

IMPROVING HEALTH CARE BASED ON CUSTOMER SATISFACTION INDEX IN FAKFAK DISTRICT HOSPITAL WEST PAPUA PROVINCE

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ABSTRACT

Hospital is a medical care centre which are labor-intensive, capital-intensive, technology-intensive, and problem-intensive, also have role in giving a complete medical care such as medical care, medical support, non medical, nursing, rehabilitation and education organizer, research and development, prioritize effort for healing and recovering conducts harmoniously and integrated in effort to increase and prevention, and conducting reference. Those are also applied for RSUD Fakfak, West Papua Province.

As a government district hospital, RSUD Fakfak always need to give qualified medical centre and satisfy patient. That was why it is necessary to check up regularly patients' expectations and satisfaction at hospital towards given medical care. RSUD Fakfak does measuring expectations and satisfaction of its patient toward medical care they received. Level of patients' satisfaction arrange in form of CSIndex (Customer Satisfaction Index) which received by measuring 5 (five) dimension, which are Reliability, Assurance, Tangible, Empathy and Responsiveness, shortened as RATER.

Result of research showed that reliability of employees -1.89, CSI 56.79% category "Less Satisfy", while the reliability of a patient or visitor at -0.49, CSI 88.13% category "Satisfy". Assurance of employees -1.82, CSI 59.65% "Less Satisfy", whereas a patient or visitor assurance of -0.67, CSI 84.24% category of "Satisfy Enough". Tangible of employees -2.38, CSI 47.92% category "Not Satisfy", while tangible patient or visitor at -0.57, CSI 86.43% category "Satisfy". Empathy of employees showed -1.66, CSI 63.51% category "Less Satisfy", while empathy patient or visitor -0.62, CSI 85.27% category "Satisfy". Responsiveness of employees -2.06, CSI 54.92% category "Not Satisfy", while responsiveness patient or visitor at -0.55, CSI 86.87% category "Satisfy".

The effort to improve health care are considering and increasing level of satisfaction of patient by measuring CS Index regularly once a year, management of hospital should pay more attention on their employee

condition, develop Hospital Information System, and need to increase their management ability and supported by strong leadership.

Keywords: District Hospital, Customer Satisfaction Index, Level of Satisfaction

INTRODUCTION

Government District Hospital (RSUD) is a place and role to conduct complete medical care which included medical care, medical support, non medical, nursing, rehabilitation, and education organizer, research and development, prioritize effort for healing and recovering conducts harmoniously and integrated in effort to increase and prevention, and conducting reference. RSUD Fakfak has a very important role in giving medical care to the public so that public health has an optimum degree.

In giving medical care, RSUD Fakfak still need to pay attention to patient and visitors' condition. including understand and know what is patients' needs and expectations. In this hospitalized era now it is very important to measure expectations and satisfaction of patients which the result can show hospital condition and can be used to be basic assessment of hospital accreditation.

In contrast with the above analysis, RSUD Fakfak is conducting measurement on hospital employees and patients or visitors, to gain internal satisfaction value (hospital employee) and external (patients or visitor) which will be using to increase existing care to better than expectation, wishes and demands of the employee and community. To fulfill that, it is necessary to some kind of measurement related to community satisfactory index survey research, in this case towards hospital employee and patients or visitor who have their treatment on RSUD Fakfak to know their evaluation on level of care of RSUD Fakfak which have been felt and their expectations about services on RSUD Fakfak in the future.

Medical care indicator chosen by customer as a priority of measurement on medical care quality, will become the main source of formation of patient satisfactory level. Patients satisfactory is a result of patients evaluation based on their feeling, towards implementation of medical care service of the hospital, which become part of the experiences and evaluate how far level of quality of service of the hospital, until it can create level of satisfaction. Factor that influence service satisfactory of the hospital is motivation and behavior of health workers. Thoha (2003) declare that motivation is a thrust for someone to do some activity to achieve their goals. Power of motivation for someone can change any time. That change happens because level of satisfaction which is someone has achieve their satisfaction over some needs they have until it motivate their behavior.

According to Thoha (2003) declare that behavior of a person can be assessed as its intra interaction or dependency of some elements which in form of a circle. That elements basically consists of motivation and goals. Health workers behavior as front servant must be fair, fast, kind and not discriminative.

GOALS

To conduct a measurement study of expectation and satisfaction of employee and patient to measure CSIndex, which result will be used to help management of RSUD Fakfak in fix and improving service given to the community.

While special purpose of this activity is to:

1. Measure Community Satisfaction Index based on RATER to see satisfaction level of employee and patients.
2. Identify cause variable of satisfaction and dissatisfaction.
3. To gain objective input from employee and patients as consideration of management to fix and improving medical care service in RSUD Fakfak.

BENEFIT

Benefit of the research implementation are:

1. Availability of data about level of expectation and satisfaction of employee and patient or visitor towards medical care service on RSUD Fakfak, which is written in Community Satisfaction Index measurements.
2. Availability of data about cause of satisfaction and dissatisfaction on employee and patients or visitor toward performance of RSUD Fakfak
3. Availability of information about objective input from employee and patients as consideration of management to align their activities based on expectations and satisfaction of employee and patient or visitor.
4. Giving input on management in formulating effort to improving quality of service in RSUD Fakfak.

RESEARCH METHODS

Research population divided into 2 groups: patient or visitor who comes to RSUD Fakfak to get medical care service, and hospital employees. Respondent of patient or visitor of RSUD Fakfak as much as 75 respondents, and hospital employees are 64 employees who come from all available unit in RSUD Fakfak. The design of this survey methods was cross sectional, where respondents were taken from one certain time to gain perceptive of patient expectations and satisfactions while visiting RSUD Fakfak.

SURVEY INSTRUMENTS

Survey Instrument was using questionnaire guidance which modified in some way so it could be used to get information of expectations, satisfaction, and customer satisfaction index. These questionnaires consists of five dimensions on quality indicator which consists for Reliability, Assurance, Tangible, Empathy, and Responsiveness or more often shortened as RATER.

The meaning of each RATER dimensions can be explained as follows:

1. Reliability is ability to conduct service which is promised to be accountable and accurate.
2. Assurance is related with knowledge, manner, employee ability in causing trust and confidence of their customer.
3. Tangible is something that can be seen in form of physical facility, tools, employee, environment condition, etc which can be seen by eyes and can be remembered by their customer.
4. Empathy is concerned occurred by giving personal care to the customer.
5. Responsiveness is availability to give help to the customer fast and willingly.

DATA ANALYSIS TECHNIQUE

Data analysis technique was conducted by gaining several information and data analysis process. The process was including data editing process conducted to make sure and check the completeness content of filled questionnaire. Followed by coding process and data entry. On above steps it was also performed data cleaning mechanism which was a process about:

1. Checking complete questionnaire to make sure that the questionnaire is filled adequately and answered correctly also according to the scope of survey destination
2. Conducting correction if it is necessary, also eliminating incomplete answers

Data analysis was used to Quality Service technique, which in Quality Service technique was a method used to analyze gap between expected services and customer perceived services, not only on service product aspect meant but also included given service quality. Given value by respondent divided into each aspects which divided into 5 (five) category (based on Likert scale), which are:

1. Level of Interest / Expectation:
 - a. Very not satisfy (grade 1)
 - b. Not satisfy (grade 2)
 - c. Neutral (grade 3)
 - d. Satisfy (grade 4)
 - e. Very satisfy (grade 5)
2. Level of Interest / Expectation:
 - a. Very bad (grade 1)
 - b. Bad (grade 2)
 - c. Neutral (grade 3)
 - d. Good (grade 4)
 - e. Very Good (grade 5)

Next average grade was obtained from each attribute of satisfaction level according to employee and patient or visitor's perceptive, divided by average grade attribute of interest rates of each respondent, it would be gained Customer Satisfaction Index (CSI), which showed how big employees' expectations towards RSUD Fakfak and patient expectations for service needed to be satisfied. Classification of CSI number is as follows:

1. ≤ 55.00 : Category "Not Satisfy"
2. $> 55.00 - 70.00$: Category "Less Satisfy"
3. $> 70.00 - 85.00$: Category "Satisfy Enough"
4. $> 85.00 - 100.00$: Category "Satisfy"
5. > 100.00 : Category "Very Satisfy"

Gap analysis method was used to know difference between satisfaction level of respondent with respondent expectations towards medical care aspects given by RSUD Fakfak. By finding the value gap, then it was known and can be references and consideration of RSUD Fakfak to fix, improve management system, and enhance service quality.

Coulthard (2004) declared that based on 5 point of Likert scale, differences or gap between two perpectives (level of satisfaction or reality) and expectation (level of interest or expectations) measured by perception-expectation gap (P-E gap), so that if:

1. P-E gap have 0 grade (zero) means there was no difference between customer expectation (CE) and customer perception (CP) towards service quality (SQ)
2. If $CP-CE < 0$ then customers' expectation was over customer expectation towards service provided by service provider.
3. If $CP-CE > 0$ then customers' expectation was over customers' expectation (Pasuraman et al.1988).

RESEARCH RESULT

Result of expectation and satisfaction of employee measurement whose are employee of RSUD Fakfak, and patient or visitor whose visited at RSUD Fakfak, are explained as follows:

1. Calculation of Differences (Gap) between Expectation and Satisfaction of RSUD Fakfak's employee

Calculation of differences between expectation and satisfaction of RSUD Fakfak employee is explained in details on some tables as follows:

Table 1. Gap Analysis on RSUD Fakfak Employee Towards Reliability Dimension

No	Reliability Dimension Statements	n	Mean Expectation	Mean Satisfaction
1	Medical service procedure on RS is fast, responsive, kind as service procedure.	64	4.40	2.78
2	Doctor and nurse give service proper and accordance with the procedure.	64	4.56	3.03
3	Medical support tools and diagnostic enforcement, such as Radiology, Laboratorium and Pharmacy are complete.	64	4.55	2.44
4	Emergency Room service has been conducted orderly, good, precise and accordance to procedure.	64	4.55	2.70
5	Outpatient service has been running orderly, well, precise and accordance to procedure.	64	4.45	2.73
6	Inpatient service has been running orderly, well, precise and accordance to procedure..	64	4.42	2.78
7	Opeting room service has been running orderly, well, precise and accordance to procedure..	64	4.44	2.66
8	Infrastructure and medical equipment of RSUD Fakfak is available complete, proper and well..	64	4.47	2.06
9	Quality of medical care service on RSUD Fakfak is accordance to patients/visitor expectation.	64	4.55	2.30
10	Number of medical worker (doctor, specialist, nurses) and non medic staff on each unit have been sufficient to conduct medical care activity.	64	4.45	2.50
11	Each staff on each unit have been briefing by the RS related to task, authority, and responsibility until understanding in conducting.	64	4.45	2.61
12	RS management is conducting training to increase its staff capability (either medic/ non-medic).	64	4.55	2.55
Average/		64	4.49	2.60
Gap = (Mean Satisfaction-Mean Expectation)		64		-1.89
CS Index = (Mean Satisfaction/Mean Expectation) x 100%		64		56.79%

Source: Primary Data

Based on Table 1 above, the information of gap level between RSUD Fakfak employee's expectation and existing satisfaction service in RSUD Fakfak area was pretty high, as much as -1,89. While CSI (Customer Satisfaction Index) was 56,79%, it was classified as category "Less Satisfy".

Tabel 2. Gap Analysis of Hospital Employee on Assurance Dimension

No	Assurance Dimension Statements	n	Mean Expectation	Mean Satisfaction
1	Doctors and nurse give a good and proper care to the patients.	64	4.42	3.05
2	Medical care service always based on medical care standard and patient safety standard.	64	4.36	2.94
3	Doctor, nurse and administrative officer in RSUD Fakfak have a good and professional quality.	64	4.53	2.98
4	Staf on every unit have fulfill number of required staff (not lacking)	64	4.53	2.33
5	Complaints from community about medical care service will be addressed and be fixed.	64	4.59	2.44
6	There is preventive precautions and promotions with health promotion and counseling to visitor at RSUD	64	4.55	2.27
7	Service fee is appropriate with service given and not expensive	64	4.47	2.88
8	Outpatient service (IRJA), Emergency Room (IGC), OK, and Pharmacy have fulfilled according with need and number of patients.	64	4.59	2.83
9	Room facility and bed for Inpatient (IRNA) have sufficient with the number of patients (not lack of room)	64	4.53	2.49
Average			4.51	2.69
Gap = (Mean Satisfaction-Mean Expectation)				-1.82
CS Index = (Mean Satisfaction/Mean Expectation) x 100%				59.65%

Source: Primary Data.

Based on table 2 above Gap between staff of RSUD Fakfak expectation and satisfaction service within RSUD Fakfak was quite high, which was showing number as much as -1,82. Based on CSI (Customer Satisfaction Index) showed as much as 59,65% which was categorized as "Less Satisfy".

Table 3. Gap Analysis of Hospital Employee on Tangible Dimension

No	Tangible Dimension Statements	n	Mean Expectation	Mean Satisfaction
1	Medical infrastructure is appropriate and fits the standard	64	4.66	2.48
2	All hospital staff are in uniform service, well-groomed, clean and polite	64	4.55	2.84
3	There is always suggestion and critics box in every medical care places	64	4.58	1.98

4	Registration booth is settled neat and well	64	4.53	2.41
5	Waiting room for outpatient is clean, neat and comfortable	64	4.59	2.38
6	Bathroom/ toilet is clean, odorless and well maintained.	64	4.58	2.42
7	Inpatients rooms (IRNA) and Emergency Room (IGD) is orderly clean and maintain properly	64	4.59	2.47
8	Neighborhood around hospital (parking and parks) is orderly beautiful, comfortable and clean.	64	4.59	2.19
9	Hospital give maps of medical care service either IRJA, IRNA, UGD, medical support, administration etc at visible places.	64	4.50	2.08
10	Facilities and infrastructure is still appropriate to use and it have been check regularly.	64	4.56	2.50
11	All staff can conduct their duties and responsibilities fast, accurate and dependable.	64	4.58	2.86
Average			4.57	2.19
Gap = (Mean Satisfaction-Mean Expectation)				-2.38
CS Index = (Mean Satisfaction/Mean Expectation) x 100%				47.92%

Source: Primary Data

Based on table 3 above Gap between staff of RSUD Fakfak expectation and satisfaction service in RSUD Fakfak environment was quite high, which was as much as -2,38. Based on CSI (Customer Service Index) number showed as much as 47,92% which the number was categorized as “Not Satisfy”.

Table 4. Gap Analysis of Hospital Employee on Empathy Dimension

No	Empathy Dimension Statement	n	Mean Expectation	Mean Satisfaction
1	Doctor and nurse provide confidence to patients in obtain medical care service.	64	4.53	3.41
2	Administrative officer provide confidence to patient in obtain administrative service	64	4.44	3.16
3	Doctor and nurse is always patience and smile in providing service to the patients.	64	4.48	3.25
4	RSUD Fak-Fak always responsive upon complains about medical care service for public and facilitate it	64	4.52	2.66
5	Waiting room facility on hospital is spacious, comfortable and clean	64	4.61	2.28
6	Inpatient facility, Outpatients and UGD is providing medical room which is clean, neat and comfortable.	64	4.59	2.73
7	Medical worker provide true information to the patient related to given diagnostic.	64	4.53	3.19
8	Hospital organize training / seminar for its staff related to providing the best service to the patient/visitor	64	4.72	2.47
Average			4.55	2.89
Gap = (Mean Satisfaction-Mean Expectation)				-1.66
CS Index = (Mean Satisfaction/Mean Expectation) x 100%				63.51%

Source: Primary data

Based on table 4 above gap between staff of RSUD Fakfak expectation and satisfaction service on environment was quite high, which was as much as -1,66. Based on CSI (Customer Service Index) number showed as much as 63,51% which the number was categorized as “Less Satisfy”.

Table 5. Gap Analysis of Hospital Employee on Responsiveness Dimension

No	Responsiveness Dimension Statement	n	Mean Expectation	Mean Satisfaction
1	Administrative process to obtain medical care is regular, in order, and transparent accordance to medical care service procedure.	64	4.61	2.13
2	Doctor and nurse on duty are always stand by for 24 hours.	64	4.58	2.89
3	Doctor and nurse act fast in providing medical care service to the patient.	64	4.69	2.86
4	Patients and families' complaint on medical care service is responded immediately by Head of RSUD Fakfak.	64	4.58	2.56
5	Waiting hour for patient to get medical care service in any unit required is not too long.	64	4.45	2.58
6	Hospital have formed and providing suggestion box for patients /visitor of the hospital .	64	4.61	1.97
7	Hospital have formed and conducting information centre for patients / visitor.	64	4.5	2.25
8	Medical worker have been trained and be able to work fast upon any condition emergency situation.	64	4.58	2.75
9	Administration staff have been trained and able to work fast to handle files, reports, etc.	64	4.56	2.61
Average		64	4.57	2.51
Gap = (Mean Satisfaction-Mean Expectation)		64		-2.06
CS Index = (Mean Satisfaction/Mean Expectation) x 100%		64		54.92%

Source: Primary Data.

Based on table 5 above gap between staff of RSUD Fakfak expectation and satisfaction service on environment was quite high, which was as much as -2,06. Based on CSI (Customer Service Index) number showed as much as 54,922%, which the number was categorized as “Not Satisfy”.

2. Calculation of Difference (Gap) Between Expectation and Satisfaction of Patient/Visitor to RSUD Fakfak

Calculation of difference between expectation and satisfaction of patient or visitor at RSUD Fakfak is explained in details on several table belows:

Table 6. Gap Analysis on RSUD Fakfak visitor/ patients on Reliability Dimension

No	Reliability Dimension Statement	n	Mean Expectation	Mean Satisfaction
1	Medical care service procedure at hospital is fast, responsive and kind as accordance with service procedure.	75	4.07	3.55
2	Doctor and nurse is providing proper service and accordance to procedure	75	4.13	3.69
3	Emergency room service is running in order, well, proper and accordance to procedure.	75	4.08	3.76
4	Outpatient service has been running well in order, well, proper and accordance to procedure.	75	4.03	3.61
5	Inpatients service is running in order, well, proper and accordance to procedure.	75	4.15	3.81
6	Facility and medical infrastructure at RSUD Fakfak is available properly, in order and well.	75	4.23	3.60
7	Quality of medical care service in RSUD Fakfak is in line with expectations of patient/visitor	75	4.21	3.48
Average			4.13	3.64
Gap = (Mean Satisfaction-Mean Expectation)				-0.49
CS Index = (Mean Satisfaction/Mean Expectation) x 100%				88.13%

Source: Primary Data.

Based on table 6 above gap between satisfaction service on RSUD Fakfak environment with patients/ visitor expectation was low, which was as much as -0,49. Based on CSI (Customer Service Index) number showed as much as 88,13% which the number was categorized as “Satisfy”.

Table 7. Gap Analysis on RSUD Fakfak visitor/ patients on Assurance Dimension

No	Assurance Dimension Statement	n	Mean Expectation	Mean Satisfaction
1	Doctor and nurse is providing a good and proper service for patient	75	4.28	3.68
2	Doctor, nurse and administrative staff at RSUD Fakfak have a good and professional quality	75	4.17	3.56
3	Complaint from public upon medical care service has been response and fixed.	75	4.23	3.49
4	Service fee is appropriate with the service provided and not too expensive.	75	4.23	3.57
Average			4.23	3.58
Gap = (Mean Satisfaction-Mean Expectation)				-0.67
CS Index = (Mean Satisfaction/Mean Expectation) x 100%				84.24%

Source: Primary data

Based on table 7 above gap between satisfaction service on RSUD Fakfak environment with patients/ visitor expectation was low, which was as much as -0,67. Based on CSI

(Customer Service Index) number showed as much as 84,24% which the number was categorized as “Satisfy Enough”.

Table 8. Gap Analysis on RSUD Fakkak visitor/ patients on Tangible Dimension

No	Tangible Dimension Statements	n	Mean Expectation	Mean Satisfaction
1	Facility and medical infrastructure is appropriate and accordance with standard.	75	4.20	3.68
2	All hospital staff are in uniform service, well-groomed, clean and polite	75	4.21	3.61
3	Registration booth is well maintain and proper	75	4.17	3.52
4	Waiting room for outpatients is clean, in order and comfortable	75	4.24	3.53
5	Bathroom / toilet is clean, odorless, and well maintained.	75	4.21	3.65
6	Inpatient room (IRNA) and Emergency Room (IGD) is in order properly, clean and well maintain	75	4.17	3.77
Average			4.20	3.63
Gap = (Mean Satisfaction-Mean Expectation)				-0.57
CS Index = (Mean Satisfaction/Mean Expectation) x 100%				86.43%

Source: Primary Data.

Based on table 8 above gap between satisfaction service on RSUD Fakkak environment with patients/ visitor expectation was low, which was as much as -0,57. Based on CSI (Customer Service Index) number showed as much as 86,43% which the number was categorized as “Satisfy”.

Table 9. Gap Analysis on RSUD Fakkak visitor/ patients on Empathy Dimension

No	Empathy Dimension Statements	n	Mean Expectation	Mean Satisfaction
1	Doctor and nurse are providing facilities to patients in getting medical care service.	75	4.32	3.55
2	Administrative staff is providing facilities to patients in getting administrative service. .	75	4.21	3.65
3	Doctor and nurse are always patience and smile in providing medical care to patients.	75	4.23	3.64
4	Waiting room facility at hospital is spacious, comfortable and clean.	75	4.08	3.43
5	Inpatients facility, outpatients and emergency room is providing medical room facility which is clean, in order and comfortable.	75	4.16	3.61
6	Medical worker is providing true information to patients related to given diagnostic.	75	4.24	3.67
Average			4.21	3.59
Gap = (Mean Satisfaction-Mean Expectation)				0.62
CS Index = (Mean Satisfaction/Mean Expectation) x 100%				85.27%

Source: Primary data

Based on table 9 above gap between satisfaction service on RSUD Fakfak environment with patients/visitor expectation was low, which was as much as -0,62. Based on CSI (Customer Service Index) number showed as much as 85,27% which the number was categorized as “Satisfy”.

Table 10. Gap Analysis on RSUD Fakfak visitor/ patients on Responsiveness Dimension

No	Responsiveness Dimension Statement	n	Mean Expectation	Mean Satisfaction
1	Administrative process in getting medical service is in order, proper and transparent accordance with service procedure	75	4.13	3.76
2	Doctor and nurse on duty is always stand by on 24 hours.	75	4.19	3.67
3	Doctor and nurse is act fast in providing medical care service to patient	75	4.24	3.76
4	Complaint of patient and their family about medical care service is responded / answered by Head of RSUD Fakfak immediately	75	4.24	3.61
5	Waiting hour for patient in any unit needed is not a long time	75	4.21	3.52
6	Hospital is forming and conducting information centre for patient/visitor	75	4.12	3.52
7	Medical worker is trained and able to work fast upon any condition and in emergency situation.	75	4.21	3.64
Average			4.19	3.64
Gap = (Mean Satisfaction-Mean Expectation)				-0.55
CS Index = (Mean Satisfaction/Mean Expectation) x 100%				86.87%

Source: Primary Data.

Based on table 10 above gap between satisfaction service on RSUD Fakfak environment with patients/ visitor expectation was low, which was as much as -0,55. Based on CSI (Customer Service Index) number showed as much as 86,87% which the number was categorized as “Satisfy”.

DISCUSSION

RSUD Fakfak is the only government hospital which is becoming referral health and patients place in Fakfak District and around. The result of expectation and satisfaction measurement is relatively good by internal staff (employee) of hospital and patient or visitor about hospital service. The measurements was conducting to see how far gap between satisfaction level and expected expectation upon every service at hospital. There were 5 dimensions of services quality shortened as RATER which measured on analysis of Gap and CSIndex. RATER stands for Reliability, Assurance, tangible, Empathy and Responsiveness. Based on Gap and CSIndex at internal hospital staff shows that internal hospital side was not satisfy or less satisfy with service at the hospital. It was because of many factors, which five dimensions have been tested was able to answer that matter.

Reliability dimension as shown from research result was generating Gap grade -1,89 and CSIndex was 56,79%. With those Gap grade and CSIndex it could be concluded that employee of the hospital was not satisfy upon service aspect on reliability dimension. This was contradicted by patient or visitor perception that visited to RSUD Fakfak who declared that they were satisfy with the service on this aspect of reliability as much as -0,49% with CSIndex 88,13%. In research done by Fening, Pesakovic and Amaria (2008) explained that on several aspects which influence work performance, focus on human resources was the most powerful aspects which prove that there was connection with the performance.

Reliability dimension was a dimension that reflects ability of the hospital to provide service to the public. Gasperz (2011) declared that success of an organization was depend on knowledge, skills, creativity, motivation, and back ground of their employees. That was why RSUD Fakfak management must pay attention to the reliability aspect of their employees.

In conducting a health care service, either medical or non-medical services, was hospital internal declares that they were not capable in providing service process which means that every units on the hospital was still have some problems to provide health care service, so that reliability aspect of RSUD Fakfak need to be increased.

Assurance dimension generate Gap grade -1,82 and CS Index 59,65%, which was contradicted with patient or visitor evaluation which shows CS Index as much as 84,24%. By those Gap grade and CS Index it could be concluded that internal hospital felt not satisfy towards service aspect on assurance dimension. Assurance dimension was a dimension that reflects assurance that could be provided by hospital to their employee to support excellent service which will be provided to the public. If internal staff could not provide proper assurance to support excellent service than the existing service conducted by RSUD Fakfak, need to be increased soon.

Tangible dimension as shown on measurement result show that Gap grade -2,38 and CS Index was 47,92%. Based on this result it was explained that internal hospital felt not satisfy with service aspect on tangible dimension. Tangible dimension means as dimension of physical form evaluation, service, facility, human resources, and others at the hospital that could be seen and feel by their senses. If hospital employee declares that tangible dimension of hospital was still lack or low, that often come many uncontrolled expectations in the hospital employees' minds which could be generate less impact on work loyalty. Important matter to pay attention was the leadership. So that they can manage human resources in hospital in many ways. Sihotang (2007) exposed that leadership was a very important factor and determining level of success of an organization. Different way of leadership to employee will determine different work performance.

Empathy dimension aspect show CS Index result as much as 63,51% which means employee felt less satisfy with management of RSUD Fakfak related to empathy dimension. Unquestioned thoroughly on this dimension, basically if there was a sick employee, supposedly RSUD Fakfak parties should pay attention on that matter by visiting the home of the employee and expressed certain attitude towards the sickness the employee has been suffering.

Also for responsiveness dimension which show CS Index number on 54,92% which means RSUD Fakfak employee were not satisfy on this dimension. One of the important examples on responsiveness dimension at hospital internal aspect was quick response of management of RSUD Fakfak on many aspects of its employee, such as periodic salary increase process, licensing process for employees so that they feel to be facilitated by RSUD Fakfak party.

Based on Gap result and CS Index at RSUD Fakfak employee showed that patient or visitor of the hospital felt satisfy at the service of the hospital. This was caused by many factors which for the matter. Based on data processed result it was shown that patient or hospital visitor based on

CS Index on each tables were obtained contradictive result with what hospital employee evaluated. Patient or hospital visitor declared that satisfy with service provided by the hospital. The differences were from level of knowledge of each different person. Employee or hospital internal has conduct study comparison many times with other hospital regularly so it was a valuable reflective for their hospital to be far less forward by hospital on other district, either in service, facility, human resources, management and other matter. This is as one of main trigger on low grade of Gap and CS Index at each internal dimension. While patient or hospital visitor have assumed that provided service is the best and appropriate service they have.

In this era, where hospital service is more competitive, as patient satisfaction is one of indicator that can provide information on a kind service that is able to provide patient expectation of that service. According to Padma, et.al (2009) declare that patient satisfaction depends on provider ability to provide consumer needs, and not caring whether provided service quality as good as provider can give, consumer will always need to obtained better service. Patient satisfaction assess based on many factors except delivery service process. Assessment on patient satisfaction very depend on their previous experiences (Oliver,1993). Based on that, Cronin and Taylor (1992) in Padma, et.al (2009) expose that service quality assessment were reflected from patient assessment as a whole as service quality into specific matter as satisfaction of patient which assess process and end result, without ignoring cognitive and emotional factors.

CONCLUSION

Based on research result it was shown that level of expectation and employee satisfaction or internal staff of RSUD Fakfak was in category “Not Satisfy” and “Less Satisfy”. This was contradictive with patient or visitor assessment on RSUD Fakfak which assess level of expectation and satisfaction using services quality of RATER instrument showed in category “Satisfy Enough” and “Satisfy”.

SUGGESTION

RSUD Fakfak must conduct several things concerning expectation and satisfaction of employee or hospital staff and patient as an effort to increase service. Several matter that need to be follow up, some of them as follows

1. Considering and increasing level of satisfaction of patient or visitor by always paying attention on reliability, assurance, tangible, empathy and responsiveness dimension, by measuring CS Index regularly once a year. Result of this assessment in several years can show trend or tendency of what happens on level of satisfaction on internal employee of RSUD Fakfak and patients who come to the hospital
2. Management of RSUD Fakfak should pay more attention on their employee condition by more caring and accompanying them. More increased level of satisfaction, it is expected that their loyalty and work performance will be more increase too
3. Management RSUD Fakfak need to develop Hospital Information System as an effort to efficiency and increasing its employee productivity
4. Management of RSUD Fakfak need to increase their managerial hospital management ability and supported by strong leadership owned by head of the hospital

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