

**EVALUATION OF PATIENT AND HEALTHCARE WORKERS
SATISFACTION AS INDICATORS OF HOSPITAL SERVICE
SYSTEM QUALITY (CASE STUDY: dr. Sadikin District General
Hospital, Pariaman City)**

FINAL PROJECT

By:

VANIA AURA SABILLA

2210931023



**DEPARTMENT OF INDUSTRIAL ENGINEERING
FACULTY OF ENGINEERING
UNIVERSITAS ANDALAS
PADANG**

2026

**EVALUATION OF PATIENT AND HEALTHCARE WORKERS
SATISFACTION AS INDICATORS OF HOSPITAL SERVICE
SYSTEM QUALITY (CASE STUDY: dr. Sadikin District General
Hospital, Pariaman City)**

FINAL PROJECT

*Submitted to Fulfill One of the Requirements for Obtaining a Bachelor's Degree
in Industrial Engineering, Faculty of Engineering, Universitas Andalas*

By:
VANIA AURA SABILLA

2210931023

Supervisor:
Prof. Henmaidi, S.T., M.Eng. Sc., Ph.D



**DEPARTMENT OF INDUSTRIAL ENGINEERING
FACULTY OF ENGINEERING
UNIVERSITAS ANDALAS
PADANG
2026**

ABSTRACT

Improving service quality is fundamental for any institution that produces products or services, including hospitals. dr. Sadikin District General Hospital is a class D hospital located in Pariaman City that is facing various challenges in terms of service quality. These challenges come from various aspects, both in terms of patient satisfaction and healthcare worker satisfaction with the services they receive from hospital management to improve their work performance. There are various complaints received by the hospital from patients and healthcare workers, both in terms of facilities such as cleanliness and comfort, and in terms of operational support that is not yet fully adequate.

Based on this, this research was conducted to analyze the level of satisfaction from the perspective of patients and healthcare personnel to identify priority aspects that need improvement. Service quality measurement was carried out using the SERVQUAL dimension to assess the perceptions and expectations of patients and healthcare workers. The results of this gap analysis were then mapped using Importance Performance Analysis (IPA) to determine service improvement priorities. After that, a fishbone diagram was used to analyze the causes of the problems. Several major complaints will be discussed further through open-ended questions and analyzed using thematic analysis. Recommendations for improvements will be provided for various complaints using Quality Function Deployment (QFD).

Based on the calculation of satisfaction levels from the patient's perspective of the five dimensions, namely tangible, reliability, responsiveness, assurance, and empathy, there is one dimension whose satisfaction level is in the moderately satisfied category, namely the reliability dimension. In addition, the average scores for all other dimensions indicate the satisfied category. Meanwhile, based on the perceptions of healthcare workers, there is one dimension whose satisfaction level falls into the dissatisfied category, namely assurance. In addition, the average scores for all other dimensions indicate the moderately satisfied category.

Based on the calculation of the gap between perception and expectation using the SERVQUAL method, the results show that all attribute gaps are negative from the patient's perspective. Meanwhile, from the healthcare worker's perspective, only two attributes are not negative, which are attributes T4 and E1. These negative gaps indicate that the quality of hospital services has not met the expectations of patients or healthcare workers at the hospital. Furthermore, the priority attributes for improvement obtained using the IPA method were three attributes from the patient's perspective and two attributes from the healthcare worker's perspective. Improvement solutions were obtained using the QFD method and were the solutions to the problems found in the analysis using the fishbone diagram method, supported by thematic data analysis. There were eight solutions from the patient's perspective and three solutions from the healthcare worker's perspective.

Keywords: *Fishbone Diagram, IPA, QFD, Service Quality, SERVQUAL*

ABSTRAK

Peningkatan kualitas pelayanan merupakan hal yang fundamental untuk dilakukan oleh suatu institusi yang menghasilkan produk ataupun jasa, salah satunya bagi rumah sakit. Rumah Sakit Umum Daerah dr. Sadikin merupakan salah satu rumah sakit kelas D yang berlokasi di Kota Pariaman yang sedang menghadapi berbagai tantangan dalam hal kualitas pelayanan. Hal ini datang dari berbagai sisi, baik dari sisi kepuasan pasien ataupun sisi kepuasan tenaga kesehatan terhadap layanan yang diterimanya oleh manajemen rumah sakit untuk meningkatkan performanya dalam bekerja. Terdapat berbagai keluhan yang diperoleh rumah sakit dari sisi pasien ataupun tenaga kesehatan baik dari segi fasilitas seperti kebersihan dan kenyamanannya ataupun dari segi dukungan operasional yang belum sepenuhnya memadai.

Berdasarkan hal ini, penelitian ini dilakukan dengan tujuan untuk menganalisis tingkat kepuasan dari sisi pasien ataupun tenaga kesehatan dan mengidentifikasi aspek prioritas yang membutuhkan perbaikan. Pengukuran kualitas pelayanan dilakukan dengan dimensi SERVQUAL untuk menilai persepsi dan ekspektasi pasien ataupun tenaga medis. Hasil analisis gap ini kemudian dipetakan dengan Importance Performance Analysis (IPA) untuk menentukan prioritas peningkatan layanan. Setelah itu dilakukan analisis penyebab masalah menggunakan fishbone diagram. Beberapa keluhan utama akan dibahas lebih lanjut melalui pertanyaan terbuka dan dianalisis menggunakan analisis tematik. Rekomendasi usulan perbaikan akan diberikan terhadap berbagai keluhan yang ada menggunakan Quality Function Deployment (QFD).

Berdasarkan perhitungan tingkat kepuasan dari persepsi sisi pasien dari lima dimensi yaitu dimensi tangible, reliability, responsiveness, assurance dan empathy terdapat 1 dimensi yang tingkat kepuasannya berada dalam kategori cukup puas yaitu dimensi reliability. Selain itu, seluruh dimensi lain nilai rata-ratanya menunjukkan kategori puas. Sedangkan berdasarkan persepsi tenaga kesehatan terdapat 1 dimensi yang tingkat kepuasannya berada dalam kategori tidak puas yaitu dimensi assurance. Selain itu, seluruh dimensi lain nilai rata-ratanya menunjukkan kategori cukup puas.

Berdasarkan perhitungan gap antara persepsi dan ekspektasi dengan metode SERVQUAL, diperoleh hasil dari sisi pasien seluruh gap atribut bernilai negatif. Sedangkan dari sisi tenaga kesehatan hanya terdapat dua atribut yang tidak bernilai negatif, yaitu atribut T4 dan E1. Gap bernilai negatif ini menunjukkan bahwa kualitas pelayanan rumah sakit belum memenuhi ekspektasi pasien ataupun tenaga kesehatan di rumah sakit. Selanjutnya, atribut prioritas perbaikan yang didapat pada metode IPA dari sisi pasien sebanyak tiga atribut dan dari sisi tenaga kesehatan sebanyak dua atribut. Solusi perbaikan didapatkan dengan metode QFD dan merupakan penyelesaian permasalahan yang ditemukan pada analisis menggunakan metode fishbone diagram serta didukung thematic data analysis dan didapatkan solusi dari sisi pasien sebanyak delapan solusi dan dari sisi tenaga kesehatan sebanyak tiga solusi.

Kata kunci: Diagram Fishbone, IPA, Kualitas Pelayanan, QFD, SERVQUAL