

## Beneficiary Satisfaction Analysis in Terms of Service Commitment and Satisfaction

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### ABSTRACT

One of the public sector services that are currently being highlighted is the hospital. This organization which is engaged in the health sector is one of the backbones of the country in terms of providing health services to the community. The more complete the facilities and infrastructure of an organization or hospital, it will also have a positive impact on the level of satisfaction with the community. This study aims to analyze the effect of service commitment and service quality on performance through beneficiary satisfaction at task implementation unit Regional General Hospital Tenriawaru Bone. The results showed that the quality and service commitment of task implementation unit Regional General Hospital Tenriawaru greatly influenced the performance of all workers involved in the system. However, the negative relationship that occurs between user satisfaction and performance of task implementation unit Regional General Hospital Tenriawaru illustrates the lack of further communication between benefit users and task implementation unit Regional General Hospital Tenriawaru. Similarly, the results of the study concluded that the better the service quality of a hospital, the higher the patient satisfaction and vice versa. This study can be used as a consideration in improving the quality and commitment of services at task implementation unit Regional General Hospital Tenriawaru because there is still a negative relationship between benefit users and task implementation unit Regional General Hospital Tenriawaru.

**Keywords:** Commitment and quality, customer satisfaction, hospitals

### INTRODUCTION

The implementation of hospital health services in Indonesia faces increasingly complex challenges with its role as a public sector organization. The multidimensional performance of public sector organizations means that there is no single indicator that can be used to show the level of success comprehensively for all types of public sector organizations, thus the selected performance indicators will depend heavily on the critical success factors that have been identified.

Regulation of the Minister of Home Affairs Number 61 of 2007 concerning Technical Guidelines for Financial Management of Regional Public Service Agencies 2007, emphasized that the Regional Public Service Agency in carrying out its activities must prioritize effectiveness and efficiency as well as the quality of service to the community without prioritizing profit-seeking. The mandate also applies to local government hospitals as Regional Public Service Agencies that play a role in providing health services for local communities.

As a public sector organization, the health services provided by the task implementation unit Regional General Hospital Tenriawaru Bone Regency are oriented towards community satisfaction, where the community is the party that pays taxes to the government. So that people will demand to get a reward in the form of quality services from the government. To realize the expectations of the community, a performance appraisal system is needed that will help the

hospital to see achievements and can be used as evaluation material for further planning. Although the task implementation unit emphasizes the aspect of independent financial management, the optimal performance assessment is not sufficient only on the financial aspect, but also includes the non-financial aspect.

The level of quality of health services has an impact on the satisfaction of the user community which in turn has an impact on aspects of community welfare. Therefore, various efforts have been made by the government in improving and improving health services to the community as a whole and continuously without exception to remote areas of the country.

Efforts to improve health services to fulfill the satisfaction of service users or service beneficiaries are influenced by various factors and one of them is commitment (Niswaty, Nasaruddin, and Dhahri 2019; Suryani and Jamaluddin 2016). Commitment is seen as a driving factor and shows the competitiveness of a person in identifying involvement in an activity.

Service commitment in the organization is built based on workers' trust in the values of the organization, the willingness of workers to help realize organizational goals, and loyalty to become members of the organization. (Amanurhidayani, Akib, and Darwis 2017; Amirullah and Saleh 2015). High commitment for workers, especially those related to service aspects, can improve service quality which in turn will affect the satisfaction of service users or beneficiaries. In the next stage, the increased satisfaction felt by service users or beneficiaries of the services received will have an impact on the growth of special motivation for workers or service providers to increase their commitment and performance in providing services.

Service is a very important aspect in the management (Arhas and Suprianto 2019; Ayub et al. 2020; Suprianto, Sirait, and Arhas 2021) of a service provider's business because this is where the service user or consumer will feel the extent to which the level of satisfaction obtained for the services provided by the service provider. (Nur 2017). Service (customer service) is generally defined as any activity intended or intended to provide satisfaction to customers, through this service the desires and needs of customers can be fulfilled.

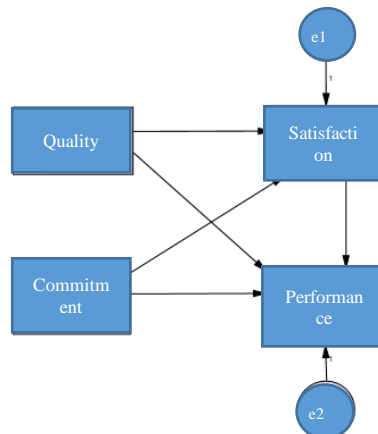
## **METHOD**

The study used descriptive methods to explain the state of the subject regarding the variables studied. Correlational Method To measure the strength of the relationship between two or more variables. Also to measure whether the correlation between two or more variables is significant or not which aims to describe and explain the conditions in the field after the study. The population of this study was all beneficiaries at the task implementation unit Regional General Hospital Tenriawaru Bone as many as 95 people. Determination of the sample is based on the sample table of Isaac and Michael (Sugiyono 2011), where at the 5% confidence level, if the population is 95 people, then the sample is 75 people. Data analysis techniques in this study, using path analysis. Path analysis is used to determine the value of direct and indirect effects of exogenous variables on endogenous variables through intervening variables. The intervening variable is an intermediate or mediating variable, which functions to mediate the relationship between the independent variable and the dependent variable.

## **RESULTS AND DISCUSSION**

To improve satisfying services to beneficiaries, task implementation unit Regional General Hospital Tenriawaru Bone continues to strive to build good performance through emphasizing good service commitments to improve service quality and high satisfaction for service beneficiaries. The extent to which the form of performance through the emphasis on service commitment based on the concepts of affective commitment, continuance commitment, and normative commitment and the level of satisfaction based on the concepts of reliability, responsiveness, confidence, empathy, and tangible. Able to provide satisfaction for beneficiaries at task implementation unit Regional General Hospital Tenriawaru Bone. There are two independent variables, the first is service quality (X1), namely; reliability, responsiveness, confidence, empathy, and tangible. While the employee commitment variable (X2) is measured through employee commitment in providing services, namely affective commitment, continuance commitment, and normative commitment. Furthermore, the intervening variables in this study are beneficiary satisfaction with indicators of satisfaction with reliability, responsiveness, confidence, empathy, and tangibles and performance variables, namely image, complaints, employee cooperation, facilities and infrastructure, beneficiary conditions.

#### Path Diagrams created in AMOS



**Figure 1. Path Diagram**

#### Model Fit Test

#### Chi-Square & Significant Probability Statistics Test

Hypothesis:

Ho: The model is feasible to use

Ha: The model is not suitable for use

Significant level: 0.05

Test criteria: Reject Ho if sig. < 0.05

**Table 1.**

**Computation of degrees of freedom (Default model)**

Number of distinct sample moments:	10
Number of distinct parameters to be estimated:	9
Degrees of freedom (10 - 9):	1

#### Result

Minimum was achieved Chi-square = 41,571 Degrees of freedom = 1 Probability level = ,000
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Based on the AMOS output above, the chi-square value of the test results is 41,571 and the significant value of the test results is 0.000. (or very small), sig value, smaller than 0.05 which means  $H_0$  is rejected and it is concluded that the model is not yet feasible to use.

#### Root Mean Squares Error of Approximation (RMSEA)

The required RMSEA value is less than 0.08

**Table 2.**

**Test Result RMSEA Value**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,796	,600	1.012	,000
Independence model	,633	,551	,720	,000

Based on the AMOS output above, the RMSEA value obtained is 0.796, this value is greater than 0.08 which means the model is not feasible to use.

#### Goodness of Fit Index (GFI)

The GFI value is in the range from 0 to 1, the higher the GFI value, the better the model is formed. The expected GFI value is more than 0.9.

**Table 3.**

**Test result GFI Value**

Model	RMR	GFI	AGFI	PGFI
Default model	8,355	,807	-,928	,081
Saturated model	,000	1,000		
Independence model	13.911	,435	0.058	,261

Based on the AMOS output above, the AGFI value from the path analysis is 0.928, which means that the model form is included in the feasible criteria because it has an AGFI value  $> 0.8$ .

#### Adjust Goodness of Fit Index (AGFI)

The AGFI value is in the range from 0 to 1, the higher the AGFI value, the better the model formed. The expected AGFI value is more than 0.8. Test Results:

**Table 4.**  
**Test result GFI Value**

Model	RMR	GFI	AGFI	PGFI
Default model	8,355	,807	-,928	,081
Saturated model	,000	1,000		
Independence model	13.911	,435	0.058	,261

Based on the AMOS output above, the AGFI value from the path analysis is 0.928, which means that the model form is included in the feasible criteria because it has an AGFI value > 0.8.

#### **CMIN/DF**

The CMIN/DF value is the chi-square value of the model formed. The model is considered to represent the data if the value of sig. test results in more than 0.05.

**Table 5.**  
**Test result CMIN/DF Value**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	9	41,571	1	,000	41,571
Saturated model	10	,000	0		
Independence model	4	160.057	6	,000	26,676

Based on the AMOS output above, the CMIN value of the model is 41,571 with a significant value of 0.000... The value of sig. the test results are smaller than 0.05 which means that the model formed cannot represent the data.

#### **Comparative Fit Index (CFI)**

The CFI value is in the range from 0 to 1, the higher the CFI value, the more appropriate the model.

**Table 6.**  
**Test result CFI Value**

Model	NFI Delta1	RFIrho1	IFI Delta2	TLIrho2	CFI
Default model	,740	-,558	,745	-,580	,737
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

Based on the output above, the CFI value is 0.737, this value is quite large because it is close to 1 so it can be said that the model is suitable.

#### **Tucker Lewis Index (TLI)**

The TLI value compares a model multiplied against the baseline model. The required TLI value is greater than or equal to 0.95.

**Table 7.**

#### Test result TLI Value

Model	NFI Delta1	RFIRho1	IFIDelta2	TLIRho2	CFI
Default model	,740	-,558	,745	-,580	,737
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

Based on the AMOS output above, the TLI value is -0.580, this value is less than 0.95 which means the model is not acceptable.

#### Path diagram with AMOS Output

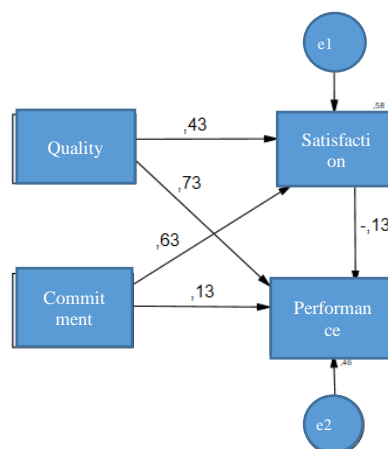


Figure 2. Path diagram with AMOS Output

#### Direct Effect and Indirect Effect

Table 8.  
Path Coefficients – Standardized Regression Weights

			Estimate
satisfaction	←	quality	,432
satisfaction	←	commitment	,628
performance	←	quality	,731
performance	←	commitment	,129
performance	←	satisfaction	-,133

Based on the results of the path analysis, the direct and indirect influence of the variables of quality, commitment, satisfaction, and performance.

#### Effect of quality on performance

Direct effect = 0.73

Indirect effect =  $0.43 \times (-0.13) = 0.059$

The direct effect is greater than the indirect effect, thus, the effect of quality on performance is not mediated by satisfaction, so we can conclude that satisfaction is not an intervening variable in the path model formed.

#### **The effect of commitment on performance**

Direct effect = 0.13

Indirect effect =  $0.63 \times (-0.13) = 0.082$

The direct effect is greater than the indirect effect, thus, the effect of commitment on performance is not mediated by satisfaction, so we can conclude that satisfaction is not an intervening variable in the path model that is formed.

### **DISCUSSION**

Research has been conducted on the effect of service quality and service commitment on the performance of the task implementation unit Regional General Hospital Tenriawaru and the satisfaction of the beneficiaries. The path model is formed based on a conceptual framework built from theoretical studies. The framework that was built was then confirmed by taking sample data from the population and through path analysis. The path coefficient obtained will help us to see whether the hypothesis that we build is by the existing data or not.

The population of the study covers the system area of the task implementation unit Regional General Hospital Tenriawaru, and the sample is taken through consideration of the sample size calculated by the Slovin formula, which is 65 samples. Samples were taken randomly by considering the representative level. Data retrieval is done through the provision of a Google Form link that can be filled in according to the time ability of the respondent. Data collection is not done centrally in a temporal manner. This step may be taken considering the form of the instrument used is not a test that distinguishes the cognitive level of the respondents. In other words, the data obtained can be trusted to describe the situation of the task implementation unit Regional General Hospital Tenriawaru and can be used in further analysis in concluding the right interpretation.

Data analysis is based on the path paradigm, which will show how the type of relationship between the variables under consideration is. Data analysis was carried out with the help of IBM's output application, namely AMOS version 26. The use of this application is intended to prevent human errors from occurring during the analysis calculations so that researchers simply focus on interpreting and drawing conclusions from the AMOS output results.

The results of the Amos output indicate that the actual model built by the researcher is still not able to explain the reality in the field, or it can also be considered that the data obtained has not been able to explain the constructs in the model. This is evidenced by several model testing parameters that have been carried out previously, where the results do not meet the criteria testing at all. If you look at it from a statistical point of view, this path model is not acceptable, but if we examine further how the data tends to be obtained, the model test criteria figures are close to the

acceptable model criteria. So we can still assume that the model that the researcher built is still acceptable.

We can consider the path model that has been built that has been well tested so that the path coefficients contained in it can also be used to explain how the relationships between variables are. Based on the results of data analysis obtained, it can be seen that the service quality of task implementation unit Regional General Hospital Tenriawaru has a positive impact on beneficiary satisfaction and also has a positive impact on its performance. In other words, if the service is improved, the beneficiaries will be more satisfied, and also improve their performance. However, the increase in the performance of the Regional General Hospital is not at all influenced by user satisfaction, this is because there is no regulation on the exchange of information between the beneficiaries and the service division of the Hospital so that both have absolutely no effect. The results of data analysis also show that the commitment of the Tenriawaru Hospital has a positive impact on beneficiary satisfaction and also has a positive impact on its performance. It should be underlined again that beneficiary satisfaction does not play a role in improving the performance of Regional General Hospital because there is absolutely no regulation that allows for intense interaction between Regional General Hospital employees and beneficiaries. So it can be concluded that the results of the data analysis are very reasonable in explaining the situation at the task implementation unit Regional General Hospital Tenriawaru. because there is absolutely no regulation that allows for intense interaction between hospital employees and beneficiaries. So it can be concluded that the results of the data analysis are very reasonable in explaining the situation at the task implementation unit Regional General Hospital Tenriawaru. because there is absolutely no regulation that allows for intense interaction between hospital employees and beneficiaries. So it can be concluded that the results of the data analysis are very reasonable in explaining the situation at the task implementation unit Regional General Hospital Tenriawaru.

The results obtained in the research that has been carried out are by other studies and existing theories. (Azwar 2015; Moenir 2016) Explaining service quality can be known by comparing consumer perceptions of the services they receive with the services they expect. (Ravichandran et al. 2010) states that service quality is a must for companies to be able to survive and retain the trust of beneficiaries. This quality will then increase their satisfaction and performance. (Kasmir 2018; Nursalam 2011; Wirawan 2019). Several other studies have given similar results, where the quality of service will increase the satisfaction and performance of a system (Dewi 2016; Loke et al. 2011; Mosahab et al. 2010; Muzahid, Mohammad Parvez 2009). This is by the results obtained in this research that has been done.

Conformity with other theories and research also applies to the commitment of task implementation unit Regional General Hospital Tenriawaru. Where do you think? (Azwar 2015) Commitment is a relationship, where each party is willing to work together to maintain this relationship. The intimacy of the relationship that is built can then provide closeness to the beneficiaries so that later it will have an impact on their satisfaction. The commitment that is built based on cooperation with discipline can build good performance (Kasmir 2018; Ravichandran et



al. 2010; Singh 2013; Sutrisno 2010; Wirawan 2019), like what also happened to the employees of the task implementation unit Regional General Hospital Tenriawaru. Several other studies have given similar results, where service commitment will increase satisfaction and performance of a system (Sopiah 2013). This is also very much by the results obtained in this study.

## CONCLUSION

Overall, we can conclude that the quality and service commitment of the task implementation unit Regional General Hospital Tenriawaru greatly influences the performance of all workers involved in the system. However, the negative relationship that occurs between user satisfaction and performance of task implementation unit Regional General Hospital Tenriawaru illustrates the lack of further communication between benefit users and task implementation unit Regional General Hospital Tenriawaru. It is recommended to the manager that two-way communication is carried out, this is very necessary so that service users can have an attachment and rapidly increase the ratio of regular users.

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