

SUMMARY

Analysis of Switching Barriers and Customer Satisfaction as Recommendation in Increasing the Admission of Hospitalization and Patient Loyalty in Darmo Hospital

The research is based on the problem of decreasing admission of hospitalizations service in Darmo Hospital from 2014 until 2016. The purpose of this research is to make recommendation of admission improvement of hospitalization and loyalty of Darmo Hospital patient based on switching barriers and customer satisfaction analysis. The type of this research is an analytical observational research. It used data or information collection without intervention or treatment done to the population.

This research used cross sectional design because the researcher measured the independent variables and dependent variables simultaneously on the sample representing the population. The number of samples in this study were 128 patients. Based on proportionate stratified random sampling technique, there were 36 first class I, 36 class II, and 49 patients class III. The sampling technique in this study is consecutive sampling in which every patient who meets the study criteria is included in the study until a certain time so that the number of patients required is met. Samples taken by using inclusion criteria such as patients who will be discharged after receiving treatment at the Darmo Hospital's hospitalization ward, the patients who are conscious and patients who are at least 18 years of age and children hospitalizations (age <18 years) who can be represented by his / her family and willing to sign informed consent as the respondent in the questionnaire.

Patient satisfaction can be seen based on dimensions of tangibles, reliability, responsiveness, assurance and empathy. Overall, the patients were satisfied in the hospitalization service. Switching barriers are judged on the dimensions of interpersonal relationships, perceived switching costs and attractiveness of alternatives. Interpersonal relationship has reached a mean value of 3.31 indicating that the interaction of doctors and nurses to the patient was so close that it becomes a high barrier for patients to move to another hospital. Perceived switching cost with a mean value of 2.74 is still a moderate obstacle for patients to move to another hospital. Meanwhile, attractiveness of alternatives obtained mean value 1.61, which means that it was included in high barrier for patient to move to other hospital. Although facilities and cleanliness are still a moderate barrier for patients of Darmo Hospital, customer loyalty is still valued enough with mean of 2.99, that is including patient willingness to recommend hospitalization service and willingness to reuse service of Darmo hospital.

Parson correlation test results show that patient with higher satisfactions on hospitalization services are, have stronger barrier to move to another hospital. The results of linear regression analysis show that the higher the patient satisfactions are, the more loyal patients are. Likewise, the higher the perceived hurdle of the patient to move to another hospital is, the more loyal the patients are to

hospitalization services in Darmo hospital. The result of linear regression test of attractiveness of alternatives to customer loyalty shows $\beta = -0.256$, which means that the lower the attractions of other hospitals are, the higher the patient's willingness are to say positive, to recommend Darmo hospital and to reuse Darmo hospital service.

The recommendation of this research is that the management of Darmo Hospital should renew the clause of contract with the partner doctor about visiting time. Another recommendation is that the HR department formulate strategic plan to home doctor recruitment, post-hospitalized patient monitoring, home visit service, reactivates privilege card for loyal customers, evaluates the fee of hospitalization with unit cost calculation, speed up administrative service by integrating the electronic data processing with inpatient services (laboratory and pharmacy) to finance. The conclusion of this research is that switching barriers is important in improving hospitalization service by making obstacles to keep satisfied patients in Darmo Hospital not moving to other hospital. Suggestion for management of Darmo Hospital is able to integrate services from online registration, payment in supporting units (laboratory and pharmacy) to finance in order to facilitate access for inpatients.

RINGKASAN

Analisis *Switching Barriers* dan *Customer Satisfaction* sebagai Rekomendasi Peningkatan Admisi Rawat Inap dan Loyalitas Pasien di Rumah Sakit Darmo

Penelitian disebabkan adanya masalah penurunan admisi pasien rawat inap Rumah Sakit Darmo mulai dari tahun 2014 sampai tahun 2016. Tujuan penelitian ini yaitu menyusun rekomendasi peningkatan admisi rawat inap dan loyalitas pasien Rumah Sakit Darmo berdasarkan analisis *switching barriers* dan *customer satisfaction*. Jenis penelitian ini merupakan penelitian observasional yang bersifat analitik, yaitu pendekatan penelitian dengan pengumpulan data atau informasi tanpa dilakukan intervensi atau perlakuan pada populasi.

Penelitian ini menggunakan rancang bangun *cross sectional* karena peneliti mengukur variabel bebas dan variabel tergantung secara bersamaan pada sampel yang mewakili populasi. Jumlah sampel dalam penelitian ini adalah 128 pasien. Berdasarkan teknik *proportionate stratified random sampling* diperoleh sampel kelas I sebanyak 36 pasien, kelas II sebanyak 43 pasien dan kelas III sebanyak 49 pasien. Teknik sampling dalam penelitian ini adalah *consecutive sampling*, yaitu setiap pasien yang memenuhi kriteria penelitian dimasukkan dalam penelitian sampai kurun waktu tertentu sehingga jumlah pasien yang diperlukan terpenuhi. Sampel yang diambil dengan kriteria inklusi seperti pasien yang akan keluar rumah sakit setelah mendapatkan perawatan di instalasi rawat inap RS Darmo, pasien dalam kondisi sadar dan berusia minimal 18 tahun, jika pasien rawat inap anak-anak (usia < 18 tahun) bisa diwakili keluarganya dan bersedia menandatangani *informed consent* sebagai responden yang ada di dalam kuesioner.

Kepuasan pasien dilihat berdasarkan dimensi *tangibles*, *reliability*, *responsiveness*, *assurance* dan *empathy*. Secara keseluruhan pasien merasa puas di pelayanan rawat inap. *Switching barriers* dinilai berdasarkan dimensi *interpersonal relationship*, *perceived switching cost* dan *attractiveness of alternatives*. *Interpersonal relationship* sudah mencapai nilai *mean* 3,31 menunjukkan bahwa interaksi dokter dan perawat terhadap pasien sangat erat sehingga menjadi hambatan tinggi bagi pasien untuk pindah ke rumah sakit lain. *Perceived switching cost* dengan nilai *mean* 2,74 masih merupakan hambatan sedang bagi pasien untuk pindah ke RS lain. Sedangkan, *attractiveness of alternatives* (daya tarik RS lain) diperoleh nilai *mean* 1,61, artinya termasuk hambatan tinggi bagi pasien untuk berpindah ke RS lain. *Customer Loyalty* masih dinilai cukup dengan *mean* 2,99 yaitu kesediaan pasien merekomendasikan pelayanan rawat inap dan kesediaan menggunakan kembali layanan RS Darmo.

Hasil analisis uji korelasi pearson, semakin tinggi kepuasan pasien terhadap layanan rawat inap maka semakin kuat hambatan pasien untuk pindah ke rumah sakit lain. Hasil analisis uji regresi linier, semakin tinggi kepuasan pasien, maka pasien semakin loyal. Demikian juga, semakin tinggi hambatan yang dirasakan pasien untuk pindah ke rumah sakit lain maka pasien semakin loyal terhadap pelayanan rawat inap RS Darmo. Hasil uji regresi linier *attractiveness of*

alternatives terhadap customer loyalty menunjukkan $\beta = -0,256$, artinya semakin rendah daya tarik rumah sakit lain maka semakin tinggi kesediaan pasien untuk berkata positif, merekomendasikan RS Darmo serta menggunakan kembali layanan RS Darmo.

Rekomendasi penelitian ini adalah manajemen Rumah Sakit Darmo memperbaharui klausul kontrak kerjasama dengan dokter mitra, bagian SDM menyusun rencana strategis untuk perekrutan *home* dokter, mempermudah akses pelayanan dengan pendaftaran online melalui aplikasi *handphone*, monitoring *post opname (follow up)* pasien, mengadakan layanan home visit, mengaktifkan lagi privilege card untuk pelanggan setia, melakukan evaluasi tarif rawat inap dengan perhitungan unit cost, mempercepat pelayanan administrasi dengan mengintegrasikan sistem EDP (*Electronic Data Processing*) dengan keuangan. Kesimpulan dari penelitian ini bahwa *switching barriers* dan *customer satisfaction* penting dalam meningkatkan admisi rawat inap dan loyalitas pasien dengan cara membuat hambatan yang tinggi agar pasien RS Darmo tidak pindah ke rumah sakit lain.. Saran untuk manajemen RS Darmo adalah dapat mengintegrasikan layanan mulai dari pendaftaran *online*, pembayaran di unit penunjang (laboratorium dan farmasi) ke keuangan untuk mempermudah akses bagi pasien yang rawat inap.

ABSTRACT

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Overall, the patients were satisfied in the hospitalization service. Interpersonal relationship has reached a mean value of 3.31 indicating that the interaction of doctors and nurses to the patient was so close that it becomes a high barrier for patients to move to another hospital. Perceived switching cost with a mean value of 2.74 is still a moderate obstacle for patients to move to another hospital. Meanwhile, attractiveness of alternatives obtained mean value 1.61, which means that it was included in high barrier for patient to move to other hospital. Although facilities and cleanliness are still a moderate barrier for patients of Darmo Hospital, customer loyalty is still valued enough with mean of 2.99, that is including patient willingness to recommend hospitalization service and willingness to reuse service of Darmo hospital.

The conclusion of this research is that switching barriers is important in improving hospitalization service by making obstacles to keep the satisfied patients in Darmo Hospital not moving to other hospital. Suggestion for management of Darmo Hospital is able to integrate services from online registration, payment in supporting units (laboratory and pharmacy) to finance in order to facilitate access for inpatients.

Keywords: admission, customer satisfaction, switching barriers, patient loyalty

ABSTRAK

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Secara keseluruhan pasien merasa puas di pelayanan rawat inap. *Interpersonal relationship* sudah mencapai nilai *mean* 3,31 menunjukkan bahwa interaksi dokter dan perawat terhadap pasien sangat erat sehingga menjadi hambatan tinggi bagi pasien untuk pindah ke rumah sakit lain. *Perceived switching cost* dengan nilai *mean* 2,74 masih merupakan hambatan sedang bagi pasien untuk pindah ke RS lain. Sedangkan, *attractiveness of alternatives* (daya tarik RS lain) diperoleh nilai *mean* 1,61, artinya termasuk hambatan tinggi bagi pasien untuk berpindah ke RS lain. Meskipun fasilitas dan kebersihan masih merupakan hambatan sedang bagi pasien RS Darmo. *Customer Loyalty* masih dinilai cukup dengan *mean* 2,99 yaitu kesediaan pasien merekomendasikan pelayanan rawat inap dan kesediaan menggunakan kembali layanan RS Darmo.

Kesimpulan dari penelitian ini bahwa *switching barriers* dan *customer satisfaction* penting dalam meningkatkan admisi rawat inap dan loyalitas pasien dengan cara membuat hambatan yang tinggi agar pasien RS Darmo tidak pindah ke rumah sakit lain. Saran untuk manajemen RS Darmo adalah dapat mengintegrasikan layanan mulai dari pendaftaran *online*, pembayaran di unit penunjang (laboratorium dan farmasi) ke keuangan untuk mempermudah akses bagi pasien yang rawat inap.

Kata Kunci: admisi, *customer satisfaction*, *switching barriers*, loyalitas pasien