

## Hybridisation of Quality of Vaccine Services in Puskesmas in Rokan Hulu District

Taruna<sup>1✉</sup>, Rulinawaty<sup>2</sup>, Febri Yuliani<sup>3</sup>

<sup>1,2,3</sup>Universitas Terbuka, Universitas Riau, Indonesia

Correspondence Author: [taruna.rohul85@gmail.com](mailto:taruna.rohul85@gmail.com)✉

### Article history

Received : 2023-03-24

Accepted : 2023-07-12

Published : 2023-08-31

### Keywords:

Hybridization, Service Quality of Covid-19 Vaccine, non-physical development

**Abstract:** This research was conducted to comprehensively determine the quality of the Covid-19 vaccine service at the Public Health Center in Rokan Hulu Regency, hybridization of collaborations or partnerships between the government, the private sector and the community in the implementation of the Covid-19 19 vaccination services and the factors that hindered the Covid-19 vaccine service in Rokan Hulu Regency. This type of research is qualitative with a phenomenological approach which aims to obtain information by conducting in-depth interviews, observation and review of documents regarding the hybridization of the quality of Covid-19 vaccine services at the Public Health Center in Rokan Hulu Regency. The informants consisted of the Head of the Rokan Hulu Regency Health Office, the Head of the Rokan Hulu Regency Health Services Division, the Head of the Health Center, vaccinators, health promotion officers, sub-district heads, Headman, private sector and communities receiving vaccines. The triangulation used is the triangulation of sources, methods and data. Data analyzed by content analysis. The results of the research and discussion can be concluded that the quality of the Covid-19 vaccine service at the Public Health Center in Rokan Hulu Regency is generally good and in line with what the public expects. Hybridization between the government, the private sector and the community has been going well without any problems. Obstacles in the Covid-19 vaccination service, rejecting and doubting the vaccine, not continuing the vaccine to the next dose because there are no more restrictions on activities and the use of public facilities by the government such as being required to have a Covid-19 vaccine certificate, there are still people who do not have an ID number. The target number from BPS does not match the Public Health Center data. Company employees who take part in the implementation of the hybrid cooperation vaccine cannot get Covid-19 vaccination services at the Public Health Center because their data has been entered into PT's Pcare application Kimi Farma. The need for community engagement with Traditional and Religious Leaders, Smart People as Public Relations for health workers, the need for a mandatory policy to have a Covid-19 vaccine certificate as a condition for obtaining public services. Hybrid needs to be developed again to cover other sectors such as NGOs and informal organizations as well as carry out non-physical development, especially in the health sector

**Abstract:** Penelitian ini dilakukan untuk mengetahui secara kompherensif kualitas pelayanan vaksin covid-19 di puskesmas Kabupaten Rokan Hulu, hibridisasi kolaborasi atau kemitraan antara pemerintah, swasta dan masyarakat dalam pelaksanaan pelayanan vaksinasi Covid-19 serta faktor-faktor yang menghambat pelayanan vaksin Covid-19 di Kabupaten Rokan Hulu. Jenis penelitian ini adalah kualitatif dengan pendekatan secara fenomenologi yang bertujuan untuk mendapatkan informasi dengan cara melakukan wawancara mendalam, observasi dan telaah dokumen mengenai hibridisasi kualitas pelayanan vaksin Covid-19 pada Puskesmas di Kabupaten Rokan Hulu. Informan terdiri dari Kepala Dinas Kesehatan Kabupaten Rokan Hulu, Kepala Bidang Layanan Kesehatan Dinas Kesehatan Kabupaten Rokan Hulu, Kepala Puskesmas, petugas vaksinator, Petugas



Available online at  
<http://jurnal.usk.ac.id/riwayat/>

promosi kesehatan, Camat, Kepala Desa/Lurah, pihak swasta dan masyarakat penerima vaksin. Triangulasi yang digunakan adalah triangulasi sumber, metode dan data. Data dianalisis secara content analysis. Hasil penelitian dan pembahasan dapat disimpulkan bahwa kualitas pelayanan vaksin Covid-19 di Puskesmas Kabupaten Rokan Hulu secara umum sudah baik dan sesuai dengan yang diharapkan masyarakat. Hibridisasi antara pemerintah, swasta dan masyarakat sudah berjalan dengan baik tanpa kendala. Hambatan-Hambatan dalam pelayanan vaksinasi Covid-19 yaitu masyarakat menolak dan meragukan vaksin, tidak melanjutkan vaksin ke dosis selanjutnya karena tidak ada lagi pembatasan kegiatan dan penggunaan fasilitas umum oleh pemerintah seperti wajib memiliki sertifikat vaksin Covid-19, masih terdapat masyarakat yang tidak memiliki NIK. Jumlah sasaran dari BPS tidak sesuai dengan data Puskesmas. Karyawan perusahaan yang ikut pelaksanaan vaksin gotong royong tidak bisa mendapatkan pelayanan vaksinasi Covid-19 di puskesmas karena data mereka sudah masuk ke aplikasi Pcare PT. Kimi Farma. Perlunya community engagement kepada Tokoh Adat dan Agama, Orang Pandai sebagai Public Relationship petugas kesehatan, perlunya kebijakan wajib memiliki sertifikat vaksin Covid-19 sebagai syarat untuk mendapatkan pelayanan public. Hybrid perlu di kembangkan lagi mencakup sektor lain seperti LSM dan organisasi informal serta melakukan pembangunan non fisik khususnya dibidang kesehatan

## INTRODUCTION

One manifestation of the function of the State Apparatus is public service. the development of public service delivery is one of the strategic choices for the development of good governance in Indonesia. This is because one of the benchmarks for the implementation of good governance can be seen from the implementation of quality public services and satisfaction oriented. Public services can be categorized as effective if the community gets service convenience with procedures that are short, fast, precise and satisfying (Mustanir, 2022).

Parasuraman et al in Mursyidah and Choiriyah (2020) explain service quality is an important aspect in every service provider agency. Whether or not a public service is of good quality can be determined from 5 (five) dimensions, namely tangible, reliability, responsiveness, assurance, empathy.

Based on data from the Indonesian Ministry of Health (2023) 86 per 100 Indonesian residents have received the first stage of the Covid-19 vaccine. The total target for vaccination until the final stage is 234,666 million people with the target of vaccination being health workers, the elderly, public officials, vulnerable people and the general public at least 6 years old. As of February 3, 2023, the coverage for dose I reached 87.04%, for dose 2 was 74.62%, for booster 1 was

29.64% and for booster 2 was 0.64%. Vaccination is carried out in all regions with a high priority for the spread of Covid-19. DKI Jakarta Province ranks first with the highest Covid-19 vaccination coverage, which is over 100%, while Riau Province ranks eighth with the Covid-19 vaccination coverage of 88%.

The target target for the Covid-19 vaccination in Riau Province reached 4,840 million people with the coverage of dose I reaching 98.13%, the achievement of dose 2 was 77.91%, the achievement of booster 1 was 15.54% and the achievement of booster 2 was 0.12 %. For Rokan Hulu District, the coverage of dose 1 reached 81.8%, the achievement of dose 2 was 70.5%, the achievement of booster dose 1 was 27.07% and the achievement of booster dose 2 was 0.34% (Riau Provincial Health Office, 2023).

In an effort to increase the coverage of Covid-19 vaccinations that are high and evenly distributed, according to standards and quality, a comprehensive planning process is needed and the need for the concept of hybridization in the public service of Covid-19 vaccinations. Brandsen and Donk in Rulinawaty et al (2021) state hybrid as an interdisciplinary concept. Hybridity has always symbolized the process and product of mixing elements that are inherently contradictory and contradictory. In public administration, hybrid organizations combine

the functional and organizational characteristics of business units. Examples of hybrid organizations in the field of public administration are government organizations that resemble business corporations, third sector organizations that perform functions similar to those of the government, and commercial companies that participate in the production of public goods and services. Rulinawaty et al (2021) also added that hybrid public services aim to reduce the role of the state and reorganize market-based public services and introduce elements of civil society that support the achievement of public goals and the creation of effective public services.

Based on data from the Rokan Hulu District Health Office, of the 23 Puskesmas in the working area of Rokan Hulu District, the Puskesmas with the highest Covid-19 vaccination coverage are the Bonai Darussalam Health Center with 80.17%, the Ujung Batu Health Center with 78.33% and the Tandun Health Center with 73.96%. The three Community Health Centers with the highest vaccination coverage also received awards from the Regent of Rokan Hulu, H Sukiman. This award is an appreciation from the Government of Rokan Hulu Regency for the achievement of Covid-19 vaccination above 70%. Meanwhile, the Regent of Rokan Hulu, H Sukiman hopes that the puskesmas and sub-districts with Covid-19 vaccination coverage have not yet reached the set targets, to further improve the quality of vaccination services.

One of the Puskesmas with the lowest Covid-19 vaccination coverage was Pagaran Tapah Health Center, which was 17.62%. Pagaran Tapah Health Center is located in Pagaran Tapah District, which is directly adjacent to Ujung Batu District. Even though the two sub-districts are side by side, in terms of the coverage of the Covid-19 vaccination, Pagaran Tapah sub-district is quite far behind from Ujung Batu sub-district.

## **METHODS**

This research is included in qualitative research, which is a method that describes phenomena through written or spoken language descriptions of people and observable behavior. In addition, qualitative is

used because the object under study is a social phenomenon related to human behavior and work processes (Donsu, 2017).

The selection of informants was adjusted to the principles of qualitative research, namely (appropriateness) and adequacy (adequacy). The suitability in this study is to choose respondents according to the research topic and knowledge mastered. The principle of adequacy is that the information obtained must be diverse. The technique for taking informants used purposive sampling, namely selecting informants who met the criteria and were relevant to research (Martha, 2020). In this study interviews were conducted with key informants and supporting informants. In this study, the informants interviewed varied from one informant to another.

Sources of data in this study were primary data and secondary data: Primary data in this study were obtained through in-depth interviews with key informants and supporting informants using interview guidelines (dialogue with 2 parties) and observation (direct observation) using observation guidelines. The secondary data used in this study consisted of various sources, namely books, research journals, related documents, data from internet sites as well as various previous studies which still have a correlation with research on Covid-19 vaccine services at the Puskesmas. According to the classification of relevant data collection, the tools used are in-depth interviews, observation and document review. The validity test used in qualitative research is source triangulation, method triangulation and data triangulation. Data analysis and data processing were divided into 6 (six) stages, namely data transcription, data coding, analysis process, data presentation in matrix form, data analysis during data collection and content analysis.

## **RESULTS AND DISCUSSION**

## **Quality of Covid-19 Vaccine Services at the Rokan Hulu District Health Center**

### **1. Tangible (Physical Evidence)**

The tangible dimension includes the cleanliness and tidiness of the officers, the discipline of the officers, the completeness of vaccine availability, the availability of facilities and infrastructure, the cleanliness and comfort of the service area, the ease of access to services and the ease of access to service information. Based on aspects of cleanliness and the density of officers, the statement by the Head of the Rokan Hulu District Health Office, Dr. Bambang Triono, MM, as follows:

"...Our staff at the puskesmas have service standards and standards regarding uniforms when administering the COVID-19 vaccine and clean service areas" (Results of an interview with the Head of the Rokan Hulu District Health Office on 11 May 2023).

Based on the disciplinary aspect of the officer's statement by the Covid-19 vaccinator officer at the Ujung Batu Health Center, namely Dr. Toto Marzuki as follows:

".....Alhamdulillah, they obey because SOP is standard. We also as vaccinators try to provide the best service by being present at the vaccine activity site first so that people don't have to wait" (Results of an interview with the Covid-19 vaccinator at the Ujung Batu Health Center on May 17, 2023).

Based on the completeness aspect of the availability of facilities and infrastructure, the statement by the Head of the Health Services Division of the Rokan Hulu District Health Office, dr. Yasni, MM who said that:

".....Thank God, it is sufficient, sir, because the center supports vaccine activities such as vaccines, infrastructure and budget because the

center is also focused on this pandemic problem" (Results of an interview with the Head of the Health Services Division of the Rokan Hulu District Health Office on 11 May 2023).

Based on the cleanliness and comfort aspects of the service area, the statement by the Head of Pagaran Tapah Village, Mr. Asmisar, is as follows:

"We and the officers have sterilized the place, so the place for the vaccine service on the D-Day is clean" (Results of an interview with the Head of Pagaran Tapah Village on 22 May 2023).

Based on the aspect of ease of access to services, the statement by the Head of the Pagaran Tapah Health Center, Mrs. Hj. Kholida Hosni, S.ST., M.KM, as follows:

".....It's easy because we schedule visits to the villages, so people don't have to go far to the Pagaran Tapah Health Center, we are the ones who come to open a post at the village office" (Results of an interview with the Head of the Pagaran Tapah Health Center on 25 May 2023).

Based on the aspect of easy access to information, the statement by the Secretary of Ujung Batu District, Ms. Nurmi Aisyah, SE, is as follows:

"We work hand in hand to provide information, and cross-sectoral cooperation, starting from the Koramil Health Center and the police, sub-districts to village officials, are all working to provide correct information to the public regarding this Covid-19 vaccine" (Results of an interview with the Secretary of Ujung Subdistrict Stone of May 17, 2023).

The results of this study are in accordance with the opinion of Fadhilah et al (2021) who stated that a clean, neat and complete appearance

according to health protocols by wearing Personal Protective Equipment (PPE) is important in carrying out the Covid-19 vaccination. Tambun in Ningrum and Imanuddin (2021) which states that disciplined health workers will have good performance and be on time in carrying out their duties. the opinion of Kamalia (2022) which states that the existing facilities and infrastructure are inadequate in terms of quantity and quality which will disrupt the implementation of service activities. Kamalia's opinion (2022), which states that cleanliness and comfort in health service arrangements are important for the community as service users. the opinion of Prapitasari and Jalilah (2020) which states, one of the requirements for public services in the health sector is that services are evenly distributed and locations that are easily accessible (acceptable) by the community. According to the Indonesian Ministry of Health (2020), it is very important to provide access or sources of reliable and accurate information to the public.

## 2. Reability

The Reability dimension includes expertise or competence in providing services, the ability of officers to provide services accurately and on time and the ability of officers to provide services according to clear standard procedures. Based on the aspect of expertise or competency, the statement by the Secretary of the Ujung Batu Sub-district Head, Mrs. Nurmi Aisyah, SE, is as follows: "...In terms of quantity it is sufficient, in terms of quality I feel good because our puskesmas is an example and the second best if not three at that time, during the vaccine activity there were also no complaints from the public or

problems related to wrong injections or wrong vaccines like that" (Results of interview with the Secretary of the Ujung Batu sub-district on 17 May 2023).

Based on the aspect of Officer Capability in Explaining Ease of Procedures statement by the Head of the Health Services Division of the Rokan Hulu District Health Office, Mrs. dr. Yasni, MM who said that:

".....Officers already have good skills in explaining the procedure for administering this vaccine to the public. And the procedure is very simple so it doesn't confuse the public, that is, you just need to bring your KTP, sir" (Results of an interview with the Head of Health Services at the Rokan Hulu District Health Office on May 11, 2023).

Based on the aspect of Officer Capability in Providing Services, the statement by the Head of Pagaran Tapah Village, Mr. Asmisar, is as follows:

"..... It is in accordance with what the community expects, the service is fast and accurate" (Results of an interview with the Head of Pagaran Tapah Village on 17 May 2023).

According to Dwiyanto in Sumerta and Redana (2022) one of the indicators for measuring the quality of health services is by assessing the ability of health workers to provide services in accordance with their professional knowledge or abilities (competence). Statement by Fadhilah et al (2021), that the ability of officers to explain service procedures to the community is an important indicator on the reliability dimension. statement by Fadhilah et al (2021), which states that vaccination services must be given in accordance with the promises given by the government, namely accurate

according to predetermined quality standards and as expected public.

3. Responsiveness (Responsiveness)

The Responsiveness dimension includes the readiness of officers to provide assistance and services as well as handling complaints or complaints related to services and services quickly and accurately. Based on the readiness aspect of the officers in providing assistance, the statement by the Head of the Ujung Batu Health Center, Ms. Rina Kurnianingtyas, S.Gz, is as follows:

"..... Our officers responded quickly to complaints from the public, especially those related to Covid-19" (Results of an interview with the Head of the Ujung Batu Health Center on May 17, 2023).

Based on the readiness aspect of the officer in handling complaints from the statement of the Ujung Batu Village Head, namely Mr. Zulhamdi, SAP, as follows:

".....If there is no suggestion box yet, but if there are contact numbers, we will also provide contact numbers to residents so they can complain about residents' complaints" (Result of interview with Ujung Batu Urban Village Head on 16 May 2023).

This is in line with the statement of Simanjuntak et al (2022) which stated that in the Covid-19 vaccination service, health workers must have good responsiveness in providing assistance according to community needs and according to the applicable SOP (Standard Operating Procedure). According to Vanchapo and Magfiroh (2022), the willingness of health workers to listen to patient complaints is highly expected by everyone, including patients and service users.

4. Assurance

The Assurance dimension includes timely guarantees for services,

cost guarantees for services and legality guarantees for services. Based on the timely guarantee aspect of the statement by the Head of the Pagaran Tapah Health Center, Mrs. Hj. Kholida Hosni, S.ST., M.KM, as follows:

".....Yes sir, it's on time, the standby officers from morning to evening because we are a team so we can take turns. The length of the service procedure is approximately 10 minutes from registration to vaccination and 30 minutes for observation after the vaccine" (Results of an interview with the Head of the Pagaran Tapah Health Center on May 25, 2023).

Based on the cost guarantee aspect, the statement from the Ujung Batu community is as follows:

".....It's free, I got the Sinovac vaccine, so the officer told me about the benefits, the safety is the same, side effects like dizziness or fever can occur, but they're rare" (Results of interviews with people who got the Covid-19 vaccine at the Ujung Batu Health Center on 16 May 2023).

Based on the aspect of guaranteeing the legality of the statement by the head of the health service sector at the Rokan Hulu district health office, Mrs. dr. Yasni, MM who said that:

".....Yes sir, so at the registration desk the officer will input the Satu Sehat application so Care for Protect it has changed to SATU HEALTH, and we are just waiting for SMS and electronic certificates. This certificate is legally valid" (Result of interview with the Head of the Health Services Division of the Rokan Hulu District Health Office on 11 May 2023).

According to Simanjuntak et al (2022) in the Covid-19 vaccination service, health workers must be able to

provide guarantees to the public about the length of time needed in service and officers must be able to complete their duties according to a predetermined time. in accordance with the Ministry of Health (2021), that the Covid-19 vaccination program implemented by the Indonesian government since January 2021 is provided free of charge to all people and the government also guarantees that the vaccines given are safe and proven to protect. Simanjuntak et al (2022) explained that in the Covid-19 vaccination service held in Indonesia, the service provider, in this case the government, must be able to guarantee legality and legal protection to the public if the Covid-19 vaccine given causes side effects.

5. Empathy (Empathy)

The Empathy dimension includes prioritizing the interests of the applicant/customer, serving officers in a friendly, polite and courteous manner, serving officers in a non-discriminatory manner (discriminating) and respecting each customer. Based on the aspect of prioritizing the interests of the community, the statement by the Head of the Rokan Hulu District Health Office, Dr. Bambang Triono, MM who said that:

" ..... Of course the officers have concern for the interests of the community, especially since this is a program from the central government as instructed by the president" (Results of an interview with the Head of the Rokan Hulu District Health Office on 11 May 2023).

Based on the aspect of serving with a friendly attitude and courtesy, the statement by the Head of the Ujung Batu Health Center, Ms. Rina Kurnianingtyas, S. Gz, is as follows:

" ... If so far there have been no complaints, it is still within normal limits, meaning our officers are friendly and polite" Results of an interview with the Head of the Ujung Batu Health Center on May 17, 2023).

Based on the aspect of serving and appreciating each customer and non-discrimination (discriminatory) the statement of the Ujung Batu Village Head, Mr. Zulhamdi, SAP stated that:

" ..... That was all there was no discrimination, I was also queuing for the vaccine at that time" (Results of interview with Ujung Batu Village Head on 16 May 2023).

Goetsch and Davis in Prapitasari and Jalilah (2020) stated that in order to provide customer satisfaction, the steps that must be taken are to identify who are the customers of health institutions and what are the needs or interests of customers using health services. Suprayoga's statement (2022), that friendly and well-communicated officers will be one of the supporting factors for service users to give a good assessment of the services provided. Based on the Decree of the Minister for Empowerment of State Apparatuses for Bureaucratic Reform Number 15 of 2014 in Revida et al (2021) explains that the principle of public service must comply with the principles of justice, service standards must guarantee that the services provided can reach all people regardless of differences in economic status, geographic distance, and physical and mental abilities.

**a. Hybridization**

1. Government, Private and Community Collaboration

Statement from the Head of the Ujung Batu Health Center, Ms. Rina Kurnianingtyas, S. Gz, who stated that:

“..... Collaboration was cross-sectoral, starting from the sub-district head to village apparatus RW and R, T. We are also working with the TNI, POLRI. For private parties, there are private hospitals, clinics, PT. Sawit Asahan Indah (SAI)” (Results of an interview with the Head of the Ujung Batu Health Center on 17 May 2023).

Ramadhanti et al (2022), stated that Collaborative Governance could be one of the right solutions to accelerate the provision of the Covid-19 vaccine for the community. if all parties participate in the success of the Covid-19 vaccine program, then herd immunity will be formed much faster than without collaboration.

## 2. Clarity of Government, Private and Community Collaboration

Statement from the Head of the Health Services Division at the Rokan Hulu District Health Office, Mrs. dr. Yasni, MM who said that:

“..... If there is no written MoU, but according to the president's instructions, collaboration with cross-sectoral sectors, for example sub-districts, the TNI and Polri must be carried out to accelerate the Covid-19 vaccination program, all cross-sectors carry out their duties according to their duties and responsibilities” (Results of interview with Head of Division Health Service Health Office of Rokan Hulu Regency on 11 May 2023).

The results of this study are not in line with the opinion of Taufik et al (2022) which states that collaboration requires a cooperation agreement or Memorandum of Understanding (MoU) as a written form of a joint agreement on the goals of collaboration and explains the clarity of the tasks of each sector.

## 3. Performance Evaluation and the results of collaboration between the

government, the private sector and the community

Statement from the Head of the Rokan Hulu District Health Office, Dr. Bambang Triono, MM who said that:

“..... There must be an evaluation, the way we hold joint meetings and meetings with cross-sectors starting from the village, sub-district and district levels and the private sectors involved. in each sub-district, then we also evaluate the quality of service in each sub-district whether it is in accordance with the Ministry of Health's directives or not, we also evaluate findings of problems or obstacles that hinder the vaccine service process” (Results of an interview with the Head of the Rokan Hulu District Health Office on 11 May 2023).

The results of this study are also in line with the opinion of Maulidah (2015) which states that the monitoring and evaluation process is carried out by government institutions by involving the public and the private sector who are involved in government programs. The results of this study are also in line with the statement (Anggraeni, 2019) that evaluation aims to identify problems, prioritize problems, set goals, plan activities or interventions, and set goals to be achieved.

## **b. Inhibiting Factors**

### 1. Inhibiting Factors or Constraints from Vaccine Services

Statement from Ujung Batu Village Head, Mr. Zulhamdi, SAP, who said that:

“.....The most inhibiting factor is from the community, people are afraid of the vaccine, even though we have socialized the vaccine is safe, but not all people just want to believe it especially in these villages there are still people



whose minds are still old-fashioned and don't trust health workers, sometimes if you are sick, don't come for treatment at the health center, but first go to the village shaman, if you don't recover, then come to the health center.

The results of this study are in line with Puti el al's research (2022), that there are several obstacles in the implementation of the Covid-19 vaccination, namely the public is experiencing anxiety about the side effects of the vaccine, there are doubts and people's rejection of the Covid-19 vaccine related to the halal vaccine and the duration expired vaccine.

## 2. Factors Inhibiting Government, Private and Community Collaboration

Statement from Pagaran Tapah sub-district head, Mr. Jaswadi, SE, who said that:

" ..... There are no obstacles, the cooperation is good because our communication is good, we have also carried out our respective tasks according to the instructions of the head of the task force and the puskesmas and of course the most important thing about the success of this collaboration is that we coordinate with each other, so if there are obstacles faced village, we first report to the health center or the task force team, then we will move according to instructions" (Interview with Pagaran Tapah Sub-District Head on May 22, 2023).

Dimaggio in Ferry and Eckersley (2020), explains that hybridization focuses on how the interaction between the public sector and the private sector tries to manage internal conflicts or obstacles due to differences in logic and perspective of each. Even in the context of cooperation, each sector must be able to put aside its ego in

order to produce the expected hybrid. The results of this study are in line with the research of Jumaah et al (2022) Collaborative governance based on the penta helix approach in handling Covid-19 in East Lombok Regency as a whole has been going quite well, although the communication and coordination that has been built has not involved the penta helix as a whole.

## CONCLUSION

The quality of the Covid-19 vaccine service at the Rokan Hulu District Health Center is generally good and in accordance with what the community expects, which is assessed from 5 aspects of quality, namely tangible, reliability, responsiveness, accuracy and empathy. The Covid-19 vaccine service at the Rokan Hulu District Health Center as a form of hybridization in general has been going well without any problems. Obstacles in the Covid-19 vaccination service at the Rokan Hulu District Health Center, namely the community rejecting the Covid-19 vaccination because they lack confidence in medical treatment, doubt the effectiveness and expiration date of the vaccine, do not continue the vaccine to the next dose because there are no longer restrictions on activities and use public facilities by the government such as being required to have a Covid-19 vaccine certificate

## REFERENCES

- Anggraini. (2019). *Quality of Pharmaceutical Services in Health Centers*. DeePublish.
- Astari, Y. (2020). *Midwifery Service Quality and Health Policy*. Deepublish.
- Asril, A., Jaenam, J., Syahrizal, S., Armalena, A., & Yuherman, Y. (2023). Peningkatan Nilai-Nilai Demokrasi dan Nasionalisme Pada Mahasiswa Melalui Pembelajaran Pendidikan Pancasila dan Kewarganegaraan. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(3), 1300–1309.  
<https://doi.org/10.24815/jimps.v8i3.25109>

- Azis, A., Nurasiah, N., Zulfan, Z., Kusnafizal, T., Fahmi, R., & Abdar, Y. (2023). Analysis of Aceh's Economic Recovery After the Tsunami Disaster and Prolonged Conflict Year, 2005. *Riwayat: Educational Journal of History and Humanities*, 6(1), 249–261. <https://doi.org/10.24815/jr.v6i1.31455>
- Brandsen, T., & Karré, PM (2021). Hybridization and Hybridity. In *International Encyclopedia of Civil Society* (pp. 1–6). Springer International Publishing. [https://doi.org/10.1007/978-3-319-99675-2\\_34-1](https://doi.org/10.1007/978-3-319-99675-2_34-1)
- Calundu, R. (2018). *Health Management*. Legal Media.
- Riau Provincial Health Office. (2023). *Riau Responds to Covid-19*. Riau Health Office. Accessed February 4, 2023 From <https://Corona.Riau.Go.Id/>.
- Donsu, T. (2017). *Nursing Research Methodology*. New library.
- Fadhilah, MU, Fauziyah, U., Cahyani, AA, & Arif, L. (2021). Evaluation of Covid -19 Vaccine Services (Case Study of the Mojo Community Health Center in Surabaya). *Journal Publicuho*, 4 (2), 536–552. <https://doi.org/10.35817/jpu.v4i2.18095>
- Ferry, L., & Eckersley, P. (2020). Hybridizing the institutional logics of performance improvement and budgetary stewardship in English and Welsh local government. *Public Policy and Administration*, 35 (1), 45–64. <https://doi.org/10.1177/0952076718781433>
- Hardiyansyah. (2018). *Public Service Quality: Concept, Dimensions, Indicators and Implementation*. Gava Media.
- Hartoyo, R., & Sulistyowati, S. (2023). The Role Of The Legal Aid Post Is In Providing Legal Assistance To Disadvantaged People In Order To Obtain Justice In The Courts Of The Holy Land. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(3), 1599–1611. <https://doi.org/10.24815/jimps.v8i3.25236>
- Indriati, K. I., Muchlas, M., & Syuti, M. (2023). Kebiasaan Belajar Siswa Sekolah Menengah Kejuruan Saat Pandemi Covid-19 Di SMK Muhammadiyah Purwodadi Purworejo. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(3), 1319–1332. <https://doi.org/doi.org/10.24815/jimps.v8i3.25117>
- Ismail, I., Putri, R. S., Zulfadhli, Z., Mustofa, A., Musfiana, M., & Hadiyani, R. (2022). Student Motivation to Follow the Student Creativity Program. *Riwayat: Educational Journal of History and Humanities*, 5(2), 351–360. <https://doi.org/10.24815/jr.v5i2.27641>
- Jumadi, J. (2023). Revitalisasi Nilai Budaya Suku Cerekang Sebagai Upaya Pelestarian Lingkungan Hidup. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(2), 815–821. <https://doi.org/10.24815/jimps.v8i2.24919>
- Jumaah, SH, Dewi, DC, Kartini, F., & Benita, N. (2022). Collaborative Governance Based on the Penta Helix Stakeholder Approach in Overcoming the Covid-19 Pandemic in East Lombok Regency. *TheJournalish: Social and Government*, 3 (2), 130–138. <https://doi.org/10.55314/tsg.v3i2.264>
- Kamalia, O. (2022). *Management of Hospital and Community Health Center Services*. Indonesian Science Media.
- Republic of Indonesia Ministry of Health. (2020). *Covid-19 Vaccination Communication Strategy*. Republic of Indonesia Ministry of Health.
- Republic of Indonesia Ministry of Health. (2023). *Latest Official Information Media for Emerging Infectious Diseases*. . . Diakses on 4 February 2023 at <https://Infeksiemerging.Kemkes.Go.Id/Dashboard/Covid-19>.
- Martha, E. (2020). *Qualitative Research Methods for the Health Sector*. Eagle Press.
- Mubarok, & Suparman, N. (2019). *Contemporary Public Service*. Public Administration of FISIP UIN Sunan Gunung Djati.
- Mursyidah, L., & Choiriyah, U. (2020). *Textbook of Public Service Management*. UMSIDA Press.

- Mustanir, A. (2022). *Public Service* . Qiara Media.
- Nurmawati. (2020). *Quality of Midwifery Services* . TransInfoMedia.
- Prapitasari, R. & JH (2020). *The basic concept of Health Service Quality* . Adanu Abitama.
- Ramadhanti, Nurdiantika, Abdillah, W., & Abda. (2022). Application of the Collaborative Governance Model in the Implementation of the COVID-19 Vaccine Program at the Salman Mosque ITB Vaccination Center. *Journal of Bureaucracy & Local Government* , 4 (3), 65-77.
- Revida, E., Aisyah, S., & Pardede, AF (2021). *Public service management* . Our Writing Foundation.
- Rulinawaty, Andriyansah, Alwi, Mutmainnah, B., & Mawardi. (2021). *Hybridization of Public Services: Effectiveness of Health Services at Health Centers in South Sulawesi Province* [Final Report]. Open University.
- Sellang, K., JMA (2019). *Strategy in Improving the Quality of Public Services* . Qiara Media.