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# The Bali Health Office Strategies Formulating: Reflection on The New Public Management

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ABSTRACT

In strategic management, the top leadership of the organization has a central role in achieving organizational goals , although in the implementation will involve subordinates who are at the middle and low management levels. In setting goals and targets, there are performance indicators key that must be achieved by the Bali Province Health Office in achieving organizational goals . This research uses qualitativ e methods and sample selection with purposive sampling technique.Analysis of data by analyzing the results of observations, interviews, and documentation obtained were processed using the NVIVO 12 Plus software . The results of the data processing in the study concluded that there are 9 main nodes , among them the achievement of targets, the implementation process of Strategy Plan ( RENSTRA ) , implementation barriers, strategic plan programs, evaluation of achievements, infectious diseases , Dengue Hemorrhagic Fever (DHF ), performance indicators, implications of policy and Covid -19 Pandemic. There are main nodes of target achievement that dominate the data obtained by researchers which state that there are still problems and obstacles in the effort to achieve the targets of the predetermined main performance indicators. It is necessary to coordinate between top leaders and middle managers to low managers so that activities that have been prepared can be integrated with each other in order to support the achievement of the performance indicators set out in the performance agreement and RENSTRA.



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## 1. Introduction

With the change in the paradigm of administrative science from Old Public Administration to New Public Management (NPM) it has an effect on the emergence of demands for increased bureaucratic reform and the quality of public services for the community. Apart from developed countries, efforts to create a results-oriented government are also being made in developing countries, including Indonesia. NPM emphasizes the bureaucracy to be more professional in managing the country, including the quality of managing the budget, improving performance management, and using bureaucratic performance measures as a standard measure of success (Firdausy, 2018). Indonesia adapted this concept by implementing a system called the Government Agency Performance Accountability System (SAKIP).

According to Novianto (2019), the general measure of achieving the goals of each organization is effectiveness, efficiency and economy. In general, the effective achievement of goals is measured when the goals achieved are the same as the goals that have been set, while efficiency refers to the minimal use of resources in terms of human resources, costs and time in achieving these goals. Efficiency and effectiveness cannot be separated in achieving the goals of an organization because the achievement of goals can be said to be efficient when the goals have been effectively achieved. In strategic management, the top leadership of the organization has a central role in determining whether or not the organization is achieved, although in the implementation of these actions it can involve subordinates who are in strategic management. at the middle and low management levels (Novianto, 2019)

Strategic management cannot be separated from strategic planning. Generally, the term strategic management is used for the business world, but now it is starting to be used in government organizations (public), social organizations and non-profit organizations. Each organization formulates strategies to overcome external threats to the organization and seize opportunities. The formulation of this strategy is contained in strategic planning which is generally expected to be achieved within a period of 1 (one) to 5 (five) years by considering the potential, opportunities and constraints that exist or may arise (Hardiansyah, 2019). The strategic plan contains a vision, mission, goals, objectives, program policies and activities that are arranged realistically to anticipate future developments. As the environment changes rapidly and erratically, an organization needs to have the ability to change planning and management appropriately. To be able to make these changes, it is necessary to have the ability to analyse the internal and external environment. In line with the vision and mission of Bali development, the direction of Bali development policies and programs in 2018-2023 as the implementation of the Planned Universe Development Pattern is outlined in 2 program groups namely Priority Programs and Programs Supporters covering upstream to downstream. Based on this program, the Health Sector is included in the Section 2 Priority Program. To achieve this vision and mission, the Regional Apparatus Organization (OPD) compiles a Regional Apparatus Strategic Plan 2018-2023 which includes formulated objectives, targets, strategies and policy directions of the Health Office. Bali Province. In setting goals and targets, there are key performance indicators that must be achieved by the OPD Head in the form of a Performance Agreement and this is evaluated annually as stated in the Government Agency Performance Report (LKjIP) document.

Based on the results of the 2019 LKjIP report, of the 4 main performance indicators set, the results obtained on the indicator Maternal Mortality Rate / 100,000 Live Births (KH) which are targeted for 69 / 100,000KH to achieve 67.6 / 100,000 KH, which means the target has been achieved. For the indicator of Infant Mortality Rate / 1,000 KH which is targeted at 24 / 1,000KH, the results are 4.97 / 1,000KH which means the target has been achieved. The indicator for the infectious disease morbidity rate / 100,000 population, which is targeted for 100 / 100,000 population, is 116 / 100,000

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population, which means the target is not achieved. The fourth indicator is the Proportion of Malnourished / Under-five toddlers, which is targeted at 9.5% to achieve 5.5%, which means the target has been achieved. According to the results of the performance evaluation, it is known that the indicator for infectious disease morbidity / 100,000 population is not achieved in 2019 In measuring this performance indicator used is the incidence rate of Dengue Haemorrhagic Fever (DHF) cases . Incidence Rate is the frequency of disease or new cases that occur in the community at a certain time (1 year) compared to the number of people who may be affected by the disease. If the achievement of this morbidity number indicator is smaller, it is said to be better. 2020 is the 3rd year the implementation of strategic planning in the health sector. This year, of course, it is necessary to carry out various strategies to achieve the main performance indicators that are not yet on target. However, there is a new worldwide disease outbreak, namely Covid-19 and began to occur in Indonesia in early March 2020. In line with the rampant news of the Covid-19 outbreak, news about an increase in dengue cases in Bali Province also began to emerge and the Covid-19 outbreak was reported to have caused lack of focus in handling DHF, especially in the province of Bali.

This phenomenon that occurs certainly affects the implementation of the strategies that have been previously set. In this regard, it is deemed necessary to formulate alternative strategies to achieve the performance indicators that have been set up to the fifth year of strategic planning. In formulating strategic management in order to achieve this, it is necessary to analyse the internal and external environment to determine the opportunities and threats that exist.

## 2. Literature Review

### 2.1 Strategic Management

Strategic management is a set of managerial decisions and actions that help determine the long-term performance of an organization. This includes environmental scanning (both external and internal), strategy formulation (strategic or long-term planning), strategy implementation, and evaluation and control (Wheelen and Hunger, 2018). According to ( Hardiansyah , 2019) states that as a process, strategic management makes information on the past, present and future forecasts from activities and the organization's environment that go through interrelated stages and relate to one another towards the achievement of an organization. Emotional intelligence goals.

### 2.2 Model of Strategic Management

According to ( Wheelen and Hunger , 2018), strategic management consists of four basic elements, including:

a. Environmental scanning

Environmental scanning is the monitoring, evaluation and dissemination of information from the external and internal environment to key people in the company. Its purpose is to identify the external and internal elements strategic factors that will assist in the analysis of corporate strategic decisions.

The company's internal environment consists of variables (strengths and weaknesses) that exist within the organization itself and are in the short-term control of top management. These variables form the context in which work is done. They include the structure, culture, capabilities, and resources of the company. Key strengths form a set of core competencies that a company can use to gain a competitive advantage.

The external environment consists of variables (opportunities and threats) that are outside the organization and not specifically in the short-term control of top management. The external environment consists of two parts, namely the work environment and the social environment. The work environment is an element or group that directly influences or is influenced by the main operations of the organization such as shareholders, government, suppliers, local communities, competitors, customers, creditors, trade unions, special interest groups and trade associations. Whereas the social environment consists of general forces that are not directly related to the short-term activities of the organization but can and often affect long-term decisions such as economic, socio-cultural, political and legal factors as well as technology.

b. Strategy Formulation

Strategy formulation is a process of inquiry, analysis, and decision making that provides a company with the criteria for achieving a competitive advantage. This includes determining the competitive advantage of the business, identifying weaknesses that impact the company's ability to grow, drafting the company's mission, determining achievable goals, and setting policy guidelines.

c. Strategy Implementation

Strategy implementation is a process in which strategies and policies are executed through the development of programs, budgets and procedures. This process may involve changes in the overall culture, structure, and / or management systems of the entire organization. However, except when drastic company-wide changes are required, strategy implementation is usually carried out by middle and lower level managers, with review by top management. Sometimes referred to as operational planning, strategy implementation often involves day-to-day decisions in the allocation of resources.

d. Evaluation and control

Evaluation and control is the process by which company activities and performance results are monitored so that actual performance can be compared with desired performance. Managers at all levels use the information generated to take corrective action and solve problems. Although evaluation and control are the last major elements of strategic management, it can also pinpoint weaknesses in previously implemented strategic plans and thus stimulate the whole process to start over. These four things can be illustrated in the following picture:

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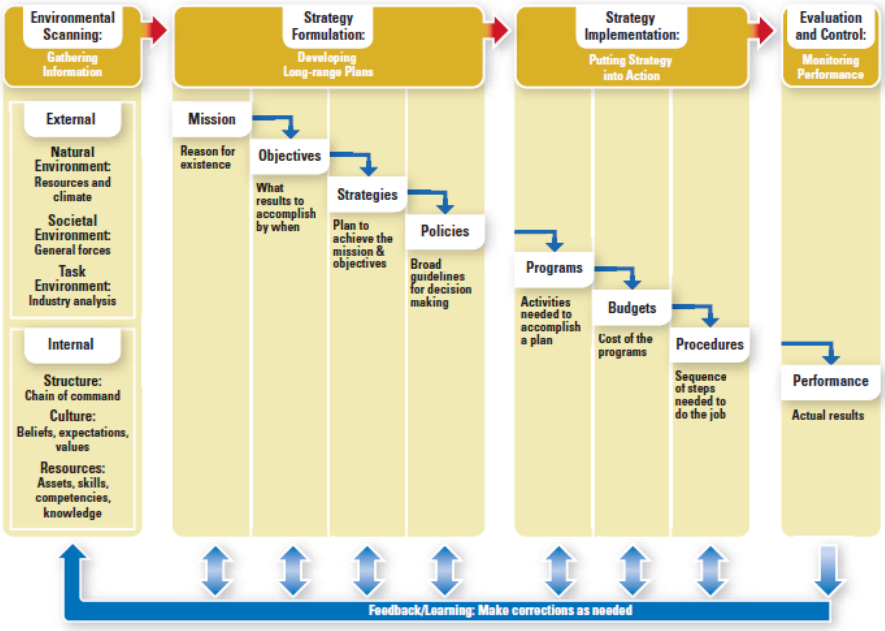


**Fig 1.** Strategic Management Model

Source: processed

Fig 1 above is a planning model that presents what a company should do in terms of a strategic management process, not what a particular company actually does. Rational planning models predict that as environmental uncertainty increases, firms that work diligently to more accurately analyze and predict the changing situations in which they operate will outperform those that are not diligent.

### 2.3 Public Sector Strategic Management

The application of strategic management has been widely practiced in government, especially after the implementation of Good Government and Good Governance as the implementation of New Public Management and New Public Service (Novianto, 2019). Public organizations need a strategic plan to achieve the goals to be achieved. Strategic management helps organizational leaders to better direct their employees in improving organizational performance especially with increasingly complex organizational structures.

Generally, the term strategic management is used for the business world, but now it is starting to be used in government organizations (public), social organizations and non-profit organizations. Each organization formulates strategies to overcome external threats to the organization and seize opportunities. The formulation of this strategy is contained in strategic planning which is generally expected to be achieved within a period of 1 (one) to 5 (five) years by considering the potential, opportunities and constraints that exist or may arise (Hardiansyah, 2019).

### 2.4 Organization

According to ( Duha , 2018), an organization is a unit formed by several people who have little or all in common regarding backgrounds, identities, hopes, and various other things to achieve common goals together. ( Hamali , 2019) defines the organization as a system consisting of a pattern of cooperation activities which d i do regularly and repeatedly by a group of people to achieve a goal.

### 2.5 Organization Principles

In organizations, there are principles that can be described as follows (Duha, 2018):

a. Openness
In this case, what is meant by openness is an organization opening itself to cooperate with any party. However, with a note that organizations with other parties respect and benefit each other.

b. Togetherness
Togetherness means everything that happens is in the interest of all parties at the leadership level, subordinates and all stakeholders must work together.

c. Continuity
An organization is formed with the desire to be able to run continuously indefinitely. Along with the efforts to maintain the existence of the organization in the midst of society, the organization must be prepared to face various threats that can interfere. These include competition, changing times and so on. Therefore, organizations need to carry out various innovations and continue to improve performance in order to align themselves or place themselves in an ongoing situation.

### 2.6 Organizational Characteristics

(Duha , 2018) said that in its development until now an organization has characteristics, including:

a. At least two people, unlimited in number;
b. Each individual has their respective duties, functions, authorities;
c. Has an organizational structure that outlines the position and division of labor;
d. There is an office where you work or just a room / location / secretariat for activities and making friends discussing organizational activities;

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e. The scope of the organization's operational activities is clear;
f. The organization has clear objectives.

### 2.7 Organizational Characteristics

According to (Novianto , 2019) there are differences between public organizations and private organizations which can be described according to the table below:

**Table 1.**
Differences in Public and Private Organizations

| Typeof organization / Difference | Private Organizations | Public Organizations |
|---|---|---|
| **Ownership** | Individual or group | Government |
| **Destination** | Profit or *profit oriented* | Public service |
| **Strategic management** | Controlled by profit | Driven by the wishes of political officials in the government (President, governors, regents or mayors) |
| **Legal-formal** | Flexible (put forward the goals to be achieved rather than the legal basis) | Bureaucratic (strategic policies are prepared based on legal-formal aspects or their legal basis, all of which must be clearly expressed) |
| **Decision-making** | Quickly (involving few people / organization owners) | Tends to be slow (very bureaucratic, involves many people or institutions) |

Source: Novianto (2019)

## 3. Research Methodology

### 3.1 Research design

This study uses qualitative methods intended to find and understand what is behind the phenomenon to be studied. Qualitative methods can provide details and information that are difficult to disclose in quantitative methods. So this causes the need for methodological breakthroughs that are able to create alternative new concepts from a combination of the perspective being studied and the perspective of the researcher himself (Sugiono, 2018). The qualitative approach is believed to be able to direct the search for new concepts through the interpretation of the process and meaning of a phenomenon which can then be used to build predictions and provide explanations of the phenomenon under study. This research was conducted at the Bali Provincial Health Office, which is located on Jl. Melati No.20 Denpasar, Bali. The reason for choosing this location is because the Health Sector is included in the Priority Program Field 2 to support the achievement of the Bali Governor's Vision and Mission.

### 3.2 Population and Sample

The population in this study is the entire staff of the Bali provincial Health Department and technique taking samples or informants in the study using purposive sampling. In purposive sampling the researcher already has criteria - specific criteria to determine the sources of research (Ferdinand, 2014). Purposive sampling is a sampling technique with certain considerations. This sampling technique is used to obtain data sources by selecting individuals and places to study because they can specifically provide an understanding of research problems and phenomena in the study. Research informants who are determined according to the criteria set by the researcher with the consideration of having similar characteristics and qualities and considering suitability and adequacy. Based on these considerations, research informants are grouped into 3 parts, namely groups of decision makers, program managers and across sectors. The decision-making group in this study were the Head of the Bali Provincial Health Office, the Secretary of the Health Service, the Head of Disease Prevention and Control (P2P), the program management group was functional officials and staff managing programs and activities according to strategic goals and objectives, then the cross-sectoral groups were representatives from Professional Organizations and Academics. The details of the informants are shown in table 1 below.

**Table 2.**
Research informants

| Types of informants | Number of people |
|---|---|
| Decision maker | 3 |
| Program Manager | 2 |
| Cross Sector | 3 |
| **Total** | **8** |

### 3.3 Data Analysis Techniques

Retrieval of data in this study by means of in-depth interviews with informants and combined with observations of researchers in the field and analyzing existing documents on the object of research. In this study, the process of data collection and processing was assisted by using qualitative research data analysis *software* Nvivo 12. According to (Bandur , 2019), the qualitative data management process in NVivo is very important to be able to analyze qualitative data effectively and efficiently.

Data analysis begins with a transcription process by inputting the recorded results of in-depth interviews obtained in audio form into the NVivo software. This step will be more effective because the writer can listen to recordings and transcribe them in the same program. After the transcription process, the writer will share the data obtained based on the data source. such as transcribed interview documents, strategic planning documents, performance reports of government agencies, organizational structures and photos of activities into the Sources menu in Nvivo. In the next stage, the data is coded which is then classified into *nodes* . Coding is a process of tagging in the source text and storing selected source text extracts relating to the target theme into database items called *nodes* in Nvivo entry. *Nodes* are features used in the process of classifying data in research. This feature makes it easier for writers to review literature and classify the data used. In this

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study the authors will attach a *Frame work matrix of* interviews with the management of the Bali Provincial Health Office, program / activity managers and related sectors. The data validity test used source triangulation techniques obtained from different informants in exploring the same topic and triangulation techniques used observation techniques, documentation analysis and in-depth interviews .

## 4. Research Results and Discussions

### 4.1 Demographic Analysis

Based on the information that has been interviewed in depth, it can be seen that a total of 6 informants are male and 2 are female. 3 people are over 45 years old, 1 person is between 41 to 45 years old. , 2 people aged between 36 to 40 years and 1 person aged 31 to 35 years and 1 person aged over 26 to 30 years as shown in Fig 2 below.

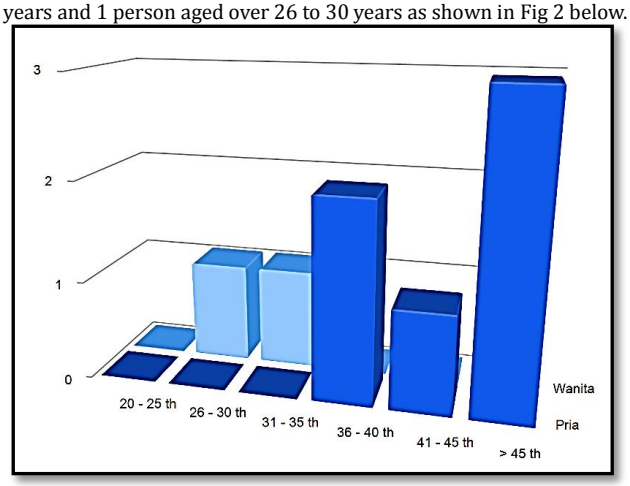


**Fig 2.** Attribute Age vs Gender
Source: Nvivo 12 Plus output

Based on the data of the informant profession, the profession as a civil servant dominates with 6 people consisting of 5 men and 1 woman, then the cross-sector professions are 2 people each - women and men and can be seen in Fig 2.

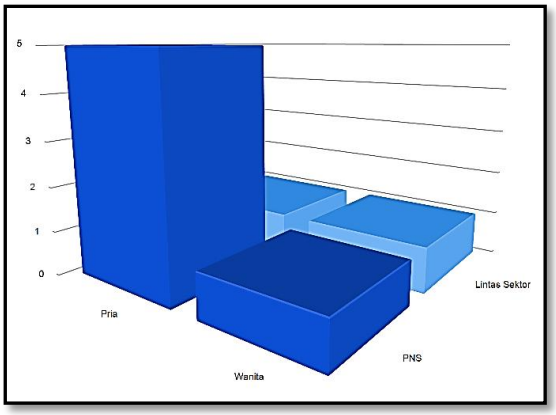


**Fig 3.** Attribute for Gender vs Profession.

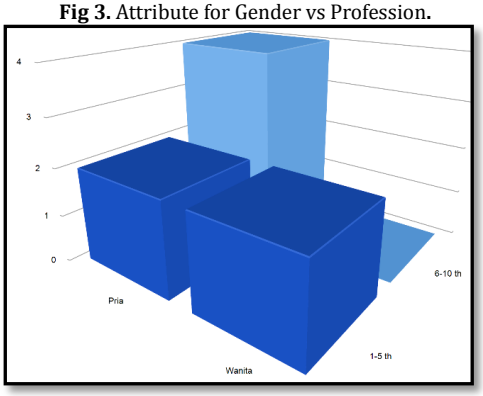


**Fig 4.** Attribute for Gender vs Length of Employment
Source: Nvivo 12 Plus output

Fig 3 above also shows that the informants based on the tenure are dominated by men with a total of 6 people where 4

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people have a work period of 6-10 years and 2 people have a work period of 1-5 years while for the rest are 2 women with a work period of 1 to 1. 5 years. From Fig 4 below shows that the informant aged between 26 to 30 years is 1 person who works as a civil servant, then the informant aged 31 to 35 years is also 1 person who works as a cross-sector, traffic aged 36 to 40 years as many as 2 people. Work as a civil servant, then 1 person with an age of 41 to 45 years and a civil servant profession, the most dominant age is over 45 years of age as many as 3 people, 2 of whom are cross-sectoral and 1 person is a civil servant.

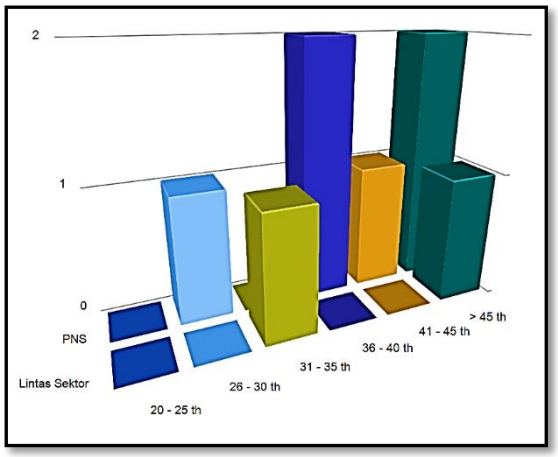


**Fig 5.** Profession vs Age Attribute

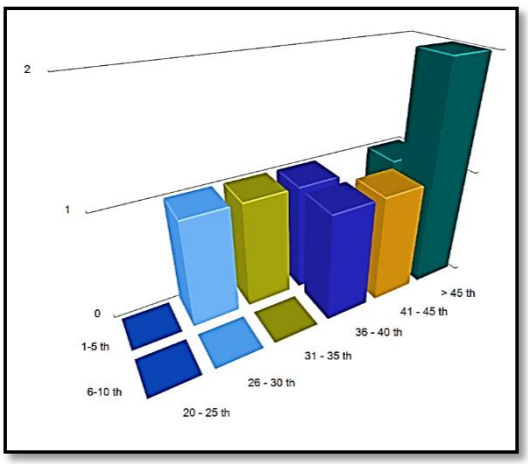


**Fig 6.** Attribute duration of work vs age
Source: Nvivo 12 Plus output

While Fig 5 above shows the length of work by the informant, each of which has the same number, namely 4 people who have a work period of 6 to 10 years, consisting of 2 people aged over 45 years and 2 people aged 36 to 45 years. The other 4 people have a working period of 1 to 5 years consisting of 2 people aged between 26 to 35 years, and 2 informants aged between 36 years to 45 years.

### 4.2 Matrix Coding Query (Attribute VS Nodes)

Fig 7 below shows that informants who are over 45 years of age provide more information in research, the most dominant thing discussed is about the *Covid* 19 *pandemic,* then regarding performance indicators followed by Achievement Evaluations and Dengue Contagious Diseases and Performance Indicators. Ages over 45 years old are suspected of having a sufficient working period to have experience in dealing with dengue infectious diseases, which is why the data obtained by the researcher is more obtained by informants who are over 45 years of age. In fact, the information obtained by informants aged 31 to 35 years is far less than other informants, even information about the *Covid* 19 *pandemic was* not obtained at all from this informant.

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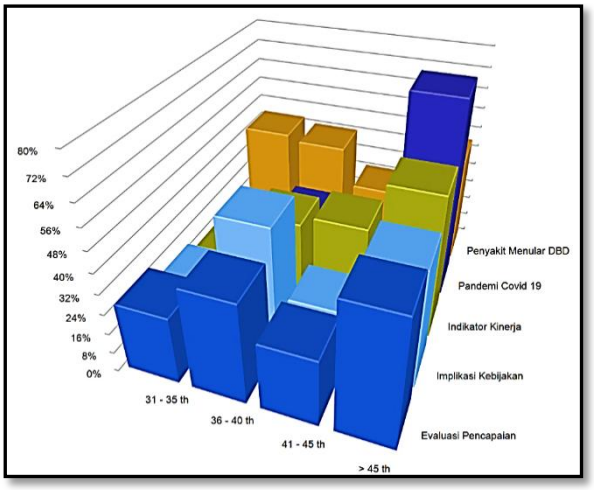


**Fig 7.** *Attribute* Age vs Gender
Source: Nvivo 12 Plus *output*

In general, the *nodes* that were discussed thoroughly by the informants at an average age spoke about the infectious disease of DHF by 37.50%, evaluation of performance achievement, and evaluation of achievement of 36.46%. Policy then followed by policy implications of 35.00% and the *Covid* 19 *pandemic* by 25.00%.

If traced with other *main nodes,* Fig 8 below states that the *main nodes* have the most information on target achievement, namely 43.75 %, most informants are given by informants over 45 years of age followed by *main nodes of* the RESNTRA Implementation process of 40.38 % and Implementation Barriers 39, 77%. In addition to informants over 45 years of age who predominantly provide information, there are also informants aged 36 to 40 years who provide information as much and evenly to informants regarding these 3 *main nodes.* Followed by informants aged 41 to 45 years and informants aged 31 to 35 years. These three *main nodes* are very important in the process of dealing with dengue infectious diseases, where the three *main nodes* are the most discussed by the informants, meaning that the RENSTRA implementation process in achieving its goals has indeed experienced many obstacles and this was stated quite strongly by the informants, even though in its implementation the Department Bali Provincial Health prioritizes enough in achieving the target of Performance in the prevention of this DHF disease.

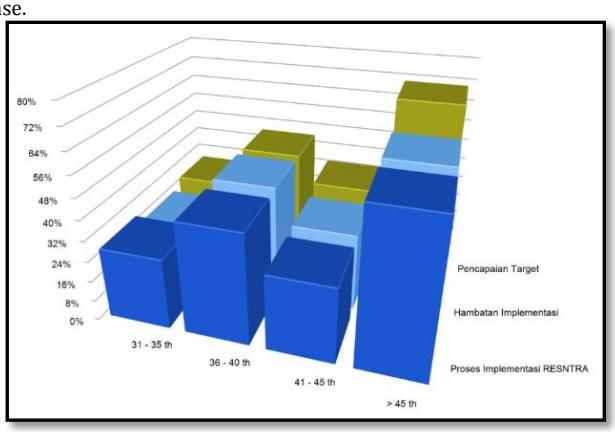


**Fig 8.** *Coding* according to the informant's profession
Source: Nvivo 12 Plus *output*

### 4.3 Hierarchy Diagram Analysis

The results of in-depth interviews and observations in the field and complemented by supporting data are processed using the QSR Nvivo 12 program, after the coding stage is carried out based on the theme, the researcher eliminates several *nodes* that have no meaning and can be seen the results of the *nodes* depicted in the hierarchy diagram in Fig 9 below.

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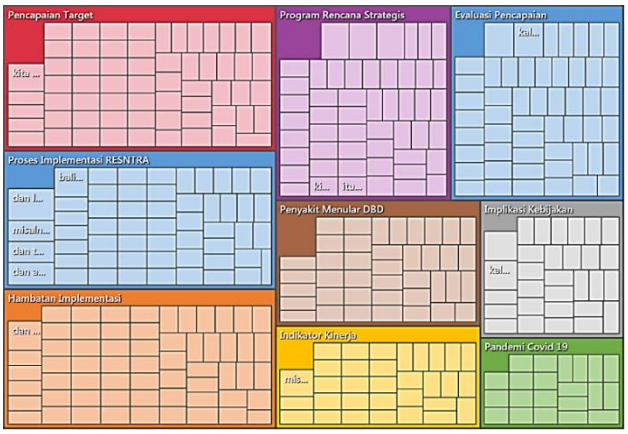


**Fig 9.** Hierarchy diagram according to *nodes*
Source: Nvivo 12 Plus *output*

Based on the *hierarchy chart* above, it can be concluded that the information and data obtained by the researcher digs more about Target Achievement of 15.07%, followed by RENSTRA Implementation Process *nodes* and Implementation Barriers with the same percentage of 14.38%, Strategic Plan Program of 13.01. %, Achievement Evaluation of 12.78%, Infectious Disease of DHF 9.82%, Performance Indicators of 7.99%, Policy Implications of 7.53% and Covid 19 Pandemic of 5.02%.

### 4.4 Content Analysis (Word Frequency Query and Word Cloud)

Based on the *word frequency result,* there are 19,977 words, the researcher eliminates words that have no meaning and are not related to the topic. This shows that the informants emphasize and give important things in this research.


**Fig 10.** *Word Cloud*

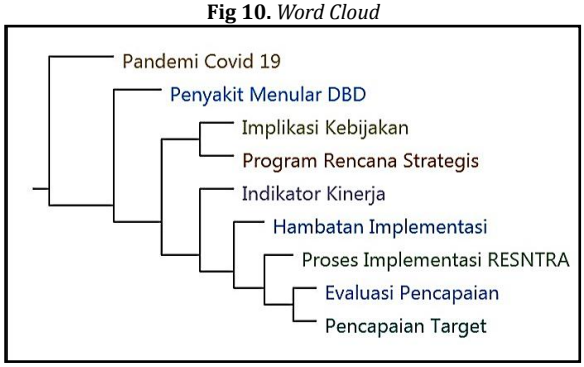


**Fig 11.** *Word Frequency Query*
Source: Nvivo 12 Plus *output*

Fig 10 shows the display in the word cloud and Fig 10 displays the *Word Frequency Query* using Nvivo 12 on the results of the interview and supporting documents. The informant emphasized in terms of Target Achievement, RENSTRA Implementation Process, Implementation Barriers, Strategic Plan Programs, Achievement Evaluation, Dengue Infectious Disease, Performance Indicators, Policy Implications and the Covid Pandemic 19.

In the *word cloud* image above states that the word program is most often discussed in interviews with informants, besides that there are also some supporting words generated from the autocode of the nvivo 12 plus program such as Society, larvae, target, disease, jumantik, mosquitoes and so on. Researchers set a minimum of 5 letters in 1 word to display the word cloud in Fig 10 above. Whereas in the display of the word frequency query in Fig 11 above states that the link between *main nodes* in coding shows the *main nodes* relationship clusters generated in the data coding process in the Vivo 12 Plus program. It can be seen that the *Covid* 19 *pandemic* has the highest relationship followed by Dengue Contagious Disease, then evenly below that there are Policy Implications, Strategic Plan Programs and Performance Indicators that underlie Implementation Barriers, RENSTRA Implementation Process and the lowest is the Evaluation of Achievements and Targeted

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Achievements have an equal position.

### 4.5 Text Search Query (Word Tree)

From various data sources through the *Text Search Query* feature, it can be seen to understand the use of these words. In this study, it is necessary to understand the use of the word 'Program' which is a word that often appears from various sources of research data. The search results are presented in the *Word Tree* in Fig 12.

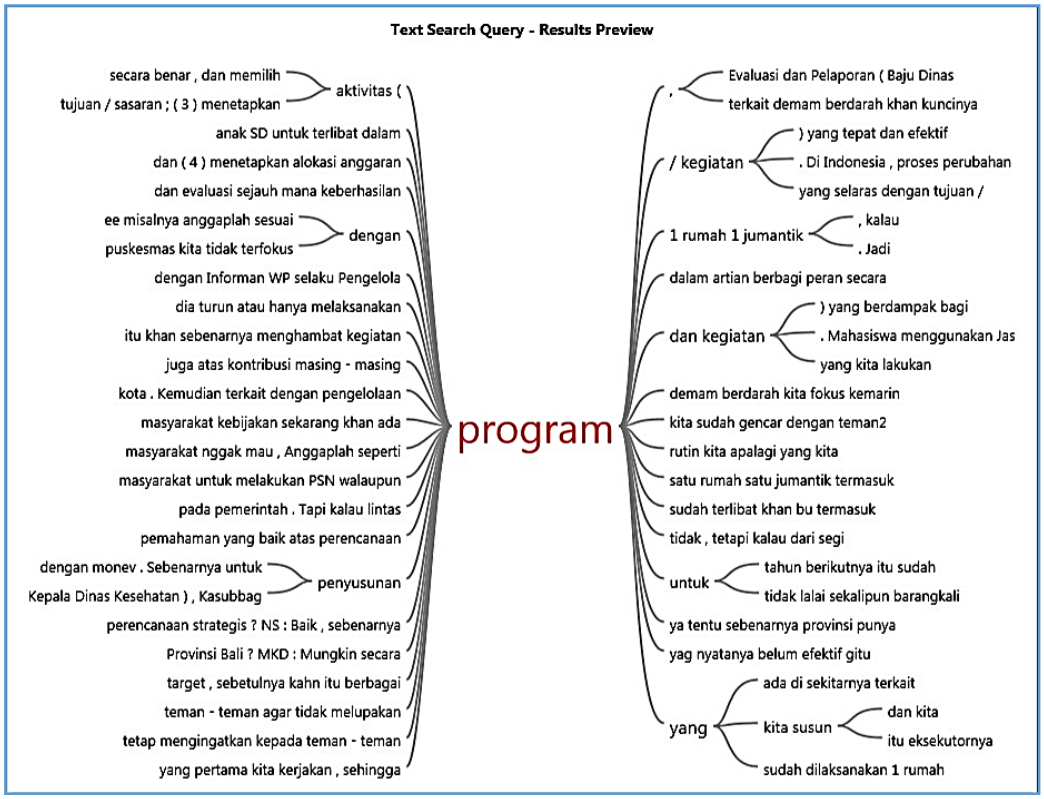


**Fig 12.** *Word Tree Program*
Source: Nvivo 12 Plus *output*

The *word tree* data above concludes that in the process of achieving targets to tackle the eradication of dengue disease, the process of achieving the program in its implementation should run well and correctly. The Strategic Plan Program that has been previously defined must be thoroughly implemented and be able to overcome any obstacles that occur. This is stated in the *main nodes* of target achievement as the dominant sources, both internal and external. Discussion and data regarding the achievement of targets in carrying out strategic planning programs, as well as implementation and obstacles that occur were mostly found by researchers in this study. This concludes that there are still serious obstacles or problems in the process of implementing the strategic plan program in order to achieve the predetermined targets. Meanwhile, other supporting factors regarding the evaluation of achievement and policy implications as well as detailed information about DHF during the Covid-19 pandemic are also determining the target achievement of the Bali Provincial Health Office in eradicating DHF.

### 4.6 Project Map Nodes Implementation Barriers

Based on the results of the project map from the nvivo 12 plus program, which is focused on the *main nodes of* Implementation Barriers, it is found that several *sub nodes* are indeed the factors that make up the *main nodes of* Implementation Barriers. This can be seen in Fig 13 below.

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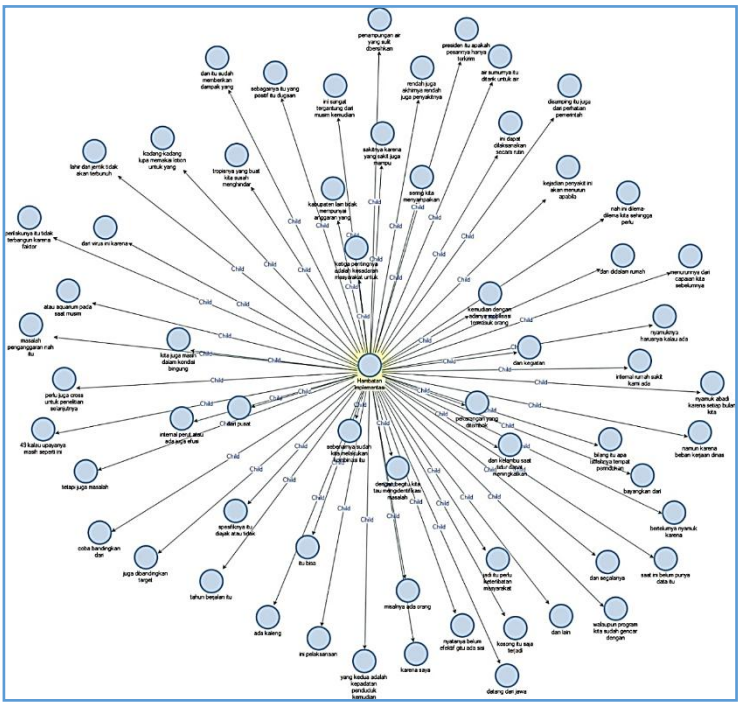

**Fig 13.** Project Map of Nodes Implementation Barriers
Source: Nvivo 12 Plus *output*

Fig 13 above shows that the main nodes system has 63 sub nodes which are thought to be formed from factors that influence the implementation of the target achievement process or the RENSTRA program running process, Main nodes Implementation Barriers have the second largest sub nodes and are the same as the main nodes RENSTRA Implementation Process under Main Targeted Achievement nodes which has 66 sub nodes. 63 sub nodes contributes to the formation of the main nodes Barriers to Implementation where sub nodes dilemmas faced, overload burden Department, negligence citizens, and maximal officer flick is the word most often appear in the main nodes barriers to implementation.

### 4.7 Explore Comparison Diagram

Based on the results of the *text search query* above, it can be seen that in this study it focuses on how the process of achieving the target of the Bali Provincial Health Office is concerned, so the researcher focuses on variables that play an important role in the process of achieving the target. These variables are the RENSTRA Implementation Process, Implementation Barriers , Strategic Plan Programs and Target Achievement, which are the dominant *main nodes* obtained from internal and external sources and can be seen in the explore comparison diagrams in Figs 14 and 15 below.

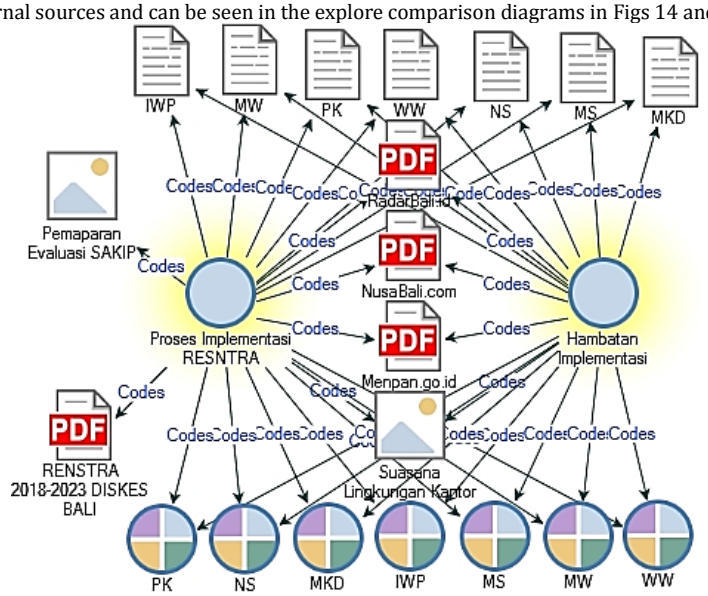


**Fig 14.** Explore Comparison by perceived behavioral control and subjective norm nodes
Source: Nvivo 12 Plus *output*

Based on the diagram above, it can be seen that the information data obtained regarding the RENSTRA Implementation Process and Implementation Barriers is obtained through 7 informants, namely PK, NS, MKD, IWP, MS, MW,

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WW and 3 reference articles and 1 photo documentation simultaneously. Especially for the RENSTRA Implementation Process *nodes, it is* also obtained through pictures or photo documentation and additional 1 other references. There is only 1 informant who did not provide information about the RESNTRA Implementation Process and Implementation Barriers, namely the DP informant.

Meanwhile, for the other *main nodes,* the researcher also obtained result information data regarding the *main nodes* of the Strategic Plan Program and Achievement of Targets. Information data obtained from various sources collectively provide information on these two *main nodes,* from interviews with 6 informants, namely MS, NS, PK, MKD, IWP and WW, 2 reference articles and 1 photo documentation. Especially for the *main nodes* of the Strategic Plan Program, it was added with photo documentation during the presentation of the strategic plan program, but there were 2 informants who did not provide information about these *main nodes* including MW and DP informants. While the *main nodes of* Target Achievement were also added to the results of other informant interviews, namely MW and 2 reference articles, and there was only 1 informant who did not provide information about this, namely the DP informant, this can be seen in Fig 15 below.

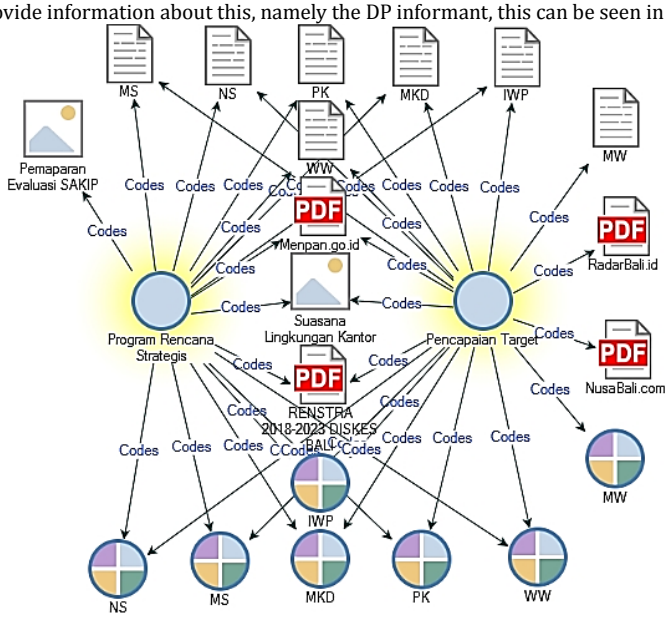


**Fig 15.** Explore Comparison by attitude toward behavior and intention purchase nodes
Source: Nvivo 12 Plus *output*

### 4.8 Cluster Analysis (Pearson Correlation Coefficient)

The relationship between *main nodesin* this study can be seen in Fig 16, namely the *cluster analysis* model *output* below.

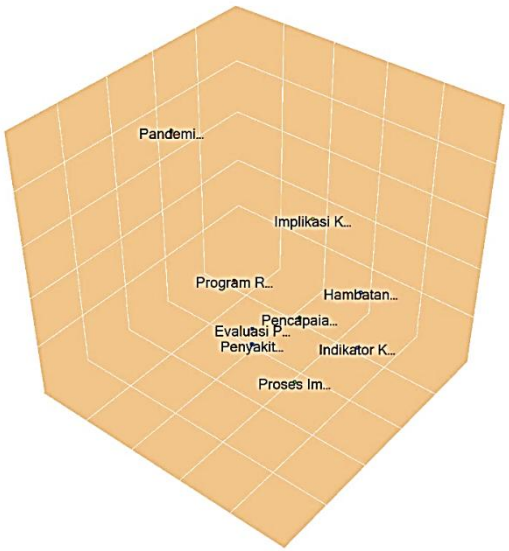


**Fig 16.** Cluster Analysis
Source: Nvivo 12 Plus *output*

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**Table 2. *Pearson Correlation Coefficient***

| *Nodes* Code A | *Nodes* Code B | Pearson correlation coefficient |
|---|---|---|
| *Nodes* \\ Target Achievement | *Nodes* \\ Achievement Evaluation | 0.917607 |
| *Nodes* \\ RESNTRA Implementation Process | *Nodes* \\ Target Achievement | 0.900498 |
| *Nodes* \\ Target Achievement | *Nodes* \\ Implementation Barriers | 0.885603 |
| *Nodes* \\ Target Achievement | *Nodes* \\ Performance Indicators | 0.868891 |
| *Nodes* \\ Target Achievement | *Nodes* \\ Policy Implications | 0.855304 |
| *Nodes* \\ RESNTRA Implementation Process | *Nodes* \\ Achievement Evaluation | 0.853204 |
| *Nodes* \\ Implementation Barriers | *Nodes* \\ Achievement Evaluation | 0.845209 |
| *Nodes* \\ RESNTRA Implementation Process | *Nodes* \\ Implementation Barriers | 0.83179 0 |
| *Nodes* \\ Performance Indicators | *Nodes* \\ Implementation Barriers | 0.827785 |
| *Nodes* \\ RESNTRA Implementation Process | *Nodes* \\ Dengue Infectious Disease | 0.822009 |
| *Nodes* \\ Strategic Plan Programs | *Nodes* \\ Target Achievement | 0.818495 |
| *Nodes* \\ RESNTRA Implementation Process | *Nodes* \\ Performance Indicators | 0.80747 0 |
| *Nodes* \\ Policy Implications | *Nodes* \\ Achievement Evaluation | 0.806712 |
| *Nodes* \\ Policy Implications | *Nodes* \\ Implementation Barriers | 0.802828 |
| *Nodes* \\ Strategic Plan Programs | *Nodes* \\ Policy Implications | 0.790919 |
| *Nodes* \\ Performance Indicators | *Nodes* \\ Achievement Evaluation | 0.790295 |
| *Nodes* \\ RESNTRA Implementation Process | *Nodes* \\ Policy Implications | 0.789701 |
| *Nodes* \\ Strategic Plan Programs | *Nodes* \\ Achievement Evaluation | 0.782421 |
| *Nodes* \\ RESNTRA Implementation Process | *Nodes* \\ Strategic Plan Programs | 0.752551 |
| *Nodes* \\ Strategic Plan Programs | *Nodes* \\ Performance Indicators | 0.742907 |
| *Nodes* \\ Performance Indicators | *Nodes* \\ Policy Implications | 0.742015 |
| *Nodes* \\ Strategic Plan Programs | *Nodes* \\ Implementation Barriers | 0.733091 |
| *Nodes* \\ Dengue Infectious Disease | *Nodes* \\ Target Achievement | 0.73282 0 |
| *Nodes* \\ Dengue Infectious Disease | *Nodes* \\ Achievement Evaluation | 0.71316 0 |
| *Nodes* \\ Dengue Infectious Disease | *Nodes* \\ Implementation Barriers | 0.702254 |
| *Nodes* \\ Dengue Infectious Disease | *Nodes* \\ Policy Implications | 0.651788 |
| *Nodes* \\ Dengue Infectious Disease | *Nodes* \\ Performance Indicators | 0.628032 |
| *Nodes* \\ Strategic Plan Programs | *Nodes* \\ Dengue Infectious Disease | 0.625549 |
| *Nodes* \\ Dengue Infectious Disease | *Nodes* \\ Covid Pandemic 19 | 0.569621 |
| *Nodes* \\ Target Achievement | *Nodes* \\ Covid Pandemic 19 | 0.557163 |
| *Nodes* \\ Covid Pandemic 19 | *Nodes* \\ Achievement Evaluation | 0.545104 |
| *Nodes* \\ Covid Pandemic 19 | *Nodes* \\ Implementation Barriers | 0.481254 |
| *Nodes* \\ RESNTRA Implementation Process | *Nodes* \\ Covid Pandemic 19 | 0.477381 |
| *Nodes* \\ Covid Pandemic 19 | *Nodes* \\ Policy Implications | 0.475085 |
| *Nodes* \\ Strategic Plan Programs | *Nodes* \\ Covid Pandemic 19 | 0.465283 |
| *Nodes* \\ Covid Pandemic 19 | *Nodes* \\ Performance Indicators | 0.418627 |

Source: Nvivo 12 Plus *output*

Based on the coefficient values in Table 2 above, the strength of the relationship between *main nodes* is between moderate, strong, very strong, and nearly perfect relationships. This is reasonable because most of the *main nodes* talks about the conditions and reality in the process of achieving targets in overcoming the eradication of dengue infectious diseases at the Bali Provincial Health Office.

**4.9 Research Findings**

a. Environmental scanning

Environmental conditions are a factor that influences the strategic planning process of an organization, both from internal and external factors. In fact, Bali Province has the potential to be able to reduce the incidence of DHF because it has a small area compared to other regions in Indonesia. Besides that, public knowledge is also considered good because it has routinely carried out socialization through various media. However, based on the results of the study, it was found that the challenges faced by the Bali Provincial Health Office in achieving the target were the lack of public awareness in eradicating mosquito nests and the lack of availability of jumantik officers in each district / city. The density of buildings in big cities and the presence of uninhabited buildings also has the potential to become a nesting place for mosquitoes. In addition, the Covid 19 pandemic situation is also a new challenge amid the efforts being made to achieve these performance indicators. It is acknowledged that the attention of the government and the public has begun to be diverted to the situation of the Covid 19 Pandemic. From the internal environment of the organization it is seen that there is still a lack of coordination between programs so that efforts to handle dengue incidents. There is a need for a cross-program role in carrying out health promotion efforts and data collection related to larva free rates that cannot be done alone by infectious disease program managers and this is admittedly still running independently.

b. Strategy Formulation

Based on the existing strategic environmental conditions, Bali Province always ranks the highest in achieving the incidence of DHF, where this achievement is not a good thing because it shows the high rate of the disease in Bali Province. This condition becomes a motivation for the leadership to make the DHF incidence rate as an indicator in measuring the infectious disease morbidity rate on the main performance indicators in the hope that it can foster innovation in an effort to reduce the DHF morbidity rate in Bali Province.

c. Strategy Implementation

In the implementation of the strategy, it was found that the implementation was not optimal because the handling of this dengue infectious disease could not be fully handled by the Bali Provincial Health Office so that it was deemed

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necessary to support from various parties outside the agency, namely by involving intensively the roles of other supervisory agencies such as the Village Community Empowerment Service, the Community Progress Service. Adat and health cadres, community leaders in the village so that the planned program can be implemented effectively and efficiently. In fact, there is a 1 house 1 jumantik program, which means that every community has the responsibility to monitor and eradicate mosquito nests in their own homes. However, this has not been done optimally and the community and several other parties are more likely to propose *fogging* as an effort to handle dengue fever in their area. In fact, fogging is not effective because it can only kill adult mosquitoes.

d. Evaluation and control

Currently, the implementation of evaluations for handling dengue cases is constrained by the rationalization of the budget. The limited budget available and the pandemic situation also resulted in limited evaluation activities by gathering program managers from districts and cities. But even so, agency leaders and program managers are still trying to coordinate through the social media groups that have been formed. In addition, the head of the Bali Provincial Health Office also made a circular to regional leaders and health agencies in the Regency and City regarding the early precautions for DHF so that it is hoped that they can immediately take preventive efforts as early as possible in their area. In addition, according to the results of the SAKIP evaluation, it is necessary to re-evaluate the DHF indicator because it does not appear specifically in the compiled cascading.

## 5. Conclusion

The incidence rate of DHF, which is an indicator in measuring the morbidity of infectious diseases on the main performance indicator according to the performance agreement of the head of the Bali Provincial Health Office, will always be difficult to achieve because of the low level of public awareness in eradicating mosquito nests in their respective environments. It is hoped that the activity of 1 house 1 jumantik can be implemented in a sustainable manner as an effort to prevent disease transmission in the community. This activity can be carried out, of course, the need for coordination from various parties to be able to mobilize the community such as traditional leaders, health cadres and health workers in health facilities. At the managerial level there is also a need for coordination between top leaders and middle managers to low managers so that activities that have been arranged can be integrated with each other so that they can support the achievement of the performance indicators set out in the performance agreement and RENSTRA.

The theoretical implication of this research is to analyze and serve as a guide in formulating strategies in order to achieve the targets of the Bali Provincial Health Office. Meanwhile, the practical implication of this research can be used by the Bali Provincial Health Office as an evaluation of target achievement by paying attention to obstacles as an evaluation of policy results and prioritizing maximizing the main indicators in achieving these targets.

The limitation in this study is the diversity of informants' backgrounds in terms of age, location of residence, level of education and profession, which allows for a variety of perceptions as well as the diversity of answers in the interview results. Meanwhile, suggestions for further research can be carried out in other places or locations that maximize an area of the province of Bali such as the Health Office of each regency or other province in the territory of Indonesia.

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