

Front Office Management Implementation at Mandaya Karawang Hospital Based on Hospitality Principles

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Abstract

Hospitals are increasingly needed by the public. The increasing demand makes hospital growth increase. An increase of 154.7% occurred between 1997 and 2017. However, the increase in hospitals was not in line with improved services. Many complaints come from patients to the services provided by the hospital. This research is a study using a combination of qualitative methods and quantitative methods. Data collection techniques in qualitative methods were by observation and interviews with informants who worked at Mandaya Hospital Karawang and Resinda Hotel Karawang managed by Padma Hotels as a comparison. Data collection on quantitative methods is by distributing questionnaires to 100 respondents of patients at Mandaya Hospital Karawang. The results showed that the principle of hospitality services is very relevant to be implemented in the Mandaya Hospital Karawang. The implementation of these policies changed the old culture that had been used to become a new culture with the principle of hospitality. Various efforts have been made by management to anticipate changes and maximize service. Front office employees who accept changes in policies and facilities are expected to be able to provide quality services to their patients. By quantitative methods, researchers found that service quality had a strong and positive effect on patient satisfaction.

Keywords: Implementation, Principles of Hospitality Service, Service Quality, Patient Satisfaction, Hospital, Front Office, Mixed Methods

A. Introduction

Nowadays, besides buying a product or item they want, people also want to be served well. Many fields that only sell certain products or services and then provide extra products such as banks, insurance company, even to the small shop must provide good service. One of the areas affected is a hospital. Hospital is one of the health care facilities needed. But the services provided by the hospital often get a negative response. How many comments from patients about the hospital with a bad service which resulted in many patients, especially those from Indonesia go abroad just to seek treatment even check his health.

This situation is not reasonable when viewed from the number of hospitals. The Indonesian Ministry of Health conveys that in 1997, the number of public hospitals in Indonesia was 1,090, in 2005, there was an increase in the General Hospital in Indonesia amounted to 1,268, in 2011 the number of hospitals in Indonesia amounted to 1,721 hospitals and in 2017, the number of hospitals in Indonesia increased to 2,776 hospitals and continues to grow. Based on these facts, it is known that there was a significant increase in the number of hospitals in the 20 years from 1997 to 2017, which amounted to 1,686 hospitals or an increase of 154.7%. This shows that the number of hospitals in Indonesia is still relatively large compared to other countries, but patients from Indonesia are still found abroad.

Hotels are one area that is widely known for providing excellent service to its customers. The hospital sees that if the services provided in the hospitality sector are adopted into the hospital service system it can improve patient satisfaction. One of the regions in Indonesia with rapid development is Karawang Regency. Karawang is one of the regencies in the developing province of West Java. There are number of factories and also the construction of housing, apartments and hotels. The area dubbed the Industrial City continues to increase every year. In 2010, there were only 6 hospitals in Karawang, but at present, there are already 20 hospitals.

Mandaya Hospital Karawang is one of the hospitals in Karawang Regency that adopts a hotel service system. The provision of this service aims to increase patient and visitor satisfaction and become an added value in competition between hospitals. Referring to the fact stated above, the aim of this research are to know how the Mandaya Hospital Karawang implements company policies to provide high service and in accordance with hotel standards. What are the efforts made by Mandaya Hospital Karawang to be able to improve its service standards to become hotel standards? What are the obstacles that arise from the implementation of the policy towards the Mandaya Hospital Karawang. After all that was done by the Mandaya Hospital Karawang, Does the implementation of hospitality service principles that improve the quality of service based on hospitality principles affect the satisfaction of outpatients and inpatients.

B. Literature Review

1. Service

Definition of service according to Sinambela (2011) is an activity or sequence of activities that occur in direct interaction between someone with another person or physical machine, and provide customer satisfaction. Services are different from real products. Kotler in Napitupulu (2007) mentions a number of service characteristics, namely: a) Intangibility; b) Inseparability; c) Variability; and d) Perishability.

One way to improve services is facilities. According to Tjiptono (2004) facilities are physical resources that must exist before a service is offered to consumers. Facilities can be interpreted as anything that can surf a business or job to achieve a goal and be offered to consumers. Tjiptono (2004) categorizes facilities into 2, namely: a) Main Facilities is something that must exist in an effort to smooth the course of a business; and b) Supporting Facilities, which are additional or complementary to the main facilities that serve to assist the main facilities for smoothing the course of a business.

2. Health Services

The definition of health services according to the Ministry of Health of the Republic of Indonesia (2009) is every effort carried out alone or jointly in an organization to maintain and improve health, prevent and cure diseases and restore the health of individuals, families, groups and the community. According to the Law of the Republic of Indonesia Number 36 of 2009 concerning Health, health care facilities are a tool or place that is used to conduct health care efforts, such as promotive, preventive, curative and rehabilitative carried out by the Government, regional government and / or the community.

The type of health service facility as referred to consists of: a) Independent Practice Center for Health Workers; b) Community Health Center; c) Clinic; d) Hospital; e) Pharmacy; f) Blood Transfusion Unit; g) Health Laboratory; h) Optical; i) Medical service facilities for legal purposes; and j) Traditional Health Care Facilities. According to the type of service, health services consist of 2 there are individual health services and public health services which are divided into 3 levels: first level health care facilities, second level health care facilities, and third level health care facilities.

In carrying out health service activities, there are principles that must be fulfilled, namely, a) humanity principles; b) the principle of balance; c) the principle of benefit; d) protection principle; e) the principle of respect; f) principle of justice; g) gender principle; and h) principles of religious norms.

3. Hospital

According to the Law of the Republic of Indonesia Number 44 of 2009 Article 1 concerning hospitals, is a health service institution that carries out complete individual health services that provide inpatient, outpatient and emergency services. The World Health Organization defines "Hospitals are health care institutions that have organized medical and other professional employees, and inpatient facilities, and deliver services 24 hours per day, 7 days per week. They offer a varying range of acute, convalescent and terminal care using diagnostic and curative services".

Based on the types of services provided, hospitals in Indonesia are categorized into 2 namely General Hospitals and Special Hospitals. These categories are classified into: a) Class A General Hospital; b) Class B General Hospital; c) Class C General Hospital; d) Class D General Hospital; and e) Primary Class D General Hospital. For Special Hospitals, it is categorized into 3 there are: Class A Special Hospital, Class B Special Hospital and C Class Special Hospital. Mandaya Karawang Hospital is a Class C General Hospital which is trying to increase to Class B General Hospital.

In providing health services, quality in providing services is important. Tjiptono (2005) explains that there are 5 dimensions to measure the quality of service, there are: a) Tangible; b) Reliability; c) Responsiveness; d) Assurance; and e) Empathy.

4. Hotels

According to Ministerial Regulation Number PM.53/HM.001/MPEK/2013, the hotel business is an effort to provide accommodation in the form of rooms in a building, which is equipped with food and drink services, entertainment activities and / or other facilities on a daily basis with the purpose of making a profit. The hotel industry is mix of services like accommodation, specialty restaurants, 24X7 café, laundry, gym, spa and many more (Sharma & Srivastava, 2018). The hotel is divided into 2 (two), namely non-star hotels and star-rated hotels. Non star hotels or can also be referred to as jasmine hotels, do not have a class of hotel and star hotels which are classified into 5, namely: (a) One Star Hotel; (b) Two Star Hotels; (c) Three Star Hotels; (d) Four Star Hotels; (e) Five Star Hotels.

One hotel with good service principles in Karawang district is a 4-star hotel, Hotel Resinda Karawang. The principle of service in this hotel are: a) Achievement; b) Excellence; c) Customer Focus; d) Honesty and Integrity; and e) People Oriented.

In implementing the policy, there are several things that must be seen. George C. Edward III (Agustino, 2008) explains that in finding out the success of policy implementation, there are 4 variables that affect the success of implementation, namely: a) Communication; b) Resources; c) Disposition; and d) Bureaucratic Structure.

5. Hospital Customer Satisfaction

According to Foster & Anderson (2015) if a sick person enters the hospital, he must be converted into a patient. Consumers rather than hospitals are patients. In an effort to meet customer satisfaction, the hospital is indeed required to know the needs and desires of consumers who change almost every time. Kotler in Sunyoto's book (2013), customer satisfaction is the level of one's feelings after comparing the performance or results perceived with his expectations

The factors driving customer satisfaction in Lupiyoadi and Hamdani (2008) are: a) Product Quality; b) Price; c) Quality of Service; d) Emotional Factors; and e) Convenience.

6. Concept Framework

The framework of thinking in this study is illustrated in Figure 1. The figure illustrates the direction of the hospitality service principles implemented by the hospital so as to improve facilities, especially the front office. Then look at the patient's response to the quality of service in the front office and its effect on patient satisfaction.

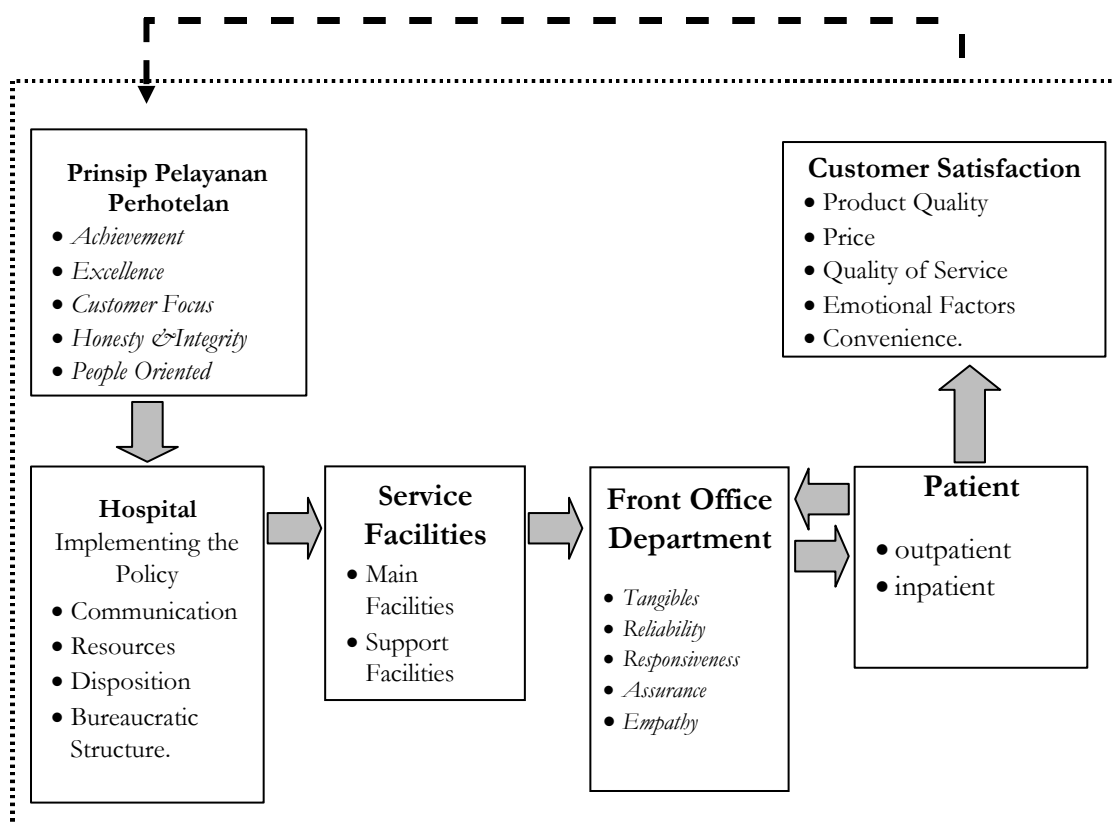


Figure 1. Concept Framework

C. Research Methodology

The method used in this study is a qualitative method and is assisted to analyze data with quantitative methods. The purpose of using qualitative methods is to find out the implementation of service principles, the efforts made by the hospital, the constraints faced and find hypothesis to be developed and analyzed using quantitative methods.

1. Participants / Subject / Population and Sample

In qualitative research, the population that can be determined is all human resources who work at the Mandaya Hospital Karawang. The sample will be used as many as 4 informants consisting of Management, Doctors, Employees of Medical Support and Front Office Staff. For comparison with hotels, 1 informant came from Resinda Karawang Hotel Management.

In a quantitative study, the population that was determined was all patients of Mandaya Hospital Karawang. For determining the sample, Slovin formula was used and found the number of 98 respondents then fulfilled into 100 respondents.

2. Instruments

Qualitative method data collection was carried out by observing the front office environment of Mandaya Karawang Hospital and conducting semi-structured interviews to informants. In qualitative data collection, questionnaires were randomly distributed to 100 outpatients and inpatients that were served by the front office.

3. Data Analysis

Data analysis on qualitative methods is to describe each answer given by the informant. The answers that have been described are then reduced and presented in the form of analyzes.

From the results of the analysis, the hypothesis will be made and examined by correlation test, determination coefficient test and simple linear regression test to get the analysis results.

D. Result

1. Informant 1 interview results

Interviews with Informants 1 showed that Informant 1 was Director at Mandaya Hospital Karawang and had worked for 4 years at the Mandaya Hospital Karawang. Informant 1 explained that since the implementation of this policy the results were very different from other hospitals. The positive side of patients is that they feel they are being served more as a person and not as a sick person and there is no negative side. The hospital's vision is now good and instilling the vision and mission of all employees in the Hospital begins when they join the Hospital so that it is embedded in the employees and becomes their

vision and mission as well. Finally it becomes a good culture. To maximize the performance of its employees, the hospital uses the KPI system in each unit. So you can get caught immediately when there is one of our employees who does not work optimally, then we will do the training again until the employee reaches the KPI. Hospitals always prioritize and inform our employees to focus on serving patients and meeting patients' needs by upholding patient safety.

Sometimes there are patients who want a lot, sometimes what is needed is not in line with the condition of him being treated, because here the hospital, so we prioritize patient safety rather than their needs. When there is a problem or incident must be reported to management, we will conduct training for the employee. If the problem is dishonesty, then it is a very serious problem that will be discussed by top level management. The Hospital will provide internal and external training to each employee who is considered not yet competent enough with a good and enthusiastic response.

The application of this policy is relevant, because we have room slogans as comfortable as hotels so the service must be as comfortable as a hotel. Management conducts training collaborating with hotels in order to maximize the service we provide, even the management recruits several people with basic hotels, making it easier to implement in the field. The problem is there are sick people who are served; there must be an application of infection area. For example, linen sheets must be by the nurse not the Housekeeping section, different from the hotel. This policy is communicated from the upper level to the lowest level and we always socialize continuously and monitor its application in the field, but sometimes there are stubborn employees who do not follow the Standard Operating Procedures and follow the wrong habits. Employee competence is sufficient and in accordance with the unit so that it can accept the policy. There are no obstacles in ensuring the implementation of policies in accordance with the Standard Operating Procedures. There is no change in authority in the application of this policy, the authority granted in accordance with the position there are only a few policy adjustments. There is an increase in facilities that are responded well. There are additional personnel to support this policy and there are no obstacles because it can be well received. Since the enactment of the policy, there are no additional costs charged to patients and there is no incentive for employees with all parts that carry out the services affected by this policy.

All parts related to the front office are affected because this section is the one that serves guests when the guest first arrives. At first it is difficult to change habits. But over time the better. There were obstacles experienced at the first time when this policy was implemented.

2. Informant 2 interview results

Interviews with Informants 2 found results that Informant 2 was the Head of Medical Division at Mandaya Hospital Karawang and had worked

for 2.5 Years. Informant 2 explained that with the application of hotel principles, patients who need calm in the healing process will feel comfortable and that will speed up the healing process. The positive value as I convey the healing process will be faster. The negative value of the costs incurred is a lot. Mandaya Hospital Karawang is committed to providing good services for patients. The informant 2 assures the hospital's goals to employees by becoming a role model and role model for all employees in the hospital. Ensure that employees work optimally by regularly training employees. As a boss in the medical department always monitor and remind subordinates to provide good services for patients. The hospital strives for its employees by embedding the principles of a patient-focused hospital motto and training conducted by HRD. However, the obstacles that occur in hospital patients with emergency and emergency triage are prioritized in handling, but not all patients understand this, so when there are patients who are not in serious health problem nor in emergency condition, they want to be served first while from the hospital handling process the one with serious condition has to be prioritize first, this kind of issue will make the moderate conditioned patient angry. HRD seeks employees with a good attitude and honesty is the main point and looking for employees so that in creating an honest culture it will be easier, if there are dishonest employees, they will immediately reprimand both verbally and in writing. The hospital provides support to its employees with an appreciation of exemplary employees and employees respond fairly well.

The application of this policy is very effective and relevant, because many people in Karawang are expecting a hospital that provides good and comfortable services. Management often provides us with training that works with hotels to get to know the character of working in the hotel. The boss always talks with us about the implementation, because we have to focus on patient safety, but we also have to provide good services because of this, we often don't understand and are confused about what to do. This policy is communicated to all employees with frequent oral and written examinations to review policies. Even a specific training schedule regarding services is made, but employees for training are limited. Employee competency is seen by performing performance appraisals but the number of employees is not enough. The hospital ensures that policies are understood by employees but constrained due to different interpretations of employees. There are also changes in the bureaucratic flow that lead to multiple positions. There were also additional facilities which led to additional costs but responded well by employees. There are additional personnel from the world of hospitality, but the limitations of the budget are again a constraint. There is no additional cost to patients and there is also no additional incentive for employees since this policy was implemented. There are several things that change in the Operational Standard Procedure and all divisions are affected.

Since this application has been carried out, the medical department has become more regular, especially in scheduling. The front office can receive well

and all parts of the front office are affected by this policy. But because the service process continues to go hand in hand with the change process, the service becomes somewhat hampered and long.

3. Informant 3 interview results

Interview with Informant 3 showed that Informant 3 was an x-ray officer at Mandaya Hospital Karawang, he had worked at Mandaya Hospital Karawang for 3 years. Informant 3 explained that since this policy seems better. The positive side is getting more crowded and many visitors, the negative the more you have to do than usual. The vision and mission of the hospital are good and try to follow according to the vision and goals of the hospital and remind friends if something is not appropriate. The hospital guarantees maximum performance with trainings on work and good service methods. Hospitals are always reminded when training to pay attention to other employees while working. The goal is to be able to help and will always be given regular training every month. The hospital is always reminded of the motto in work and delivered at a briefing. The obstacle usually comes from the patient himself. Sometimes as officers often find technical problems when working in the field, patients sometimes feel long, which eventually leads to complaints. At the beginning of the first time work is told to be able to work honestly and well. If something is not appropriate, it will be spelled out and given the opportunity to change. The hospital also gives the best employee appreciation, Provides achievement allowances, and job allowances. The response partly feels good. So there is enthusiasm to get that appreciation. But not everything is like that, some are ignorant and don't care.

The application of this policy is very relevant. Because visitors become more and more crowded. Officers are always given more training. The training that is provided is not only about work but also about service. The hospital communicates by being given directions first by superiors, then after that there is another training that teaches about service matters. But due to a lot of training sometimes the schedule likes to change because training takes a short time. All employees are communicated about this policy from top to bottom. Initially not clear. But with direction and training over time, you will understand and every briefing will be informed. But sometimes feel uncomfortable because they always wanted the same thing. Even up to 1 day can be 3 times but all for the good of the hospital. Employees are well received, from the beginning who do not understand for a long time are taught until they understand and can even teach new people. But the number of employees is not enough and with many employees resigned last month. The hospital ensures that information can be understood by always asking when someone is confused and does not understand. In the health support section, there is no change in authority all the same. For facilities, there are changes but not many. While the need for more and more becomes sometimes chaotic. The response to the addition of good facilities, as long as there are new facilities, will certainly inform employees.

There are additional personnel, some from the world of hospitality. These additions make the placement become mixed. The hospital does not impose additional costs on patients and does not provide incentives to employees. The standard operating procedure undergoes a change in the patient's acceptance section and the change has a direct impact on the part that serves the guest.

There is a relationship between the department's service department of the front office and other parts of the same as before. This policy was implemented with an impact that touched all parts of the front office. Constraints on change are when a new person changes, miscommunication often occurs and leads to complaints

4. Informant 4 interview results

Interview with Informant 4 found that Informant 4 was Front Office Manager at Mandaya Hospital Karawang and had worked at Mandaya Hospital for 10 years. Informant 4 explained that this application is quite good. Because it can provide more and different services from other hospitals, especially in the front office in terms of Greeting and Grooming. The positive side is that it can improve services, especially in registration to further increase customer satisfaction. In the past the registration officer accepted the patient just to sit, now with the hospitality service principle the registration officer when receiving the patient must stand up and greet. Communication with patients must stand up and there is no negative side. The vision and mission of the hospital are good. Because the Mandaya Hospital Karawang wants to become a leading national hospital network that puts forward cutting-edge technology and innovation. As well as service centered on patients with universal ethical values. Hope the Mandaya Hospital Karawang wants to provide a memorable experience to patients so as to make patients become patients who are faithfully seeking treatment at the Mandaya Hospital Karawang. The front office must understand the vision and mission of the Mandaya Hospital. As a boss, it is compulsory to motivate friends to be enthusiastic and always give the best servants to patients with empathy and attention and then invite friends to be able to work together and be compact in carrying out their work and regularly conducting briefings before and after work and evaluating work, diligently attend internal training or training held by the Hospital and make work programs to improve service to be better. The Hospital guarantees employee performance by holding trainings and seminars for all employees. The hospital also cultivates services by holding meetings with employees. However, the arrival of doctors who are not on time, internet networks and hospital facilities are overwhelming. The ability of employees to not master / understand the regulations of each Mandaya Hospital policy is an obstacle. Hospitals provide regulations and counseling to comply with existing regulations. If there is something that is not appropriate, the hospital will give back training, if there is still a problem, a warning letter will be given. The hospital provides support by providing training / seminars to

improve employee skills. Employees respond well for providing achievement allowances, and job allowances, because it can improve the ability of employees.

Policy implementation is considered relevant because it can improve services to outpatients and hospitalizations; the hospital environment is also clean so patients feel comfortable always seeking treatment or hospitalization at Mandaya Hospital. The Hospital issues new regulations for employees in accordance with policies to address cultural change. The hospital always communicates to all employees and management by conducting socialization and training. But it is less intense in socializing it. The socialized policy was well received but not clear enough. The hospital continuously informs about policies by socializing, holding coordination meetings with management, conducting Morning Briefing with management but many activities disrupting work schedules. The hospital sees the competence of employees well and the number of employees is sufficient. The hospital ensures information can be understood by conducting socialization and question and answer sessions and there is evidence of employee signatures to follow and understand the policy socialization. However, socialization often disrupts employee schedule conditions. There was a change in the flow of the bureaucracy at first but now it can adapt. The addition of facilities includes building renovations, adding new services and adding facilities to support new services that are responded well by employees. There is the addition of another section that serves as a Guest relation officer employee which causes an adjustment of the job description. The hospital does not impose additional costs on patients and does not provide incentives for employees. There are several things that affect the Operational Standard Procedure, which is the part that concerns service to patients.

There is a relationship between the front office and other units related to service. Change is addressed by adapting. It's difficult at first, but my friends and I can adapt well. All parts of the front office have a direct impact in providing services to patients. This resulted in an adjustment, understanding and consistency of employees in carrying out the policy

5. Informant 5 interview results

Interview with Informant 5 shows that the 5th Informant is Resinda Hotel Karawang General Manager has been working at the Resinda Hotel Karawang since 2014. Informant 5 explained that the application of the hospitality principle has gone well but monitoring and controlling is still needed to ensure the quality of service is maintained professionally. The positive value is getting the trust of all guests who stay at the Resinda Hotel Karawang and there is absolutely no negative value. Our vision and goals are very reasonable because in reality our hotel has now become the best hotel in the city and its surroundings as can be seen in Trip Advisor. We always communicate the progress, achievement and weakness of the hotel to each of hotel staff periodically, as example in daily briefings, trainings, general meetings and we

monitor the progress of each hotel's staff periodically. In addition to personal training and monitoring for each staff, we also conducting tests and contests about hotel product knowledge and hotel value and we also apply reward and punishment system. There is no problem in prioritizing consumers because the priority of consumers is one of the company's values that must be applied. To create a culture of honesty and integrity, any action of dishonesty and dis-integrity will carry out punishment and re-training so that it will not be repeated in the future. Employees are supported by conducting training (out of internal training) for each of the best employees and career development and involving ideas and proposals from all employees. Employee response is very good, appreciates and supports various forms of initiatives decided by management.

E. Discussion

1. Analysis of the Principles of Hospitality Services

a. Achievement

Mandaya Hospital Karawang employees have the understanding of the vision, mission and goals of the hospital. The services provided are in harmony with the comparison hotel, the Resinda Hotel Karawang. This point strongly determines the principles of good hospitality services because the services provided by employees are a reflection of the vision and mission of the Mandaya Hospital Karawang.

b. Excellence

Mandaya Hospital Karawang Management has a good effort to ensure that all employees can work optimally. This can be seen in the previous chapter where management uses KPI to measure employee performance results. This principle is in line with the services of the Resinda Karawang Hotel in ensuring the performance of its employees.

c. Customer Focus

Mandaya Hospital Karawang employees change habits in the old culture by turning it into a culture to meet the needs of patients. The obstacles faced are as good as possible by giving priority to the patient. This is in line with the Resinda Karawang Hotel's business in applying this principle.

d. Honesty & Integrity

Mandaya Hospital Karawang Management gives serious attention to honesty and integrity. Mandaya Hospital Karawang employees also know about this policy and ensure that the services provided to patients can be maximized.

e. People Oriented

Mandaya Hospital Karawang Management gives appreciation and training to employees who are deemed necessary. Management always pays attention

when it is felt that socialization is needed to its employees.

The foregoing on all of these results and efforts still have limitations, mainly hospitals to prioritize help and patient safety compared to other interests. Not all service values in hotels can be implemented in hospitals considering the purpose and function of the two things is very different contrast.

2. Analysis of the Implementation of Principles of Hospitality Services in Hospitals

a. Communication

The communication carried out by the Mandaya Hospital Karawang has been good; a lot of training and socialization was carried out when implementing the new policy. However, the application of these policies is not included with sufficient experts. Employees of the Mandaya Hospital Karawang stated that the hospital need to have more staff training on the principles of hotel services, currently this kind of training is reduced when training personnel were lacking. Socialization became more prioritized to the affected parts directly so that other parts that were not directly affected experienced slower adaptations, this causes miscommunication that makes other parts stumbling against parts that have already come to understand and adapt.

b. Resource

Management must pay attention to human resources, clarity of information, authority that is handed down and facilities provided. The statement above is in line with what happened at the Mandaya Hospital Karawang. Information submitted by management to Mandaya Hospital Karawang employees has been carried out clearly and repeatedly. Facilities are slowly being increased. However, due to limited funds, the addition of health support facilities was reduced so that employees could not work optimally. The authority given is a little problematic. This problem is seen in the overlapping authority when this policy is delivered so that the employees of Mandaya Hospital Karawang become confused about their work description.

c. Disposition

What the management of the Mandaya Hospital Karawang has done is very good. Management recruits employees who have a hotel base to be able to work and provide good influence so as to make the implementation of hospitality principles easier to implement. But the management of the Mandaya Hospital Karawang does not provide incentives to its employees which can be a stimulus in every job they do.

d. Bureaucratic Structure

Mandaya Hospital Karawang Management made changes to the SOP of employees affected by this policy. This is the basis for Mandaya Hospital

Karawang employees to be able to work in accordance with existing SOPs. Parts that have implemented the SOP can have a positive influence on employees in other parts. This has resulted in policies being transmitted and making the principle of hospitality services a new culture in the Mandaya Hospital Karawang.

3. Facility Variable Analysis

It was known in the previous point that the Mandaya Hospital Karawang paid attention to the implementation of its policies which led to an increase in facilities. From the results of the above discussion it can be analyzed that there is a large scale increase in the main facilities of the Mandaya Hospital Karawang to support hospitality services such as good lobbying, increased health facilities, room type designs such as hotels and others. There are also supporting facilities both medical and non-medical. All of these efforts are carried out by the management to improve the service quality of employees of Mandaya Hospital Karawang, especially in the Front Office.

4. Analyze the Front Office Department Section

Management has implemented and improved facilities to support the principle of hospitality services to improve the service quality. Then after the Front Office employees as part of the first contact with patient or guests should implement what had been described above. Refer to the previous data, it shows that all parts of the Front Office experience increased since the policy implementation and facility changes. The increase experienced was a positive increase, it is improve the service quality both in terms of individual and team performance, quality improvement also occurred in the attitudes and behavior of each Front Office employee, they realized and firmly stated that with good grooming and greeting, the service provided also improved. This policy was also realized by employees of Mandaya Hospital Karawang in contrast to other hospitals.

5. Hypothesis

Referring to the results of qualitative analysis, that the front office of Mandaya Hospital Karawang has improved service quality since the implementation of hospitality services principles, the researchers hypothesize that the results of qualitative research are:

Ha: Quality of service with the principle of hospitality has a strong and positive relationship to increase the patient satisfaction

Ho: Quality of service with the principle of hospitality does not have a strong and positive relationship to increase the patient satisfaction

This conclusion was taken based on various efforts in improving the quality of service to be able to increase patient satisfaction.

6. Analysis of Quantitative Methods

a. Demographic Analysis

Research by distributing questionnaires to 100 patients of Mandaya Karawang Hospital who performed inpatient and outpatient care found that the majority of patients who came were doing outpatient treatment (80%), aged 31-40 years (38%), sex men (53%), had the last high school education (45%) and Higher Education (45%), earning IDR 5,000,000, - up to IDR 10,000,000, - per month (35%), has an expenditure of IDR 1.000.000, - up to IDR 5,000,000 (34%) while in hospital, and 37% of respondents have come for the second time.

b. Validity Test and Reliability Test

Validity test in this study uses Pearson product moment correlation test with the requirement of values > 0.30 and for reliability test using Cronbach Alpha. Both of these tests use SPSS Version 24 and the results are listed in table 1 below.

Table 1. Validity Test and Reliability Test Result

Instrument	Validity Test Pearson Product Moment		Reliability Test Cronbach Alpha	
Service Quality Variables				
Tangibles 1	0.547	Valid	0.812	Reliable
Tangibles 2	0.340	Valid	0.833	Reliable
Reliability 1	0.602	Valid	0.804	Reliable
Reliability 2	0.660	Valid	0.797	Reliable
Responsiveness 1	0.737	Valid	0.787	Reliable
Responsiveness 2	0.668	Valid	0.797	Reliable
Assurance 1	0.680	Valid	0.795	Reliable
Assurance 2	0.731	Valid	0.788	Reliable
Empathy 1	0.714	Valid	0.790	Reliable
Empathy 2	0.470	Valid	0.819	Reliable
Customer Satisfaction Variables				
Product Quality 1	0.736	Valid	0.870	Reliable
Product Quality 2	0.720	Valid	0.872	Reliable
Price 1	0.696	Valid	0.874	Reliable
Price 2	0.705	Valid	0.876	Reliable
Service Quality 1	0.692	Valid	0.874	Reliable
Service Quality 2	0.758	Valid	0.868	Reliable
Emotional Factor 1	0.704	Valid	0.873	Reliable
Emotional Factor 2	0.700	Valid	0.873	Reliable
Ease 1	0.658	Valid	0.876	Reliable
Ease 2	0.658	Valid	0.876	Reliable

Source: Developed for this research

Validity of test results shown in table 1 below show that all variables and instruments studied have a value of more than 0.30 (> 0.30), which means that all instruments or questions examined are valid with the lowest value is Tangibles 2 instrument on service quality variables with a value of 0.340 and the highest value is on the service quality indicator 2, which is 0.758. These results indicate that all instruments in the variables to be examined are valid and can be continued for the next research.

Table 1 above shows that the results of reliability tests, it is known that all the instruments under study have a value of more than 0.70 (> 0.70) which means that all instruments in this study are reliable or reliable with high reliability values (0.70 - 0.90) which means the instruments in this study are reliable and can be continued to the next research.

c. Correlation Test & Determination Coefficient Test

Table 2. Results of Correlation Test & Determination Coefficient Test

Variable		Service Quality	Customer Satisfaction	R ²
Service Quality	Peason Correlation	1	0.857	0.735
	Sig.		0.000	
	N	100	100	
Customer Satisfaction	Peason Correlation	0.857	1	0.735
	Sig.	0.000		
	N	100	100	

Source: developed for this research

The table above shows that the correlation value formed between the variables of Service Quality and Patient Satisfaction is 0.857 with a significance of 0.000. Because this value is close to 1 ($-1 \leq r \leq 1$) and the significance is 0,000, this indicates that there is a very strong and positive correlation between the two variables (0.80 - 1,000). This means that every time there is an increase in service quality variables, it will affect the customer satisfaction variable. The amount of influence shown by the results of the coefficient of determination shows the value of 0.735 or 73.5%. This shows that service quality has an influence of 73.5% on customer satisfaction. Another thing that affects customer satisfaction is that 26.5% comes from other factors

d. Simple Linear Regression Test

Table 3. Simple Linear Regression Results

Model	
Service Quality (b)	0.906
Constant (a)	3.838

Source: developed for this research

The above test results explain that the value of a (constant) is 3.838 which means that if the service quality variable is equal to 0 (zero), then the value of customer satisfaction is 3.838. The value of b (Variable Coefficient) is equal to 0.906, which means that if the quality of service has increased 1 (one) unit, then customer satisfaction will increase by 0.906 units.

F. Conclusion

1. The implementation of the principle of hospitality services at hospitals is very relevant to be applied in Mandaya Hospital Karawang. The hospital environment is getting better and even the existence of hospitals that apply the principle of hospitality services is highly expected by the community.
2. There are good efforts made by the Mandaya Hospital Karawang. Management conducts training that collaborates with hotels and internal training, conducts oral and oral examinations, directs from superiors and ensures that communication about the policy is acceptable.
3. There are several obstacles, the internal constraints faced are the time of employee's adaptation to the policy, the doctor who arrives not on time or changes the schedule without prior notice. External constraints are patients who consider the services provided must be like in a hotel whereas in reality, hospitals and hotels are not the same.
4. The hypothesis can be accepted because the quality of service based on hospitality has a strong and positive influence on customer satisfaction.

G. Recommendation

1. Recalculating the number of employees needed in all parts of the hospital so that they can provide maximum service to all patients of the Mandaya Hospital Karawang.
2. Nurses and Doctors on duty must be given competence regarding good services in accordance with the principle services of the hotel. It is expected to be able to minimize things that are not in accordance with the principles of service but can improve customer satisfaction while still prioritizing patient safety.
3. Improve performance in the operational part of health. Health operational performance that is still not a hindrance in the implementation of service principles based on hospitality principles is something that must be addressed by the management of the Mandaya Hospital Karawang.
4. Giving incentives can improve the performance of employees of Mandaya Hospital Karawang. Additional costs for patients can be an option to be able to replace costs incurred for employees.
5. The efforts carried out by the management of the Mandaya Hospital Karawang that are already good need to be improved. Socialization and training that reaches out not only touches the part that serves patients but all parts of the Mandaya Hospital Karawang.

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