

CHAPTER I

INTRODUCTION

This chapter provides an explanation of the background, problem formulations, research objectives, research scopes, and outline of the report.

1.1 Background

The quality of public services greatly depends on how well the system is implemented according to its function. A system consists of various interconnected parts, such as human roles, workflows, resource utilization, and supervision and evaluation of the system being implemented. If one part of the system is not managed properly, it can lead to inefficiency and reduce overall quality. Therefore, a systems approach, particularly one based on industrial engineering, is important to apply in fields with a high level of complexity and quality demands, one of which is the health sector.

Health is a fundamental right that has a significant impact on individual well-being and community productivity (Watrianthos & Suryadi, 2023). According to the World Health Organization, in 2020, global health systems face increasingly complex challenges, such as population growth, changing disease patterns, and the impact of the COVID-19 pandemic, which has worsened access to and quality of health services in many countries, including Indonesia. The Ministry of Health of the Republic of Indonesia, in 2022, states that hospitals are a major component of the health system that plays an important role in meeting the medical needs of the community, from the diagnosis process to the rehabilitation stage. In line with the increasing public awareness of the importance of health in life, the community has become more selective in choosing health facilities, so that expectations for service quality have increased (Christanto et al., 2024).

The quality of service, especially in hospitals, can generally be seen from the comparison between patients' expectations and perceptions of the services they receive (Apryani, 2025). Nowadays, people tend to be more critical and selective

in determining which health facilities to choose. This condition has led to higher expectations for service quality. Every healthcare institution needs to improve its performance and service quality to maintain patient satisfaction and loyalty amid increasingly competitive healthcare industry competition. Service quality is currently a key indicator that determines patient satisfaction and loyalty to hospitals (Sambodo, 2021). Service quality is considered satisfactory if customer perceptions match expectations. Likewise, service quality is considered poor if customer perceptions do not match expectations (Sambodo, 2021). Improving service quality will lead to increased customer satisfaction (Sambodo, 2021). Customer satisfaction is driven by five dimensions, including tangibles, reliability, responsiveness, assurance, and empathy (Sambodo, 2021).

Based on Law No. 17 of 2023 concerning Health, as stated in Article 173, health care facilities are required to provide quality services with an focus on patient safety. In addition, Article 178 explains that continuous improvement and evaluation of service quality is also required as part of the health care quality assurance system (Republik Indonesia, 2023). This regulation emphasizes that the evaluation of the quality of hospital service systems is an obligation that must be carried out systematically and sustainably. The obligation of health care facilities to maintain and evaluate service quality is closely related to the fulfillment of patients' rights as service users. As stated in Article 276, every patient has the right to obtain quality health services in line with medical standards and needs (Republik Indonesia, 2023).

Hospitals are one type of public service where user satisfaction with public services is measured based on the provisions and assessment standards set out in Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform No. 14 of 2017 concerning Guidelines for Conducting Public Satisfaction Surveys. This regulation establishes satisfaction index as one of the performance indicators in the management of public services (Minister of State Apparatus Empowerment and Bureaucratic Reform, 2017). Service quality is divided into four categories, which are category A (very good), category B (good), category C (not so good), and category D (not good). Based on this, the level of patient satisfaction

can be used as a basis for evaluation to assess whether the services provided by hospitals have met the established public service standards.

In addition to patients as service recipients, healthcare workers are an important element in the hospital service system. Fulfilling the rights of healthcare workers is important because it is related to their level of satisfaction, motivation, and performance in carrying out their service duties. Article 273 of Law Number 17 of 2023 concerning Health explains that healthcare workers have the right to protection, occupational safety, and support in carrying out their duties (Republik Indonesia, 2023). Fulfilling these rights can encourage improved performance among healthcare workers and support the smooth running of the service process as a whole. This situation ultimately has the potential to improve the quality of service received by patients, which can also increase patient satisfaction levels (Muharni et al., 2022).

Based on data from the Indonesian Ministry of Health in 2018, around 60% of hospitals in Indonesia have not implemented sufficient service standards that are acceptable and accessible to the public. According to WHO data in 2021, only 20% of the population said they were satisfied with their healthcare system. In addition, 67% of patients in Indonesia still complain of dissatisfaction with the healthcare services they receive. This situation indicates that there are challenges in the quality of health services and that this remains an important issue, especially for regional hospitals with limited resources. This condition has the potential to reduce patient satisfaction with the services provided by hospitals (Christanto et al., 2024).

dr. Sadikin District General Hospital is a hospital located on Nostalgia Street, Kampung Gadang Padusunan Village, East Pariaman District, Pariaman City, West Sumatra. This hospital is categorized as a class D hospital that plays an important role as a health care facility for the surrounding community. This hospital is one of the hospitals under the government of Pariaman City, which provides various services, including the Emergency Unit (UGD), outpatient services, inpatient services, and supporting services.

As a supporting hospital in the region, service quality plays an important role in improving patient satisfaction. Quality service not only reflects the professionalism of healthcare workers, but also is a major factor that influences customer perception and satisfaction with the hospital. dr. Sadikin District General Hospital needs to evaluate its hospital service system, both in terms of processes, human resources, and quality management. In addition, the level of satisfaction of healthcare workers who are directly involved in providing services also needs to be reviewed, because low job satisfaction can have an impact on the performance and attitude of the services provided to patients. The level of satisfaction of patients or healthcare workers with the performance of hospital services and management can also have an impact on the number of patient visits to the hospital. The total number of patient visits to dr. Sadikin District General Hospital throughout 2023 - 2024 can be seen in the following **Figure 1.1**.

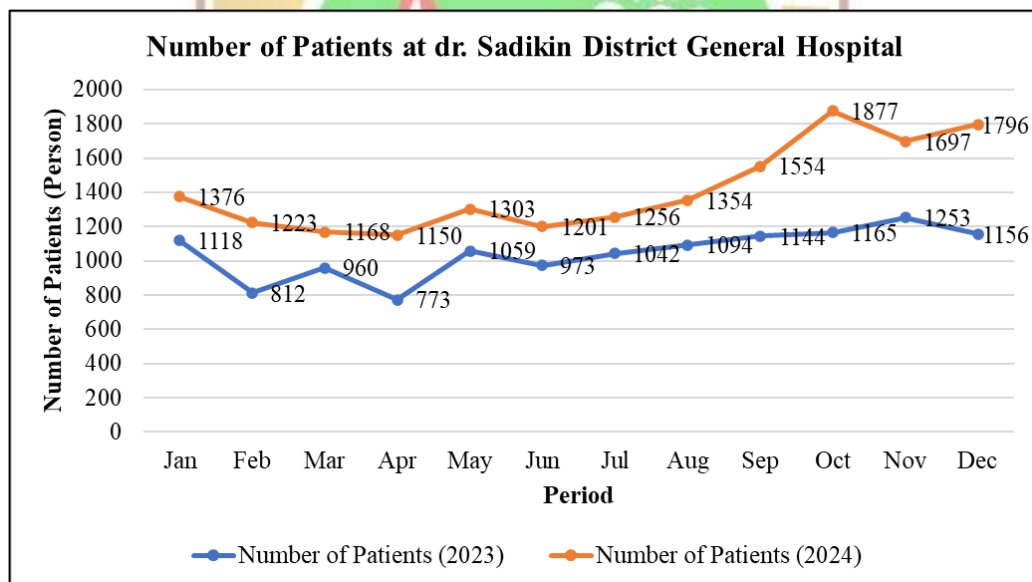
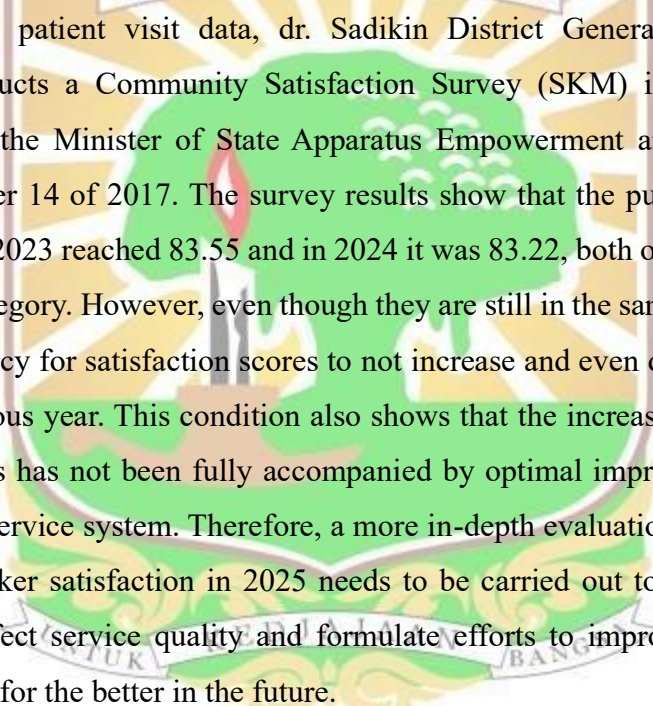


Figure 1.1 Number of Patients (Period of 2023-2024)
 (Source: (Medical Records of dr. Sadikin District General Hospital, 2023-2024))

Based on **Figure 1.1**, the number of patient visits at dr. Sadikin District General Hospital in 2023 and 2024 shows a relatively similar monthly fluctuation pattern. However, in general, there was an increase in the number of patient visits in 2024 compared to 2023. This increase indicates that there is growing public trust in the health services provided by dr. Sadikin District General Hospital, even though this hospital is still classified as a class D hospital. This condition increases the

opportunity for this hospital to improve its capacity and role as a health service facility, including the potential for future hospital class development. However, the increase in the number of patients also has an impact on the increased service load, so a hospital service system that is able to run effectively, efficiently, and is oriented towards improving service quality is needed. Quality service is an important aspect that can affect the image of a hospital. The quality of service can provide a perception of the extent to which service performance is able to meet or exceed patient expectations. If the service provided by the hospital is good, this will influence the patient's decision to use the health services provided again (Dewi et al., 2023).



Besides patient visit data, dr. Sadikin District General Hospital also regularly conducts a Community Satisfaction Survey (SKM) in line with the regulations of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017. The survey results show that the public satisfaction index score in 2023 reached 83.55 and in 2024 it was 83.22, both of which fall into the “Good” category. However, even though they are still in the same category, this shows a tendency for satisfaction scores to not increase and even decrease slightly from the previous year. This condition also shows that the increase in the number of patient visits has not been fully accompanied by optimal improvements in the quality of the service system. Therefore, a more in-depth evaluation of patient and healthcare worker satisfaction in 2025 needs to be carried out to understand the factors that affect service quality and formulate efforts to improve the hospital service system for the better in the future.

The services concerned in this case can be influenced by several factors, including satisfaction with facilities and infrastructure, the integrity of service personnel, or the handling of patient complaints. These complaints were identified through brief interviews with several patients who had received services from dr. Sadikin District General Hospital. Several complaints at dr. Sadikin District General Hospital from patients can be seen in the following **Table 1.1**.

Table 1.1 Patient's Complaints

No	Patient's Complaints	Number of Informants (Person)
1	Patient toilets are not well-maintained.	3
2	Patients do not have seats in the waiting room.	5
3	Clarity regarding follow-up on services provided to patients.	7

The results of these brief interviews show that there are still several aspects of hospital services that require more attention. Several patients expressed that some patients felt that supporting facilities were not optimally coordinated, such as the comfort of the waiting room or the cleanliness of the service environment. In addition, there were also several complaints regarding the speed of response or the clarity of follow-up on the services provided to patients. These findings indicate a mismatch between patient expectations and the services received.

Although patient complaints reveal several important indications about how services are delivered, they capture only one side of the hospital's performance. Therefore, it is also essential to consider the experiences and challenges faced by healthcare workers as service providers. This is necessary because the gap between patient expectations and healthcare performance results in patient dissatisfaction (Muharni et al., 2022). From the patient's perspective, service quality can be perceived from various aspects, such as comfort or speed of service, while from the healthcare workers's perspective, service quality can be influenced by several factors, such as workload, managerial systems, or the availability of sufficient facilities and infrastructure. When healthcare workers feel satisfied with the feedback they receive from the management of hospital, it will have a positive impact on their empathy, motivation, and professionalism, which in turn will affect the service experience received by patients.

In addition to the patient perspective, brief interviews were also conducted with several healthcare workers at dr. Sadikin District General Hospital. Several healthcare workers revealed that there were several obstacles in providing services

at the hospital every day. Several complaints at dr. Sadikin District General Hospital from healthcare workers can be seen in the following **Table 1.2**.

Table 1.2 Healthcare Worker's Complaints

No	Healthcare Worker's Complaints	Number of Informants (Person)
1	Workload distribution among workers.	5
2	Limitations of health support facilities.	3
3	Work system management.	10

Some healthcare workers revealed that the workload at certain times increased during busy hours, while the number of personnel available was not proportional to the volume of patients that had to be treated. Other obstacles mentioned were related to limited work facilities, such as the completeness of medical equipment and the condition of supporting facilities that were not entirely comfortable for service activities. The healthcare workers hoped for more attention from management regarding a more structured, effective, and efficient work system. These findings show that the satisfaction and working conditions of healthcare workers have a significant influence on service quality, making it important to review the quality of hospital services from both sides, from both the recipients, in this case the patients, and the service providers which is the healthcare workers.

Most research related to service quality only assesses patient satisfaction in hospitals from the perspective of patient satisfaction, while the perspective of healthcare worker satisfaction is rarely studied. Based on initial observations, it is known that complaints come not only from patients, but also from healthcare workers. Patient complaints are generally related to the services received from healthcare workers in hospitals, while complaints from healthcare workers are generally related to support and management from hospital management. These findings indicate a correlation between patient and healthcare worker satisfaction with the performance and quality of services received by patients. The better the services provided, the greater the potential for increasing patient loyalty to the

hospital, which in turn may increase the number of patient visits to the hospital. Therefore, this research is unique and it is important to evaluate the level of satisfaction of patients and healthcare workers to identify aspects that need to be improved in order to enhance the quality of the service system, so that the class of dr. Sadikin District General Hospital can be upgraded to a higher level.

1.2 Problem Formulation

The problem formulation of this case study are as follows.

1. What is the level of satisfaction of patients and healthcare workers regarding the service quality at dr. Sadikin District General Hospital?
2. What service quality attributes should be prioritized for improvement in order to reduce the gap between the expectations and perceptions of patients and healthcare workers at dr. Sadikin District General Hospital?
3. What improvement proposals can be formulated to enhance the service quality at dr. Sadikin District General Hospital?

1.3 Research Objectives

The objectives of this research are as follows.

1. To determine the level of satisfaction of patients and healthcare workers regarding the service quality at dr. Sadikin District General Hospital.
2. To identify the service quality attributes that should be prioritized for improvement in order to reduce the gap between the expectations and perceptions of patients and healthcare workers at dr. Sadikin District General Hospital.
3. To formulate improvement proposals to enhance the service quality at dr. Sadikin District General Hospital.

1.4 Research Scopes

The reasearch scopes for this research are as follows.

1. This research was conducted on patients in the outpatient and inpatient units at dr. Sadikin District General Hospital.
2. This research was conducted on healthcare workers at dr. Sadikin District General Hospital, where healthcare workers in this case, refer to healthcare workers (doctors and dentists) and parahealthcare workers (nurses and midwife).

1.5 Outline of Proposal

The outline of the final project proposal will be presented as follows.

CHAPTER I INTRODUCTION

Chapter I consists of the background of the report, the problem formulation, research objectives, research scopes, and the outline of the report.

CHAPTER II LITERATURE REVIEW

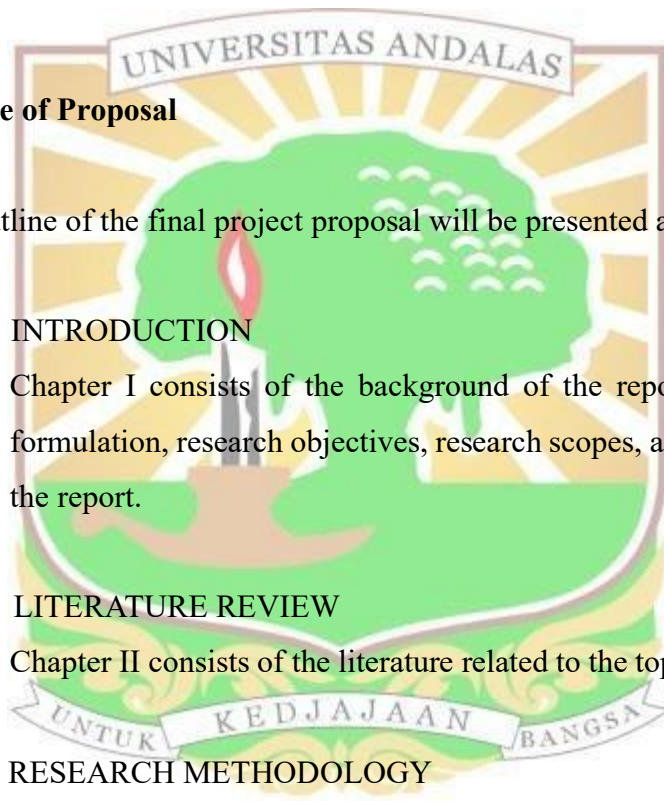
Chapter II consists of the literature related to the topic of the report.

CHAPTER III RESEARCH METHODOLOGY

Chapter III consists of the background of the problem discussed, the theoretical basis, the research methodology, problem-solving, analysis, and conclusions of the problem solved.

CHAPTER IV DATA COLLECTING AND DATA PROCESSING

Chapter IV consists of data collection and data processing related to patient and healthcare workers satisfaction in the hospital. It includes identifying required data, determining data sources, and processing results to evaluate the quality of hospital services.



CHAPTER V DISCUSSIONS

Chapter V consists of the results of data analysis, interpreting patient and healthcare workers satisfaction levels, identifying key influencing factors, and providing recommendations for service quality improvement.

CHAPTER VI CONCLUSIONS

Chapter VI consists of explanations drawn from the research conducted and recommendations for future research.

