

## The Effect of Organizational Performance, Service Quality and Patient Trust On Patient Loyalty Through Patient Satisfaction as Intervening Variables (Study at RSUD dr. H. Koesnadi Bondowoso)

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### ABSTRACT

The problem in this research is the fluctuating number of outpatients from 2018 to 2022 at RSUD dr. H. Koesnadi Bondowoso. In addition, there are still research gaps related to service variables on satisfaction and loyalty. The purpose of this study was to determine the effect of organizational performance, service quality and patient trust on loyalty through patient satisfaction at RSUD dr. H. Koesnadi Bondowoso. The research method used in this research was Explanatory Research with a total sample of 400 respondents with a purposive sampling technique. Data analysis technique using path analysis (path analysis) processed with SPSS v 24.0. The results showed that organizational performance, service quality and patient trust had a positive and significant effect on patient satisfaction at RSUD dr. H. Koesnadi Bondowoso. Furthermore, organizational performance, service quality, patient trust and satisfaction have a positive and significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso. Lastly, organizational performance, service quality and patient trust have a positive and significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso through satisfaction as an intervening variable.

**Keywords :** performance, service, trust, satisfaction, and loyalty

### 1. INTRODUCTION

Public service is all activities of providing excellent service to the community which is a manifestation of the obligations of government officials as public servants. Kotler and Keller (2012: 236) state that the quality of service in a service company is the presentation of a product or service according to the size that applies where the product is held and the delivery is at least the same as what consumers want and expect. Customer satisfaction is an emotional response to experiences related to certain products/services purchased (Tjiptono 2012:12). If performance falls below expectations, the customer is dissatisfied. If performance meets expectations the customer is satisfied. Good performance and quality will generate consumer trust which will have an impact on customer loyalty. The definition of a loyal customer according to Griffin (2016: 547) is a customer who has characteristics, including making purchases repeatedly at the same business entity on a regular basis, buying product lines and services offered by the same business entity, notifying to others about the satisfactions obtained from the business entity, and show immunity to offers from competing business entities.

The researcher obtained several results of empirical studies that were contrary to the results of the theory stated above, while the research gap obtained was based on the results of research by Agiesta, W., Sajidin, A., & Perwito, P. (2021). The results of the study show that the service quality variable (X1) has no positive and significant effect on customer loyalty (Y). Research by Trimaryani, D., Banani, A., & Setyanto, R. P. (2019). With the results of the study showing that (1) the innovation variable partially on consumer loyalty is tested through the t test which shows a sig value on the t test of  $0.296 > 0.05$  which means that innovation partially does not have a significant effect on customer loyalty.

Based on the theory above and supported by similar research results, the chosen research object is the RSUD dr. H. Koesnadi Bondowoso, especially the focus of research on outpatient installations. Visits to outpatient installations in the last five years have fluctuated, namely in 2018-2022 there was a significant decrease due to the emergence of the COVID-19 pandemic in 2019 to 2021 which resulted in patients avoiding examinations at the hospital. The assessment based on polling the answers of patients who have visited shows that patient assessments related to services tend to be still unstable so that it shows the level of satisfaction with the quality of service is very uncomfortable based on the results of the respondents' statements. Based on the phenomena obtained, the researchers tried to raise several important factors which were the solutions in this study in order to minimize problems and be able to increase the volume of patients visiting dr. H. Koesnadi Bondowoso including organizational performance, service quality and patient trust in patient satisfaction which has an impact on patient loyalty at RSUD dr. H. Koesnadi Bondowoso.

## 2. METHOD

The method used in this study was descriptive and verification method with a quantitative research approach. This research was conducted from February to March 2022. The population of this study were customers who used dr. H. Koesnadi Bondowoso totaling 86.516, while the sample for this study was obtained from calculations using the slovin formula, namely 400 respondents. The independent variables in this study are organizational performance (X1) service quality (X2) and patient trust (X3), the intervening variable is patient satisfaction (Z), and the dependent variable is patient loyalty (Y). The types of data in this study are primary and secondary data obtained through observation, questionnaires, interviews, and documentation studies. Data processing techniques used include editing, coding, scoring, and tabulating. The data analysis technique used descriptive analysis, the validity and reliability test of the instrument used the Pearson product moment and cronbach alpha formulas, the classical assumption test used the multicollinearity test, the heteroscedasticity test, and the normality test. Next, a path analysis test was carried out using the calculation of the path coefficient of direct and indirect influence, and the coefficient of determination.

## 3. RESULT AND DISCUSSION

### 3.1 RESULT

#### Respondents' Assessment of Organizational Performance Variables (X1)

Table 1. Organizational Performance Variables (X1)

No	Indikator	Skor										Jumlah	
		STS		TS		KS		S		SS		F	%
		F	%	F	%	F	%	F	%	F	%		
1	X1.1	2	0,5	58	14,5	90	22,5	229	57,5	20	5,0	400	100,0
2	X1.2	0	0,0	53	13,3	98	24,5	203	50,8	46	11,5	400	100,0
3	X1.3	0	0,0	57	14,3	109	27,3	204	51,0	30	7,5	400	100,0
4	X1.4	0	0,0	65	16,3	88	22,0	214	53,5	33	8,3	400	100,0
5	X1.5	0	0,0	63	15,8	86	21,5	208	52,0	43	10,8	400	100,0

From the results of the overall answers to the organizational performance variables of RSUD dr. H. Koesnadi Bondowoso covering cost reduction, employee productivity, product and service quality, customer satisfaction, and organizational reputation, it was known that most of them stated that they agreed on the statement items regarding the organizational performance of RSUD dr. H. Koesnadi Bondowoso.

#### Respondents' Assessment of Service Quality Variables (X2)

Table 2. Service Quality Variables (X2)

No	Indikator	Skor										Jumlah	
		STS		TS		KS		S		SS		F	%
		F	%	F	%	F	%	F	%	F	%		
1	X2.1	0	0,0	59	14,8	76	19,0	219	54,8	46	11,5	400	100,0
2	X2.2	0	0,0	59	14,8	65	16,3	203	50,8	73	18,3	400	100,0
3	X2.3	0	0,0	39	9,8	118	29,5	199	49,8	44	11,0	400	100,0
4	X2.4	0	0,0	35	8,8	116	29,0	216	54,0	33	8,3	400	100,0
5	X2.5	0	0,0	37	9,3	103	25,8	213	53,3	47	11,8	400	100,0

From the results of the overall answers to the service variable at RSUD dr. H. Koesnadi Bondowoso includes Reliability, Responsiveness, Assurance, Empathy, and Tangible, it was known that the majority of respondents stated that they agreed on the five service quality variable indicators at RSUD dr. H. Koesnadi Bondowoso.

#### Respondents' Assessment of Patient Trust Variables (X3)

No	Indikator	Skor										Jumlah	
		STS		TS		KS		S		SS		F	%
		F	%	F	%	F	%	F	%	F	%		
1	X3.1	0	0,0	61	15,3	75	18,8	210	52,5	54	13,5	400	100,0
2	X3.2	0	0,0	49	12,3	109	27,3	200	50,0	42	10,5	400	100,0
3	X3.3	0	0,0	63	15,8	92	23,0	200	50,0	45	11,3	400	100,0

4	X3.4	0	0,0	60	15,0	76	19,0	225	56,3	39	9,8	400	100,0
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From the results of the overall answers to the patient's trust variable at RSUD dr. H. Koesnadi Bondowoso covering Reliability, Honesty, Caring, and Credibility it was known that most of them stated that they agreed in response to the statement items regarding patient trust in RSUD dr. H. Koesnadi Bondowoso.

#### Respondents' Assessment of Patient Satisfaction Variables (Z)

Table 4. Patient satisfaction variable (Z)

No	Indikator	Skor										Jumlah	
		STS		TS		KS		S		SS		F	%
		F	%	F	%	F	%	F	%	F	%		
1	Z1	0	0,0	25	6,3	115	28,8	214	53,5	46	11,5	400	100,0
2	Z2	0	0,0	34	8,5	119	29,8	191	47,8	56	14,0	400	100,0
3	Z3	0	0,0	59	14,8	109	27,3	187	46,8	45	11,3	400	100,0
4	Z4	0	0,0	45	11,3	107	26,8	217	54,3	31	7,8	400	100,0

From the results of the overall answers to the patient satisfaction variable at RSUD dr. H. Koesnadi Bondowoso including Community Product Quality, Service Quality, Customer Emotional, and Costs are known to mostly express agreeing responses on patient satisfaction variables.

#### Respondents' Assessment of Patient Loyalty Variable (Y)

Table 5. Patient loyalty variable (Y)

No	Indikator	Skor										Jumlah	
		STS		TS		KS		S		SS		F	%
		F	%	F	%	F	%	F	%	F	%		
1	0	0,0	59	14,8	76	19,0	227	56,8	38	9,5	0	400	100
2	0	0,0	59	14,8	56	14,0	241	60,3	44	11,0	0	400	100
3	0	0,0	59	14,8	89	22,3	194	48,5	58	14,5	0	400	100
4	0	0,0	59	14,8	70	17,5	206	51,5	65	16,3	0	400	100
5	0	0,0	67	16,8	86	21,5	201	50,3	46	11,5	0	400	100

From the results of the overall answers to the patient loyalty variable at RSUD dr. H. Koesnadi Bondowoso includes feeling of having an emotional bond with services, believing that one will recover, getting ease in the process of getting health services, always getting good experiences when getting health services, and recommending RSUD dr. H. Koesnadi Bondowoso when friends or relatives need health services, it was known that the majority of respondents generally give an affirmative response.

### 3.2 DISCUSSION

Based on the first hypothesis of organizational performance, it is known that organizational performance has a significant effect on patient satisfaction at RSUD dr. H. Koesnadi Bondowoso is proven true or H1 is accepted. This could be due to aspects related to organizational performance that have an impact on patient satisfaction. Aspects of organizational performance include: content of organizational performance, methods of organizational performance, willingness, expertise and skills. The results of this study are in accordance with the opinion of Mulyadi (2007: 337) organizational performance is the success of personnel, teams or organizations in realizing predetermined strategic goals with the expected behavior. As for this research, there are significant results in common with previous research conducted by Sarwani, S. (2019). Panjie Muslim, P. M. (2016). Cahyoadi, B., & Loisa, G. B. (2019). Prayogo, T., & Ismiyati, I. (2018). states that organizational performance has a significant influence on patient satisfaction.

Based on the second hypothesis of service quality, it is known that service quality has a significant effect on patient satisfaction at RSUD dr. H. Koesnadi Bondowoso is proven true or H2 is accepted. This is due to aspects related to service quality which have had a positive impact on patient satisfaction at RSUD dr. H. Koesnadi Bondowoso. According to Tjiptono & Chandra (2011: 164), "Services are processes that consist of a series of intangible activities which usually (but not necessarily) occur in interactions between customers and service employees and/or physical resources or goods and/or service provider systems. , which is provided as a solution to a customer problem". As for this study, there are significant similarities in the results with previous research conducted by Rusandy, (2016) Fadhila, N. A., & Diansyah, D. (2018). Afrizal, A. (2018). Sarwani, S. (2019) states that service quality has a significant influence on patient satisfaction.

Based on the third hypothesis of patient trust, it is known that patient trust has a significant effect on patient satisfaction at RSUD dr. H. Koesnadi Bondowoso has been proven true or H3 is accepted. This could be due to aspects

related to patient trust that have been able to create patient satisfaction. According to Kotler and Keller (2012: 225) trust is a company's willingness to depend on business partners. Trust depends on several interpersonal and inter-organizational factors such as competence, integrity, honesty and kindness. In addition to the expert opinion put forward, this research is also supported by the results of previous research conducted by Rusandy, (2016) Fadhila, N. A., & Diansyah, D. (2018). Afrizal, A. (2018) states that patient trust has a significant influence on patient satisfaction.

Based on the fourth hypothesis of organizational performance, it is known that organizational performance has a significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso has been proven true or H4 is accepted. This could be due to the existence of aspects related to organizational performance that have been able to create patient loyalty. Aspects of organizational performance include: work performance, discipline, education, experience, initiative and creativity. (Barney, 2001:207) states that organizational performance as a concept has undergone various measurement and definition developments. As for this study, there are significant results in common with previous research conducted by Panjie Muslim, P. M. (2016). Cahyoadi, B., & Loisa, G. B. (2019) stated that organizational performance has a significant influence on patient loyalty.

Based on the fifth hypothesis of service quality, it is known that service quality has a significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso, the truth is proven or H5 is accepted. This could be due to aspects related to service quality that have been able to create patient loyalty at RSUD dr. H. Koesnadi Bondowoso. The results of this study are in accordance with the opinion of Tjiptono & Chandra (2011: 17) which reveals that services are "something which can be bought and sold but which you cannot drop on your feet". So it is said that service is something that can be exchanged through buying and selling but cannot be felt physically. As for this research, there are significant results in common with previous research conducted by Fadhila, N. A., & Diansyah, D. (2018). Afrizal, A. (2018). Sugiarto, R., Jak, Y., & Wulandari, S. D. (2018). Agiesta, W., Sajidin, A., & Perwito, P. (2021) states that service quality has a significant influence on patient loyalty.

Based on the sixth hypothesis of patient trust, it is known that patient trust has a significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso, the truth is proven or H6 is accepted. This could be due to aspects related to patient trust that have been able to create patient loyalty at RSUD dr. H. Koesnadi Bondowoso. Mowen and Minor (2010: 116) consumer trust implies that all knowledge possessed by consumers and all conclusions made by consumers regarding objects, attributes and benefits. In addition to the expert opinion put forward, this research is also supported by the results of previous research conducted by Fadhila, N. A., & Diansyah, D. (2018). Afrizal, A. (2018). Sugiarto, R., Jak, Y., & Wulandari, S. D. (2018). Agiesta, W., Sajidin, A., & Perwito, P. (2021) states that organizational performance has a significant influence on patient loyalty.

Based on the seventh hypothesis of patient satisfaction, it is known that patient satisfaction has a significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso is proven true or H7 is accepted. This could be due to aspects of patient satisfaction related to patient loyalty at RSUD dr. H. Koesnadi Bondowoso. The results of this study are in accordance with the opinion of Supranto (2011: 233) defines satisfaction as the level of one's feelings after comparing the performance or results he feels with his expectations. In addition to the expert opinion put forward, this research is also supported by the results of previous research conducted by Baribin, Fadhila, N. A., & Diansyah, D. (2018). Afrizal, A. (2018). Sugiarto, R., Jak, Y., & Wulandari, S. D. (2018). Agiesta, W., Sajidin, A., & Perwito, P. (2021) Cahyoadi, B., & Loisa, G. B. (2019) stated that organizational performance has a significant influence on patient loyalty.

Based on the eighth hypothesis, it is known that organizational performance influences patient loyalty through patient satisfaction. The indirect effect of organizational performance (X1) on the patient loyalty variable (Y) through the patient satisfaction intervening variable (Z) is 0.022, which is smaller than the direct effect of the organizational performance variable (X1) on patient loyalty variable (Y), which is equal to 0.194. The total influence of organizational performance variables (X1) on patient loyalty (Y) is 0.216 with details of a direct effect of 0.194 and an indirect effect of 0.022. It can be concluded that organizational performance (X1) and service quality (X2) affect patient loyalty (Y) through patient satisfaction (Z) with a smaller value than the direct effect.

Based on the ninth hypothesis, it is known that service quality influences patient loyalty through patient satisfaction. After testing and analyzing the data, the results showed that the indirect effect of the service quality variable (X2) on patient loyalty (Y) through the patient satisfaction intervening variable (Z) was 0.065, which was smaller than the direct effect of the service quality variable (X2) to the patient loyalty variable (Y) which is equal to 0.237. The total effect of the service quality variable (X2) on patient loyalty (Y) is 0.302 with details of a direct effect of 0.237 and an indirect effect of 0.065. It can be concluded that service quality (X2) affects patient loyalty (Y) through patient satisfaction (Z) with a smaller value than the direct effect.

Based on the tenth hypothesis, it is known that patient trust influences patient loyalty through patient satisfaction. After testing and analyzing the data, the results obtained stated that the indirect effect of the patient's trust variable (X3) on patient loyalty (Y) through the patient satisfaction intervening variable (Z) was 0.119, which was smaller than the direct effect of the patient's trust variable (X3) to the patient loyalty variable (Y) which is equal to 0.150. The total influence of the patient's trust variable (X3) on patient loyalty (Y) is 0.453 with details of a direct effect of 0.334 and an indirect effect of 0.119. It can be concluded that patient trust (X3) affects patient loyalty (Y) through patient satisfaction (Z) with a smaller value than the direct effect.

#### 4. CONCLUSION

Based on the results of the research findings that have been described, the conclusions in this study are as follows:

1. The test results prove that organizational performance has a significant effect on patient satisfaction at RSUD dr. H. Koesnadi Bondowoso.
2. The test results prove that service quality has a significant effect on patient satisfaction at RSUD dr. H. Koesnadi Bondowoso.
3. The test results prove that patient trust has a significant effect on patient satisfaction at RSUD dr. H. Koesnadi Bondowoso.
4. The test results prove that organizational performance has a significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso.
5. The test results prove the quality of service, has a positive and significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso.
6. The test results prove that patient trust has a significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso.
7. The test results prove that patient satisfaction has a significant effect on patient loyalty at RSUD dr. H. Koesnadi Bondowoso.
8. The test results prove that there is an indirect effect of organizational performance on patient loyalty through the intervening variable patient satisfaction at RSUD dr. H. Koesnadi Bondowoso whose value is smaller than his direct influence
9. The test results prove the indirect effect of service quality on patient loyalty through the intervening variable patient satisfaction at RSUD dr. H. Koesnadi Bondowoso whose value is smaller than his direct influence.
10. The test results prove the indirect effect of patient trust on patient loyalty through the intervening variable patient satisfaction at dr. H. Koesnadi Bondowoso whose value is smaller than his direct influence.

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