

## **Effect of Employee Professionalism and Organization Equity on Patient Satisfaction in Regional General Hospital Padang, Panjang City**

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### **Abstract**

The purpose of this study is to determine the effect of employee professionalism and organizational equity on the satisfaction of disconfirmation satisfaction (patient disconfirmation) at the Regional General Hospital of Padang Panjang City. The background of the research because of the demands of the government to improve the professionalism of the apparatus in providing services to the community. The government explicitly emphasized the importance of satisfaction felt by society especially in the field of health. The level of satisfaction of the people of Padang Panjang City towards the service of the Regional General Hospital was still relatively low. In 2017, Dasman Lanin's research results concluded that the public satisfaction index in the field of health proved low. The patient's dissatisfaction is identified as influenced by employee professionalism and organizational equity. This research used the associative quantitative method. Sampling was using a slovin formula with a margin of error of 5% in the population of 61,520 patients which produced 397 samples with a proportionate stratified random sampling technique. Data collection was using a closed questionnaire with Likert measurement scale and has been tested its validity and reliability, and has tested its classical assumptions. Data were analyzed by using multiple regression analysis techniques. The result of the hypothesis test proved that there is a significant influence on employee professionalism and organizational equity simultaneously to patient satisfaction at Regional General Hospital Padang Panjang City with 20.5% of the contribution. While partially, there is a significant influence of employee professionalism variable for 2.2% and equity organization for 19.1% of patient satisfaction. The implications of this research are the importance of employee professionalism and organizational equity in improving patient satisfaction at the Regional General Hospital of Padang Panjang City.

**Keywords:** *employee professionalism, organizational equity, patient satisfaction*

### **Introduction**

The government's demand to improve the professionalism of the apparatus in providing services to the community should always be increased. The seriousness of the Indonesian government in improving the professionalism of the apparatus in providing services to the society is contained in Presidential Regulation No. 81/2010 on the grand design of bureaucracy reform 2010-2025. The government explicitly proclaimed the importance of satisfaction felt by society towards the fulfillment of basic needs, especially in the health sector. The low level of public satisfaction on the performance of the state apparatus occurs in almost all areas of City and District in Indonesia. (Saputra, 2016) in (Dwiyanto. et al, 2002) saw that low public satisfaction occurs, more due to the low ability of the apparatus in serving the needs of society.

When it comes to public health services, regional general hospitals are one of the most visible and perceivable images of how the achievements and progress of bureaucracy reform in the health-care sector are. The existing apparatus in the hospital is the front line that becomes the benchmark of bureaucracy reform success in the field of health services. However, for now, there has been no

significant change in implementing the reform of public services, especially health services. Despite continuous stimulus by the government, through Law Number 22 the Year 1999 on Regional Autonomy, Law Number 32 the Year 2004 regarding Regional Government, Law Number 25 the Year 2009 on Public Service and confirmed by Decree of Civil Apparatus Ministry and Bureaucratic Reform on Public Satisfaction Index. The public service provided by the bureaucracy is still far from what standards are expected. Whereas public service is the right of the people or citizens that must be fulfilled by the government and state (Kurniawan & Puspitosari, 2007).

The results of (Dasman & Mubarak, 2010) research on the Satisfaction Index of the society in the service of basic needs of society (education, health, and social welfare) in West Sumatera proved the results are low, while for the satisfaction of the community in the field of health services, especially in Padang Panjang City the result is only 0.6% of the Padang Panjang's people who are satisfied with the existing health services in the city. This illustrated that the people of Padang Panjang as a whole still feel not satisfied with the health services received. Health Services in Padang Panjang City is one of the public service sectors that are featured in the 2008-2013 *Renstra* as the best programs and plans in this city (Dasman, 2012). Satisfaction with the public health service provided by the City government into a measure or assessment of the effectiveness of the execution of the superior program.

The dissatisfaction of patients identified is influenced by several factors such as employee professionalism and organizational equity. So that the purpose of this study is to determine the effect of employee professionalism and organizational equity to the satisfaction of disconfirmation satisfaction (patient disconfirmation) at the Regional General Hospital of Padang Panjang City.

## **Literature Review**

### **Public Satisfaction in Public Service**

According to (Dasman 2010), satisfaction is a picture of the overall assessment of society based on the public responses to the service received. (Nursalam, 2011) reveals that satisfaction is the pleasure of someone who derives from the comparison between pleasure to activity and a product in the hope. And further disclosed by (Sunu, 1999), satisfaction is the degree of the statement of one's feelings produced and the perceived usefulness of the product in the expectation of the product. The level of satisfaction is the difference between perceived performance outcomes and expectations. Furthermore, we can explore also about patient satisfaction, (Pohan, 2007) stated that patient satisfaction is the level of patient feeling that arises as a result of health care performance obtained after the patient compares with what is expected. In line with that, Endang argued that according to Mamik (2010) that patient satisfaction is an evaluation or assessment after using a service, the service is chosen at least meet or exceed expectations.

Many theories were encountered in studying and understanding the concept of customer satisfaction, one of which is Disconfirm Theory. The most famous concept of disconfirmation is the definition based on the model developed by (Richard. L, 1980) in an article entitled "A Cognitive Model of The Antecedents of Satisfaction Decision," Oliver said that customers have a certain expectation of the product or service purchased.

The use of the term disconfirmation rather than confirmation is the uniqueness of this theory's point of view, as disclosed by (Luthans, 2006) disconfirmation is a mismatch between perceived service and expected service. The customer expects as to how the product or service is supposed to function, that expectation is a quality standard that will be compared to the function or quality of the product that the customer cares for.

(Sunarto, 2003) states that to understand and influence satisfaction or dissatisfaction using a model of expectations disconfirmation. The theory of expectations disconfirmation defined satisfaction and dissatisfaction as customer evaluation as an experience that is at least as good as expected. So there are three additional approaches to explain the formation of satisfaction or dissatisfaction namely equity theory, attribution theory and affective feelings based on experience, also, there is the actual performance of the product.

The paradigm of disconfirmation formulated by (Patterson, 1993) who assumed that: First, the Hope (H) embodied in a person comes from product knowledge, experience with products, marketing communications (or socialization for the public sector) and mouth-to-mouth judgment between citizens or customer. Second, the aspect of achievement or Performance (K) is the performance perceived by customers or citizens. Third, the process of comparison between H and K, which (Ryzin & Gregg, 2005) calls the Subtractive Disconfirmation process. The result of the comparison process, according to Patterson will give birth to three things; (1) if  $K < H$ , then the negative disconfirmation that causes dissatisfaction occurs, (2) if  $K > H$ , then apply positive disconfirmation that raises very satisfactory or delight and (3) if  $K = H$ , then sometimes confirmation causing satisfaction and sometimes dissatisfaction. This third situation by (Erevelles & Clark, 1992) called with simple confirmation that leads to neutral circumstances that do not cause satisfaction and nor give birth to dissatisfaction. Meanwhile, in the opinion expressed by (Dasman, 2012), that the satisfaction of society from service provided by the service provider can be interpreted by using statement of positive satisfaction and negative satisfaction statement with formula  $K > H = \text{Satisfied}$  and  $K < H = \text{Not Satisfied}$ , and if  $K = H$  means neutral.

### **Employee Professionalism**

Professionalism comes from the English word professionalism which fleksikal means professional nature. Professional people have different attitudes with unprofessional people. Professionalism is a person's ability and expertise about something, both theoretical and practical. Professionalism is a person's ability and expertise about something, both theoretical and practical (Thomson & Mori, 2004)

Professionalism not only talks about the suitability of the skills and abilities possessed by a person, but also the ability to anticipate all environmental changes including the ability to respond to public aspirations in innovation that ultimately makes the job easy and simple. So it can be said that the professionalism of work is a person's ability and skills in carrying out tasks by their respective fields and levels in a timely and accurate manner. Professionalism concerns the fit between the capabilities possessed by the bureaucracy and the task needs. This means that the skills and abilities of the apparatus reflect the direction and objectives to be achieved by an organization.

The research by (Thomson & Mori, 2004) has found that; (1) competent staff and (2) fair-working staff as professional attributes have given positive support and influence to the satisfaction of society significantly.

### **Theory of Equity**

Equity or organizational fairness is defined as a level at which an individual feels treated the same in the organization in which he works (Gibson, 2000). According to (Greenberg & Baron, 2003), organizational justice has three dimensions, namely distributive, procedural, and interactional justice.

Distributive justice relates to the allocation of benefits in force in the company, procedural justice related to the implementation of work equally for all employees. Interactional justice is defined as the level of equality of information dissemination and interaction between colleagues and between superiors and subordinates in the company.

Based on the perspective of equity theory, the feeling of dissatisfaction is due to the belief that social norms have been violated. According to this theory, there is a norm that asserts that every party in exchange must obtain fair or fair treatment. So satisfaction will occur when the ratio of input results of each party in exchange more or less the same. Conversely, dissatisfaction occurs when the customer believes that the yield and input ratios are worse than expected. (Daft, R. L., & Steers, 1986) said that Equity Theory focuses on one's perception of how fair they are treated when compared to others and the implications of their perceptions. The social comparison contained in equity theory is based on two variables: input and outcome. Equity occurs when the ratio of one's outcome and output is equal to the output and input of another.

Justice is seen as giving rights to society in all aspects of uncompromising life without reason (Whiteman & Mamen, 2002). Customers will respond to complaints handling based on perceived fairness value (Schoefer & .E, 2005). Regarding interpersonal relationships, justice is grouped in the dimensions of distributive, procedural and interactional justice (Martinez-Tur, Peiro, Ramos, & Moliner, 2006). In the context of the provision of services by hospitals and hospital officials, the level of justice can lead to patient satisfaction and/or complaints. Such satisfaction and/or complaints may occur because the patient obtains distributive, procedural and interactional justice, either simultaneously or partially. If the beneficiary considers that the level of justice he receives is felt to be inconsistent with the right that should be granted they will likely present many complaints. Conversely, if the recipient of service receives a high degree of fairness they tend to get high satisfaction as well. But a satisfied service recipient may still raise a complaint. It can happen if the beneficiary views the level of satisfaction with which the justice they received is still not optimal or can still be improved. (Whitehead, 1992) described in Equity health services that it can be defined as equal access/opportunity to health services; utilization of the same health service (utilization) and the same quality of health services for the whole community. (Bhisma, 2001) argued that equity in health services has two dimensions: 1) Horizontal Justice as the principle of equal treatment of the same conditions for equal needs, equal access/opportunity for equal needs and equality of health; and 2) Vertical Justice emphasizes different treatment principles for different circumstances including unequal treatment for different needs and progressive health financing based on ability to pay.

## Method

The research method used an associative quantitative approach, the associative type because this study links two or more variables (Ginting & Situmorang, 2008). The research subjects were Regional General Hospital of Padang Panjang. The study population was 61,520 patients, using slovin formula at the margin of error 5% so that got a sample as many as 397 respondents. Proportionate stratified random sampling technique. Data collection using a closed questionnaire with a Likert measurement scale and developed based on operational definition owned by variable through content validity process. Previous data has been validly and reliably tested and has met the classical assumption test. The last step is data will be analyzed by using multiple regression analysis techniques.

## Results and Discussion

### Respondent's characteristic

Characteristics of respondents in this study can be seen in the table below:

Table 1. Test Results of Descriptive Analysis of Respondents

Characteristics of Respondents	amount	Percentage
<b>Gender</b>		
Man	184	46.3%
Women	213	53.7%
<b>Age</b>		
<20 years	44	11.1%
21-30 years old	80	20.2%
31-40 years old	134	33.8%
41-50 years old	91	22.9%
> 50 years	48	12.1%
<b>How to Pay</b>		
General	50	12.6%
BPJS Mandiri (self-pay)	178	44.8%
BPJS PBI (paid by the government/free)	89	22.4%
Non-PBI BPJS (paid for by employers)	79	19.9%
Other .....	1	0.3%
<b>Occupation</b>		
Student	36	9.1%
College student	44	11.1%
Private employees	76	19.1%
BUMN	28	7.1%
Housewife	87	21.9%
Government employees	38	9.6%
Entrepreneur	58	14.6%
Retired	11	2.8%
Other ...	19	4.8%
<b>Spending (monthly average spend)</b>		
<\$ 1,000	127	32%
Rp 1,000.001 - Rp 2,500,000	111	28%
Rp 2,500,001 - Rp 4,000,000	121	30.5%
Rp 4.000.001 - Rp 5,500,000	31	7.8%
> Rp 5,500,000	7	1.8%

Source: Research Results 2018 (processed data)

In the table above it can be understood that the characteristics of respondents by sex category are dominated by female respondents with 53.7% percentage, and most respondents are on average between 31-40 years old, 44.8% of respondents use BPJS Mandiri to get health services from parties hospitals, 21.9% of patients mostly work as housewives with average spending per month under Rp. 1,000,000.

### Hypothesis Test Results

Statistical data in this research is done by using multiple linear regression analysis. Regression test results can be seen in the table below:

**Table 2. Regression Test Results**

Model	R	R Square	Adjusted R Square	Sig.
1. Effect of employee professionalism and organizational equity on patient satisfaction at Padang Panjang District General Hospital	.453 <sup>a</sup>	.205	.201	.000
2. Effect of professionalism of employees of the organization on patient satisfaction at the Regional General Hospital of Padang Panjang City	.149 <sup>a</sup>	.022	.020	.009
3. Effect of organizational equity on patient satisfaction in Padang Panjang City General Hospital	.438 <sup>a</sup>	.192	.189	.000

Source: Research Results 2018 (processed data)

In the table above can be explained that each independent variable (employee professionalism and organizational equity) has a significant effect on the dependent variable (patient satisfaction) this is evidenced by the acquisition of sig value. which is below or smaller than 0.05. For a contribution of influence given by each independent variable to dependent variable can be seen at value Adjusted R Square. For the contribution of employee professionalism and organizational equity influence simultaneously to patient satisfaction at Padang Panjang, Regional General Hospital is 20,1%, while contribution of partial influence for employee professionalism toward patient satisfaction at Padang Panjang Regional General Hospital is 2.0% and the contribution of influence to equity to patient satisfaction at Padang Panjang Regional General Hospital is 18,9%, while the rest is influenced by other factors and variables apart from the variables discussed and researched in this research.

#### **Effect of Employee Professionalism and Organizational Equity Against Patient Satisfaction**

The result of the statistical test proves that the hypothesis of professionalism of employee and organizational equity influence simultaneously to the patient satisfaction variable at Padang Panjang Regional General Hospital, this is proven from the result of data with Adjusted R Square value of 0.201 and significance value 0.000. This figure implies that employee professionalism and organizational equity are simultaneously significant to the satisfaction of patients in Padang Panjang Regional General Hospital. The magnitude of the contribution of influence given is 20.1%. So the hypothesis proposed in this research is proven.

Based on the regression test results as described above, the researcher got a picture that the influence of the professional variable of employee and organizational equity simultaneously has contributed significantly to the improvement of patient satisfaction at Padang Panjang Regional General Hospital. The results of the test indicate that the research hypothesis states that "if employee professionalism and organizational equity are optimally implemented, patient satisfaction in Padang Panjang Regional General Hospital will increase has been proven and can be tested statistically.

#### **Effect of Employee Professionalism on Patient Satisfaction**

The second hypothesis of this study is the influence of professionalism of employees on patient satisfaction variables in the Regional General Hospital of Padang Panjang City. The result of the statistical test for the employee professionalism variable shows an Adjusted R Square value of 0.020 with a significance value of 0.009. So it can be concluded that there is a significant influence of 2.0% variable professionalism of employees to patient satisfaction at the Regional General Hospital of Padang Panjang City, and the second hypothesis of this study also proved.

Professionalism is determined by the ability of a person is doing a job according to the field of duty and level respectively. The results of the work are more viewed in terms of portion, object, continuous in any situation and conditions and relatively short period of work completion. Professionalism not only talks about the suitability of the skills and abilities possessed by a person, but also the ability to anticipate all environmental changes including the ability to respond to public aspirations in innovation that ultimately makes the job easy and simple. According to (Werner & DeSimone, 2009), for the Government organization, the direction of apparatus resource development policy is more indicated to create a professional apparatus figure.

Employee professionalism indirectly also affects customer satisfaction. A person who cannot professionally result in a less than optimal performance and make dissatisfaction with the results that have been done (J.Sorensen & Sorensen., 1974). Many researchers have found employee professionalism as an independent variable to satisfaction as the dependent variable. Among these are (Thomson & Mori, 2004) who have found that; (1) competent staff and (2) fair-serving staff as professional attributes have given positive support to citizen satisfaction significantly.

### **Effect of Organizational Equity on Patient Satisfaction**

The third hypothesis is that there is an influence of organizational equity on patient satisfaction in Padang Panjang Regional General Hospital. The results of the data show the value of the Adjusted R Square value of 0.189 with a significance value of 0.000. The meaning is in this study proves the significant influence of organizational equity on patient satisfaction in Padang Panjang Regional General Hospital, with a contribution influence of 18.9%. So the third hypothesis of this study proved.

Equity occurs when the ratio of one's outcome and output is equal to the output and input of others (Daft, R. L., & Steers, 1986) Customers will assess satisfaction over complaints handling based on fair value (Equity) received (Tax, Brown, & Chandrashekar, 1998). Customers will respond to complaints handling based on perceived fairness value (Schoefer & .E, 2005). The value of justice perceived by customers to respond to complaints handling based on the three values of justice is interactional, procedural and distributive justice, this was stated by Blodget in 1997 cited by (Schoefer & .E, 2005). Customers assess the degree of satisfaction and disappointment based on their experience in unusual circumstances by comparing customer expectations about the value of fairness with actions performed by service providers (Taylor, Carol, & Priscilla, 1997).

Based on the results of research and discussion if associated with the theory used to analyze problems in the field, then in the opinion of researchers that the theory that there is a causal relationship (causally related) that the customer will feel satisfied if treated fairly or based on the value of justice. The opinion is according to the results of research and discussion that the organizational equity gives a significant influence on patient satisfaction at the Regional General Hospital of Padang Panjang, meaning the hypothesis put forward by researchers tested. Therefore, according to the theoretical researchers are still quite actual and relevant.

### **Conclusions**

From the exposure and analysis of data that have been put forward, it can be taken several conclusions as follows: There is significant influence simultaneously professionalism of employees and organizational equity to variable satisfaction of patients at Padang Panjang Regional General Hospital. The professionalism of employees and organizational equity contributes 20.1%. Furthermore, there was also found a significant influence of employee professionalism variable ( $X_1$ ) on patient satisfaction ( $Y$ ) of Padang Panjang Regional General Hospital. Employee professionalism contributes to the patient's overall satisfaction of 2.0%. Likewise, with organizational equity variables, there is a significant influence between organizational equity ( $X_2$ ) on patient satisfaction ( $Y$ ) Regional General Hospital of Padang Panjang City. Equity contributes to the effect of patient satisfaction of 18.9%.

Here it is seen that the contribution of the influence given by the two independent variables to the dependent variable is very limited and relatively small, it is necessary to realize that the problem of satisfaction is one of the complicated problems, many factors that influence it outside of the factors discussed in this study. This research implies that it is time for Padang Panjang Regional General Hospital to make employee professionalism and equity as capital and efforts to optimize and improve patient satisfaction on health services provided. The study saw the gap in the amount of influence variable professionalism of employees and organizational equity to patient satisfaction. So if the question arises where the precedence for improvement of patient satisfaction at the Regional General Hospital of Padang Panjang then this study recommends an improvement that begins with increasing equity and after that just by improving the professionalism of employees, because the contribution of influence given organizational equity variables are more dominant/great than the influence of professionalism of employees.

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