

The Influence Of Operational Strategy And Operational Competence On Quality Culture And Quality Of Hospital Services And Implications On Patient Satisfaction (Survey At Rapha Theresia Hospital, Baiturrahim Hospital, Arafah Islamic Hospital And Mitra Hospital In Jambi Province)

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ARTICLE INFO

Article history

Received

Revised

Accepted

Keywords

Operational strategy,

Operational competence,

Quality culture,

Hospital service quality,

Patient satisfaction

ABSTRACT

This research aims to identify the influence of operational strategy on operational competence on quality culture, quality of hospital services, and patient satisfaction. According to the Health Law (UU No. 17 of 2023), improving the quality of hospital services in Indonesia is very important to reduce wastage of foreign exchange due to people taking care abroad. This examination was carried out at hospitals in Jambi Province (Rapha Theresia Hospital, Baiturrahim Hospital, Arafah Islam Hospital, Mitra Hospital) using a quantitative approach. Data was collected through interviews, questionnaires, and observations from 300 employees and distributed to each hospital. The results of the analysis show that operational strategies and operational competencies in food have a significant influence on quality culture, service has a 69.30% influence. This, operational strategy and operational competency and food have a significant influence on the quality of hospital services (74.48%). Good quality culture and the quality of hospital services simultaneously have a significant influence on patient satisfaction and a total influence of 81.52%. There are still practical suggestions for hospitals to improve operational strategies, develop operational competence, strengthen quality culture, and improve service quality to improve patient satisfaction. The authors also asked about the panalungtikan salajengna kalayan ngalibetkeun additional variables jeung negligent the scope of the panalungtikan to the city/district séjén pikeun add to the results of the panalungtikan.

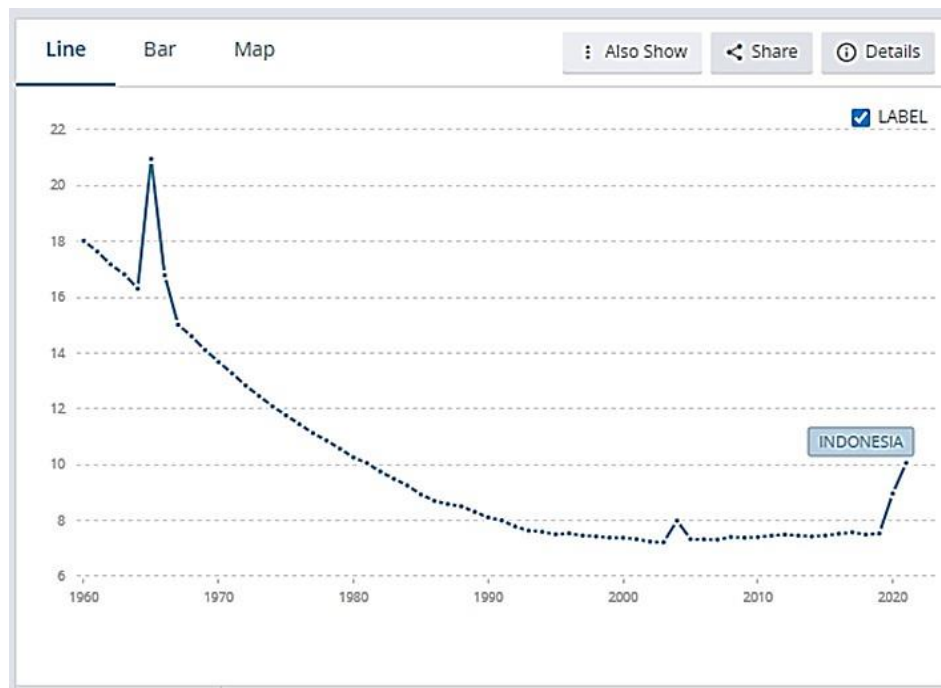
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1. Introduction

Law Number 17 of 2023 concerning Health regulates health as a physical, mental, and social condition that supports the productivity of life, not just freedom from disease. Government Regulation Number 28 of 2024 regulates the implementation of this Law, setting operational standards for hospitals in an effort to improve the quality of service. Hospitals are required to implement a sustainable quality assurance system, including the implementation of standard operating procedures and periodic medical audits. The main objective of this policy is to ensure high-quality hospital services, by prioritizing patient safety and transparency in reporting. In addition, hospitals are also required to routinely evaluate and report on the implementation of quality assurance and patient safety, in order to improve accountability in health services.

PP Number 28 of 2024 plays a strategic role in the government's efforts to improve the quality of health services in Indonesia, while reducing the phenomenon of people seeking medical treatment abroad. This phenomenon causes a huge waste of state foreign exchange, with the budget spent by Indonesian citizens for medical treatment abroad reaching around IDR 110 trillion per year. This figure reflects almost two million Indonesian citizens who choose to seek medical treatment abroad, which not only burdens the finances of patients and their families, but also adds to the country's economic burden. This waste of foreign exchange has the potential to hamper national economic growth which should be used to develop the health sector and domestic economy.



^a. Source: The World Bank. (2023). World Bank Open Data. <https://data.worldbank.org>

Fig. 1. Mortality Figures in Indonesia

In addition, the increasing number of hospitals and high accreditation status in Indonesia, especially in Jambi Province, shows that the government and private sector are trying to improve the quality of health services as a whole. The continuously updated hospital accreditation process is expected to strengthen the quality assurance system, improve patient safety, and facilitate transparency and accountability in the provision of health services. Although there are some hospitals that have not been accredited, efforts to achieve better service standards continue to be made by involving various parties, including the government, hospitals, and accreditation institutions.

Rapha Theresia Hospital, with a capacity of 116 beds, located in the Bumi Jambi Baru area, also plays an important role in improving access and quality of health services in Jambi City. This hospital, although only established in 2022, demonstrates its commitment to high service standards by being accredited at the primary level by KARS (Hospital Accreditation Commission). Its existence also contributes to the development of the area planned as an integrated residential and commercial center. This is expected to strengthen the health system in Jambi and have a positive impact on public health and the quality of life of local residents.

This study deeply highlights the importance of operational strategy, operational competence, and quality culture in improving the quality of hospital services. Analysis of the relationship between these factors and patient satisfaction reveals that improvements in these elements can result in substantial changes in improving the quality of health services, especially in Indonesia, a developing country. Thus, there is an urgent need to implement an integrated and strategic approach in developing operational strategy and operational competence, as well as in strengthening quality culture. These steps are expected to significantly improve patient satisfaction and provide health services that are not only effective but also efficient and responsive to patient needs. Based on the above, the title of this study is "The Effect of Operational Strategy and Operational Competence on

Quality Culture and Hospital Service Quality and Its Implications on Patient Satisfaction (Survey at Rapha Theresia Hospital, Baiturrahim Hospital, Arafah Islamic Hospital, and Mitra Hospital in Jambi Province).”

Management Theory

Boris Kaehler et al. (2018) in "HR Governance" defines management as the controlling influence on market operations, production, and/or resources within an organization. This definition emphasizes the importance of management in directing various operational and strategic aspects of an organization. This includes managing human, financial, and operational resources, and ensuring that the organization is moving towards its goals. This definition also recognizes that management is not only carried out by a single individual, but by many actors in the organization who collaborate to achieve common goals.

Boris & Grundei (2019) stated that "Management is so broad, and in reality there is no definition that is used consistently between one company and another, one organization and another, or one activity and another. However, in general and simply covering important aspects in business/organizational management, management is an activity that has the goal of an effective and efficient organization through the POAC (Planning, Organizing, Actuating, Controlling) process."

This approach highlights how management plays a crucial role in setting direction and ensuring that resources are used in the most effective manner to achieve organizational goals. In this context, management can be seen as the operational backbone of a company, ensuring that every aspect runs according to the plans and targets set.

Organizational Theory

M. Sowriyar Duraisamy et al. (2019) in the "Journal of Emerging Technologies and Innovative Research" defines an organization as a goal-directed, boundary-defying, social human activity system that satisfies individual needs through interactive and collaborative work. This definition highlights how organizations satisfy individual needs through cooperation and interaction.

In the "Organizational Communication eJournal," Pipas et al. (2019) describe organizations as social systems consisting of activities that combine human and material resources to achieve goals, with communication playing a key role in their success or failure. This shows the vital role of communication in organizations.

Ungureanu et al. (2019), in their study on "The Role of Marketing in Managing Modern Organizations," stated that the definition of an organization is based on individuals and their relationships, with marketing being critical to their survival in a competitive environment. This highlights the important role of marketing in the sustainability of an organization. Calin et al. (2021) defines an organization as a combination of human, financial, and material resources used to achieve goals, with distribution of power, communication channels, and methods to ensure goal achievement. This definition emphasizes the structure and system of the organization in achieving goals.

Operations Management Theory

Operations management is a key concept in the business world, which regulates how an organization manages and optimizes its production and distribution processes. This definition covers various aspects, from meeting market needs to managing resources efficiently.

According to Ming Hu et al (2020) in "Production and Operations Management," operations management is closely related to the adjustment of supply to demand, an aspect that is very relevant in growing business processes, such as the sharing economy and innovative markets. This shows that operations management is not only about production in the traditional sense, but also about adaptation and innovation in meeting changing market demands. R. Wolniak et al (2020), in "Production Engineering Archives," identified seven main functions of operations management: planning, scheduling, purchasing, controlling, quality control, and inventory control. All of these functions have a significant impact on the effectiveness of the organization. Each of these aspects is important to ensure that business operations run smoothly and efficiently, with the ultimate goal being the achievement of organizational goals. A. Goel et al (2021), added that operations management involves designing and controlling business operations to provide goods and services

efficiently with limited resources. This emphasizes the importance of efficiency and optimization of resources in every aspect of business operations.

G. Moynihan et al (2018), in "Contemporary Issues and Research in Operations Management," defines operations management as a multidisciplinary field that manages organizational processes for the effective production and distribution of specific products and services. This shows that operations management is not only concerned with physical production, but also with the distribution and delivery of products or services to customers.

Organizational Behavior Theory

Organizational behavior is a deep and broad field of study, covering various aspects of human interaction in an organizational context. According to Kashani et al. (2019), organizational behavior involves interactions between managers and employees that have an impact on human resource productivity and organizational growth. This shows that individual behavior in an organization not only affects their personal performance, but also the overall performance of the organization.

Peng Xiaoping et al. (2019) added that prosocial behavior in organizations, such as mentoring, knowledge sharing, and compassion, is important to promote or protect the well-being of individuals, groups, and organizations. This emphasizes that actions that support and help others in organizations can have broad positive impacts.

Ramakrishnan et al. (2021) stated that organizational behavior is the study of individuals, groups, and organizational culture, with a focus on communication methods and handling differences between individuals and groups. This suggests that understanding how people communicate and interact in the workplace is essential to creating a harmonious and productive work environment.

Dileep Kumar et al. (2020) explains that organizational behavior is a systematic study of the behavior of individuals or groups working together in organizations, which affects performance, motivation, attitudes, and levels of job satisfaction. This emphasizes the need for a systematic approach to understanding how workplace behavior affects these factors.

Operation Strategy Theory

Operational strategies in the context of hospitals refer to structured plans and protocols, such as shift adjustments and resource optimization, designed to ensure efficient and effective delivery of healthcare services during a crisis, such as the COVID-19 pandemic. This approach includes the systematic implementation of actions that can respond quickly and appropriately to the dynamics of a crisis situation, including reallocating medical personnel, maximizing medical equipment use, and restructuring operational procedures. These strategies are essential for adapting hospital operations to the increasing demands of healthcare services, while maintaining high standards of patient care and managing resources in the most cost-effective manner (Casiraghi et al., 2020).

Hospital surgical strategies refer to planned approaches to improve the flow of non-elective orthopaedic surgeries, as demonstrated in simulation studies. These approaches include strategies such as reducing turn times or adding operating rooms (ORs), which aim to improve efficiency and effectiveness in handling urgent procedures. These strategies are particularly important in optimizing the use of existing resources and infrastructure, as well as in ensuring that patients receive timely and appropriate medical care. By implementing these tactical plans, hospitals can expedite the care process, reduce queues and waiting times, and improve overall operational throughput under often stressful and unpredictable conditions (Persson et al., 2017).

Operational Competence Theory

Operational competence is defined as a continuum of technical and non-technical skills encompassing interpersonal, psychomotor, cognitive, and declarative knowledge, all of which are crucial to successful surgical performance. In this sense, not only proficiency in the use of surgical instruments is considered important, but also the ability to communicate effectively, make decisions under pressure, and apply theoretical knowledge in clinical practice. This comprehensive approach recognizes that successful surgical performance depends on the seamless integration of precise technical skills and non-technical abilities that support teamwork, problem solving, and the calm and efficient management of critical situations (Pugh, 2017).

Operational competency in hospitals refers to effectiveness in quality, service delivery, efficiency, accessibility, and patient-centricity, as measured through Lean practices and key performance indicators in the Indian healthcare industry. This definition incorporates important aspects of operational management aimed at optimizing hospital operations to provide healthcare that is not only fast and affordable but also of high quality and sensitive to the specific needs of patients. Lean practices, which emphasize waste reduction, improved workflow, and maximizing patient value, play a key role in defining and measuring these operational competencies. By implementing clear performance indicators, hospitals can systematically measure their effectiveness across key areas, ensuring that they are acting in a manner that maintains integrity and enhances patient satisfaction (Saleeshya & Harikumar, 2022).

Quality Culture Theory

Quality culture refers to a set of values, attitudes, and practices that are envisioned within a health care system. It is an intangible foundation that influences every aspect of care delivery, from patient interactions to strategic decision-making. Although theories of quality culture formation are often not explicitly stated in the public health literature, understanding it is intrinsically important because it provides a framework for individuals and teams to evaluate and continuously improve the quality of care. This culture is reflected not only in written policies, but also in how these values are lived and applied by each member of the health care organization in their daily lives (Patterson et al., 2021).

Quality culture in the context of an organization includes structural/managerial and cultural/psychological aspects that aim to improve the quality of education beyond merely fulfilling administrative requirements. This culture builds awareness and commitment to quality as the center of every activity and decision. In this culture, every member of the organization does not just follow established procedures, but also proactively seeks ways to improve work processes and results. This creates an environment where the pursuit of quality becomes an intrinsic norm, internalized not only as a duty but as a fundamental and essential value for the growth and progress of educational institutions (Stalmeijer et al., 2023).

Hospital Service Quality Theory

Strategy is a long-term plan, followed by actions aimed at achieving a specific goal, which is generally "victory". The origin of the word "strategy" is derived from the Greek word, strategos. Strategy is a unified, broad and integrated plan that links the company's strategic advantages to environmental challenges, designed to ensure that the company's main objectives can be achieved through proper implementation by the organization (Setiawan, 2022).

Hospital service quality refers to the level of care, satisfaction, and value provided to patients by healthcare institutions. This definition involves various factors that influence patient satisfaction and the value of the care they receive, which includes not only the clinical outcomes of the care but also the patient's overall experience during their stay in the hospital. This service quality is measured from several aspects such as the speed and accuracy of diagnostics, the effectiveness of medical interventions, and the interaction between patients and medical and non-medical staff. The main focus of service quality is to improve patient satisfaction, who not only benefit from competent medical care but also from feeling valued and understood during the treatment process. In addition, the value of care received by patients is also an important indicator in assessing the quality of hospital services (Monika & Singh, 2022).

Hospital service quality refers to fast, accurate, affordable, and friendly health services that prioritize patient safety, trust, and loyalty. These aspects are crucial to gaining competitive advantage and customer satisfaction in the healthcare sector. High-quality services not only improve the operational efficiency of hospitals but also strengthen patient relationships with medical facilities, which in turn can improve the reputation and success of hospitals in a competitive environment (Abbas et al., 2023).

Patient Satisfaction Theory

Patient satisfaction is an important indicator that is often used to measure the quality of services in the health sector. This understanding has evolved from a subjective assessment to a comprehensive analysis that covers various aspects of patient interaction with health facilities.

Satisfied patients are those whose perception of the service received meets or exceeds their previous expectations. According to Otani et al. (2017), this satisfaction comes not only from successful medical outcomes but also from effective communication, empathy shown by health care providers, and the efficiency of administrative processes. This evaluation highlights that patient satisfaction is the result of holistic services that include both technical and interpersonal aspects of health care.

Patient satisfaction in the context of their involvement in the health decision-making process. Patients who feel that they have a say in their care and that their medical information is presented in a way that they can understand tend to report higher levels of satisfaction. This emphasizes the importance of patient communication and validation as part of health care (Ehlers et al., 2017).

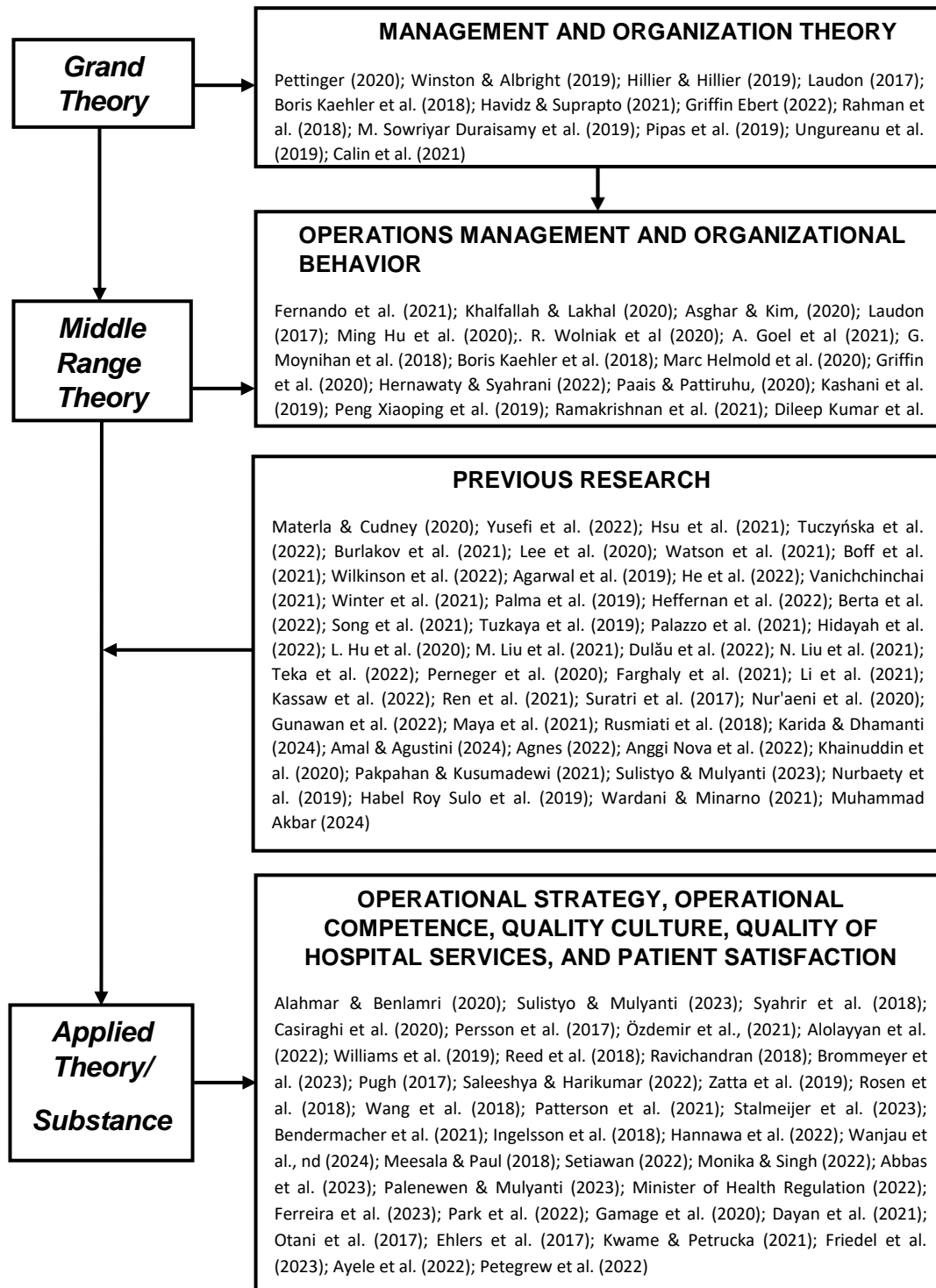
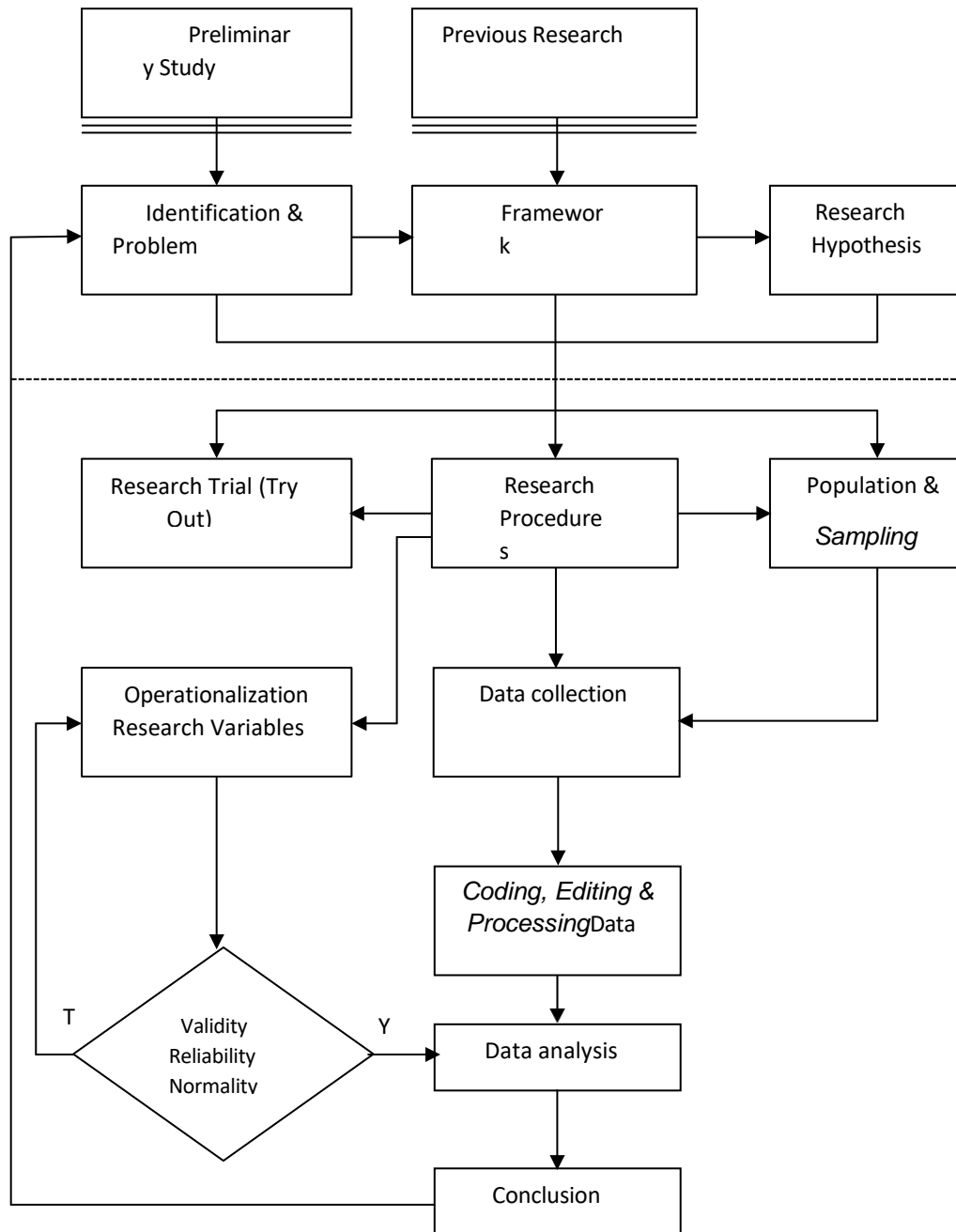


Fig. 2. Image of Overall Theory Collection and Previous Research Results.

2. Method

In this study using a quantitative approach, the research design focuses on the collection and analysis of numerical data, and plays an important role in guiding the research to achieve the stated objectives in an effective and efficient manner.



^b. Source: Moh Sidik and Denok (2021)

Fig. 3. Research Design Image Definition and Operationalization of Variables

Data collection in this study used three main techniques that are often used, namely interviews, questionnaires, and observations. The population of this study included all employees of Rapha Theresia Hospital, Baiturrahim Hospital, Arafah Islamic Hospital, and Mitra Hospital with a total

number of employees of 1,035 people. The sampling technique used was cluster proportional random sampling, thus obtaining the following sample framework:

Table 1. Sample Framework Table

No.	Hospital	Population	Sample
1	Rapha Theresia	170	50
2	The Holy Spirit	215	63
3	Arafah	350	101
4	Partners	300	86
	Total	1,035	300

^c Source: Processed by the Author (2024)

Discussion

The Influence of Operational Strategy and Operational Competence on Quality Culture Simultaneously

Based on the results of the verification analysis, it is known that simultaneously operational strategy and operational competence have a significant effect on quality culture in the four hospitals in Jambi Province. The total simultaneous influence of the two variables is 69.30%, while the influence of other variables not studied is 20.70%.

The Influence of Operations Strategy on Quality Culture

Based on the results of the verification analysis, it is known that the influence of operational strategy on quality culture has a significant influence. The total direct and indirect influence is 32.67%. The operational strategy variable has a greater direct influence value compared to its indirect influence, so it can be concluded that the operational strategy variable is the dominant variable.

The Influence of Operational Competence on Quality Culture

Based on the results of the verification analysis, it is known that the influence of operational competence on quality culture has a significant influence. The total direct and indirect influence is 36.63%. The operational competence variable has a greater direct influence value compared to its indirect influence, so it can be concluded that the operational competence variable is the dominant variable.

The Influence of Operational Strategy and Operational Competence on Hospital Service Quality Simultaneously

Based on the results of the verification analysis, it is known that simultaneously operational strategy and operational competence have a significant effect on the quality of hospital services in the four hospitals in Jambi Province. The total simultaneous influence of the two variables is 74.48%, while the influence of other variables not studied is 25.52%.

The Influence of Operational Strategy on Hospital Service Quality

Based on the results of the verification analysis, it is known that the influence of the operational strategy on the quality of hospital services has a significant influence. The total direct and indirect influence is 35.79%. The operational strategy variable has a greater direct influence value compared to its indirect influence, so it can be concluded that the operational strategy variable is the dominant variable.

The Influence of Operational Competence on Hospital Service Quality

Based on the results of the verification analysis, it is known that the influence of operational competence on the quality of hospital services has a significant influence. The total direct and indirect influence is 38.70%. The operational competence variable has a greater direct influence value compared to its indirect influence, so it can be concluded that the operational competence variable is the dominant variable.

The Influence of Quality Culture and Hospital Service Quality on Patient Satisfaction Simultaneously

Based on the results of the verification analysis, it is known that simultaneously the culture of quality and the quality of hospital services have a significant effect on patient satisfaction in the four hospitals in Jambi Province. The total simultaneous influence of the two variables is 81.52%, while the influence of other variables not studied is 18.48%.

The Influence of Quality Culture on Patient Satisfaction

Based on the results of the verification analysis, it is known that the influence of quality culture on patient satisfaction has a significant influence. The total direct and indirect influence is 39.47%. The quality culture variable has a greater direct influence value compared to its indirect influence, so it can be concluded that the quality culture variable is the dominant variable.

The Influence of Hospital Service Quality on Patient Satisfaction

Based on the results of the verification analysis, it is known that the influence of hospital service quality on patient satisfaction has a significant influence. The total direct and indirect influence is 42.05%. The hospital service quality variable has a greater direct influence value compared to its indirect influence, so it can be concluded that the hospital service quality variable is the dominant variable.

3. Conclusion

1. Operations Strategy: Moderately effective to effective, with the highest dimension on supply network and the lowest on capacity.
2. Operational Competence: Fairly high to high, with the highest dimension in operational response and the lowest in operational cooperation.
3. Quality Culture: Moderately strong to strong, with the highest dimension on health and the lowest on systems view.
4. Service Quality: Fair to good, with the highest dimension being integration and the lowest being patient-oriented.
5. Patient Satisfaction: Fairly satisfied to satisfied, with the highest dimension being accessibility and the lowest being environment.
6. Simultaneous Influence: Operational strategy and operational competence have a simultaneous influence on quality culture (69.30%) and service quality (74.48%).
7. Influence of Each Variable:
8. Operational strategy towards quality culture (32.67%) and service quality (35.79%).
9. Operational competence towards quality culture (36.63%) and service quality (38.70%).
10. Quality Culture and Service Quality: Have a simultaneous influence on patient satisfaction (81.52%).

Practical Advice

1. Hospitals need to improve emergency response capabilities, protocol flexibility, interdepartmental coordination, and medical communication.
2. To improve operational competence, training and development are needed for hospitals and employees.
3. Focus on improving employee physical health, well-being, and a healthy work environment.
4. Improve coordination between services and service accessibility to improve service quality.
5. To increase patient satisfaction, hospitals need to improve the comfort, cleanliness, and safety of facilities.
6. Steps to increase the influence of operational strategies and operational competencies, such as training and creating a harmonious working environment.

Suggestions For Writers

1. Further research should involve variables such as employee loyalty, patient decisions, and employee work facilities.
2. Expansion of the scope of research to areas other than Jambi City.
3. Including service user perceptions in research to determine hospital performance