

# Enhancing Satisfaction through the Implementation of 5R (*Concise, Neat, Clean, Caring and Diligent*) at Hospital, Indonesia

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**Abstract.** Concise, Neat, Clean, Caring and Diligent are the five principles that hospitals are supposed to apply in order to fulfill their role as providers of health services. These principles are designed to guarantee that patients and visitors are safe, comfortable, and healthy. Within the inpatient population of Drajat Prawiranegara Hospital Serang (RSDP), the purpose of this research is to investigate the connection between the 5Rs policy, the exposure to information about the 5Rs, and the execution of the 5Rs itself, as well as the level of customer satisfaction. The research was conducted using a sample size of eighty-two patients. An analysis using chi-square was performed on this research. It was found that the percentage of respondents who were happy with the services provided by RSDP was somewhat higher (51.2%) than the percentage of respondents who were unsatisfied with the services. There is a statistically significant correlation between the policy and execution of the 5R and the level of customer satisfaction with the RSDP. If the 5Rs are implemented correctly, there will be twelve times the possibility to raise the level of pleasure experienced by customers. It is planned that hospitals would expand the number of posters displaying the 5Rs and strengthen the abilities of health personnel associated with the execution of the 5Rs.

**Key words:** 5R, hospital, 5R Policy, customer satisfaction

## 1. Introduction

Hospitals, as one of basic facilities for individual health services, must provide quality care. Quality service positively impacts customer satisfaction[1]. Meanwhile, customer satisfaction serves as an indicator and a basis for evaluating employee performance [2]. Customer satisfaction can be realized when health service delivery is conducted responsibly, safely, with high quality, and in a fair and non-discriminatory manner. This implies that customer satisfaction is significantly determined by the services provided by the hospital[3]. Previous research indicates that customer satisfaction in hospitals is influenced by various factors, including employee performance, occupational health and safety management, and the implementation of 5R [4], [5], [6].

In hospitals, there are various hazard factors that can cause Occupational Diseases (OD) and Work-Related Accidents (WRA) [7]. The hazard factors include physical hazards, chemical hazards, biological hazards, ergonomic hazards, and psychological hazards [8]. The risk of OD and Work-Related Accidents can affect all individuals in the hospital, including management, healthcare workers, visitors, and patients. Preventive measures must be taken to mitigate the risks of OD and Work-Related Accidents; one of which is the implementation of the 5R culture (*Concise, Neat, Clean, Caring and Diligent*) [4]. The 5R culture is a method aimed at enhancing positive habits among workers by establishing and maintaining a quality work environment. The 5R can be implemented along with the improvement of discipline in the workplace, starting from the simplification of the storage of necessary equipment, organization, cleanliness, maintenance, and continuous practice, which create a pleasant work environment through the establishment of work discipline. The 5R culture significantly enhances customer satisfaction and sustains both micro and macro enterprises[9], [10]. Hospitals and clinics face various hazard threats that can have health impacts. Therefore, hospitals need to implement Occupational Health and Safety (OHS) in all their activities, including the 5R culture, which is an essential aspect of OHS [11].

RSDP is a Class B non-educational hospital with 412 beds. Established in 1938. RSDP serves as a referral hospital for the Serang Regency and as a regional referral center for Region I of Banten Province, which includes the Lebak, Pandeglang, Cilegon City, and Serang City areas. As a referral hospital, RSDP plays a crucial role and is required to continuously improve the quality of its services. The objective of this research is to identify the factors influencing customer satisfaction at RSDP in Serang Regency in 2025.

## 2 Methods

This cross-sectional study employed the Chi-Square approach with a Confidence Interval (CI) of 95% and a significance threshold ( $p$ -value = 0.005). The cross-sectional test aims to determine the relationship between the 5R policy, exposure to information about 5R, and the implementation of 5R as independent variables, with customer satisfaction as the dependent variable. Data collection was conducted using a questionnaire through direct interviews. The questionnaire regarding the 5R policy consists of five questions with binary responses of 'yes' and 'no'. A 'yes' response is assigned a score of 1, while a 'no' response is assigned a score of 0. The policy is categorized as 'available and complete' if all questions are answered with 'yes,' 'available but incomplete' if there is at least one 'no' response from the respondent, and 'not available' if all responses indicate 'no.' Exposure to information is categorized as exposed and not exposed. The 'exposed' category applies if respondents indicate they have received information about 5R while at RSDP, and 'not exposed' if respondents state they have never received information about 5R. The implementation of 5R is measured using questions on a Likert scale with response criteria of strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). The implementation of 5R is categorized as good and poor using a cut-off point based on the average score. The satisfaction variable is measured based on five indicators: tangible, assurance, responsiveness, reliability, and empathy[15]. These five indicators are assessed using a questionnaire with a Likert scale approach; strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). The satisfaction variable is categorized as satisfied and dissatisfied using a cut-off point based on the average score.

This research was conducted from January to May 2025 at Dradjat Prawiranegara Hospital (RSDP) in Serang Regency. The population of this study comprised all patients in the inpatient ward of RSDP, totaling 82 individuals. The sample for this study is the entire population. Data

analysis was performed using both univariate and bivariate analyses. Univariate analysis was employed to describe each research variable, namely customer satisfaction and the independent variables (5R policy, exposure to 5R information, and implementation of 5R). Bivariate analysis was utilized to test the relationship between the dependent variable and the independent variables using the Chi-Square test at a significance level of  $\alpha = 5\%$  and a confidence level of 95%.

### 3 Results

#### 3.1 Customer Satisfaction and the Influencing Factors

**Table 1.** Distribution of Customer Satisfaction and the Influencing Factors (n=82)

Variable	Frequency	Percentage (%)
<b>Customer Satisfaction</b>		
Satisfied	42	51.2%
Dissatisfied	40	48.8%
<b>5R Policy</b>		
Available & Complete	36	43.9%
Available, incomplete	37	45.1%
Not available	9	11%
<b>Exposure to 5R Information</b>		
Exposed	53	64.6%
Not Exposed	29	35.4%
<b>Implementation of 5S</b>		
Good	44	53.7%
Poor	38	46.3%
<b>Total</b>	<b>82</b>	<b>100%</b>

As table 1 indicates, among the 82 respondents, the majority expressed satisfaction with the hospital's services (51.2%), while 45.1% indicated that the 5R policy is available but incomplete. Regarding exposure to 5R information, the majority of the respondents, specifically 53 individuals (64.6%), reported having received information about Occupational Health and Safety (OHS), and 53.7% of respondents categorized the implementation of 5R as good.

#### 3.2 Factors Associated with Customer Satisfaction

**Table 2.** Factors Associated with Customer Satisfaction (n=82)

Variable	Customer Satisfaction				Total		P Value	OR
	Less Satisfied		Satisfied					
	N	%	N	%	N	%		
<b>5R Policy</b>								
Available & complete	18	50%	18	50%	36	100%	0.02	-

Available, incomplete	13	35.1%	24	64.9%	37	100%		
Not available	9	100%	0	0%	9	100%		
Total	40	48.8%	42	51.2%	82	100%		
<b>Exposure to 5R Information</b>								
Exposed	27	50.9%	26	49.1%	53	100%		
Not exposed	13	44.8%	16	87%	29	100%	0.76	0.78
Total	40	44.8%	42	44.9%	82	100%		
<b>5R Implementation</b>								
Good	10	22.7%	34	77.3%	44	100%		
Poor	30	78.9%	8	21.1%	38	100%	0.0001	12.7
Total	40	56.1%	42	43.9%	82	100%		

Based on table 2, it is evident that the factors associated with customer satisfaction are the 5R policy ( $p\text{-value} = 0.02$ ) and the implementation of 5R ( $p\text{-value} = 0.0001$ ). A good implementation of 5R has a 12.7 times greater likelihood of enhancing customer satisfaction in hospital services.

#### 4 Discussions

Customer satisfaction is a crucial aspect in business. An enterprise must be able to design strategies that meet customer expectations regarding the services provided to ensure satisfaction. Satisfied customers are more likely to utilize the services of that business unit again. This, in turn, will contribute positively to the increase in the company's revenue [12].

Customer satisfaction is not limited to the industrial sector but also extends to the healthcare domain. Healthcare providers, particularly hospitals, must prioritize the delivery of quality services. This can be realized when service delivery efforts are conducted responsibly, safely, with high quality, and in a fair and non-discriminatory manner. In this sense, customer satisfaction is significantly determined by the services provided by the hospital [3].

In this study, customer satisfaction is measured based on five criteria: tangibles, assurance, responsiveness, reliability, and empathy. Reliability refers to the service provider's ability to deliver promised services consistently, punctually, and without errors. In this research, reliability is assessed based on the quality of service and the timeliness of service delivery in relation to the 5S aspects. Responsiveness measures the extent to which service providers demonstrate readiness and willingness to assist customers and meet their needs. Assurance pertains to the knowledge, skills, and expertise possessed by service providers in delivering trustworthy services that enhance customer security. Empathy relates to the degree to which service providers offer personal attention and treat each customer with care and consideration. Tangibles are associated with the visible and tangible physical elements that support service delivery, such as facilities, equipment, and staff appearance. The physical aspects are evaluated based on the quality and cleanliness of physical facilities (such as rooms, equipment, vehicles, or buildings), the appearance and professionalism of staff (clothing, demeanor, manner of speaking), and the infrastructure that supports services (such as websites, applications, or hardware) [13].

To determine the responses or indicators for each of these criteria, the satisfaction of respondents for each criterion was explored through questions. The questions for each criterion reflect various aspects of satisfaction. In the *tangible* aspect, 26.8% of respondents indicated that the waiting area and treatment rooms were inadequately organized and not sufficiently clean. Based on interview results, it was found that there are still aspects of satisfaction that

require improvement, including the hospital staff's capability regarding the 5R principles. This indicates that the *responsiveness* of the staff is still lacking. The management of RSDP needs to enhance staff capabilities through training and similar activities. A deficiency in *responsiveness* will adversely affect customer satisfaction [14]. The cleanliness services of the hospital need to be improved, as well as the comfort of patients in providing clean and organized facilities. Although the percentage of these issues remains in a low category, they should still serve as a basis for evaluation and improvement for the hospital management.

Overall, the research findings indicate that the majority of respondents are satisfied with the services provided by the hospital. Quality service positively impacts customer satisfaction [1]. Customer satisfaction serves as an indicator and a basis for evaluating employee performance. Positive employee performance will undoubtedly affect service delivery [2]. Satisfaction is a criterion for assessing the level of service provided to visitors and users. When customers receive outcomes that meet or exceed their expectations, it serves as an indicator that the hospital's services are satisfactory. Hospitals must undertake all necessary efforts to fulfill their customers' desires through the services offered. Research shows that the indicators of *tangibles*, *reliability*, *responsiveness*, *assurance*, and *empathy* significantly and positively influence satisfaction [15].

Customer satisfaction is influenced by various factors, including employee performance, occupational health and safety management, and the implementation of 5R [4], [6]. In this study, the variables examined for their impact on satisfaction are the 5R policy, exposure to 5R information, and the implementation of 5R. Effective implementation of 5R will foster the creation of a comfortable, clean workplace that is free from hazards that could potentially cause accidents and occupational diseases. Certainly, good 5R practices will not only create a safe and comfortable work environment but also enhance work productivity [16], and serve as a component that can support the *tangible* aspect, which is one of the indicators of satisfaction [15].

Hospitals are among the workplaces exposed to various hazard factors that have the potential to cause accidents and Occupational Diseases (OD) [7]. The hazard factors present in hospitals include physical hazards, chemical hazards, biological hazards, ergonomic hazards, and psychological hazards[8]. The risk of OD and Work-Related Accidents can affect all individuals present in the hospital, including management, healthcare workers, visitors, and patients. Preventive measures must be taken to mitigate the risks of OD and Work-Related Accidents, one of which is the implementation of the 5R culture (Reduce, Organize, Clean, Maintain, and Diligence) [4]. The successful implementation of the 5R culture is contingent upon support from management policies.

Policy serves as the foundation for the implementation of all programs, including the 5R program. It is a dominant factor that influences every program [17]. Without a policy, the 5R program cannot function effectively. The policy must be documented, displayed in strategic locations that are easily readable by visitors, disseminated, and reinforced with regard to *rewards* and *punishments* [18]. Research findings indicate that 45.1% of respondents stated that the policy regarding 5R exists but is incomplete. This incomplete policy is characterized by the absence of written documentation and a lack of sanctions for visitors who do not adhere to the 5R principles. Statistically, the research results demonstrate that the 5S policy and its implementation significantly affect user satisfaction at RSDP. Clearly, the policy underpinning the implementation of 5R ultimately promotes employee work capacity and user satisfaction[16], [19].

The implementation of the 5R policy in hospitals also requires support from other facilitating factors. For instance, adequate infrastructure, an established organizational structure,

sufficient funding, and the necessity of developing procedures that support 5R are essential. As public service facilities, hospitals are expected to provide quality services in all aspects. Therefore, the implementation of the 5R policy becomes one of the efforts toward achieving excellent service. Optimal application of the 5R policy not only enhances customer satisfaction but also reduces the risk of nosocomial infection transmission, alleviates work-related stress [20], and minimizes the risk of accidents resulting from hospital activities [21].

Several findings in this study that require follow-up include the exposure to 5R information for customers (in this case, inpatient patients and their families). Based on the research results, among the 64.6% of respondents who reported being exposed, the proportion of those expressing dissatisfaction with hospital services is nearly equal to those expressing satisfaction. Exposure to information was not found to have a significant impact on service satisfaction in the hospital. The purpose of information exposure is to provide understanding, convey messages, and enhance an individual's knowledge [22]. Although exposure to information does not directly influence an individual's behavior [23], it remains an important factor in efforts to improve knowledge and attitudes.

The information regarding 5R in this study was obtained by respondents from healthcare personnel at the hospital and from posters/banners about 5R displayed within the hospital. Information exposure can be acquired through various media, both print and non-print. Referring to the research findings, the hospital needs to enhance the role of healthcare personnel in disseminating the 5R message and to increase the number of 5R posters/banners. 5R posters can be placed in patient waiting areas, at the entrance to inpatient rooms, in corridors, or in locations that are easily visible to visitors and patients. Continuous information exposure will assist in raising awareness and understanding among respondents regarding the implementation of the 5R program [22].

## 5 Conclusion

Based on the research findings, it can be concluded that customer satisfaction at the hospital is influenced by the policy regarding 5R and the implementation of 5R. Inpatients at the hospital who expressed satisfaction with the hospital's services slightly outnumber those who express dissatisfaction. Information about 5R is primarily obtained from healthcare personnel and posters displayed in the hospital. There is policy regarding 5R; however, it has not been effectively disseminated, and not all areas have the 5R policy displayed. The implementation of 5S at the hospital; is categorized as good.

Increasing the number of posters about 5R in the hospital environment, particularly in areas that are easily visible to visitors, enhancing the skills of healthcare personnel in the implementation of 5R, and improving the quality of 5R supporting facilities in the hospital are essential measures.

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