

THE EFFECT OF COMPETENCY, SERVICE QUALITY, AND FACILITY TOWARDS PATIENT SATISFACTION WITH JOB PERFORMANCE AS INTERVENING VARIABLE AT ROYAL PRIMA HOSPITAL MEDAN

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ABSTRACT

The aim of this research is to analyse the effect of Competency, Service Quality and Facility towards Patient Satisfaction with Job Performance as intervening variable. The samples are taken from total impatient population during 5 years consecutively from 2016 to 2020 with Slovin formula which resulted to 399 samples. In addition to that, the data collection was conducted with direct observation and distribution of questionnaire to the respondents. To get the result of the research, analyzing the data by using classic assumption test and Path Analysis are applied. The research indicates that : 1. Competency does not have significant effect towards Patient Satisfaction, while 2. Service Quality, Facility and Job Performance have significant effect towards Patient Satisfaction. In the other hand, 3. Competency does not have significant effect towards Job Performance, but 4. Service Quality and Facility have significant effect towards Job Performance. From the path analysis result shows that 5. Job Performance is able to act as intervening variable between Competency and Patient Satisfaction; Service Quality and Patient Satisfaction and Facility and Patient Satisfaction. The finding of this research regarding variables Competency which shows that this variable did not have significant effect towards Job Performance and Patients Satisfaction will need a concern from the hospital's management to give more efforts for improvement in the future.

Keywords: Competency, Service Quality, Facility, Job Performance, Patient Satisfaction.

INTRODUCTION

Under current globalization era, it is very challenging to get new business opportunities and market expansion including for the healthcare business in Indonesia. In order to win competition and maintain existing market share, it is very important to maintain good relationship with customers and has to increase the service quality as well.

Service quality itself can not stand alone, it must be back up with outstanding Human Resources competency and their job performance as well. The Human Resources in this case study is focused to the medical personnel especially the nurses which has more direct contacts to the patients compare to other personnel. Their service quality performed, of course will directly affect to patients satisfaction. The research itself will focus on the variables of Competency, Service Quality, Facility, Job Performance and Patients Satisfaction. Patients in this case are inpatients which received medical care during the last 5 (five) years from 2016-2020.

From the pre-research result, indicates that there is gap between expectation and reality, as shown in Table 1 below that the Bed Occupancy Ratio (BOR) was fluctuative and in decreasing trend during the last five years period and this phenomenon indicates there is possibility of dissatisfaction occurred to the patients which may need concern from the Hospital Management.

Table 1. Patients and BOR Data 2016-2020

Year	Outpatient	Inpatient	BOR
2016	75.238	29.372	55%
2017	77.352	28.625	51%
2018	78.752	28.361	49%
2019	79.618	18.970	39%
2020	78.328	12.246	38%

Source : Royal Prima Hospital Medan (January 2021)

This finding has aroused curiosity to find out the reason and get more information regarding the hospital Human Resources Management issue and provide some suggestions which may contribute some useful suggestions for improvements in the future.

THEORETICAL BASIS

Competency Theory

Competency can be defined as the ability or someone's capacity to perform various task in their jobs, which can be determined from their physical and intellectual ability (Stephen Robbins, 2006).

Service Quality Theory

Service Quality can be described as any kind of action offered by one party to another party, which may in the form of intangible action and give no effect to the property's ownership or to anyone (Kotler and Keller, 2009).

Facility Theory

Facility is an existing physical resource prior offered to consumers, facility also can be described as everything that provides convenience to consumers, especially those engaged in services (Tjiptono, 2019).

Job Performance Theory

Job performance is a result of performance that can be achieved by individuals or groups of people in the organization qualitatively or quantitatively in accordance with the duties and authorities, as well as their respective responsibilities. Where in effort to achieve the goals of the organization concerned does not violate the law, and in accordance with the principles of morality or ethics (Moehariono, 2012).

Patients Satisfaction Theory

Patients Satisfaction can be defined as the level of patients feeling that occurred as a result of the performance of health services received after comparing with what they have expected (Pohan, 2006)

RESEARCH METHODS

Methods used in this research is explanatory research which intends to explain the position of the analysed variables and the influences between one variable with other variables (Sugiyono, 2017). Hypotheses that have been formulated in the early stage will be tested through field data collection, afterwards the data by using research instruments will be analysed statistically using quantitative analysis. Through this analysis then it will define whether the hypotheses formulated in the beginning of the research are proven or not.

The research will take place at Royal Prima Hospital Medan. The samples are taken from total impatient population during 5 years consecutively from 2016 to 2020 with Slovin formula which resulted to 399 samples. Sampling technique used is Non-Probability Sampling which means the samples were selected based on subjective judgement or in other words, not all members of the population have an equal opportunity to participate. In addition to that, the data collection was conducted with direct observation and distribution of questionnaire to the respondents. To get the result of the research, analyzing the datas by using classic assumption test and Path Analysis are applied.

There are 5(five) variables in this case study ; 3 Independent Variables (Competency, Service Quality, Facility), Intervening Variable (Job Performance) and Dependent Variable (Patient Satisfaction). The scaling of questionnaires distributed to the respondents will use Likert Scale which consists of 5 instruments scaling as seen in Table 2. below :

Table 2. Likert Scale Instruments

No.	Statement	Score
1.	Strongly Disagree	1
2.	Disagree	2
3.	Less Agree	3
4.	Agree	4
5.	Strongly Agree	5

RESEARCH RESULT

Respondents Description

The total respondents are aged > 21 years old, consists of men and women with educational background from elementary level up to postgraduate.

Research Instrument Tests

Validity and Reability Test using Pearson Correlation with SPSS application ver. 22 are conducted to 30 Samples at Royal Prima Hospital Marelan.

Validity Test Results

Result of the Validity Test for the Patient Satisfaction which consists of 6 statements is shown at Tabel 3 below :

Table 3. Validity Test Result for Patient Satisfaction (Y)
Correlations

		KPAS1	KPAS2	KPAS3	KPAS4	KPAS5	KPAS6	TOTALKPAS
KPAS1	Pearson Correlation	1	-.156	-.137	-.009	-.156	.593**	.374*
	Sig. (2-tailed)		.410	.471	.962	.410	.001	.042
	N	30	30	30	30	30	30	30
KPAS2	Pearson Correlation	-.156	1	.035	-.357	1.000**	-.212	.607**
	Sig. (2-tailed)	.410		.856	.053	.000	.262	.000
	N	30	30	30	30	30	30	30
KPAS3	Pearson Correlation	-.137	.035	1	.325	.035	-.015	.442*
	Sig. (2-tailed)	.471	.856		.080	.856	.935	.015
	N	30	30	30	30	30	30	30
KPAS4	Pearson Correlation	-.009	-.357	.325	1	-.357	-.055	.193
	Sig. (2-tailed)	.962	.053	.080		.053	.772	.793**
	N	30	30	30	30	30	30	30
KPAS5	Pearson Correlation	-.156	1.000**	.035	-.357	1	-.212	.607**
	Sig. (2-tailed)	.410	.000	.856	.053		.262	.000
	N	30	30	30	30	30	30	30
KPAS6	Pearson Correlation	.593**	-.212	-.015	-.055	-.212	1	.430**
	Sig. (2-tailed)	.001	.262	.935	.772	.262		.075
	N	30	30	30	30	30	30	30
TOTALKPAS	Pearson Correlation	.374*	.607**	.442*	.793**	.607**	.430**	1
	Sig. (2-tailed)	.042	.000	.015	.306	.000	.075	
	N	30	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source : Data processed SPSS 22

Result of the Validity Test for the Competency which consists of 4 statements is shown at Tabel 4 below :

Table 4. Validity Test Result for Competency (X₁)
Correlations

		KOMP1	KOMP2	KOMP3	KOMP4	TOTALKOMP
KOMP1	Pearson Correlation	1	-.357	.325	1.000**	.909**
	Sig. (2-tailed)		.053	.080	.000	.000
	N	30	30	30	30	30
KOMP2	Pearson Correlation	-.357	1	.035	-.357	.000
	Sig. (2-tailed)	.053		.856	.053	1.000
	N	30	30	30	30	30
KOMP3	Pearson Correlation	.325	.035	1	.325	.568**
	Sig. (2-tailed)	.080	.856		.080	.001
	N	30	30	30	30	30
KOMP4	Pearson Correlation	1.000**	-.357	.325	1	.909**
	Sig. (2-tailed)	.000	.053	.080		.000
	N	30	30	30	30	30
TOTALKOMP	Pearson Correlation	.909**	.000	.568**	.909**	1
	Sig. (2-tailed)	.000	1.000	.001	.000	
	N	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source : Data processed SPSS 22

Result of the Validity Test for the Service Quality which consists of 6 statements is shown at Tabel 5 below :

**Table 5. Validity Test Result for Service Quality (X₂)
Correlations**

		KUP1	KUP2	KUP3	KUP4	KUP5	KUP6	TOTALKUP
KUP1	Pearson Correlation	1	-.212	.035	-.357	1.000**	.035	.594**
	Sig. (2-tailed)		.262	.856	.053	.000	.856	.001
	N	30	30	30	30	30	30	30
KUP2	Pearson Correlation	-.212	1	-.015	-.055	-.212	-.015	.374**
	Sig. (2-tailed)	.262		.935	.772	.262	.935	.620
	N	30	30	30	30	30	30	30
KUP3	Pearson Correlation	.035	-.015	1	.325	.035	1.000**	.723**
	Sig. (2-tailed)	.856	.935		.080	.856	.000	.000
	N	30	30	30	30	30	30	30
KUP4	Pearson Correlation	-.357	-.055	.325	1	-.357	.325	.397**
	Sig. (2-tailed)	.053	.772	.080		.053	.080	.154
	N	30	30	30	30	30	30	30
KUP5	Pearson Correlation	1.000**	-.212	.035	-.357	1	.035	.594**
	Sig. (2-tailed)	.000	.262	.856	.053		.856	.001
	N	30	30	30	30	30	30	30
KUP6	Pearson Correlation	.035	-.015	1.000**	.325	.035	1	.723**
	Sig. (2-tailed)	.856	.935	.000	.080	.856		.000
	N	30	30	30	30	30	30	30
TOTALKUP	Pearson Correlation	.594**	.374**	.723**	.397**	.594**	.723**	1
	Sig. (2-tailed)	.001	.620	.000	.154	.001	.000	
	N	30	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source : Data processed SPSS 22

Result of the Validity Test for the Facility which consists of 6 statements is shown at Tabel 6 below :

Table 6. Validity Test Result for Facility (X₃)
Correlations

		FAS1	FAS2	FAS3	FAS4	FAS5	FAS6	TOTALFAS
FAS1	Pearson Correlation	1	-.357	-.055	.115	.228	.074	.470**
	Sig. (2-tailed)		.053	.772	.546	.226	.697	.066
	N	30	30	30	30	30	30	30
FAS2	Pearson Correlation	-.357	1	-.212	-.227	-.227	-.160	.610**
	Sig. (2-tailed)	.053		.262	.227	.227	.398	.958
	N	30	30	30	30	30	30	30
FAS3	Pearson Correlation	-.055	-.212	1	.791**	.791**	.429*	.784**
	Sig. (2-tailed)	.772	.262		.000	.000	.018	.000
	N	30	30	30	30	30	30	30
FAS4	Pearson Correlation	.115	-.227	.791**	1	.933**	.159	.822**
	Sig. (2-tailed)	.546	.227	.000		.000	.401	.000
	N	30	30	30	30	30	30	30
FAS5	Pearson Correlation	.228	-.227	.791**	.933**	1	.241	.884**
	Sig. (2-tailed)	.226	.227	.000	.000		.199	.000
	N	30	30	30	30	30	30	30
FAS6	Pearson Correlation	.074	-.160	.429*	.159	.241	1	.465**
	Sig. (2-tailed)	.697	.398	.018	.401	.199		.010
	N	30	30	30	30	30	30	30
TOTALFAS	Pearson Correlation	.470**	.610**	.784**	.822**	.884**	.465**	1
	Sig. (2-tailed)	.066	.958	.000	.000	.000	.010	
	N	30	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source : Data processed SPSS 22

Result of the Validity Test for the Job Performance (Z) which consists of 4 statements is shown at Tabel 7 below :

Table 7. Validity Test Result for Job Performance (Z)
Correlations

		KIN1	KIN2	KIN3	KIN4	KIN5	TOTALKIN
KIN1	Pearson Correlation	1	.357	.324	.319	.365*	.588**
	Sig. (2-tailed)		.053	.081	.085	.048	.001
	N	30	30	30	30	30	30
KIN2	Pearson Correlation	.357	1	.691**	.564**	.799**	.850**
	Sig. (2-tailed)	.053		.000	.001	.000	.000
	N	30	30	30	30	30	30
KIN3	Pearson Correlation	.324	.691**	1	.910**	.583**	.889**
	Sig. (2-tailed)	.081	.000		.000	.001	.000
	N	30	30	30	30	30	30
KIN4	Pearson Correlation	.319	.564**	.910**	1	.518**	.842**
	Sig. (2-tailed)	.085	.001	.000		.003	.000
	N	30	30	30	30	30	30
KIN5	Pearson Correlation	.365*	.799**	.583**	.518**	1	.813**
	Sig. (2-tailed)	.048	.000	.001	.003		.000
	N	30	30	30	30	30	30
TOTALKIN	Pearson Correlation	.588**	.850**	.889**	.842**	.813**	1
	Sig. (2-tailed)	.001	.000	.000	.000	.000	
	N	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source : Data processed SPSS 22

Value of r Table for N=30 with significancy $\alpha=0,05$ is 0,361. From above tables all variables of r count are $> 0,361$ and it is concluded that all the items in the statements are declared valid.

Reliability Test Results

Result of the Reliability Test shows that the value of the Cronbach’s Alpha is > 0,60 and this indicates that the items of the questionnaire are reliable

Table 8. Reliability Test Results

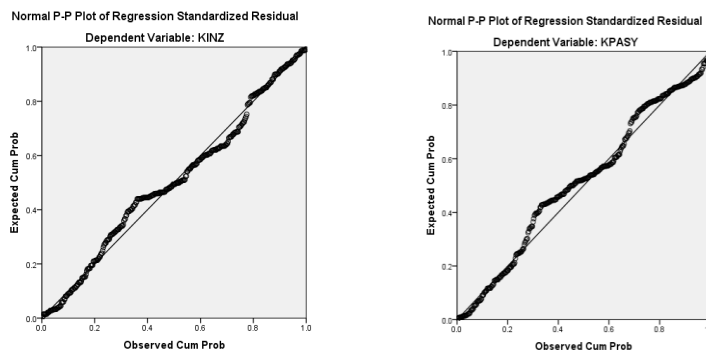
No.	Variables	Cronbach’s alpha	No of items	Remark
1	Patient Satisfaction (Y)	0.789	6	Reliable
2	Competency (X ₁)	0.884	4	Reliable
3	Service Quality(X ₂)	0.654	6	Reliable
4	Facility (X ₃)	0.751	6	Reliable
5	Job Performamce (Z)	0.942	5	Reliable

Source : Processed Data

Classic Assumption Test

Normality Test

Normality Test in this research uses graphic model normal P Plot of Regression Standardized Residual, and is considered normal if the dots are normally distributed along the diagonal lines. Both normality test for both regression model can be seen at Graph 1 below :



Source : Processed Data

Graphic 1. Normal P-P Plot

As seen at the above graph, the dots approach the diagonal line, and it means that the data has normal distribution and meet the assumption in the normality test.

Multicollinearity Test

Multicollinearity Test is conducted to identify the symptoms of multicollinearity demonstrated by the Variance Inflation Factor (VIF) and Tolerance (Ghozali, 2016). The Multicollinearity Test of the Independent Variables is shown at Table 9 below :

Table 9. Multicollinearity Test

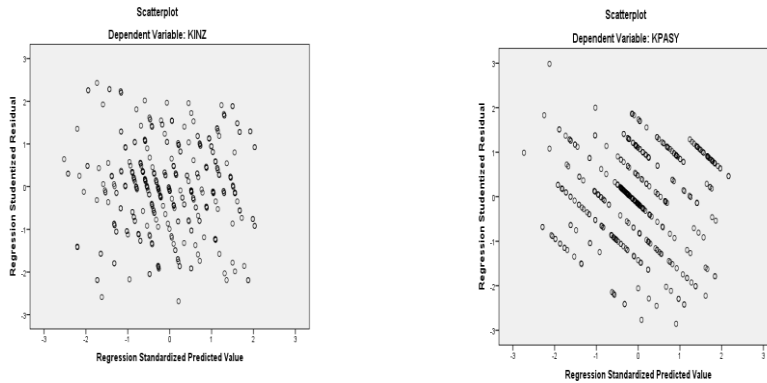
Model	Coefficients ^a							Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF		
	B	Std. Error	Beta						
1	(Constant)	4.232	.667		6.346	.000			
	KOMPX1	.013	.029	.011	.456	.649	.316	3.168	
	KUPX2	1.027	.027	.947	38.548	.000	.308	3.249	
	FASX3	.211	.028	.104	7.442	.000	.956	1.046	

a. Dependent Variable: KINZ
Sumber :Hasil Pengolahan Data

The result shows that the correlation value for variables of Competency (X_1), Service Quality (X_2) and Facility (X_3) : tolerance > 0,10 and VIF <10. The result indicates that there no symptoms of multicollinearity between the Independent Variables.

Heteroscedasticity Test

The purpose of the heteroscedasticity test is to see whether there is an inequality of variance or residuals in the regression model from one observation to another, since a good regression model should meet homoscedasticity.



Source : Processed Data Result

Graphic 2. Scatterplot

The results of the heteroscedasticity test in this research uses the Scatterplot graph technique, and from the results obtained there was no clear pattern, and the dots are above and below the 0 on the Y axis. It means that there is no heteroscedasticity in the two equation models.

Hypothesis Statistic Test

First structural multiple liner regression test

The first structural equation shows that Job Performance (Z) is influenced by Competency (X_1), Service Quality (X_2), Facility (X_3) or in notation of $Z = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon_1$. The result can be seen at Table 10 below :

Table 10. Result of Multiple Linear Regression Analysis Model 1 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.232	.667		6.346	.000
1 KOMPX1	.013	.029	.011	.456	.649
KUPX2	1.027	.027	.947	38.548	.000
FASX3	.211	.028	.104	7.442	.000

a. Dependent Variable: KINZ

Second structural multiple linear regression test

The second structural equation shows that Patient Satisfaction (Y) is influenced by Job Performance (Z), Competency (X_1), Service Quality (X_2), dan Facility (X_3) or in notation of $Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + b_4Z + \epsilon_2$. The result can be seen at Table 11 below :

Table 11. Result of Multiple Linear Regression Analysis Model 2 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.123	1.014		3.081	.002
1 KOMPX1	.054	.042	.087	1.287	.199
KUPX2	1.017	.084	1.798	12.071	.000
FASX3	.111	.044	.105	2.538	.012
KINZ	1.049	.073	2.011	14.378	.000

a. Dependent Variable: KPASY

Hypothesis Test (t Test)

Hypothesis test is used to test whether the statement in Hypothesis is accepted or not and to show how is the level of influence significancy of each independent variable partially towards the independent variable. The test uses a significance level of $\alpha = 0,05$ by comparing the value of t count variables with t table with rule $n-k-1$, whereas $n = 399$, $k = 4$, t table = 1,622.

From the table 12 below, t count for Service Quality (X_2), dan Facility (X_3) are $> 1,622$ and can be concluded that Service Quality (X_2), dan Facility (X_3) has significant effect towards Job Performance (Z) in the Regression Model 1. Meanwhile for Competency (X_1) t count $< 1,622$ and can be concluded that Competency (X_1) does not have significant effect towards Job Performance (Z).

Table 12 . Hypothesis Test Result T Test Model 1

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.232	.667		6.346	.000
	KOMPX1	.013	.029	.011	.456	.649
	KUPX2	1.027	.027	.947	38.548	.000
	FASX3	.211	.028	.104	7.442	.000

a. Dependent Variable: KINZ

In the Equation Regression Model 2, t count for Service Quality (X_2), Facility (X_3), dan Job Performance (Z) are $> 1,622$ Service Quality (X_2), Facility (X_3), dan Job Performance (Z) has significant effect towards Patient Satisfaction (Y), meanwhile for Competency (X_1) t count $< 1,622$ and can be concluded that Competency (X_1) does not have significant effect towards Patient Satisfaction (Y).

Table 13 . Hypothesis Test Result T Test Model 2

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.123	1.014		3.081	.002
	KOMPX1	.054	.042	.087	1.287	.199
	KUPX2	1.017	.084	1.798	12.071	.000
	FASX3	.111	.044	.105	2.538	.012
	KINZ	1.049	.073	2.011	14.378	.000

a. Dependent Variable: KPASY

Determination Coefficient (R^2)

By using the value of Adjusted R square (R^2) in the First Equation (Table 14) , it can be seen that the effect of Competency (X_1), Service Quality (X_2), dan Facility (X_3) towards Job Performance (Z) is 0,926 or 92,6%, which means the ability of the equation to explain the variable of Job Performance (Z) is 92,6% and the remaining 7,4% is explained by other variables in this research.

Table 14. Determination Coefficient of First Equation Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 ^a	.927	.926	1.09747

a. Predictors: (Constant), FASX3, KOMPX1, KUPX2

b. Dependent Variable: KINZ

In the Second Equation (Table 15), the value of Adjusted R square (R^2) , it can be seen that the effect of Competency (X_1), Service Quality (X_2), dan Facility (X_3) towards Patient Satisfaction (Y) is 0,632 or 63,2 % , which means the ability of the equation to explain the variable of Patient Satisfaction (Y) is 63,2 % and the remaining 36,8 % is explained by other variables in this research.

Table 15. Determination Coefficient of Second Equation Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.637	.632	1.58901

a. Predictors: (Constant), KINZ, FASX3, KOMPX1, KUPX2

b. Dependent Variable: KPASY

Path Analysis

The result of Path Analysis using all the information which are the coefficients in Determination Coefficient Model 1 & 2, and the calculation result of Direct and Indirect Effect is summarized at Table 16 below :

Table 16. Calculation of Direct and Indirect Effect

Variable	Direct	Indirect	Total Effect	Criteria	Summary
Competency (X ₁)	0,087	0,110 x 2,011 = 0,221	0,308	Direct Effect < Indirect Effect	Job Performance is able to act as Intervening Variable
Service Quality (X ₂)	1,798	0,947 x 2,011 = 1,904	3,702	Direct Effect < Indirect Effect	Job Performance is able to act as Intervening Variable
Facility (X ₃)	0,105	0,104 x 2,011 = 0,209	0,314	Direct Effect < Indirect Effect	Job Performance is able to act as Intervening Variable

Source : Processed Data

DISCUSSION

1. The effect of Competency towards Patient Satisfaction

The research result shows that Competency does not have significant effect towards Patient Satisfaction and this result is contrary to the research by Karassavidou *et al.* (2009) and Andriani (2014), which mention that Competency has significant effect towards Patient Satisfaction through Service Quality. This finding will give input to the Hospital to pay more attention and find out other variables which can increase their employee's competency in order to fulfill Patient Satisfaction. In addition to that, there might be other factors related ie : compensation, motivation, job satisfaction or lack of training.

2. The effect of Service Quality towards Patient Satisfaction

The research result shows that Service Quality has significant effect towards Patient Satisfaction and comply with the Formulated Hypothesis that Service Quality has significant effect towards Patient Satisfaction and in accordance with (Tjiptono, 2011) which stated that Service Quality has a major contribution to Patient Satisfaction. The higher level of service quality will result in higher Patient Satisfaction.

3. The effect of Facility towards Patient Satisfaction

The research result shows that Facility has significant effect towards Patient Satisfaction and comply with the Formulated Hypothesis that Facility has significant effect towards Patient Satisfaction and in accordance with Raharjani (2005) which stated that if a company has sufficient facility which make consumer easier to use them and feel comfortable, then it will affect the consumers to use the service offered.

4. The effect of Job Performance towards Patient Satisfaction

The research result shows that Job Performance has significant effect towards Patient Satisfaction, which means that with the good Job Performance in serving to patients will increase the Patient Satisfaction. This finding is accordance to Nursalam (2012), which mentioned that Patient Satisfaction is influenced by several factors ie : product and service quality, emotional , performance, esthetics, product characteristic, service, location, facility, communication, atmosphere dan visual design.

5. The effect of Competency towards Job Performance

The research result shows that Competency does not have significant effect towards Job Performance and the result is contrary to the previous result by Muhammad Fadhil (2016), that the elements of Competency ie : knowledge, capacity and attitude simultaneously have positive and significant effect towards Job Performance. This finding should give a concern to the Hospital's management to put more attention to their employees and find solution to increase the quality of the Job Performance.

6. The effect of Service Quality towards Job Performance

The research result shows that Service Quality has significant effect towards Job Performance and is accordance to the Research Hypotesis that Service Quality is a important factor to fulfill Patient Satisfaction. This finding is relevant to Tjiptono (2011) which mentioned that quality of a product (goods or services) has big contribution to Consumer Satisfaction and (Cronin,Jr dan Taylor, 1992) that Hospitals should pay attention to its customers in order to meet their needs and improve the services provided.

7. The effect of Facility towards Job Performance

The research result shows that Facility has significant effect towards Job Performance, which means that Facility is an important means to trigger the Job Performance. This result is accordance to Tjiptono (2006), which mentioned that there are 6 element of facility which consists of 1. Doctor's performance 2. Nurse's performance 3. Physical condition and image, 4. Food and drink menu, 5. Administration service and 6. Fees/medical records/confidentiality.

8. The ability of Job Performance to act as Intervening Variable between Competency and Patient Satisfaction

The Path Analysis result shows that the Direct Effect of Competency and Patient Satisfaction < Indirect Effect of Competency and Patient Satisfaction which means that the Variable of Job Performance is able to act as Intervening Variables between Competency and Patient Satisfaction. This finding is accordance with Nursalam (2012) which mentioned that Patient Satisfaction is influenced by several factors ie : product and service quality, emotional , performance, esthetics, product characteristic, service, location, facility, communication, atmosphere dan visual design.

9. The ability of Job Performance to act as Intervening Variable between Service Quality and Patient Satisfaction

The Path Analysis result shows that the Direct Effect of Service Quality and Patient Satisfaction < Indirect Effect of Service Quality and Patient Satisfaction which means that the Variable of Job Performance is able to act as Intervening Variables between Service Quality and Patient Satisfaction. This finding is accordance with (Kambong et al, 2013) that Patient Dissatisfaction is resulted due to there is gap between patient expectations and the performance of the services they receive while using the health services or in other words it can be described that patient satisfaction will arise if their expectations are in accordance with performance and service.

10. The ability of Job Performance to act as Intervening Variable between Facility and Patient Satisfaction

The Path Analysis result shows that the Direct Effect of Facility and Patient Satisfaction < Indirect Effect of Facility and Patient Satisfaction which means that the Variable of Job Performance is able to act as Intervening Variables between Facility and Patient Satisfaction. This finding complies with Kotler (2007) that efforts should be made by company management, especially those directly related to customer satisfaction, by providing the best facilities in order to attract and retain customers.

CONCLUSION

Based on the research result regarding the the effect of Competency, Service Quality and Facility towards Patient Satisfaction with Job Performance as intervening variable, conclusions can be drawn, namely :

1. Competency does not have significant effect towards Patient Satisfaction, but has significant effect when mediated by variables of Job Performance;
2. Service Quality, Facility and Job Performance have significant effect towards Patient Satisfaction;
3. Competency does not have significant effect towards Job Performance; but after mediated by Variable of Job Performance will give significant effect.
4. Service Quality and Facility have significant effect towards Job Performance;
5. Job Performance is able to act as intervening variable between Competency and Patient Satisfaction; Service Quality and Patient Satisfaction; Facility and Patient Satisfaction

SUGGESTIONS

1. As reflected from the research result that Competency does not have significant effect towards Job Performance and Patient Satisfaction, this finding will need concern from the management of Royal Prima Hospital to increase their man power competency. It is suggested that several actions may be taken in the future consisting of ; good recruitment process, place the right man in the right place, training, rotation, regular promotion, build a good team work, compensation, motivation, increase creativity and good organizational culture.
2. Another finding is that Service Quality has the most significant effect towards Job Performance and Patient Satisfaction compared to other variables. Since Service Quality is a very significant effect it recommended that the management of Royal Prima hospital maintain and increase their Service Quality to their patients. Several actions may be put into consideration which consisting of serve quickly & responsively, prepare a 24 hours call centre, listen to complaints and suggestions from patients, be polite, find solution to every problem, acknowledge existing weakness and fix them, fulfill promises to the patients, provide a good training to employees, and conduct surveys and get feedback from customers.

3. On the other hand, Facility also has significant effect towards Job Performance and Patients Satisfaction. It is clear that Royal Prima Hospital should maintain a good facility and even better if could improve the Facility to higher level. Several actions may be considered which are: maintain the medical equipment in good condition, complete medicine supplies, maintain all space clean, hygienic & comfortable, beautiful design and layout, good internet network, supporting units function well (lift, ambulance, Air conditioner) and spacious parking lot.
4. Finally, Job Performance plays an important role and able to mediate Competency, Service Quality, Facility towards Patient Satisfaction. It will be an advantage if Royal Prima Hospital can continuously improve their employees Job Performance. It is recommended that the management to provide routine training, seminar, webinar, provide a good career opportunities, transparency in performance appraisal, and rewards for good achievement.

It is suggested for further research in the future, other variables may be put into consideration in other to get more accurate explanation about the behavior of Job Performance and Patient Satisfaction at Royal Prima Hospital Medan.

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