence of healthcare workers is a vital aspect in determining the accuracy, precision, and safety of medical services. Human resources with the knowledge and skills relevant to their field of work are able to provide appropriate and professional services, thereby minimizing the risk of medical errors and increasing patient satisfaction. Continuous training and competency development are also crucial to ensure that human resources remain up to date with the latest service standards.

A level of education appropriate to their field of work facilitates human resources' understanding of community health center work procedures and operational standards. This understanding not only improves technical skills but also strengthens understanding of service flows, patient administration, and communication procedures with the public, which directly impacts service quality.

The friendly, polite, and empathetic attitude of healthcare workers creates a comfortable atmosphere and builds patient trust. These factors not only influence public perception of the community health center but also encourage patient compliance with service and treatment procedures, resulting in optimal service outcomes.

Work discipline ensures that services are provided on time and according to procedures. High motivation among human resources also results in optimal performance, greater responsibility, and a strong focus on patient satisfaction. The combination of discipline and motivation is a crucial foundation for creating consistent, quality services.

The work experience of human resources helps healthcare workers handle various patient conditions and service situations more efficiently. Good leadership from the head of the community health center provides direction, supervision, and motivation, enabling human resources to work in a conducive, coordinated environment, and focus on their respective tasks.

Effective communication between human resources enables better work coordination, reduces the risk of errors, and expedites the service process. Transparency of information, clear division of tasks, and harmonious coordination are key to increasing service effectiveness and reducing confusion among staff.

Professional ethics guide human resources in acting fairly, responsibly, and respecting patient rights. This ethic ensures that every interaction with patients is conducted professionally and fairly, thus maintaining the quality of service and maintaining the reputation of Gunung Putri Community Health Center as a trusted public service institution.

Healthcare facilities and infrastructure are crucial supports for service quality. The availability of adequate service spaces, complete medical equipment, and supporting facilities such as waiting rooms, restrooms, and parking spaces helps streamline the service process and creates comfort for both patients and healthcare workers.

A clearly organized service space facilitates patient flow and reduces congestion. Routine maintenance of facilities and infrastructure ensures that facilities are always in good condition, safe to use, and ready to support services whenever needed. This is crucial for maintaining the continuity of effective and efficient services.

The use of information technology, such as electronic registration systems and digital medical records, improves efficiency, data accuracy, and information access for patients. Technology supports faster administrative processes, reduces queues, and allows healthcare workers to focus on clinical services.

Cleanliness of facilities reflects the professionalism of the Community Health Center, prevents the risk of infection, and enhances patient comfort. Good accessibility, including facilities for the disabled and the elderly, ensures equitable distribution of health services, ensuring that all levels of society can receive safe and effective care.

The availability of adequate medicines and medical devices is crucial for healthcare workers to provide appropriate care to patients' medical needs. Stock shortages or delays in distribution can slow down services, reduce quality, and potentially increase public health risks.

Improving the quality of services at the Gunung Putri Community Health Center requires a multifaceted approach, including strengthening human resources, infrastructure, and technology. Increasing the number of healthcare workers, training, competency development, facility maintenance, and the continuous use of information technology will ensure fast, safe, comfortable, and high-quality services for the community.

Human resources (HR) are a key factor in determining the quality of services at the Gunung Putri Community Health Center. The competence, number, experience, and professional attitude of healthcare workers and non-healthcare staff directly impact the effectiveness, speed, and community satisfaction. A shortage of human resources will increase the workload, reduce focus, and potentially decrease the quality of services. While adequate human resources enable a balanced division of tasks and faster and more optimal service delivery.

The competence, education, experience, discipline, motivation, and empathy of healthcare workers play a crucial role in creating professional and quality services. Continuous training and capacity development of human resources are key strategies to ensure healthcare workers maintain abreast of the latest service standards and are able to effectively handle a variety of patient conditions. Good leadership and effective communication between human resources also support work coordination and minimize the risk of errors in service delivery.

Healthcare facilities and infrastructure are vital supports that complement the role of human resources. The availability of service rooms, medical equipment, supporting facilities, routine maintenance, cleanliness, and good accessibility for all residents enhance the comfort, safety, and efficiency of services. The use of information technology, electronic registration systems, and digital medical records also accelerate administrative processes, reduce queues, and enable healthcare workers to focus on clinical services.

The leadership of the Head of the Gunung Putri Community Health Center has a significant impact on the effectiveness of healthcare services. The Head of the Community Health Center plays a key role in establishing the vision, mission, and direction of service policies that are oriented towards community needs. Firm, fair, and communicative leadership motivates all employees to perform optimally and improves overall service quality.

In addition to providing direction, the Head of the Community Health Center also serves as a decision-maker in resolving various service issues. With sound decision-making skills, the Head of the Community Health Center ensures that service processes are effective and efficient, and that each unit at the Gunung Putri Community Health Center works in alignment with organizational goals.

A participatory and communicative leadership style encourages healthcare workers to feel heard and involved in decision-making. This positively impacts employee motivation, discipline, and performance. Healthcare workers who feel valued tend to work more effectively and responsibly in carrying out their duties.

The Head of the Community Health Center's coordination, through clear division of tasks, regular meetings, and direct supervision, ensures that each unit works synergistically. With good coordination, the service flow from registration to medical procedures runs smoothly, reducing the risk of errors and expediting the service process for the community.

The head of the community health center is responsible for making strategic decisions regarding service schedules, complaint handling, and resource management. Accurate and prompt decisions ensure smooth service delivery, responsiveness to patient needs, and adherence to established operational standards.

Firm and consistent leadership enhances employee discipline. By consistently enforcing rules, the head of the community health center creates an orderly work environment, ensuring that each employee carries out their duties on time, according to procedures, and maintains the quality of service to the community.

Good communication between the head of the community health center and employees facilitates the dissemination of information, reduces errors, and improves service coordination. Clear and transparent information enables employees to understand work priorities, procedures, and their respective roles within the service system.

The head of the community health center not only manages tasks and provides supervision but also motivates employees through appreciation, moral support, and the creation of a conducive work environment. This motivation

increases employee productivity, job satisfaction, and commitment to providing quality healthcare.

Effective supervision ensures that employees work according to operational standards. Community health center heads who implement structured supervision can reduce the risk of errors, maintain consistency in service delivery, and ensure that each stage of service is carried out appropriately and professionally.

When addressing problems, community health center heads employ a deliberation approach, performance evaluation, and rule enforcement. This approach maintains service stability, enhances employee accountability, and ensures that any operational obstacles are resolved fairly and effectively.

Community health center heads play a crucial role in improving employee competence and professionalism by encouraging them to participate in training and education. This human resource development ensures that healthcare workers continually update their knowledge and skills according to current service standards.

Effective leadership fosters a work culture that is disciplined, responsible, and oriented toward public service. Community health center heads instill ethical and professional values, which serve as a foundation for employees to carry out their duties consistently and responsibly.

The exemplary behavior of community health center heads serves as a positive role model for employees. By demonstrating professionalism, discipline, and responsibility, community health center heads encourage employees to emulate these positive behaviors, thereby enhancing their work ethic, compliance with regulations, and increasing motivation.

The head of the community health center plays a role in maintaining service quality and responding responsively to public complaints. This responsiveness not only ensures that problems are resolved promptly but also increases public trust in the institution, thus maintaining a positive image of the Gunung Putri Community Health Center.

Good internal management supports smooth service delivery. With clear task organization, division of labor according to competency, and effective coordination between units, each employee understands their roles and responsibilities, reducing overlapping workloads.

Strengthening internal management includes the consistent implementation of Standard Operating Procedures (SOPs), regular evaluations, and effective internal communication. Regular evaluations help identify weaknesses and develop best practices, ensuring that the entire service process is systematic, efficient, and sustainable.

Performance monitoring and evaluation are crucial mechanisms for maintaining service quality. The head of the community health center, as the primary supervisor, uses objective indicators, such as punctuality, adherence to standard operating procedures (SOPs), and community satisfaction, to assess service effectiveness, conduct follow-up actions, and continuously improve service quality.

Overall, the leadership of the head of the Gunung Putri Community Health Center plays a strategic role in shaping the effectiveness and quality of health services. The head of the community health center acts as a director, decision-maker, motivator, and role model. With sound internal management, effective coordination, supervision, evaluation, and human resource development, health services can be provided in a timely, efficient, high-quality manner, and responsive to community needs.

The leadership of the head of the Gunung Putri Community Health Center plays a strategic role in determining the direction, effectiveness, and quality of health services. The head of the community health center serves as a director, policy-maker, and decision-maker, ensuring that all units and healthcare personnel work in alignment with organizational goals. Firm, fair, and communicative leadership encourages employees to perform optimally and improves overall performance and service quality.

A participatory and communicative leadership style positively impacts employee motivation, discipline, and accountability. By involving healthcare workers in decision-making, the head of the community health center (Puskesmas) fosters a sense of appreciation and motivation among employees, which results in increased productivity, adherence to procedures, and the quality of interactions with the community.

Good internal management through coordination, clear division of tasks, regular supervision, and evaluation ensures services are efficient, timely, and meet operational standards. The head of the community health center also plays a role in improving human resource competency through training and education, and instills ethical values, professionalism, and role models as the foundation of a disciplined and responsible work culture.

The high number of patient visits is one of the main external constraints affecting service effectiveness at the Gunung Putri Community Health Center. Rapid population growth and increasing public awareness of health issues have led to long queues and longer waiting times, placing operational pressure on healthcare workers.

The increased workload resulting from the high number of patients impacts the focus and concentration of healthcare workers. As Eris noted, this has the potential to reduce service efficiency and the quality of interactions with patients, leading to decreased public satisfaction with the service.

In addition to the number of visits, community characteristics are a significant external factor. Differences in education levels, health awareness, and sociocultural backgrounds impact the community's understanding of service procedures, as explained by Dr. Wostoniatun.

Community ignorance of administrative procedures or service requirements can lead to errors in form completion, delays in service processes, and increased complaints. Evalina emphasized that this requires healthcare workers to provide more intensive education and guidance to patients.

The community's impatience and high expectations create psychological stress for community health center staff. Sri Hardayanti Dewi emphasized that

this pressure can impact the quality of service interactions and requires staff to improve stress management and effective communication.

Preventive measures are one solution to mitigate external obstacles. Kartika suggested increasing the dissemination of service procedures to ensure the community understands the service flow, reduces confusion, and minimizes administrative errors.

A more effective queue system is a strategic step to reduce waiting times and reduce patient congestion at community health centers. This helps staff manage their workload while improving patient comfort while waiting for services.

Consistent health education and communication with the community can improve compliance with service procedures. With this approach, the community better understands the importance of their role in ensuring smooth service delivery, resulting in more harmonious interactions between patients and staff.

The support and participation of the external environment are also crucial factors in the success of healthcare services. Dr. Liska Sari emphasized that the involvement of the community, local government, community leaders, and relevant agencies strengthens coordination and creates a conducive social climate.

Low community participation is a real obstacle to the effectiveness of health programs. Novidawati stated that minimal community involvement in promotive and preventive activities reduces the achievement of intervention goals, resulting in suboptimal public health awareness.

Local government support is crucial for the sustainability of community health center operations. Dessy Rimayanti emphasized the importance of clear policies, adequate budget allocation, and adequate facilities to maintain service quality.

Community leaders act as liaisons between community health centers and residents. Hilda Wildiastuti stated that they help convey information, provide education, and encourage community participation, enabling more effective health programs.

The lack of cross-sectoral collaboration is an additional obstacle to the implementation of integrated health programs. Wahyu Candra emphasized that coordination with other agencies, such as health offices, schools, and community organizations, is crucial to ensure service coverage reaches all levels of society.

Community social and cultural values also influence the utilization of health services. Parnatal Loarde Graha emphasized that community perceptions of services are influenced by specific norms, traditions, and beliefs, therefore, a culturally sensitive approach is necessary to increase trust and compliance.

Strategies for strengthening external support must be integrated and sustainable. Evalina recommended coordination with local governments, increasing the role of community leaders, and conducting regular health outreach and education to encourage active community participation.

Collaboration between community health centers (Puskesmas), the community, the government, and other stakeholders helps Puskesmas face

external obstacles more adaptively and responsively. External support enables health services to be more effective, efficient, and user-friendly.

The success of services depends not only on the internal readiness of the Puskesmas, but also on the extent to which the community is willing to play an active role in maintaining their own health. Community participation is key to optimally achieving promotive, preventive, and curative goals.

Overall, this analysis shows that external constraints such as the high number of visits and differences in community characteristics, along with external support from the government and community leaders, must be managed simultaneously. An integrated, educational, and communicative approach is the primary strategy for the Gunung Putri Community Health Center to provide effective, efficient, and sustainable health services.

The high number of patient visits is a major external constraint impacting the effectiveness of services at the Gunung Putri Community Health Center. Rapid population growth and increasing public awareness of health issues have led to long queues, longer waiting times, and increased work pressure on healthcare workers. The increased workload can reduce focus, concentration, and the quality of interactions with patients, thus impacting community satisfaction with services.

Community characteristics, such as education level, health awareness, and socio-cultural background, are also significant factors. Unfamiliarity with service procedures and high expectations require healthcare workers to provide more intensive education, guidance, and effective communication. Consistent education can improve patient understanding, improve compliance with procedures, and foster more harmonious interactions between staff and the community.

External support from local governments, community leaders, and other stakeholders is key to strengthening service effectiveness. Clear policies, adequate budget allocation, and the involvement of community leaders in education and socialization of service procedures can encourage active community participation. Cross-sector collaboration also helps the Gunung Putri Community Health Center implement integrated health programs and expand service coverage.

CONCLUSION

The effectiveness and quality of services at the Gunung Putri Community Health Center are largely determined by the strength of internal factors, particularly human resources, leadership, and supporting facilities and infrastructure. Competent, disciplined, experienced, and empathetic human resources are the main foundation for creating professional, fast, and responsive services. The firm, participatory, and communicative leadership of the community health center head plays a strategic role in directing policies, building a disciplined work culture, and ensuring optimal coordination and oversight. Adequate facilities and the use of information technology further enhance the efficiency, accuracy, and convenience of services for the community.

Conversely, external factors such as the high number of patient visits, differences in community characteristics, and the level of stakeholder participation and support also influence service success. Therefore, improving service quality requires an integrated approach that focuses not only on internal organizational strengthening but also on public education, effective queue management, and cross-sector collaboration with local government and community leaders. Synergy between internal readiness and external support is key to realizing effective, efficient, sustainable, and community-oriented health services.

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