

ABSTRAK

Transformasi UPT PAFK menjadi Badan Layanan Umum (BLU) pada tahun 2030 bertujuan meningkatkan fleksibilitas dan mutu pengujian alat kesehatan. Penelitian kualitatif studi kasus multipel ini menilai kesiapan BPAFK Surakarta menuju BLU (*ex-ante*) berbasis *lesson learned* dari implementasi BLU di BPAFK Jakarta (*ex-post*). Pendekatan kualitatif studi kasus dilakukan melalui wawancara, telaah dokumen, dan *FGD* menggunakan kerangka teori *Organizational Readiness for Change*, *Stakeholder Theory*, dan *Porter's Five Forces*.

Hasil penelitian menunjukkan BPAFK Jakarta berhasil menginternalisasi semangat *public entrepreneurship* dengan meningkatkan pendapatan hingga Rp40,03 miliar pada 2025 melalui retensi dana, diversifikasi layanan prapasar (*Special Test EMC*), dan integrasi ekosistem digital. Namun, fleksibilitas kewirausahaannya masih terhambat oleh pembekuan belanja modal Rp20 miliar dan birokrasi remunerasi. Sementara itu, BPAFK Surakarta telah siap secara dokumen administratif (RSB, SPM, Tata Kelola), namun komitmen kolektif dan efikasi staf masih belum selaras dengan prinsip *public entrepreneurship*. Kondisi ini diperparah oleh tingginya rasio BOPO, lonjakan belanja pegawai (70,05%) akibat pengangkatan PPPK, serta bias piutang tertahan (*carry-over*).

Penelitian merekomendasikan *roadmap* transisi tiga fase bagi BPAFK Surakarta: (1) Fase Sinkronisasi dan Pembenahan Internal (2026–2027) melalui diplomasi kebijakan pegawai dan penanganan piutang; (2) Fase Aliansi Strategis (2028–2029) dengan skema pengujian hibrida rujukan bersama BPAFK Jakarta serta insentif tarif; dan (3) Fase Kemandirian Total (2030) melalui perluasan akreditasi dan integrasi rujukan global.

Kata Kunci: UPT PAFK, BLU, Pengujian dan Kalibrasi Alat Kesehatan, *Public Entrepreneurship*

ABSTRACT

The transformation of UPT PAFK into a Public Service Agency (BLU) by 2030 aims to enhance financial flexibility and medical device testing quality. This qualitative multiple-case study evaluates BPAFK Surakarta's readiness (*ex-ante*) based on lessons learned from BPAFK Jakarta's post-BLU implementation (*ex-post*). The theoretical frameworks utilized include Organizational Readiness for Change (Weiner), Stakeholder Theory (Freeman), and Porter's Five Forces. Data were collected via in-depth interviews, FGDs, and document reviews.

The results show that BPAFK Jakarta successfully internalized public entrepreneurship by increasing its 2025 revenue to Rp40.03 billion through revenue retention, pre-market service diversification (EMC Special Test), and an integrated digital ecosystem. However, its entrepreneurial flexibility remains constrained by a Rp20 billion capital expenditure freeze and rigid remuneration bureaucracy. Meanwhile, BPAFK Surakarta has prepared its administrative documents (RSB, SPM, Governance), but staff commitment and efficacy are not yet fully aligned with public entrepreneurship principles. This condition is exacerbated by a high BOPO ratio, elevated personnel expenses (70.05%) due to PPPK recruitment, and carry-over receivables distortions.

The study recommends a three-phase transition roadmap for BPAFK Surakarta: (1) Synchronization and Internal Reform (2026–2027) via personnel policy diplomacy and receivables management; (2) Strategic Alliance (2028–2029) utilizing a hybrid testing referral scheme with BPAFK Jakarta and tariff incentives; and (3) Full Financial Autonomy (2030) through accreditation expansion and global testing integration.

Keywords: UPT PAFK, Public Service Agency, Public Entrepreneurship, Testing and Calibration of Medical Devices