RESEARCH ARTICLE

HOW PATIENTS PERCEPTIONS FOR SERVICE STANDARD COMMUNICATION, COMMITMENT MANAGEMENT AND SERVICE QUALITY EFFECTS CUSTOMER SATISFACTION (CASE STUDY FOR PUBLIC HOSPITAL IN SURABAYA).

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Manuscript Info

Abstract

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In the high competitive market, customers play an important role to the sustainability of an organization. Organizations need to have the right strategy to win the competition within the industry so that it can grow in the long run. Hospitals as part of the service business were not apart from the competitive cycle. The better understanding from the society towards health issues has also taken part to the decisions that hospital management need to make to improve its service quality. This research wanted to see how patients' perceptions toward hospitals service standard communication and commitment management toward service quality will effects its customer satisfaction for in-patient ward, polyclinic and emergency unit at one of the largest public hospital in Surabaya. Respondents were those people who have ever visited those three units and the data analysis used Kruskall Wallis Independent test. The result showed that there was no difference perceptions from the patients from each department. Patients who have visited in-patient ward, polyclinic and emergency unit rooms showed the same satisfaction. They said that they have seen the commitment of the management toward service quality served by the hospital.

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Introduction:-

Competitions happens in all industries, both manufactures and services. Organizations need to have the right strategy to win the competition so that they can grow in the long run. In the high competitive market, customers play an important role to the sustainability of an organization. Hospitals as part of the service business were not apart from the competitive cycle. The better understanding from the society towards health issues has also taken part to the decisions that hospital management need to make to improve its service quality. There was significant increased for the health service quality in the last three decades. The improvement of better health service has become the main concern of the patients and giving the best service to the patient has become the focus of the hospitals (Jandavath and Byram, 2016). However, the need of the people for health services not always followed by better service quality served by public or private hospitals.

Complaints against the hospitals services has become the biggest issue received by BPJS Watch East Java. BPJS Watch Each Java coordinator, Jamaludin said that on average in a month his office received about fifty complains. As much as 45 percent is complaints about the hospital services, followed by clinics and doctors for 25 percent (Surabaya tribun news, November 2016). Arif Ardliyanto said to Sindo news that the advance of technology and

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better understanding of health issues by the society also increased the demand for better service by the hospitals. If the hospitals didn't prepare themselves in better way to improve their services, then people will leave them and search for other health services (Sindo news.com, March 2016). Public hospitals as part of the public services need to pay attention how their employees give services to the customers because employees are the reflection of the organization and their services will influence customer perception toward service quality (Abomaleh and Zahari, 2014). Abomaleh and Zahari (2014) and He et al., (2012) said that top management needs to focus to the employees by giving them trainings, empowerment, involvement and rewards, so that employees can give the best services to the customers. When top management has the commitment to improve service quality, employees will be prepared with more resources for trainings. Those trainings will improve the skills of employees to deal with unexpected problems at works and their competencies to make the right decisions will improve.

Management commitment toward service quality will be supported fully by all employees if everyone at the organization has the same understanding for the same level of service. It can be achieved if the service standard is communicated well to each person. Service standard communication based on the employees' perception about the organization ability to communicate what the organization expected from its employees toward service standard, practices and behaviors (Lynn and Lytle, 2000). Service standard communication is the level, in which organization measures, control and communicate service quality standard (Garcia et al., 2011). Service standard guides employees by giving a framework for what the organization expects from them and the things that they have to do. Service process is efficient when service standard is understandable by all member of the organization (Maden et al., 2014). When everyone inside the organization understand well the service standard expected by the organization and acts according to that expectation, then employees will give contribution to the customers and at the end the customers will be satisfied (Abomaleh and Zahari, 2014). When customers satisfied with the service given, they will be loyal to the company like it said by Subrahmanyam (2017) that service quality lead to loyalty.

This paper wants to examine how patients will perceive service standard communication, management commitments toward service quality and their satisfaction at three different departments, which are in-patient ward, polyclinic and emergency unit at the biggest public hospital in Surabaya, namely RSUD Dr. Soetomo. Service process can work efficiently

Literature Review:-
Service standard communication:
Lynn and Lytle (2000) explained that service standard communication is the perception of employees about the organization ability to communicate what their expectation to the employees towards service standard, practices and behaviors. Service standard communication is the degree in which organization measure, control and communicate service quality standard (Garcia et al., 2011). Service standard guides employees by giving the framework for the things expected from them to do and things that they can do. Service process can work efficiently if service standard known by all member of the organization and communicated well to all members (Ro and Chen, 2011). Effective communication for service standard needed to achieve higher service quality. According to Bitner et al. (1990) attitude and behavior of employees in the relationship between employees and customers will affect the perception of customers toward services.

Management commitment toward service quality:
Management commitment toward service quality is the awareness to increase the organizational quality and operation and choose the strategy for the organization and involve in the activity that give direction to the management to improve the quality of organization (Ahmed and Parasuraman, 1994). Management through its participation in the development of quality, gives direction and encouragement for the frontline employees during the time they are giving services to the customer. Parasuraman et al. (1998) stated the best service is the best strategy that would bring new customer, have more business with customers and lose less existing customers. According to Ahmed and Parasuraman (1994) there were three components of management commitment toward service quality. First, management's service vision where senior management has to reflex the real commitment for service and not just lip-service. Second, management's personal involvement when management gives personal inputs in the process delivering service, and the last component is empowerment that meant giving encouragement to the employees that deal directly with customers to do best their job. Forrester (2000) said that the concept about management commitment was not only in the perspective of management, but also identified from employees perspective. Good intention and willingness from the management will have no meaning unless employees also see it as something good. Employee's perception toward management commitment will be the basis for the employees

to behave and act. For the hospital industries, the measurement of service quality at the hospital will be reflected at the patient satisfaction (Rafidah et al., 2016). According to Babakus et al. (2003) management commitment toward service quality is "the evaluation by employees toward organizational commitment to nature, develop, support and appreciate employees to achieve the best service." Clark et al. (2009) explained that management commitment toward service quality will help employees to understand their role and at the end will lead to job satisfaction and employees who satisfied will show positive service behavior toward their customers. Babakus et al. (2003) defined management commitment toward service quality seen from employee's perspective by giving continuous training, empowerment and reward. Rod and Ashill (2010) added to the indicator used by Babakus et al. (2003) service orientation to the customers adopted from Lytle et al. (1998) to measure management commitment toward service quality from employee's perspective. Rod and Ashill (2010) said that organizational culture focused on service orientation to the customer would be needed to create good marketing performance. Parasuraman et al. (1988) developed instruments to measure service quality given by service organization called SERVQUAL. The instrument has five dimensions, which are reliability, responsiveness, assurance, empathy and tangibility.

Customer satisfaction:
Oliver (1997) defined satisfaction as the evaluation for products or services' characteristics offered and measure the degree of fulfillment related to satisfaction or not. Zeithmal and Bitner (2000) defined customer satisfaction as customer evaluation for products and services to achieve their need and hope. Customer satisfaction is the evaluation by customer based on service quality difference from what is hope and perception of service performance level (Parasuraman et al., 1988). Parasuraman et al. (1998) explained the meaning of "expectation" that showed two meanings in literature service quality and customer satisfaction. First meaning, it was want or desire of customers, for what they feel the service offered compared to the service given. Second, expectation is a prediction made by the customers about the possibilities happened during the transaction took place. Rod el at. (2009) explained that customer satisfaction reflected from the service given to the individual and service as whole. Result showed that service quality has positive relationship with customer satisfaction. Customer satisfaction for service quality will depend on how high the customer acceptance toward understanding of service quality given. Aagja and Garg (2010) explained that public hospital tried to improve perception of service quality by the customers need less effort compare to private hospitals. Amin and Nasharuddin (2013) and Jandavath and Byram (2016) explained that service quality given would influence the patient satisfaction and intended behavior of patients in the future.

Customer Perception:
According to Keller (2003) claims that in consumer behavior, perception referred to the way of stimuli which interact and integrated by the consumer towards the products. In another word, perception mean as the process by which individual choose, organize and interprets their stimuli that relates to their choice of buying decision. In the same situation, each customer may have different point of view (Dave G., 2013). Besides that, brand is in fact that create awareness, reputation, and importance in the marketplace so customer have to understand their perception to choose the right decision before making a purchase (Ellwood, 2002). The concept of customer perception was creating by their experience on how they observe the service that offered by the company and in the end whether they actually satisfied with the experience or not. One of the ways to make the business more successful is by present a good customer service and service quality (Wilson, Zeithaml, Bitner and Gremler, 2008).

Operational Variable Definitions:-
Service Standard Communication (X_1):
Service standard communication is the degree in which organization measure, control and communicate service quality standard (Garcia et al., 2011). Service standard guide employees by giving the framework for what expected from them and things they have to do. Service standard that is understood by the employees will be reflected in their behavior and attitude toward customers. Indicators used to measure the variable will be adopted from Garcia et al. (2011) which are open communication, proactive and customer focus.

Management commitment (X_2):
Management commitment described how management consistent applied strategies in the process to achieve goals they are expected. Management commitment toward service quality was the active involvement of management to improve service quality given. Babakus et al. (2003) defined management commitment toward service quality from the perspective of employees through continuous training given by the management, employees' empowerment and reward. Rod and Ashill (2010) added in the indicators used by Babakus et al. (2003) the aspect of service orientation to customers adopted from Lytle et al. (1998).

Service Quality (Y$_1$):
Service quality defined as the customer assessment toward service performance given by a firm (Zeithaml, 1988). Parasuraman et al. (1985) developed instruments to measure service quality given by service organizations called SERVQUAL. There are five dimensions for SERVQUAL which are reliability, responsiveness, assurance, empathy and tangibility.

Customer Satisfaction (Y$_2$):
Oliver (1997) defined customer satisfaction as an evaluation of products or services characteristics or measurement of product or service offered and measure the degree of satisfaction and dissatisfaction. Customer satisfaction reflected from service received by customers. Positive customer perceptions will lead to higher customer satisfaction.

Research Method:-
Data Collection:
Data collected through distribution of questionnaires to total 100 respondents who have been any treatments at different departments at RSUD Dr. Soetomo, which are in-patient ward, polyclinic and Emergency unit.

Data Analysis:
Validity and reliability tests was measured by using the SPSS 20 and Independent test to measure if there were any difference customer perception measured by Kruskall Wallis Independent Test.

Result:-
Validity and reliability test:
The result using SPSS 20 showed that the value of corrected item-total correlation bigger than t-tabel, which is 0.196 (df=98, $\alpha = 0,05$). It means that all items are valid.

Descriptive analysis:
The answers from respondents showed in the value of mean and standard deviation that described each respond for each variables.

Variable service standard communication (X$_1$):
Service standard communication has three dimensions, which are open communication (OC), proactive (P) and customer focus (FC). Answer distribution on Table 1 showed mean is 3.787 and standard deviation value is 0.689. It means that patient perception toward the ability of hospital to communicate what the patients expected toward service standard, practices and behavior is good

Table 1:- Distribution Mean and Standard Deviation Variable SSC

Item	answers					Mean	Standard Deviation
	STS	TS	N	S	SS		
OC1	1	3	19	72	5	3.770	0.633
OC2	0	1	32	58	9	3.750	0.626
OC3	1	1	24	61	13	3.840	0.692
Mean OC						**3.787**	**0.650**
P1	2	5	19	61	13	3.780	0.811
P2	1	6	18	60	15	3.820	0.796
P3	0	4	27	60	9	3.740	0.676
Mean P						**3.780**	**0.761**
FC1	0	3	23	63	11	3.820	0.657
FC2	0	1	21	67	11	3.880	0.591
FC3	1	3	32	55	9	3.680	0.723
Mean FC						**3.793**	**0.657**
Mean SSC						**3.787**	**0.689**

Resource: data calculation, 2017

Variable Commitment Management (X_2):
Management commitment (KM) has three dimensions, which are customer service training (PLK), employees empowerment (PK) and customer service orientation (OLK). Answer distribution on Table 2 showed mean is 3.771 and standard deviation is 0.691. It means patient perceptions toward management commitment at the hospital in giving better service to the patients is good.

Table 2:- Distribution Mean and Standard Deviation Variable Management Commitment

Item	answers					Mean	Standard Deviation
	STS	TS	N	S	SS		
PLK1	0	2	23	63	12	3.850	0.642
PLK2	0	0	14	73	13	3.990	0.522
PLK3	0	1	23	64	12	3.870	0.614
Mean PLK						**3.903**	**0.593**
PK1	1	8	29	57	5	3.570	0.756
PK2	0	6	23	64	7	3.720	0.683
PK3	1	9	38	46	6	3.470	0.784
Mean PK						**3.587**	**0.741**
OLK 1	2	8	22	56	12	3.680	0.863
OLK 2	0	2	20	63	15	3.910	0.653
OLK 3	1	3	16	67	13	3.880	0.700
Mean OLK						**3.823**	**0.739**
Mean KM						**3.771**	**0.691**

Resource: data calculation, 2017

Variable Service Quality (Y_1):
Service quality has five dimensions as it measurement, which are tangibles (T), reliability (REL), responsiveness (RES), assurance (ASS) and empathy (EMP). Answer distribution on Table 3 showed mean is 3.895 and standard deviation is 0.694. it means patients perceptions toward service quality given by the hospital is good.

Table 3:- Distribution Mean and Standard Deviation Variable KL

Item	answers					Mean	Standard Deviation
	STS	TS	N	S	SS		
T1	0	3	22	61	14	3.860	0.682
T2	0	1	12	57	30	4.160	0.662
T3	0	0	12	74	14	4.020	0.512
Mean T						**4.013**	**0.619**
REL1	1	2	17	63	17	3.930	0.714
REL2	1	4	22	61	12	3.790	0.743
REL3	0	2	18	63	17	3.950	0.657
Mean REL						**3.890**	**0.705**
RES1	1	1	32	51	15	3.780	0.746
RES2	0	6	19	57	18	3.870	0.774
RES3	0	2	26	60	12	3.820	0.657
Mean RES						**3.823**	**0.726**
ASS1	1	1	15	63	20	4.000	0.696
ASS2	1	1	24	57	17	3.880	0.729
ASS3	1	3	21	61	14	3.840	0.735
Mean ASS						**3.907**	**0.720**
EMP1	0	3	25	54	18	3.870	0.734
EMP2	0	2	23	63	12	3.850	0.642
EMP3	0	2	31	51	16	3.810	0.720
Mean FC						**3.843**	**0.699**
Mean KL						**3.895**	**0.694**

Resource: data calculation, 2017

Variable Customer Satisfaction (Y$_2$):
Customer satisfaction measured by customer fulfillment (CF). answer distribution on Table 4 showed mean is 3.866 and standard deviation is 0.809. it means patients were experiencing satisfactions for the services given by the hospital.

Table 4:- Distribution Mean and Standard Deviation Variable CF

Item	asnwers					Mean	Standard Deviation
	STS	TS	N	S	SS		
CF1	0	3	22	52	23	3.950	0.757
CF2	0	4	25	51	20	3.870	0.774
CF3	2	6	16	56	20	3.860	0.876
CF4	0	4	31	41	24	3.850	0.833
CF5	3	1	23	59	14	3.800	0.804
Mean CF						**3.866**	**0.809**

Resource: data calculation, 2017

Normality Test:-
Normality test needs to be done first before conducting Independent Test. Normality test will using Shapiro Wilks test. Since the data is not normally distribution, then Independent test will use tools for nonparametric, that is Kruskall Wallis Test.

Independent Test:-
Independent test is conducted to know if there are any differences for customer perception for the variables related to service standard communication, management commitment toward service quality and customer satisfaction for each departments. Using Kruskall Wallis Independent test, the patients were categorized into three group departments, which are in-patient ward, polyclinic and emergency unit. The value for Kruskall Wallis test can be seen at Table 5.

Table 5:- Result *Kruskall Wallis*

Variable	Mean Variable	*Kruskall Wallis*	Info
Service Standard Communication			
Polyclinic	34.03		
Emergency Unit	34.47	0.505	No difference
In-patient	34.00		
Management Commitment			
Polyclinic	33.86		
Emergency Unit	33.73	0.983	No difference
In-patient	34.06		
Service Quality			
Polyclinic	57.73		
Emergency Unit	56.73	0.443	No difference
In-patient	59.35		
Customer Satisfaction			
Polyclinic	19.15		
Emergency Unit	19.20	0.880	No difference
In-patient	19.50		

Resource: Data calculation, 2017

Result showed that for the variable service standard communication, sig-value is 0.505 > 0.05. It means that the perceptions for patients who had their treatment at polyclinic, emergency unit and in-patient ward feel the same. It supported with the mean value of three departments with no significant differences, although the perception for emergency unit patients bigger than the other two departments. Result for management commitment showed sig-value of 0.983 > 0.05. it means that the perceptions for management commitment from patients who had their treatment at polyclinic, emergency unit and in-patient ward are no difference. The result supported by the mean value for each department that were similar. Even though patient perception for emergency unit has bigger mean

value compare to other two departments. Result shower for the service quality has sig-value 0.443 >0.05. It means that patient's perceptions toward service quality for three department are similar. It supported with the mean value for three departments have no significant differences, though In-patient ward has the bigger mean value compare with other two departments. Customer satisfaction showed result of sig value 0.880 >0.05. it means that patient has the same satisfactions for all three departments. The result supported by the mean value from each department that were similar, though the satisfaction level for in-patient ward was bigger than the other two departments.

Conclusion:-

Based on the analysis and discussion for the variable service standard communication, management commitment for service quality and customer satisfaction. It is concluded that as the service standard guide employees by giving them framework for what they have to do and what organization expect them to do, it will reflected to the quality employees give to the customers. Challenges and competition in the business also affected the health industry. The awareness of the society for the importance to have good service quality has an impact to the health services, has become an important issue that each organization need to pay attention too. Hospitals as the place where people will come to get treatment and medication when they have health problem, also need to pay attention for the service quality issue. Everyone who comes to the hospital will expect that he/she will receive the best service and the service given will satisfy them.

The perception of the patient toward the service quality given by medical and administrative staffs and also doctors for the in-patient ward, polyclinic and emergency unit has shown that patients satisfied with the services given. Including the facilities that have been provided by the hospital. During the interview with employees, the employees mention about the management commitment toward service quality by giving the employees regular trainings. The trainings were conducted and assigned for each department. Furthermore, patients at RSUD Dr. Soetomo during the interview also said that they like to come to the hospital because they know that the hospital has good doctors and advance technology. Though, in term of the facilities more work still need to be done but overall the conditions much better than previous years. There is no difference perception of satisfaction level from the patients for each department. It showed that patients who has visited and gone any treatments at in-patient ward, Emergency unit and polyclinic has the same level of satisfaction for the service given by the hospital. RSUD Dr. Soetomo as the biggest public hospital in Surabaya and East Java has shown continuous improvement for its commitment toward the service quality standard. This research was conducted by having the people who have ever become patients at RSUD Dr.Soetomo as the respondents. However, complete data has not yet been taken by making employees as the respondents. Suggestion for the next research, the discussion can be broaden and deepen by looking at the perception from employees and management to see management commitment toward service quality.

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