

# The Influence of Service Quality, Human Resources Competence and Facility Completeness towards Customers Satisfaction at Bhayangkara Hospital

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**Abstract.** This research aims to examine the factors that influence the customer satisfaction at Bhayangkara Hospital in Jakarta. The population of this research is the customer who becomes the patients who are on an outpatient basis at that hospital. Multiple linear regression analysis is used to determine the influence of service quality, human resources competence, and facilities completeness is hypothesized to influence towards customer satisfaction. The results of multiple linear regression analysis showed that the dominant factor that influence towards the customer satisfaction is human resources competence, followed by service quality and facilities completeness. The variables of this research are quite good in explaining customer satisfaction. The advice from the writer to the hospital management is that they should improve the quality of service, human resources competence, and facilities completeness continuously to increase the customer satisfaction that at the end it will make the Bhayangkara hospital win the competition in health service sector. Furthermore, such hospital management has to pay attention that although the achievement is already in 'good' level, it will be better if it gets the 'best' level.

**Keywords:** customer satisfaction; service quality; human resources competence; facilities completeness; bhayangkara hospital

## 1 Introduction

The function of health services in the hospital itself has experienced a shift, from what was once a social organization, now it has become a business organization that seeks to profit from the business it runs[1]. This is because hospitals are complex, capital-intensive and technology-intensive organizations that require high costs for the continuity of the health care business. Patients certainly have hope to get the best service. In providing an excellent service, many hospitals still experience problems that most customers often complain about, for example on service time standards, speed of service, limited availability of waiting room facilities, and lack of staff[2]. These reasons certainly add to the negative perception of most customers regarding the services they get. This is because as a health service provider, every hospital is considered as a party that can help provide assistance in accordance with the basic health service standards. That is why customers are often dissatisfied with the provision of health services in certain hospitals because the services are not in line with their expectations.

The writer identifies that many factors, either internal or external circles of the organization which can affect customer satisfaction at the Bhayangkara Hospital, but to limit the problem so that it does not spread wider, the writer only focus on highlighting the influence of service

quality, human resource competence, and facility completeness towards customer satisfaction at Bhayangkara hospital. For this reason, the writer formulates the problems in this study, they:

- a. Is there any significant influence of service quality partially towards customer satisfaction at the Bhayangkara Hospital?
- b. Is there any significant influence of human resource competence towards customer satisfaction at the Bhayangkara Hospital?
- c. Is there a significant influence of facilities completeness towards customer satisfaction at the Bhayangkara Hospital?
- d. Is there any significant influence of service quality, human resource competence, and facilities completeness simultaneously towards customer satisfaction at the Bhayangkara Hospital?

## **2 Literature Review**

### **2.1 Theory Description of Customer Satisfaction**

The meaning of consumer loyalty as per Kotler and Kellet is a sensation of joy or frustration that emerges subsequent to looking at the presentation (consequences) of the item/administration that is thought to the normal exhibition (or result)[3]. Service quality can be interpreted as focusing on meeting needs and requirements, as well as on timeliness to meet customer expectations. There are many ways to measure the service quality of a business. Related to service quality problems, he divides it into 3 parts or dimensions, namely expectation the wishes, reuse interest, and willingness to recommend.

### **2.2 Theory Description of Service Quality**

Kotler expressed that help quality is the normal degree of greatness [4]. Moreover, it is likewise connected with control estimates over the degree of greatness to meet client assumptions. Administration quality isn't just seen according to the perspective of the producer, yet in addition according to the perspective of the clients who utilize the help. There are numerous ways of estimating the help nature of a business. Connected with administration quality issues, they partition it into 5 sections or aspects, specifically:

- a. Dependability: the capacity to offer the guaranteed support expeditiously, precisely and agreeably.
- b. Responsiveness: the longing of workers to help clients in the arrangement of receptive administrations.
- c. Affirmation: information and politeness of organization representatives and the capacity to increment client trust in the organization.
- d. Attention: easy relationship building, good communication, personal attention, and understanding of customer needs.
- e. Tangible: forms of services that can be seen directly, including physical facilities, staff equipment, and communication facilities.

### **2.3 Theory Description of Human Resources Competence**

Capability is characterized as a fundamental quality of an individual which is itself connected with the execution of a task really or effectively (and the basic attributes of a person

which is causally connected with model referred to emotional as well as prevalent execution in a task or circumstance). This implies that the qualities that underlie an individual and connect with the viability of the singular's presentation in his work, at the end of the day one might say that human asset capability is the capacity and qualities moved by an individual as information, abilities, and conduct mentalities required in completing his obligations in his workplace.

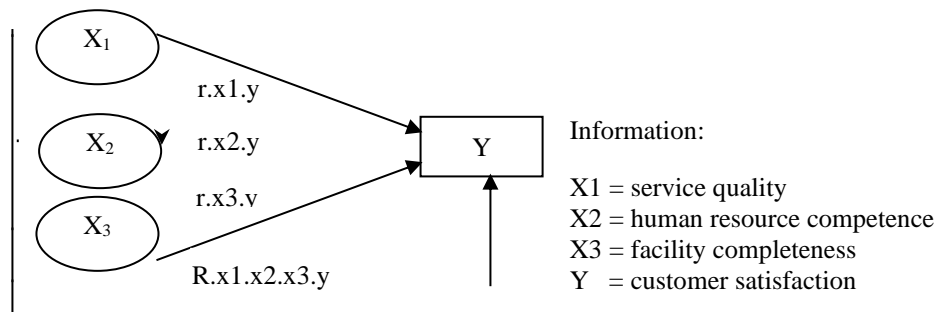
According to Bennett, competence is not merely defined as the ability to carry out technical tasks (jobs) which are usually observable performance but also concerning the basic abilities (key competencies) that are more intellectual and mental emotional[5]. All of these are indispensable for the development of professional attitudes in work and the development of broader aspects of life, such as being sensitive and responsive to various things that occur, rational and logical thinking, decisions making, being responsible, independent, and able to work together at the same time. Competence is formed from knowledge and ability in carrying out technical tasks (performance observable) in synergy with basic abilities (key competencies) that are more intellectual and mental emotional. These technical abilities and basic abilities will become a competency value if they are in accordance with the job requirements for the work being done.

#### **2.4 Theory Description of Facilities Completeness**

Offices are things that help and work with different exercises and are indivisible in their regular routine. With these offices, exercises can be completed rapidly, for all intents and purposes and obviously productive for the encompassing region. Offices are all that can work with and speed up the execution of a business and are offices expected to do or work with a movement[6]. Emergency clinic offices are any area that offers great support to patients with complete offices.

As per Kotler's viewpoint the thought of offices is all that is deliberately given by specialist co-ops to be utilized and appreciated by client which plans to give the most extreme degree of fulfillment [7]. Offices are all that is actual gear offered by the assistance dealer to help client accommodation. The variables that influence the offices are configuration, capability esteem, feel, supporting circumstances, and supporting hardware[4].

From the portrayal of the hypothesis that has been depicted in regards to support quality, human asset capability and office fulfillment as well as its impact on consumer loyalty, a structure of believed is framed that there is a critical impact between administration quality, human asset skill, and culmination of offices on consumer loyalty at Bhayangkara Medical clinic. Accordingly, in this review there are three free factors and one ward variable examined, in particular help quality (X1), human asset ability (X2), and office culmination (X3), while for the reliant variable (Y) is consumer loyalty at Bhayangkara Emergency clinic. Figure 1 shows a graph of the star grouping model of the four factors examined.



**Figure 1:** Constellation Model of Variables

Based on the determination of the constellation model and framework of thinking by the writer and the description of the theory that has been submitted by the experts, the research hypothesis can be formulated as follows:

- H1 : There is significant and positive influence of service quality partially towards customer satisfaction at Bhayangkara Hospital.
- H2 : There is significant and positive influence of human resource competence partially towards customer satisfaction at Bhayangkara Hospital.
- H3 : There is significant and positive influence of facility completeness partially towards customer satisfaction at Bhayangkara Hospital.
- H4 : There is significant and positive influence of service quality, human resource competence, and facility completeness simultaneously towards customer satisfaction at Bhayangkara Hospital.

### 3 Research Method

The type of research is in the form of survey research on customer perceptions, in this case patients at Bhayangkara Hospital on service quality, human resource competence, and completeness of infrastructure facilities. The survey results are processed in the form of qualitative data in the form of responses to questionnaires submitted by the author for later analyzed in the framework of statistical analysis[8].

The population is all patients at Bhayangkara Hospital who are on an outpatient basis with an average of 100 (one hundred) people per day. The population in this case is the totality of all objects that have certain characteristics, are clear, and complete to be studied. The writer will initially use a sampling technique on the entire population (saturated sample), but due to time constraints and to maintain customer privacy, the author only takes a sample of 20 (twenty) people per day for 5 (five) working days. Thus, the total sample taken was 100 (one hundred) people from an estimated 500 (five hundred) customers who did outpatient treatment in the 5 (five) days of the study. This number is considered quite representative because it represents 20% of the total estimated 500 (five hundreds) population.

The writer carries out data collection through field research and library research. Field research was carried out by direct research to Bhayangkara Hospital and conducting interviews, obtaining secondary data in the form of employment data and distributing research questionnaires to collect data and information related to customer perceptions of service quality,

human resource competence, and facilities completeness that are directly connected to customer satisfaction. As for library research, it is done by conducting library research in the form of taking several references and literature that are correlated with the problems in this research. Economy and management theories were collected to support the framework of the purpose of doing this research.

The writer processes the data from the questionnaires related to customer perceptions at Bhayangkara Hospital regarding service quality, human resource competence, and completeness of facilities and their relation to their satisfaction as customers. Then the information is handled utilizing measurable and econometric information handling to decide if there is a tremendous impact of the three factors tried on the reliant variable. For information handling, the author utilizes the accompanying testing devices:

- 1) Test the coefficient of determination to find out how much variation in the customer satisfaction variable (Y) at Bhayangkara Hospital can be explained by the variables of service quality (X1), human resource competence (X2) and facilities completeness (X3) simultaneously. The formula used is JK (Reg) =  $b_1 \cdot X_1 + b_2 \cdot X_2 + b_3 \cdot X_3$ . The number of independent variables is 3 (three), then the standard used to test the coefficient of determination is Adjusted R Square.
- 2) Mean Test of Multiple Linear Regression Coefficient, to find out whether there is a significant effect of each independent variable partially on the dependent variable. Based on the *t* distribution with a significance level ( $\alpha$ ) of 0.05 and a degree of freedom equal to 99, hypothesis testing is carried out with the formula:  $t_{Xi} = b_i / S_{b_i}$   
If the value of the *t* test obtained is greater than the *t* table, it means that  $H_0$  is rejected and  $H_1$  is accepted and proves that the partially tested independent variables have a significant influence towards the dependent variable.
- 3) Determination Coefficient Significance Test, to find out whether there is a significant influence of independent variables simultaneously towards the dependent variable. Based on the *F* distribution with a significance level ( $\alpha$ ) of 0.05 and a degree of freedom equal to 96, hypothesis testing is carried out using the following formula:

$$F_0 = \frac{R^2/K}{(1-R^2)/(n-k-1)}$$

If the *F* test value obtained is greater than *F* table, it means that  $H_0$  is rejected and  $H_1$  is accepted and proves that the independent variables tested simultaneously have a significant influence towards the dependent variable.

The three operational values are determined based on the value data from the questionnaire answers from respondents, each variable containing 20 (twenty) statement items which are responded to with a Likert scale value of 1 (strongly disagree), 2 (disagree), 3 (undecided), 4 (agree), and 5 (strongly agree), With the number of statements responded to by respondents as many as 20 (twenty) items in each variable, the highest value is 100 or (20 x 5) and the lowest is 20 or (20 x 1). Each variable tested is arranged based on dimensions and indicators that refer to the basic theories of those who describe and calibrate each variable.

The research variables are described according to their respective definitions based on the ground theory has been described by economic and management experts and is considered relevant to the focus of observation in this study. From the operational description of these variables, it can then be described more specifically regarding its dimensions, which in the end can be identified the indicators. From these indicators, measurements can be arranged to determine the perception value of respondents on the real conditions of each variable studied as material for statistical analysis.

## 4 Result and Discussion

In this study the writer examines how the condition of service quality, competence of human resources, and completeness of facilities provided by Bhayangkara Hospital and their influence towards customer satisfaction. By conducting a qualitative descriptive research, it will be known how the real conditions in the field regarding the four tested variables. And, with quantitative analysis through statistical research in the form of multiple linear regression analysis, it will be known whether there is a significant effect of the three independent variables working partially or simultaneously towards customer satisfaction at Bhayangkara Hospital.

The data used as a measure of the value of customer perceptions of service quality, human resource competence, completeness of Bhayangkara Hospital facilities, as well as customer responses to perceived service quality were collected and calculated based on the interval value of point '1' (strongly disagree). up to point '5' (strongly agree). There are 20 (twenty) statements in each of the variables that have been prepared by the writer to be responded to by 100 (one hundred) respondents who were used as research samples. With a total of 20 statement points and the highest value is point '5', the maximum value for each variable being tested is '100' and the minimum value is '5'.

The next step is to input data in the form of the total response value of each respondent to 20 statements on each variable. The input data is processed into a statistical data processing system in the form of SPSS (Statistical Packages for Social Science) software and then the output is obtained in the form of statistical data processing results of Multiple Linear Regression. From the output of the data processing, it will be possible to analyze the description of the condition of each variable and test whether there is a significant influence towards the variables of service quality, human resource competence, and completeness of facilities partially or simultaneously on customer satisfaction at Bhayangkara Hospital.

The first data output from data processing that appears is the frequency distribution of the data from the tested variables. As presented in Table 1 below, it contains descriptive data output regarding the validity conditions, mean, and other data regarding the four tested variables.

**Table 1:** Variables Data Frequency Distribution

			Service	Competency	Facility	Satisfaction
N	Valid	Statistic	20	20	20	20
	Missing	Statistic	0	0		0
Mean		Statistic	64,70	69,82	73,44	65,63
		Std. Error	12,03	12,72	14,37	11,75
Median		Statistic	62	73	70	66
Mode		Statistic	83	54	68	75
Std. Deviation		Statistic	54,35	52,14	70,25	62,35
Range		Statistic	43	53	49	39
Minimum		Statistic	40	45	49	46
Maximum		Statistic	83	98	98	85
Percentile	25,00	Statistic	85,25	86,00	88,72	75,75
	50,00	Statistic	96,50	97,00	99,35	85,00
	75,00	Statistic	104,28	106,25	122,43	95,00

a. Multiple Modes Exist. The smallest value is shown

Based on the data on the SPSS output (Frequencies) above, it can be seen and analyzed that overall the data on the 4 (four) variables studied are 'valid', where none of the respondents has

incomplete data (missing) in other words that all the items statements (20 items for each variable) were responded to and marked the value. Validity is the extent to which a concept, statement / conclusion or measurement has reliability and has an accurate correspondence with actual conditions.

From the data above, it can also be seen that the average (mean) value of the four variables in question is 64.7 for the lowest and 73.44 for the highest. Thus, it can be said that the respondents' assessment of the conditions of all the variables studied was 'high' (61-80). The standard error of the average value of the three variables is 11.75 (lowest) and 14.37 (highest), then the error value used to measure the accuracy of the average value can be categorized as small because it is smaller than 15%. Then, to find out how much variation in the value of customer satisfaction can be explained by service quality, human resource competence, and completeness of facilities simultaneously, an analysis of the Summary Model data processing output is carried out as shown in Table 2

**Table 2:** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,923 <sup>a</sup>	,852	,764	1,938

a. Predictors: (constant), service, competence, facility.

b. Dependent Variabel: customer satisfactionmotivasi.

With 3 (tga) autonomous factors tried in this review, to figure out how much variety in the worth of the reliant variable can be made sense of by the whole free factor being tried is Changed R Square. The quantity of Changed R Square in Table 4 is .764. This implies that 76.4% of the variety of the consumer loyalty variable at Bhayangkara Medical clinic can be made sense of by the factors of administration quality, human asset ability, and fulfillment of offices. There are 23.6% variety of administration quality variable which is made sense of/affected by different factors not tried in this review.

To answer the definition of the issue in regards to whether there is a huge effect on help quality, human asset skill, and culmination of offices on consumer loyalty at that emergency clinic, the essayist breaks down the result of information handling Coefficients in Table 3. It very well may be perceived how much the commitment of every free factors to the increment or lessening in the worth of consumer loyalty.

**Table 3:** Coefficient

9	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (constant)	-5,017	2,981		- 1.625	,158
Service	,654	,136	,817	6.257	,033
Competence	,727	,097	,976	8.064	,019
Facilities	,433	,166	324	4.529	,045

a. Dependent Variabel;customer satisfaction

It can be analyzed from the data in the table above that service quality, human resources competence and facilities completeness have a significant influence towards customer satisfaction. This can be determined by comparing the probability number (sig.) of the influence of each of the independent variables and the dependent variable with a standard number of 0.05.

In the data above, it is known that the probability number (sig.) of all dependent variables is under 0.05. So that it can be determined that those 3 (three) independent variables partially have a significant influence towards the customer satisfaction at Bhayangkara Hospital.

To find out whether the effect is positive or negative, the author uses a method of noting whether there is a negative sign (-) on the test number for each of the independent variables. The data in Table 3 shows that there is no sign (-) on the test numbers for the three independent variables, so it can be said that both of them have a positive influence towards customer satisfaction. This means, the higher the value of each independent variable, the higher the value of the dependent variable, and vice versa. Then, to know how big the contribution of the increase/decrease of each independent variable in influencing the dependent variable, the writer uses multiple linear regression equation test with the formula:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

From Table 4 in column B, it can be seen the numbers (-5.017), (0.654), (0,727) and (0.433), which can be applied in the above formula as follows:

$$Y = -5,017 + 0,654 (X_1) + 0,727 (X_2) + 0,433 (X_3) + e$$

From the equation test numbers above, it can be seen that:

- a. If there is no increase or decrease (permanent) the value of service quality, human resources competence, and facilities completeness, then the value of customer satisfaction at Bhayangkara hospital is (-5,017).
- b. The increase per one point in the value of service quality, then the value of customer satisfaction will increase by 0.654 points; and a decrease per one point in the value of service quality will reduce 0.654 points in the value of customer satisfaction.
- c. The increase per one point in the value of human resources competence, then the value of customer satisfaction will increase by 0.727 points; and a decrease per one point in the value of human resources competence will reduce 0.727 points in the value of customer satisfaction.
- d. The increase per one point in the value of facilities completeness, then the value of customer satisfaction will increase by 0.433 points; and a decrease per one point in the value of facilities completeness will reduce 0.433 points in the value of customer satisfaction.

From the consequences of the measurable information investigation that has been portrayed, the definition of the issue has been replied. The response shows that there is a critical, solid and positive impact of administration quality, HR capability, and offices fulfillment somewhat towards consumer loyalty at Bhayangkara medical clinic.

To answer the detailing of the issue and the fourth speculation which expresses that there is a huge impact of administration quality, human asset skill, and culmination of offices all the while on consumer loyalty at Bhayangkara Emergency clinic, the creators dissect the result of ANOVA information handling in Table 4 underneath:

**Table 4:** Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1550,114	3	1326,723	4,104	,031 <sup>a</sup>
	Residual	72,231	96	2,1810		
	Total	1403,556	99			

a. Predictors: (constant), service, competence, facility

b. Dependent Variable: customer\_satisfaction



In the table above, it tends to be seen that the importance esteem utilized as a likelihood number for the impact of administration quality, human asset skill and offices culmination all the while towards consumer loyalty is 0.031. This number is under 0.05 and greater than 0.01 which implies that the three free factors all the while impact 0.05 or 95% towards consumer loyalty at Bhayangkara Medical clinic. In this manner, the definition of the issue which expresses that there is a huge impact of administration quality, human asset skill and office culmination at the same time towards consumer loyalty at the clinic can be addressed 'yes'.

From the analysis of statistical data processing, it can be seen that there is a significant effect of service quality, human resources competence, and facility completeness partially or simultaneously on customer satisfaction at Bhayangkara Hospital. It can be interpreted that the three variables are the main and dominant factors that affect the level of customer satisfaction. Therefore, in an effort to improve customer satisfaction, the hospital management cannot escape the importance of excellent service quality, highly competent human resources, and complete facilities.

## 5 Conclusion

From the results of research on strategies to increase customer satisfaction at Bhayangkara Hospital, it is known that customer satisfaction is the main key to the success of a hospital in winning the competition in the current health service business. Recently, there has been a paradigm shift in hospital management, which was previously more socially oriented to become a business oriented organization. In the current global economic conditions, competition does not only occur between fellow local hospitals, but it has been seen at this time that competitors from abroad have started to enter the health service business in Indonesia. The key word in winning the competition is to always be superior to competitors in providing quality services, human resources who have high competence, and support for better facilities to satisfy customers.

In this study it was found that customer ratings of service quality, human resource competence, and completeness of facilities at Bhayangkara Hospital were 'high'. This implies that the three conditions are already in a 'good' position. Due to the results of the study showing that there is a significant effect of service quality, human resource competence, and completeness of facilities, either partially or simultaneously on customer satisfaction at the hospital, it is suggested to the hospital management to continuously improve the quality of these three from the status of 'good' to 'very good'.

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