
The Effect of Organizational Commitment and Service Quality on Patient Satisfaction Mediated by Employee Performance in Tgk.abdullah Syafi'i Beureunuen Regional General Hospital

*Aci Erfiyan, Muhammad Adam, T. Meldi Kesuma

Management Department, Universitas Syiah Kuala, Indonesia

DOI - <http://doi.org/10.37502/IJSMR.2022.5410>

Abstract

This study examines the effect of organizational commitment and service quality on patient satisfaction mediated by employee performance IN the Tgk. Abdullah Syafi'i Beureunuen Regional General Hospital (TAS Hospital). The population was 34,759 people consisting of inpatients and outpatients at the TAS Hospital in 2021. Sampling was determined using 5 x 30 indicators so that a total sample of 150 people is obtained. The research model was analyzed using the PLS model. The results explain that organizational commitment affects employee performance, service quality affects employee performance, organizational commitment does not affect patient satisfaction, service quality does not affect patient satisfaction, employee performance affects patient satisfaction, organizational commitment affects patient satisfaction through employee performance, and service quality affects Patient Satisfaction through Employee Performance. The model test also proves that the employee's performance functions as a full mediator. Thus, this tested model explains that the model for increasing patient satisfaction at RSUD TAS is a function of strengthening commitment, improving service quality, and improving employee performance.

Keywords: Organizational Commitment, Service Quality, Employee Performance, Patient Satisfaction.

1. Introduction

Regional General Hospital Tgk. Abdullah Syafi'i (TAS TAS) located in Beureunuen, Pidie Regency, Indonesia, is one of the hospitals that have the responsibility to carry out public health services in Pidie Regency. In carrying out its main duties and functions, RSUD TAS requires qualified employees so that the programs that have been determined by the agency can be achieved optimally so that the performance obtained by the agency will also be maximized. As for the performance of TAS RSUD employees, it can be seen from the employee performance appraisal report which will be presented in the following table:

Table 1. Work Achievement of TAS Hospital Employees in 2021

No	Value	Number of Employees	Percentage
1	Very Good	2	1.2
2	Good	122	70.5
3	Enough	49	28.3
4	Less	0	0
5	Bad	0	0
Total		173	100

Source: TAS Hospital, 2022

Based on Table 1, it is known that the work performance of TAS RSUD employees is very good (1.2%), Good (70.5%), Enough (28.3%), Less (0%), and Poor (0%). These results indicate that the performance of TAS Hospital employees so far is said to be not optimal. RSUD TAS continues to strive to improve performance from year to year, starting with staff placement following educational qualifications, adjustment of main tasks and functions to the profession, the discipline of working hours, attendance, and so on. For staff in charge of serving patients in general, employees are provided with special training.

In addition to using the Employee Work Unit to assess the work of TAS Hospital employees, which consists of specialist doctors, doctors, nurses, midwives, and other health workers, performance appraisals to improve the quality of public services and hospital credibility can be assessed by users of health services, in this case, the community or patients and stakeholders, therefore the Hospital continues to be committed to improving the quality of services by showing a high work ethic. RSUD TAS is committed to helping local governments to continue to make improvements, this can be seen from the increase in the type of hospital from Type D to Type C and the change in status to a Regional Public Service Agency, this is done so that hospitals can independently manage both facilities and infrastructure fulfillment of health human resources, specialist doctors and finance.

The improvement of the quality of services at the TAS Hospital is indeed not 100 percent maximum, but in the process of moving towards a better direction, if we evaluate from 5 years ago, there have been many changes that can be seen from health facilities, infrastructure, and human resources. The increasing quality of service, both facilities and infrastructure, and professional human resources shows the commitment of the leadership and all managers to improve services to provide satisfaction to patients. Patient satisfaction is the goal of TAS Hospital as a community service institution. Patient satisfaction or dissatisfaction cannot be separated from the role of employee performance, organizational commitment, and service quality.

However, based on the report data issued by the TAS RSUD in 2021, it can be seen that the number of patients at the TAS RSUD has continued to decline in the last three years. The report data requires the leadership at TAS Hospital to analyze and evaluate whether this is due to employee performance or due to declining service quality so that organizational commitment is needed.

2. Literature

Satisfaction

Customer or patient satisfaction is a level of patient feeling that arises as a result of the health service performance he gets after the patient compares it with what he expects (Kotler & Keller, 2018). The depth of this feeling is the result of the degree to which the perception of the consumer can match what is expected (Daryanto & Setyobudi, 2014). (Ximenes, Aniroh, & Aini, 2015) stated that patient satisfaction can be measured from indicators such as (1) conformity of expectations, (2) interest in revisiting, (3) willingness to recommend, (4) skills, (5) affordability of costs, and (6) conducive environment

Employee Performance

(Uha, 2013) and (Gibson, Ivancevic, & Konopaske, 2012) mentions performance is the result of a job related to organizational goals such as quality, efficiency, and other effectiveness criteria. Meanwhile, (Bernardin & Russell, 2012) and (Robbins & Judge, 2017) state employee performance is the result of work during a certain period compared to various possibilities. Then (Mangkunegara, 2013) and (Mahmudi, 2015) mention many factors that affect performance, which include personal factors, leadership factors, team factors, system factors, and situational factors. In government organizations, employee performance can be measured using indicators as mentioned in PP no 30 of 2009 namely (1) quantity, namely the level of error, damage, and accuracy, (2) quality, namely the amount of work produced, (3) time, (4) service orientation, (5) commitment, (6) initiative, and (7) teamwork.

Organizational Commitment

According to (Luthans, 2013) and (Kreitner & Kinicki, 2014) Expressing organizational commitment is a reflection where an employee recognizes the organization and is committed to its goals. (Mowday, Porter, & Steers, 2013) called work commitment as another term for organizational commitment. Organizational commitment can be measured using indicators as expressed by (Sopiah & Sangadji, 2018) and (Pareek, 2004) namely (1) employee willingness (2) employee loyalty (3) employee pride (4) identification of beliefs and acceptance of a set of organizational values and goals, (5) involvement or participation in work activities, and (6) employee loyalty to the organization.

Service quality

Service quality is a basic guideline for service marketing because the product being marketed is a performance (quality) and performance will also be purchased by customers (Azwar, 2016). According to (Lukman, 2004) Service is a sequence of activities that occur in direct interaction with people or physical machines and provide customer satisfaction.

Understanding the concept of service quality is tied to patient satisfaction, although patient satisfaction is not always the same as quality service (Hasanuddin, Rachma, & Wahono, 2020). (Parasuraman, Zeithaml, & Berry, 1988) states that service quality can be measured by: Reliability, Responsiveness, Assurance, Attention, and Tangible.

Research Models and Hypotheses

From the problems and the basis of the literature described, the research framework and hypotheses formulated by the researcher are as follows.

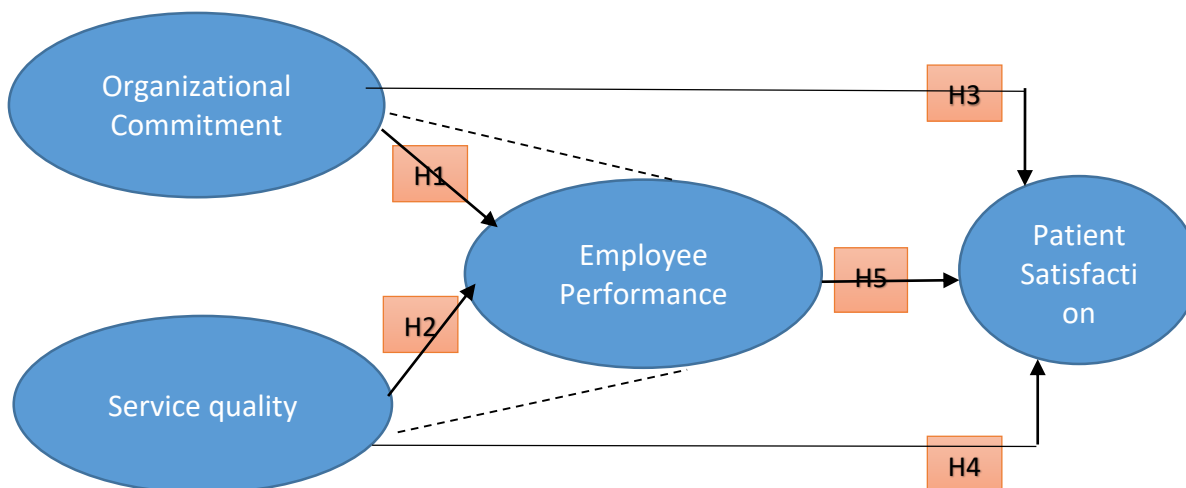


Figure 1. Research Framework

H1: Commitment Affects Employee Performance

H2: Service Quality Affects Employee Performance

H3: Commitment Affects Patient Satisfaction

H4: Service Quality Affects Patient Satisfaction

H5: Employee Performance Affects Patient Satisfaction

H6: Commitment Affects Patient Satisfaction through Employee Performance

H7: Service Quality Affects Patient Satisfaction through Employee Performance

3. Method

This research was carried out at the TAS Hospital, located in the city of Beureunuen. The objects were Organizational Commitment, Service Quality, Employee Performance, and Patient Satisfaction. The population was 34,759 people consisting of inpatients and outpatients at the TAS Hospital in 2021. The number of samples was determined based on the provisions of (Hair, Hult, Ringle, & Sarstedt, 2016) which suggests that the minimum number of samples in a study must be 5 times greater than the number of indicators used in the study. Based on these provisions, the number of samples for this study was 150 respondents (5x30 indicators). The sampling technique used was proportionate stratified random sampling (Sekaran & Bougie,

2016). The sample criteria in this study were: (1) the patient had visited the hospital at least 3 times in the last 3 years (2019 to 2021), and (2) the patient was at least 20 years old.

Table 2. Population and Sample

No	Patient Type	Amount	Age		Number of visits by patients aged 20 years		Sample
			< 20 years	≥ 20 years	1-2 Time	≥ 3 Time	
1	Inpatient	8.403	3.226	5.177	3.322	1.855	35
2	Outpatient	26.356	7.544	18.812	12.315	6.497	115
Amount		34.759	10.770	23.989	15.637	8.352	150

Source: TAS Hospital, 2021

Research data were collected by distributing questionnaires and documentation. Data was measured using a Likert scale. Verification hypothesis testing was carried out using PLS statistical equipment.

4. Result

Verification hypothesis testing was carried out to test a theoretical study or prove the results of previous studies, and the analysis describes the effect of organizational commitment, service quality, and employee performance on patient satisfaction. The results of testing the verification hypothesis are shown in Figure 2 below.

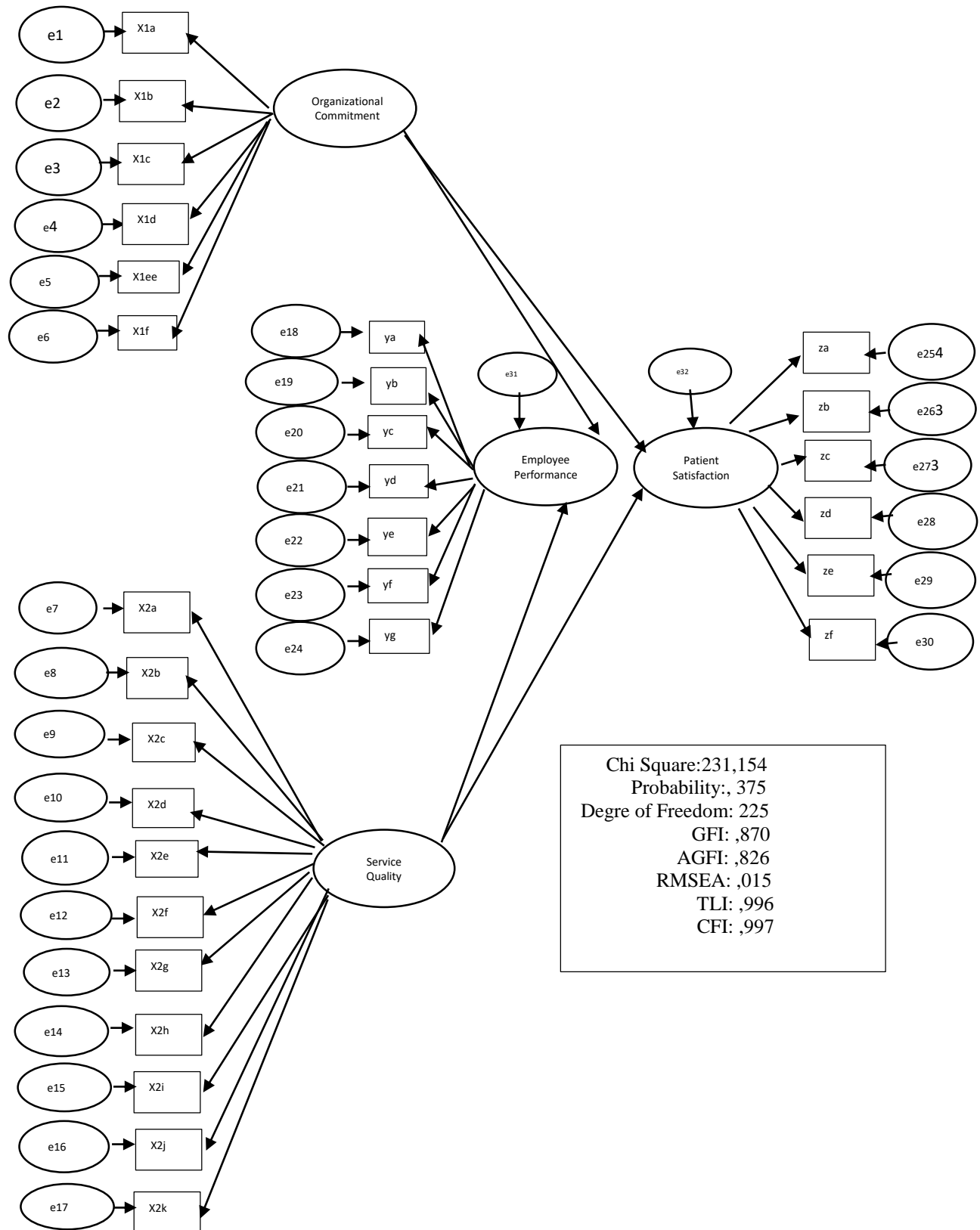


Figure 2. Full Model Analysis

The results of the direct effect are obtained as presented in table 2 below.

Table 3. Direct Effect Test Results

Influence between Variables		Path Coefficient	Significance Value (P)
Employee Performance	←..... Organizational Commitment	0.374	0.005
Employee Performance	←..... Service Quality	0.560	0.000
Patient Satisfaction	←..... Employee Performance	0.453	0.035
Patient Satisfaction	←..... Organizational Commitment	0.115	0.475
Patient Satisfaction	←..... Service Quality	0.147	0.432

Based on Table 3, it is known that the influence between organizational commitment, service quality, patient satisfaction, and employee performance is as follows:

- 1) Organizational commitment does not affect patient satisfaction, it is shown from the coefficient value of 0.374 with P 0.005.
- 2) Service quality does not affect patient satisfaction, it is shown from the coefficient value of 0.560 with P 0.000.
- 3) Employee performance affects patient satisfaction, it is shown from the coefficient value of 0.453 with P 0.035.
- 4) Organizational commitment affects employee performance, it is shown from the coefficient value of 0.115 with P 0.475.
- 5) Service quality affects employee performance, it is shown from the path coefficient value obtained is 0.147 with P 0.432.

The indirect effect hypothesis testing is carried out with the Sobel test which is explained as follows:

Table 4. Indirect Effect Test Results

$\eta_1 \leftarrow \zeta$ (a)	$\eta_2 \leftarrow \eta_1$ (b)	$\eta_2 \leftarrow \eta_1 \leftarrow \zeta$ (axb)	Significant Value (P)
EP \leftarrow OC (0.374)	PASA \leftarrow KP (0.453)	PASA $\square \leftarrow$ EP \leftarrow OC (0.169)	0.032
EP \leftarrow SERQ (0.560)		PASA $\square \leftarrow$ EP \leftarrow SERQ (0.253)	0.021

Source: Primary Data, 2022 (Processed) - Appendix 5

Information:

ζ = Exogenous Variable

$\eta 1$ = Intervening Variables

$\eta 2$ = Endogenous Variables

OC= Organizational Commitment

SERQ= Service quality

EP= Employee Performance

PASA= Patient Satisfaction

Table 4 reveals the role of organizational commitment and service quality on satisfaction indirectly through employee performance that is figured as follows:

- 1) Organizational commitment affects patient satisfaction indirectly through employee performance, it is shown from the coefficient value of 0.169 with P 0.032.
- 2) Service quality affects patient satisfaction indirectly through employee performance, it can be seen from the coefficient value of 0.253 with P 0.021.

Based on Table 3 and Table 4, it is known that the path coefficient and significant value of the influence between variables which if transformed in the form of the following figure:

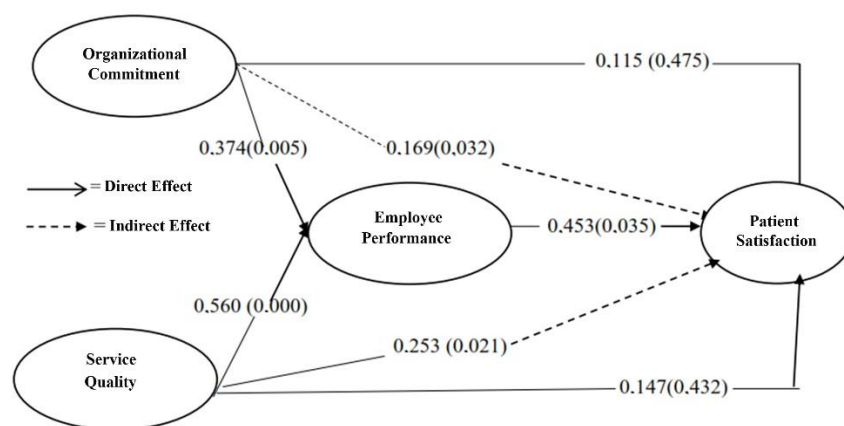


Figure 3. Hypothesis Testing Results

From the results above, it is explained as follows:

1. The Role of Commitment to Employee Performance

It is known that commitment affects employee performance with coefficient 0.374 and P 0.005 so it explains that commitment has a contribution in improving performance by 37.4%. The results also indicate that the organizational commitment found in the TAS Hospital is something that can determine the employee's performance which results indicate that the better the organizational commitment in the TAS Hospital, the higher the level of employee performance in the agency. This result is also following the research by (Setiawati & Tjahjono, 2017) who found that commitment has a role in improving employee performance.

2. The Role of Service Quality on Employee Performance

It is known that service quality affects employee performance with coefficient 0.560 and P 0.000 so reveals that service quality has a contribution in improving employee performance by 56.0%. Which the results indicate that the better the quality of service in the TAS Hospital, the more the performance of employees in the agency will increase. This result is also following the research by (Suaib, Indar, & Jafar, 2017) who found that service quality had a role in improving employee performance.

3. The Role of Commitment to Patient Satisfaction

It is known that commitment does not affect patient satisfaction with coefficient 0.115 and P 0.475 so it figures that commitment does not have a contribution in increasing patient satisfaction because the significant value obtained is > 0.05 . The results of this study are following the results of research conducted by (Liana, 2015) which the results of the study found that commitment did not have a significant effect on increasing satisfaction, in contrast to the results of research by (Setiawati & Tjahjono, 2017) which suggests that there is an effect of commitment on satisfaction, while the results of this study find that commitment does not have a significant effect on increasing satisfaction. However, the results of the study do not at all prove that this research is not true or less relevant, due to the results of other studies which have the same results as this study, namely the results of research by (Liana, 2015) who also found that commitment did not play a role in increasing satisfaction.

4. The Role of Service Quality on Patient Satisfaction

It is known that service quality does not affect patient satisfaction with coefficient 0.147 and P 0.432, so it shows that service quality does not have a contribution in increasing patient satisfaction because the significant value obtained is > 0.05 . These results are not following the results of research conducted by (Manzoor, Naveed, & Habib, 2012), (Noor, 2020), which the results of these studies found that service quality played a role in increasing satisfaction, while the results of this study found that service quality did not have a significant effect on increasing satisfaction. However, the results of this study do not at all prove that this research is not true or less relevant, because other research results by (Nurak & Riana, 2017) also found that service quality did not play a role in increasing satisfaction.

5. The Role of Employee Performance on Patient Satisfaction

It is known that employee performance affects patient satisfaction with coefficient of 0.453 and P 0.035 so it means that employee performance has a contribution in increasing patient satisfaction by 45.3%. The results reveal that the performance of the TAS RSUD employees is something that can determine patient satisfaction, which results indicate that the higher the performance level of the TAS Hospital employees, the greater the satisfaction of patients receiving treatment. The results of this study are also following the results of research by (Mahmud, Basalamah, & Latief, 2019) which found that employee performance plays a role in increasing satisfaction.

6. The Role of Commitment to Patient Satisfaction through Employee Performance

The mediation effect of employee performance on the effect of commitment to patient satisfaction is explained as follows:

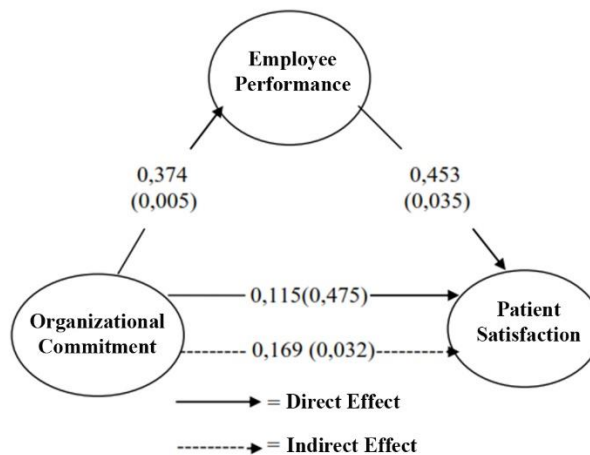


Figure 4. Mediation Effects of Employee Performance on the Organizational Commitment Affecting Patient Satisfaction

Based on Figure 4, it is known that organizational commitment has a significant effect on patient satisfaction indirectly through employee performance with a path coefficient of 0.169 and P 0.032. These results conclude that the better the organizational commitment at the TAS Hospital, the higher the level of performance of employees in the agency which indirectly also has a contribution in increasing patient satisfaction in the TAS Hospital by 16, 9%. The results of this study are also following the results of the study (Setiawan, Pradhanawati, & Budiatmo, 2014) which the results of the study found that organizational commitment plays a role in increasing satisfaction indirectly through performance.

Based on Figure 4, based on the provisions put forward by (Baron & Kenny, 1986) which the provisions have been developed by (Nitzl, Roldán, & Cepeda-Carrion, 2016), and (Sarstedt, Ringle, & Hair, 2017) to be applied in the Structural Equational Model, it is concluded that employee performance in this study acts as a perfect mediation on the effect of organizational commitment on patient satisfaction, it is shown from the results of the study which found that organizational commitment did not have a significant effect on patient satisfaction directly but the organizational commitment has a significant indirect effect on patient satisfaction through employee performance.

7. The Role of Service Quality on Patient Satisfaction Through Employee Performance

The mediation effect of employee performance on the effect of service quality on patient satisfaction will be explained as follows:

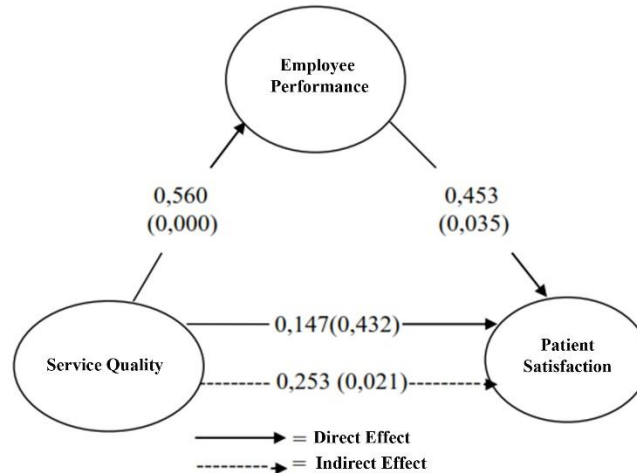


Figure 5. Mediation Effect of Employee Performance on the Service Quality Affecting Patient Satisfaction

Based on Figure 5, it is known that service quality has a significant effect on patient satisfaction indirectly through employee performance with a path coefficient of 0.253 and P 0.021. These results conclude that the better the quality of service provided at the TAS Hospital, the higher the level of performance of employees in the agency, which indirectly also has a contribution in increasing patient satisfaction in the agency by 25,3%. The results of this study are also following the results of the study (Taufik et.al, 2017) which results of the study found that service quality has an influence that improves performance indirectly through satisfaction.

Based on Figure 5, referring to the provisions put forward by Baron and Kenny (1986) in which these provisions have been developed by (Nitzl et al., 2016), and (Hair et al., 2017) to be applied in the Structural Equation Model, it is concluded that the performance of employees in this study acts as a perfect mediation between the effect of service quality on patient satisfaction, this can be seen from the results of research which found that service quality did not affect satisfaction directly but service quality influenced indirectly. Direct patient satisfaction through employee performance.

Implications of Research Results

Based on the results of this study, satisfaction with treatment at RSUD TAS is obtained from the role of employee performance in the agency. Thus, the implications that can be applied by the TAS Hospital from the results are that to further increase the satisfaction of patients seeking treatment at the agency, things that can be done by the relevant agencies are by giving rewards to employees who contribute more to the sustainability of the agency, as for the form rewards that can be given such as providing opportunities for promotion to employees who excel both medical and non-medical personnel, providing compensation in the form of bonuses to employees whose work exceeds the target who work wholeheartedly to make patients who seek treatment feel satisfied.

On the other hand, the performance of TAS RSUD employees also has an important role in mediating the influence of commitment and service quality in increasing patient satisfaction who seek treatment at TAS RSUD, this indicates that when organizational commitment and service quality in the agency has been implemented properly, then the existence of a high level of employee performance will have a positive impact on increasing patient satisfaction. Thus, the implications that can be applied by the TAS Hospital from the results of this study are to improve organizational commitment and the quality of services in the agency to make it even better, the thing that can be done by the related agency is by increasing the stability of the employee's work. in the agency and also adjust the compensation given to employees according to the contribution of each employee, both medical and non-medical personnel.

5. Conclusion

The results explain that organizational commitment affects employee performance, service quality affects employee performance, organizational commitment does not affect patient satisfaction, service quality does not affect patient satisfaction, employee performance affects patient satisfaction, organizational commitment affects patient satisfaction through employee performance, and service quality affects Patient Satisfaction through Employee Performance. The model test also proves that the employee's performance functions as a full mediator. Thus, this tested model explains that the model for increasing patient satisfaction at RSUD TAS is a function of strengthening commitment, improving service quality, and improving employee performance. With the completion of the model testing, this model deserves to be a reference for further researchers to develop their research by adding new variables.

Several recommendations for practitioners were also mapped out, especially for the research subject, namely the management of the TAS Hospital. The statement item "Staff who work at the hospital faithfully accompany patients without complaining at all" on the organizational commitment variable is a statement that has the lowest average value among other items, it indicates that the employees of the TAS Pidie District Hospital have not fully implemented this commitment. In providing services to patients. Therefore, it is suggested to the agency to carry out supervision and evaluation of the extent to which the commitment of patient assistance is carried out by employees, in this case, medical personnel.

The statement item "The service provided is very fast and does not take long" on the service quality variable is a statement item that has the lowest average value among other items, this indicates that there are still TAS RSUD employees who provide services that are not on time. Therefore, it is suggested to the agency to re-evaluate the provision of services following the quality standards that have been set following the duties and functions of their respective jobs.

The statement item "they can work together with other employees in carrying out their duties" on the employee performance variable is a statement item that has the lowest average value among other items, this indicates that cooperation between employees, both medical and non-medical personnel at TAS Hospital not yet fully established. Therefore, it is suggested to the

agency to increase the sense of togetherness and kinship in the agency so that the relationship between employees can be established well so that it will be easier for employees when working with colleagues, especially in serving patients.

The statement item "the service provided is very good so I am interested in visiting again" on the patient satisfaction variable is a statement item that has the lowest average value among other items, this indicates that patients who seek treatment at RSUD TAS feel they have not been given the best service. Therefore, it is recommended for the agency to re-evaluate the job descriptions of its employees so that the tasks are carried out according to the standards that have been set with their respective abilities and carried out wholeheartedly.

References

- 1) Azwar, S. (2016). *Human Attitude: Theory and Its Measurement* (2nd ed.). Yogyakarta: Pustaka Pelajar.
- 2) Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182. <https://doi.org/10.1037//0022-3514.51.6.1173>
- 3) Bernardin, H. J., & Russell, J. E. A. (2012). *Human Resource Management* (6th ed.). New York: McGraw-Hill.
- 4) Daryanto, & Setyobudi, I. (2014). *Excellent customer and service*. Yogyakarta: Gava Media.
- 5) Gibson, J., Ivancevic, J., & Konopaske, R. (2012). *Organizations: Behavior, Structure, Processes* (14th ed.). New York: Mc Graw Hill.
- 6) Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). New York: SAGE Publications, Inc.
- 7) Hasanuddin, M. R., Rachma, N., & Wahono, B. (2020). The Influence of Product Quality, Service Quality and Customer Trust on Customer Loyalty (At Mr Beard Coffee Shop Customers Jl, Saxophone No. 47 Tunggul Wulung Lowokwaru Malang). *Jurnal Ilmiah Riset Manajemen*, 9(11), 39–53.
- 8) Kotler, P., & Keller, K. L. (2018). *Marketing Management, Global Edition* (15th editi). Harlow, United Kingdom: Pearson.
- 9) Kreitner, R., & Kinicki, A. (2014). *Organizational Behavior*. Jakarta: Salemba Empat.
- 10) Liana, L. (2015). The Effect of Organizational Commitment and Organizational Culture on Teacher Performance Mediated by Job Satisfaction (Case Study on Kesatrian High School Teachers in the Kesatrian Education Foundation). *PROSIDING SEMINAR NASIONAL MULTI DISIPLIN ILMU & CALL FOR PAPERS UNISBANK (SENDI_U) Kajian Multi Disiplin Ilmu Untuk Mewujudkan Poros Maritim Dalam Pembangunan Ekonomi Berbasis Kesejahteraan Rakyat*, 1–16. Semarang: Universitas Stikubank (Unisbank).

- 11) Lukman, S. (2004). *Service Quality Management*. Jakarta: STIA-LAN Press.
- 12) Luthans, F. (2013). *Organizational Behavior An Evidence-Based Approach* (8th ed.). New York: Mc Graw Hill.
- 13) Mahmud, S. F., Basalamah, S., & Latief, B. (2019). The Effect of Integrated Quality Management on Service Quality and Patient Satisfaction at Ibnu Sina Hospital Makassar. *PARADOKS : Jurnal Ilmu Ekonomi*, 2(4), 82–90.
- 14) Mahmudi. (2015). *Public sector performance management (2nd ed.)*. Yogyakarta: Unit penerbit dan percetakan sekolah tinggi ilmu manajemen YKPN.
- 15) Mangkunegara, A. P. (2013). *Company Human Resource Management*. Bandung: Remaja Rosdakarya.
- 16) Manzoor, S. R., Naveed, A., & Habib, S. H. (2012). Arising Sales force Motivation Due to Organizational Justice. *International Journal of Learning and Development*, 2(3). <https://doi.org/10.5296/ijld.v2i3.1958>
- 17) Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). *Employee—organization linkages: The psychology of commitment, absenteeism, and turnover*. Retrieved from [https://books.google.co.id/books?hl=en&lr=&id=f_FFBQAAQBAJ&oi=fnd&pg=PP1&dq=The+Psychology+of+Commitment,+Absenteeism,+and+Turnover&ots=GjRzL7Mg_3&sig=Rr9BvXL6mJBF4VJc8x9PBPAY6ZY&redir_esc=y#v=onepage&q=The Psychology of Commitment%2C Absenteeism%2C and T](https://books.google.co.id/books?hl=en&lr=&id=f_FFBQAAQBAJ&oi=fnd&pg=PP1&dq=The+Psychology+of+Commitment,+Absenteeism,+and+Turnover&ots=GjRzL7Mg_3&sig=Rr9BvXL6mJBF4VJc8x9PBPAY6ZY&redir_esc=y#v=onepage&q=The%20Psychology%20of%20Commitment%20Absenteeism%20and%20Turnover)
- 18) Nitzl, C., Roldán, J. L., & Cepeda-Carrion, G. A. (2016). Mediation Analysis in Partial Least Squares Path Modeling: Helping Researchers Discuss More Sophisticated Models. *Industrial Management & Data Systems*, 116(9), 1849–1864. <https://doi.org/10.1108/IMDS-07-2015-0302>
- 19) Noor, F. V. (2020). *The Effect of Service Quality on Customer Satisfaction at PT Herba Penawar Alwahida Indonesia (Study at Alfatih Business Center II HPAI Bengkulu City)*. Institut Agama Islam Negeri Bengkulu.
- 20) Nurak, L. A. D., & Riana, I. G. (2017). Examine the Effect of Organizational Justice on Job Satisfaction and Employee Performance. *Journal of Management and Marketing Review*, 2(3), 30–37.
- 21) Parasuraman, A. P., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-Item Scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1 Spring), 12–40.
- 22) Pareek, U. N. (2004). *Understanding Organizational Behaviour*. Oxford, Britania Raya: Oxford University Press.
- 23) Robbins, S. P., & Judge, T. A. (2017). *Essential of Organisational Behaviour* (14th ed.). New Jersey: Pearson.
- 24) Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial Least Square Structural Equation Modeling. In C. Homburg, M. Klarmann, & A. Vomberg (Eds.), *Handbook of Market Research* (p. 40). https://doi.org/10.1007/978-3-319-05542-8_15-1
- 25) Sekaran, U., & Bougie, R. (2016). *Research Methods For Business: A Skill Building*

Approach (7th ed.). New Jersey: Wiley.

- 26) Setiawan, Y. A., Pradhanawati, A., & Budiarmo, A. (2014). Influence of Organizational Culture and Leadership on Employee Performance Through Motivation as an Intervening Variable in PT. PLN (Persero) Semarang Area. *Jurnal Ilmu Administrasi Bisnis S1 Undip*, 3(2), 120–131.
- 27) Setiawati, L., & Tjahjono, J. K. (2017). The Effect of Management Commitment to Service Quality and Customer Satisfaction at Regional General Hospitals (Case Study at Dr. Soetomo Hospital). *SenasPro2: Seminar Nasional Dan Gelar Produk*, 964–975. Malang: Universitas Muhammadiyah Malang (UMM).
- 28) Sopiah, & Sangadji, E. M. (2018). *Strategic Human Resource Management*. Yogyakarta: Andi Publisher.
- 29) Suaib, Indar, & Jafar, N. (2017). The Effect of Service Quality on Patient Satisfaction in the Inpatient Room of Syekh Yusuf Hospital, Gowa Regency. *Jurnal Manajemen*, 20(5), 1–12.
- 30) Uha, I. N. (2013). *Organizational Culture Leadership & Performance*. Sumatera Utara: Kencana.
- 31) Ximenes, C., Aniroh, U., & Aini, F. (2015). Overview of Patient Satisfaction Indicators in Health Services in Inpatient Referral Hospital Baucau Timor Leste. *Jurnal Gizi Dan Kesehatan*, 7(16), 166–173. <https://doi.org/10.35473/jgk.v7i16.5>