

The Influence Of Human Resource Management In Increasing Visitor Satisfaction At The Sultan Agung Banjarbaru Islamic Hospital

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***Abstract** This study aims to examine: about the function of Human Resource Management (HRM) in a company in increasing customer satisfaction, especially for patients at Sultan Agung Islamic Hospital Banjarbaru. The research design is a qualitative research which is a type of field survey research and a type of research whose findings are not obtained through statistical procedures or other forms of calculation. The results showed that human resource management is very influential on the satisfaction of visitors or patients at the Islamic Hospital Sultan Agung Banjarbaru, the results of the study obtained from several dimensions, namely: reliability, responsiveness, assurance, empathy, physical appearance. And from these results indicate that the informants are not satisfied with the dimensions of reliability, responsiveness, empathy and physical appearance due to queuing problems, health workers do not provide good explanations and understanding, doctors pay less attention when providing services. Meanwhile, informants who are satisfied only with the guarantee variable because the service they get is very good and the doctor is able to assure the patient's recovery, provides a sense of security, is friendly, polite and gentle.*

***Keywords:** Human Resource Management, Satisfaction.*

BACKGROUND

Every organization always tries to achieve its goals, thus, they have to concentrate on several aspects. One of them is the organization's human resources (HR), which is seen as an important resource. Organizations are expected to always maintain a well-trained and effective workforce (Nimalathan, 2012). Especially for organizations operating in the service sector, maintaining employee performance is one way to meet customer satisfaction.

Customer satisfaction is the output of a company's performance process that is felt by a consumer, where the results are in accordance with the consumer's expectations (Kotler, 2000). A customer will be satisfied if his expectations are met and very happy if his expectations are met and very happy if his expectations are exceeded. Customer satisfaction is closely related to quality, which will have a direct impact on product performance. If it is related to the service industry, such as hospitals, what is meant by product is the service provided by the company's human resources/employees to its consumers, in the case of patients. This shows that the role of HR (employees) in maintaining customer satisfaction is very large.

Pelteir and Dahl (2009) stated that employees in the service industry, including hospitals, influence consumer satisfaction. One important way to see that employees influence organizational performance is their interactions with customers. If employees provide good

service to customers, of course customers will feel satisfied so that they will be loyal to the company. On the other hand, if employees do not provide good service, then customers will not feel satisfied and tend to leave the organization to switch to another organization that is able to provide optimal satisfaction. Increasingly tight competition requires service/service providers to always pamper consumers/customers by providing the best service. Customers will look for products in the form of goods or services from companies that can provide the best service to them. Therefore, it is not enough for a company to just pursue customer satisfaction. Companies must find and create new customers and maintain existing loyal customers. According to Ellitan in Marianah (2012) that providing superior services is a winning strategy because it produces more new customers, fewer errors that require service performance. Service is a core value component that drives every company to success.

One way that can be done to obtain and maintain customer satisfaction is to maintain and improve employee performance. Maintaining and improving employee performance so that it remains good is a difficult job for service companies to do. This happens because what they sell is a service to customers. If customers are not satisfied, this could indicate a decline in employee performance. Employee performance is needed so that the quality of service to customers remains high in accordance with company expectations. Tranggono (2008) in his research concluded that employee performance has a significant effect on consumer satisfaction. The better the employee's performance, the more satisfied consumers will be. Customers will express satisfaction if the company represented by their employees is able to provide service performance in accordance with consumer expectations. This will cause consumers to repurchase the services offered by the company. So, customer satisfaction will be formed if employees perform high to meet customer needs. Terry and Israel (2004) stated that the factor that can influence the quality of service to consumers so that consumers feel satisfied is employee performance.

However, not all employees can provide the best service to company customers. This is related to the level of employee satisfaction or what is usually called job satisfaction with the company and their work. If an employee is not satisfied with the work given or the condition of the company's environment, the employee will certainly not be able to provide service and increase customer satisfaction. Bulgarella (2005) states that employees who interact with consumers/customers are in a position to build awareness and respond to the goals and needs of consumers/customers. Providing satisfaction to employees has high energy and a willingness for them to provide good service, so that they will provide a positive view of the goods/services available. Employees who feel satisfied will have sufficient emotional resources to show

empathy, understanding, respect and attention to customers. Robbins (2006) states that satisfied employees will be able to increase customer satisfaction and loyalty. This happens because in service organizations, customer loyalty and disloyalty really depend on the way employees relate to customers. Satisfied employees are more friendly, cheerful, responsive-which customers appreciate. Satisfied employees are less likely to leave, so customers are more likely to encounter familiar faces and receive experienced service. These characteristics build customer satisfaction and loyalty.

An increase in job satisfaction among employees certainly has an impact on the performance they demonstrate. Dessler in Handoko (2001) stated that there are differences between employees who have job satisfaction and those who do not. Employees who are satisfied with their jobs tend to have better records of attendance and compliance with regulations, but are less active in participating in union activities. These employees also usually have better performance compared to employees who are not satisfied with their work.

THEORETICAL STUDY

Human Resource Management

Human resource management consists of several components. These components are supporting parts that carry out the activities of a company. These components will later work together to achieve the results that are the company's goals. Therefore, each component has its own important role. The following will explain several components of Human Resource Management according to experts:

- a. According to Kastru (2012), the HRM component consists of leaders, entrepreneurs and employees.
- b. According to Hasibuan (2019), the components of human labor are basically differentiated into entrepreneurs, employees and leaders which will be explained as follows:

- 1) **Businessman**

An entrepreneur is anyone who invests capital to obtain income and the amount of income is uncertain depending on the profits achieved by the company. The main goal of an entrepreneur is to make a profit and bear the risks that will occur in his business activities.

- 2) **Employee**

Employees are sellers of services and receive compensation in a predetermined and agreed amount. Employees are obliged and bound to carry out the work assigned and have the right to receive compensation in accordance with the agreement. Employee

positions in a company are divided into two parts, namely operational employees and managerial employees (leaders).

3) Leader or manager

A leader is someone who uses his authority and leadership to direct other people and is responsible for that person's work in achieving a goal, while leadership is a leader's style in influencing his subordinates so that they want to cooperate and work effectively in accordance with what they are told.

Customer satisfaction

According to Fandy Tjiptono (2014: p.353) the word "satisfaction or satisfaction: comes from the Latin "satis" (meaning quite a lot, adequate) and "facio" (doing or making). In simple terms, satisfaction can be interpreted as an effort to fulfill something or make something is adequate. According to Howard and Sheth in Fandy Tjiptono (2014: p.353), customer satisfaction is a cognitive purchase situation regarding the commensurability or incommensurability between the results obtained compared to the sacrifices made. Meanwhile, according to Swan in Fandy Tjiptono (2014: p.353) defines customer satisfaction as a conscious evaluation or cognitive assessment regarding whether the product performance is relatively good or bad or whether the product in question is suitable or not suitable for its purpose or use.

According to Danang Sunyoto (2015: p.140). Consumer satisfaction is one of the reasons consumers decide to shop at a place. If consumers are satisfied with a product, they tend to continue to buy and use it and tell others about their pleasant experiences with the product. According to Sangadji and Sopiah (2013: p.181), consumer satisfaction is defined as a situation where consumer expectations for a product match the reality received by consumers. If the product is far below expectations, consumers will be disappointed. Conversely, if the product meets expectations, consumers will be satisfied.

According to Sangadji and Sopiah (2013: p. 180) explain that satisfaction or dissatisfaction is a person's feeling of happiness or disappointment which comes from a comparison between his impression of the real or actual product performance and the expected product performance. In general, satisfaction can be interpreted as the similarity between the product and service performance received and the product and service performance that consumers expect. Still according to Sangadji and Sopiah (2013: p.182), consumer satisfaction can create a good basis for repeat purchases and create consumer loyalty, forming word of mouth recommendations that can benefit the company.

RESEARCH METHODS

In this research, the method used is a qualitative research method, which is a type of research whose findings are not obtained through statistical procedures or other forms of calculation and seeks to understand and interpret the meaning of an event of human behavioral interaction in a particular situation according to the researcher's own perspective. Qualitative research is research that is descriptive in nature and tends to use analysis. Process and meaning (subject perspective) are more emphasized in qualitative research. This research includes field research. Field research is research carried out in the field or at a location to investigate objective symptoms that occur at that location, which is also carried out for the preparation of scientific reports.

RESULTS AND DISCUSSION

Patient Satisfaction with Reliability

Analysis of the results of research conducted by researchers based on the reliability dimension is not satisfactory. From the results of interviews conducted by researchers, many patients using health services at the Sultan Agung Banjarbaru Islamic Hospital said that the services they felt were dissatisfied due to queue problems and doctors doing their work in a hurry. so that the inspection stage was not carried out properly.

The results of this research are in accordance with research conducted by Menti Youlanda. The relatively long waiting time is usually due to the BPJS patient registration procedure which requires preparing complete requirements files and depends on the online system, internet network and BPJS server. Patients who wait a long time to receive services will indirectly impact patient satisfaction with the services provided. There are still quite a few complaints from several patients due to the problem of waiting time at the polyclinic who hope to get health services as soon as possible, so that the queue conditions look very crowded, and patients look bored and anxious because they remember the limited time during health services, so that there are still some patients who Ask the registration officer or polyclinic officer again regarding health services.

Patient satisfaction can be seen from various dimensions, one of which is the reliability dimension, namely the dimension that measures the reliability of a service to consumers. Reliability is defined as the ability to provide services as promised, accurately and reliably.

In this research, the reliability factor is related to the level of patient satisfaction and is used by customers in evaluating the quality of health services. If a health service is less reliable or cannot be trusted then the patient will feel dissatisfied or dissatisfied.

Patient Satisfaction with Responsiveness

The lack of satisfaction of patients using health services at the Sultan Agung Banjarbaru Islamic Hospital regarding responsiveness in health services is because health workers do not provide good explanations and understanding to patients. This is due to the lack of readiness of nurses so that nurses delay providing assistance when patients need it. So patients prefer doctors to convey complaints and other needs, because informants think doctors are more responsive to informants' problems than nurses.

The results of the research above are in accordance with research conducted by Khairun Nisa, et al. There is a relationship between the quality of health services, the dimension of responsiveness and patient satisfaction, where the results of the bivariate test with the chi square test show a significant relationship with p value = 0.001. The responsiveness of hospital staff in providing health services will increase patient satisfaction.

Responsiveness is the ability to help consumers and provide services quickly to consumers. The responsiveness dimension is the most dynamic dimension. This is influenced by technological development factors. One example of an aspect of responsiveness in service is speed.

Responsiveness is also the provision of services to patients quickly and responsively both in services and examinations. Responsiveness means being on the spot, contactable and willing to help patients whenever they encounter problems. Responsiveness also means always providing sufficient information and providing services as quickly as possible, so that all health workers are always there when patients need them. Good quality is related to speed of service, otherwise patients will consider health services to be bad if they queue for a long time even though they are professionals

Patient Satisfaction with Guarantees

Satisfaction of patients using health services at the Sultan Agung Banjarbaru Islamic Hospital, it is known that the informant said he was satisfied with the service received and the informant felt that the doctor was able to ensure the patient's recovery so that the informant was not worried about the complaints he was experiencing. Doctors also provide security and confidentiality (privacy) for informants.

Accuracy namely the ability of health workers to generate confidence and trust in the promises made to consumers, and this is related to the level of patient satisfaction. In order to improve the quality of service and maintain patient safety, we implement patient safety so that incoming patients will feel safe.

Guarantee and certainty are the knowledge, politeness and ability of company employees to foster a sense of trust among customers (patients) in the company (Hospital). This includes several consumers, including communication, credibility, security, competence and courtesy. The assurance dimension includes employee knowledge, ability, politeness and trustworthiness towards consumers. The value delivered will form customer loyalty. The results of other research conclude that the guarantee dimension has a relationship and influence on loyalty.

Patient Satisfaction with Empathy

Patient satisfaction with health service users at the Sultan Agung Banjarbaru Islamic Hospital explained that the informants were very satisfied with the services they received. However, there were still informants who were dissatisfied because the doctors were impatient when serving them and took actions in a hurry. This may be because many patients are waiting so the doctor does not provide information before the examination.

The results of this research are in line with research conducted by Sarah Ladytami, meaning that empathy has a significant effect on satisfaction. This can be interpreted as the quality of health services at the Sultan Agung Islamic Hospital Banjarbaru based on the aspect of attention (emphaty), so far it has provided quality services where the higher the quality of service to patients based on the aspect of empathy. The empathy dimension is the ease of having good communication relationships, personal attention and understanding the patient's needs as a customer and acting in the patient's interests.

In this case, empathy is very important for patients, because attention is a priority for patients. The empathy dimension includes communication relationships, attention and understanding consumer needs. If consumers feel that health workers can provide empathy for patients, they will no longer hesitate to continue using the services provided. This will form patient loyalty. So it can be said that there is a unidirectional relationship between the dimensions of empathy and patient loyalty

Patient Satisfaction with Physical Appearance

The satisfaction of patients using health services at the Sultan Agung Banjarbaru Islamic Hospital regarding the physical appearance of health services explains that the informants felt less satisfied. The informant said that there was a lack of comfort because the room was too small and noisy so there was no peace. The noise was caused because the waiting room was too close to the examination room. Apart from that, there is a lack of privacy because it is only limited by a thin curtain. The medical equipment in the hospital is complete and functioning well. Judging from the appearance of the health workers, they are neat and clean.

Physical appearance is considered a very important element for patients because it is an element that can be felt directly by patients. The better the patient's perception of physical appearance, the higher patient satisfaction will be and vice versa.

The results of this research are in accordance with research conducted by Rifadarajad, et al which explained that the majority stated that they did not agree that the health room had a good and comfortable building, because the room was not too big, the chairs also used standard chairs.

Based on these results, it can be concluded that tangible factors (physical evidence) are related to the level of patient satisfaction, where they assume that the examination room and waiting room are clean, neat and comfortable, have sufficient medical equipment, the appearance of doctors and nurses is clean and the evidence is better. The more directly the health service provider is seen by the patient or customer, the better the level of satisfaction felt by the patient. This can be done by health workers to support the quality of health services in increasing the number of patient visits to hospitals.

Infrastructure is useful for supporting health service efforts for patients in hospitals, medical equipment provided by hospitals as a means of supporting health service providers. Facilities and infrastructure operated and used in hospitals, both medical and non-medical equipment, must meet service quality, security and safety standards and be used in accordance with the patient's medical indications, the operation and maintenance of which is carried out by officers who have competence in their fields.

The results of the interview are in accordance with research conducted by Widyastuti, on average respondents said they strongly agreed with the statement, namely that the dentist's practice room was clean because the room used Air Conditioner (AC), the room was neatly arranged, clean and odorless. The statement in the physical evidence dimension is that dentists maintain neatness and cleanliness. On average, respondents chose the answer of strongly agreeing with this statement because dentists and nurses wear neat and polite clothes.

Incomplete equipment results in reduced quality of health services which impacts visits. This may be remedied by approaching dentists as health service providers and by providing equipment that is complete and good to use, so that it does not reduce the level of patient satisfaction and patients continue to make visits.

CONCLUSIONS AND RECOMMENDATIONS

From the results of the research conducted, it was concluded that the informants were dissatisfied with the dimensions of reliability, responsiveness, empathy and physical appearance due to queuing problems, doctors' services being rushed, health workers not providing good explanations and understanding, doctors not providing enough information. attention when providing services, the room is small, noisy and lacks privacy. Meanwhile, informants were satisfied only with the guarantee variable because the service they received was very good and the doctor was able to ensure the patient's recovery, providing a sense of security, being friendly, polite and gentle.

For the Sultan Agung Banjarbaru Islamic Hospital, based on the reliability dimension, hospital management should evaluate the process of accepting patient registration to avoid long patient queues. Future researchers need to carry out further research on aspects of interaction and reactivity in health services and can contribute to the development of existing knowledge, especially regarding patient satisfaction with health services. Health workers should carry out communication training for health workers in hospitals on a regular basis to increase interaction, namely two-way communication between health workers and patients, and is useful for increasing the reliability and responsiveness of health workers when providing care. For the Helvetia Health Institution, it is hoped that it can become library and reference material as well as information for the Helvetia Health Institute regarding problems in hospitals regarding health service satisfaction at the Sultan Agung Banjarbaru Islamic Hospital.

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