

Implementation of Organizational Culture and Work Discipline to Patient Satisfaction through Quality of Health Services in Indonesia

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Abstract

This report concerns issues with the provision of health care in Indonesia relating to the quality of health facilities that do not conform to health services' requirements. The data in this analysis will be processed using the Social Sciences Statistical Package (SSPS) software. The survey used in this analysis takes as much as 100 patients into the whole population through sampling methods, thereby creating opportunities for patients as respondents to respond systematically to data collection. The analyses have shown that: 1) The implementation of the corporate culture influences patients' happiness explicitly; 2) Regulation of job discipline impacts patient satisfaction. 3) Level of service significantly affects customer loyalty. 4) Applying the workplace culture impacts explicitly the quality of health care. 5) Regulation of job professionalism has a positive influence on the quality of health care. 6) The corporate culture's implementation has an insatiable effect on patient satisfaction through health care quality. 7) Regulation in job disciplines has an indirect impact on customer care by delivering health facilities whereby the enhancement of the quality of service can provide a constructive implementation of organizational accountability consistent with patient satisfaction.

Keywords: service, culture, patient, quality, Indonesia

1. Background

This study contributes to the type of public programs offered by the government, one of which is how the government addresses public health needs. Changes in the health system are expected to hit every level of society. The public does not have to fear, and the government has provided services that make it possible for individuals to enjoy health facilities without burdening the community.

In the age of Industry 4.0, which demanded all industries' planning to succeed in the new era, one of the sectors at the center of focus is the health sector. The industry requires recognition by both the public and the government. Appreciation from the population involved is a form of satisfaction of the health services experienced by service users, including patients, while at the same time. To improve the quality of care, health services, particularly health centers and hospitals, are needed.

To increase patient satisfaction, the quality of care, ranging from human resources to infrastructure offered by health services, must also be enhanced. One of the things that need to be done is the working atmosphere, such as the lighting, plumbing, ventilation, and cleanliness of each room and facility that supports health care so that consumers of health services feel relaxed. According to Kotler & Keller (2016), customer satisfaction represents the health care patient's feelings in contrasting the quality of performance they expect from what they currently receive. It can also be assumed that the patient's degree of happiness depends on the number of expectations and the reality that the patient has learned from the health services that he has used.

Factors that influence the degree of patient satisfaction are the conduct of human resources care providers or medical teams, environmental factors, completeness of hospitals and equipment, and the need for patients' rights over their bodies (Barker, 2004). TROS (The Right to Self-Determination) is the right to self-determination.

Human capital in health care is the most important thing to enhance the standard of mopayan to meet customer satisfaction. Nurses are one of the most significant human capital for health care in hospitals and health facilities because they are more common (55-65 percent). In contrast, nurses are human resources that offer the most services to service consumers. To ensure that nurses make the best commitment to improving the quality of care, it is also essential to increase nurses' quality to maximize customer satisfaction (Qumariah, 2016; Kanto et al., 2020; Umanilo, 2020; Nuraini et al., 2019).

Backed by Waworuntu's view (1997) that "A professional person in the world of state administration mastered the needs of the community and knew how to satisfy and meet the needs of the community. The community needs to be satisfied by meeting its needs. So that people feel like a king, it must be well served".

2. Literature Review

2.1. Application of organizational culture to patient satisfaction

The natural rise in customer satisfaction is attributed to many reasons, one of which is improving an acceptable corporate culture. Organizational culture is a component of administrative actions in meeting the goal of raising customer happiness in this situation. It can also be inferred that a health care system's culture is the culture of a group of individuals engaged in a health service container to accomplish the aim of a health service.

Jeff Cartwright In Wibowo & Phil (2016) says 'Change Society Organisation A Psychological Trip.' So, To Change Is Difficult, In Change Culture Organization Traditional To Culture Organization New Required Strategy Strategic And Implementation That Enough Many Eat Time Dan Electricity. Since Improvement Already Can Start, So Can Monitored Periodic Toward Progress Dan Need Change To On Letters Climax Definition Culture Organization Relevant.

Kreitner & Kiniki (2014) said that the organization's culture is the organization's connection through the observance of existing values, societal principles, and symbolic resources to be accomplished. From the clarification above, it can be inferred that organizational culture is the organization's aim to influence other mobilizers to make constructive movements to achieve a goal.

H1: The implementation of the corporate ethos has a positive impact on the happiness of the patient. Patients want health professionals who are continually changing and applying a robust corporate culture, particularly to comments selected at least so that patients feel pleased with the care rendered by health workers.

2.2. Regulation of the discipline of work against customer satisfaction

The domain is the essence of an individual to obey the laws in an organization and correct an organization's aspects that might violate the rules. Whereas in the sense of leadership, compliance is a characteristic that can punish subordinates who breach procedures and regulations. Discipline is the employee's self-control, and execution determined to demonstrate the team's sincerity in operating on the enterprise. (Coslinda et al., 2015). While Handoko (2011) suggests that discipline is a managerial practice that should conform with organizational norms, the field's essence is one of the organization's guides when compliance with corporate standards. According to Levine (2019), calculating a person's discipline level in an organization can be seen from the time of workers' arrival, the habit of dressing, and the method of carrying out their job to completion.

H2: Enforcement of job discipline has a strong and significant influence on patient satisfaction. This condition indicates that the direct application of job discipline, which tends to grow, would increase patient satisfaction.

2.3. Value of customer satisfaction program

According to Kotler (2011), customer satisfaction results induced by the contrast of desires or expectations with the benefit of his mate. Service consumers will be disappointed if the reality is not in line with their expectations. Still, if health staff's success achieves expectations or is the same as expected, they will be very pleased or happy. Service consumers will evaluate their assessment based on various factors, particularly the commitment that clients feel to the company since services will still think favorably about the goods or services that have pleased them (Jannah, 2001).

One of the attempts to preserve the business's efficiency is to establish satisfaction with patients since satisfaction is one of the keys to its performance (Rinantanti et al., 2019). Patient satisfaction relies on the patient's understanding of the level of care and the hospital's aspirations. If the customer wants more than the service's quality to be offered, the user will not be pleased. Conversely, if the desire is equal to or less than the service level to be delivered, the patient will feel less happy (Harfika & Abdullah, 2017).

Normasari et al. (2013) claimed that "customer satisfaction is a comparison between consumer perceptions of products or services about their respective expectations" Besides, according to Kotler (2011), "customer satisfaction is the level of one's feelings after comparing with his expectations".

H3: Quality of service has a positive and vital impact on customer satisfaction. This indicates that the direct quality of care that continues to improve in the right way can significantly improve customer satisfaction at the North Wara City Health Centre.

2.4. Applying the workplace culture impacts explicitly the quality of health care

Organizational culture becomes the focus of an individual's actions in the organization or activity of a person within the organization to transform the organization members' thought, mindset, and behavior in the provision of community service to fulfill the organization's goals. Meanwhile, Greenberg (2011) suggests that priority is being paid to three things that can build a corporate culture.

Organizational culture can be seen in part by the creators of the organization. Someone who also has factual beliefs is a charismatic personality, how the organization can function, and a clear vision. Since he played an active part in first welcoming employees, beliefs and attitudes can be communicated to new personnel. As the people recognize their opinions in the organization and as anticipated, the founder is still in the position.

H4: The implementation of the corporate ethos has a positive and vital impact on health care quality. This indicates that, if the performance of Corporate Culture has improved, it would have a substantive and essential effect on improving the North Wara City Health Centre's standard of care. This means, who have already been ready to help patients since they arrived and have been waiting for the queue number to be orderly, need to enhance this. The standard of care can be felt immediately by the patient and is pleased with health workers' success.

2.5. Regulation of job professionalism has a positive influence on the quality of health care.

Job practice shall be an individual's technical skills assiduously, consistently, continuously, and in compliance with the relevant requirements, which shall not be contrary to the accepted laws. According to Mangkunegara in Sinambela (2012), there are two leadership styles in work, namely corrective discipline and preventive discipline.

According to Nitisemito (1986), it is necessary to create discipline in an organization because most of the rules are desirable with the field (Bin tahir et al., 2020). The majority of workers can abide by the authorities. In this discipline, workers must carry out their work as quickly and accurately as possible, unless occupation can impose the likelihood of vision. The project that has been carried out cannot be done effectively and efficiently to negatively influence its direction.

H5: Implementation of job discipline has a positive and significant effect on the quality of care to strengthen workers' field. The service rate to patients can be continually increased indirectly and can also impact improve customer satisfaction in receiving health services from the government.

2.6. The implementation of the corporate culture has an insatiable effect on patient satisfaction through health care quality. The quality of service as a moderation indicator can positively impact patient satisfaction.

Any of the members of the organization will see the culture of the organization. Someone who also has factual beliefs is a charismatic personality, how the organization can function, and a clear vision. Since he played an active part in first welcoming employees, beliefs and attitudes can be communicated to new personnel. As the people recognize their opinions in the organization and as anticipated, the founder is still in the position.

Organizational culture also evolves beyond the external world and in the sense of administrative practice. For them, the company may see a void in the business and the industry. Organizational culture may also be formed between non-organizational communities of people who exchange interpretations of activities and behavior within the organization.

H6: The corporate ethos implementation has a positive and vital impact on customers' satisfaction through the quality of health services. The level of care to customer satisfaction achieved indirectly affects the corporate culture on patient satisfaction may benefit favorably by enhancing the quality of service to customers. It demonstrates that quality of service as a vector moderation can positively affect patient satisfaction to ensure that health staff is consistent.

2.7. Regulation of job discipline has an indirect impact on customer care by delivering health facilities whereby enhancing the quality of service can provide a constructive implementation of organizational compliance consistent with the development of patient satisfaction.

Jatilaksono & Indartono (2016) The effect of work discipline and organizational culture on employee performance the analysis's findings showed that: (1) Work discipline has a positive and vital impact on employee performance. (2) The corporate culture has a critical and robust influence on the success of workers. (3) The discipline of job and corporate culture together has a positive and important impact on workers' victory. Sudan (2016) The effect of work motivation and professionalism on job satisfaction and its effect on the success of nurses in the Sumedang District Public Hospital

H7: Enforcement of job professionalism has a substantive and essential impact on patients' satisfaction through health services quality. This shows that enhancing the quality of service can deliver a constructive implementation of operational discipline that is compatible with improving patient satisfaction. The findings of respondents who like pussy officers who are always ready to serve patients after arriving and queuing to orderly as with queue numbers need to be strengthened.

3. Methodology

This research's design is a survey with a quantitative approach, by obtaining data in the form of numbers or qualitative data that is estimated. This research was carried out at the North Wara City Health Center. The time needed to complete this research is from August to October 2019. The population in the study was visiting patients at the North Wara City Health Center. The population was taken in the last three months in May 2019 as many as 1626 patients. While in July 2019, 1238, patients and in July 2019 as many as 1390 patients, so 4224 patients visited the last 3. In this study, the number of population members of 4224 patients visiting the North Wara City Health Center and the desired precision with a set error tolerance limit is 10%. Therefore, the number of samples in this study as many as 98 respondents using technic accidental sampling.

4. Results

4.1 Direct influence

To make it easier to analyze the functional relationship between the variables then the coefficient values are arranged in the form of Table 1 as shown in the table below:

Table 1. Direct Influence

Variable Independen	Variable Dependen	Symbol	Beta Coe	Sig	SE
Work discipline (X1)	Patient satisfaction (Y1)	X1--> Y1	0.438	0.004	0.009
Quality service (X2)		X2--> Y1	0.749	0.000	0.057
Work discipline (X1)	Organizational culture (Y2)	X1--> Y2	0.542	0.000	0.058
Quality service (X2)		X2--> Y2	0.686	0.001	0.035
Patient satisfaction (Y1)		Y1--> Y2	0.581	0.000	0.055

Beta coefficient of the influence of work discipline (X1) on patient satisfaction (Y1) is 0.438 with a SE value of 0.009 at a significance level of 0.004. These coefficients indicate that work discipline (X1) has a positive effect on patient satisfaction (Y1). This means that an increase in work discipline (X1) will be followed by an increase in patient satisfaction (Y1) with the assumption that other factors that affect the size of patient satisfaction (Y1) are considered constant. The beta statistical value of the effect of work discipline (X1) on patient satisfaction (Y1) is 0.438 with a significance of 0.004 or below 0.05. This means that work discipline (X1) has a positive and significant effect on patient satisfaction (Y1).

Based on the evidence results, the application of organizational culture becomes very important related to the increase in patient satisfaction Wara North City Health Center. This research is the same as Jatilaksono & Indartono's (2016) research on similar variables. The results showed the application of work discipline directly to satisfaction gave an influence, the first hypothesis is accepted, or there is a linear relationship of application of work discipline to patient satisfaction. This proves that directly the implementation of work discipline that continues to increase will impact increasing patient satisfaction at the North Wara City Health Center.

The results were also proven by the statements of 69 respondents (69%) who are Reprimanding the patient or the patient's family when violating the patient's code of conduct. The word health center officers perform actions by the SOP and the duties provided by the community's conditions and the standards of Health center" as many as 68 respondents (68%) both statements in agreement. This proves that Health center Wara Utara Kota's patients want regularity and enforcement of discipline related to medical rules and actions that are as important as SOP so as not to happen unwanted things. The results obtained above are in line with Sudan research (2016).

4.2 Total Influence

Based on the results of the scheme as presented in table 2, the total effect is obtained, the independent variables, namely organizational commitment and rewards and punishments on employee performance. as can be seen in the following table:

Table 2. Total Influence

Variable Independen	Variable Dependen	Coefficient
Work discipline (X1)	Organizational culture (Y2)	5.709
Quality service (X2)		4.066
Patient satisfaction (Y1)		1.281

The total effect of work discipline (X1) on organizational culture (Y2) is equal to the direct effect plus the indirect effect, namely: 5.709. This indicates that work discipline can improve organizational culture through the combination of direct and indirect effects of 5.709. The total effect of quality service (X2) on organizational culture (Y2) is equal to the direct effect plus the indirect effect, namely: 4.066. This indicates that quality service can improve organizational culture through the combination of direct and indirect effects of 4.056. The effect of patient satisfaction (Y1) on organizational culture (Y2) is 1.281. This indicates that patient satisfaction can improve organizational culture through the combination of direct and indirect effects of 1.281.

The results showed that the direct influence of work discipline is 5.709 coefficient, that indicates if the field of work has improved, it will have a positive impact on the organizational culture at the North City Wara Health Center. At calculate Value of work discipline is 5.709 coefficient. This indicates that the work discipline has a positive and significant effect on the organizational culture in North Wara City Health Center's.

The results showed the direct influence of patient satisfaction on organizational culture is 1.281 coefficient, this proves if the application of patient satisfaction increases, it will positively and significantly influence the organizational culture at the North Wara City Health Center. The results were also proven by the number of respondents selected at most, namely 66 respondents (66%) namely "Administrative officers are ready to serve patients with a culture of queuing" and "Health services are not convoluted" as many as 62 respondents (62%).

5. Discussion

This proves that now the quality of service that continues to improve in a positive direction will significantly impact patient satisfaction at Wara North City Health Center. This result is evidenced by the most selected statements of respondents in the category of agreeing with 73 respondents (73%). The information is "Officers provide the best solution to health problems experienced by patients," and the statement "Medical officers are responsive and reliable in providing services to patients" as many as 71 respondents (71%). This shows that the patients of Health center Wara Utara Kota are more concerned with the best solutions are given by health workers related to the problems or diseases they suffer to get a cure as soon as possible, always responsive in providing services to patients. This research is supported by previous researchers whose research is in line with yogi Yunanto (2013).

Based on the results of the evidence can be concluded that the application of organizational culture becomes very important related to the quality of services provided by health officers Wara North City Health Center to patients to give a good influence on the level of patient satisfaction to the services received and supported by previous research that examines similar things (Jatilaksono & Indartono, 2016).

The respondents' most selected statements related to work discipline were "as many as 69 respondents (69%). The statement is "Reprimanding the patient or the patient's family when violating the patient's code of conduct and the statement "Health centre officers perform actions by the SOP and the duties provided by the conditions of the community and health centre standards" as many as 68 respondents (68%) both statements in agreement. This proves that Health centre Wara Utara Kota's patients want regularity and enforcement of discipline related to medical rules and actions that are as important as SOP so as not to happen unwanted things.

The head of Wara Utara City Health Center must continue to improve the discipline of work to employees so that the quality of services to patients can be continuously enhanced indirectly and impact improving patient satisfaction in obtaining health services from the government. There have been previous studies examining similar variables made by Sudan (2016).

6. Conclusion

Based on organizational culture research results on the quality of service and the influence of service quality on patient satisfaction ($0.227 \times 0.500 = 0.114$). It indirectly obtained organizational culture's effect on patient satisfaction by improving service quality to Wara North City Health Center. This shows that the quality of service as a moderation variable can positively influence patient satisfaction so that health workers in North Wara City Health Center consistently maintain this. With the choice of respondents' answers on the variable happiness that the statement "Health centre looks clean and in a safe condition." selected at most 71 respondents (71%) in the category agreed. The word "I am satisfied with health facilities to patients" was chosen by as many as 66 respondents (66%). Organizational culture research on the quality of service and the Value of service quality will influence patient satisfaction ($0.697 \times 0.500 = 0.34$). It shows that service quality improvement can provide the positive application of organizational discipline consistent with the increase in patient satisfaction Wara North City Health Center. Respondents like Health centre officers are always ready to serve patients since they arrive and queue for orderly with queue numbers. This needs to be improved so that the quality of service can be felt directly by patients and they feel satisfied with health workers' performance at the North Wara City Health Center. They were reinforced by Sudanese research (2016), which examined similar variables.

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