

## The Relationship of Employee Performance with Patient Satisfaction at Manisa Health Centre Sidenreng Rappang Regency: Quantitative Approach

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### ABSTRACT

**Introduction:** Employee performance plays a crucial role in improving the quality of healthcare services at Community Health Centers (Puskesmas), a primary healthcare facility. Patient complaints related to timeliness of service, professionalism, and speed in addressing needs are indicators that influence patient satisfaction levels. This study aims to determine the relationship between employee performance and patient satisfaction at Manisa Community Health Center, Sidenreng Rappang. **Method:** This type of research uses a quantitative approach. The sample consists of 98 respondents selected using the Cross Sectional Study method. Data collection techniques include observation, questionnaire, documentation and Library study with analysis using chi square test through SPSS version 21. **Results:** The relationship between employee performance and patient satisfaction levels at Manisa Community Health Center, Sidenreng Rappang Regency, showed a significance value of 0.000, as this value is less than 0.05 ( $p < 0.05$ ). **Conclusion:** Manisa Community Health Center, Sidenreng Rappang Regency. The majority of patients rated the staff's performance as good and were satisfied with the service they received.

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### INTRODUCTION

Employee performance is an important element in the success of health services at the Public Health Centre. Quality service is not only determined by facilities, but also by the professionalism and competence of employees in providing services to patients. However, various studies show that there are still patient complaints in several health centres related to attitude, punctuality, and the ability of employees in providing responsive and friendly services (Ariyanti et al., 2024). Data from the Ministry of Health of the Republic of Indonesia (2023) shows that around 25% of health centre patients in several regions feel dissatisfied with the services provided, especially regarding the attitude and

responsiveness of employees. The existence of a gap between patient expectations and the service received shows the importance of improving employee performance as a strategic step in improving the quality of service at public health centres.

A study by Anggraeni and Prasetyo (2020) shows that good communication between employees and patients is one of the key aspects in creating satisfaction. The research found that a friendly, responsive, and able attitude to provide clear information can increase patient confidence and comfort during the service process. On the other hand, the lack of communication skills of employees often causes misunderstandings, which has an impact on low levels of patient satisfaction (Irpani et al., 2024). In addition, research by Wahyuni and Kurniawan (2021) states that the effectiveness of employee work, such as punctuality of service and the ability to solve patient problems quickly, is an important factor in determining the quality of public health centre services. This study reveals that patients are more likely to feel satisfied if employees can serve without having to make them wait too long or feel abandoned (Christa, 2022).

Although various efforts to improve the quality of service have been carried out, the Manisa Health Centre still faces challenges in employee performance, such as slow response from officers, lack of friendliness in interaction, and unclear information to patients. This condition has the potential to cause dissatisfaction and shows that the improvement of service quality has not been fully optimised. Good employee performance has direct implications on patient satisfaction. However, so far the research that specifically examines the relationship between employee performance and patient satisfaction at the Manisa Health Centre, Sidenreng Rappang Regency, is still limited. Therefore, this study aims to find out the relationship between employee performance and patient satisfaction at the Manisa Health Centre, Sidenreng Rappang Regency

## LITERATURE REVIEW

### Performance Theory

Performance theory explains that individual work results are influenced by ability, motivation, and job opportunities (Vroom, 1964). The model is known as Vroom's Expectancy Theory, which emphasises that a person will work well if he believes that the effort made will produce high performance and bring valuable results. In the context of health services, Puskesmas employees will display optimal performance if they have professional competence, intrinsic motivation, and adequate work environment support.

According to Mangkunegara (2005) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. It means, the higher the competence, discipline, and commitment of employees to their duties, the higher the performance shown.

In other words, good performance from employees will have a considerable impact on organisational productivity. An employee who has good skills will try to work with optimal ability when he has a work drive that comes from himself or from within the company (Nasution & Basem, 2020).

The performance of employees at the public health centre refers to the ability of health and non-health personnel in carrying out their duties and responsibilities in accordance with the established health service standards. This performance includes aspects such as professional competence, effectiveness in providing services, compliance with standard operational procedures (SOP), and the ability to communicate with patients and the community. Employee performance evaluation also considers aspects of time efficiency, administrative accuracy, and patient satisfaction with the services provided. Employees who have optimal performance are expected to be able to support the

achievement of the health centre's goals in providing quality health services and improving the degree of overall public health (Ministry of Health of the Republic of Indonesia, 2019).

### **Satisfaction Theory**

The customer satisfaction theory put forward by Kotler and Keller (2016) states that satisfaction arises when the service performance received is equal to or exceeds customer expectations. In the context of public service, patients will feel satisfied if the health services provided meet their expectations for the aspects of hospitality, punctuality, safety, and service comfort. Satisfaction occurs when the perceived performance is minimally in accordance with what the patient expects. On the other hand, dissatisfaction will appear if the performance of the health services received is below the patient's expectations (Dian, 2024).

Patient satisfaction is a subjective output, because it is influenced by individual expectations, experiences, and perceptions of received health services. However, patient satisfaction is very important as an indicator of the service quality of a health facility, including a health centre.

In health services, especially in health centres, patient satisfaction includes an assessment of various aspects, such as administrative services, facility comfort, waiting time, and communication between health workers and patients. This satisfaction is important because it reflects the quality of service and can affect patient loyalty and public trust in health institutions (Ministry of Health of the Republic of Indonesia, 2020).

### **The Relationship between Employee Performance and Patient Satisfaction**

Theoretically, there is a positive relationship between employee performance and patient satisfaction. Performance Theory (Vroom, 1964) explains that individual motivation and ability produce optimal performance, while Satisfaction Theory (Kotler & Keller, 2016) emphasises that customer satisfaction arises from a service experience that meets expectations. Thus, when Puskesmas employees are able to provide fast, friendly, and professional services, then the patient's positive perception of service quality increases, which ultimately creates patient satisfaction.

Employee performance has a significant relationship with patient satisfaction in health services. Employees who show high performance, such as providing fast, efficient, friendly, and professional services, can create a positive experience for patients. When employees are able to fulfil or even exceed the patient's expectations, the patient's satisfaction level tends to increase. Important aspects of employee performance include the ability to communicate effectively, speed in completing administrative procedures, and the ability to handle patient problems or complaints well (Widyastuti & Pujilestari, 2024).

Several previous studies have shown that there is a strong empirical relationship between employee performance and patient satisfaction, especially in public health centers. Some relevant findings are: Research by Suryadi and Ningsiah (2020) shows that friendly attitude, punctuality, and responsiveness of employees are the main factors that affect patient satisfaction. Meanwhile, good communication skills and speed in responding to patient needs contribute greatly to patient comfort and satisfaction (Meutia & Andiny, 2019).

### **METHOD**

The type of research used in this study is quantitative with a cross-sectional study approach, aiming to determine the relationship between employee performance and patient satisfaction. The data used in this study consists of primary data obtained directly

from respondents through questionnaires and secondary data obtained from patient visits. This research was conducted at the Manisa Health Centre located in Sidenreng Rappang Regency, which took place in February-April 2025. The subject of this study includes all patients who are registered and have received various administrations at the Manisa Sidenreng Rappang Health Centre.

The sample for this research is through the purposive sampling technique, which is a method of deliberately selecting samples based on certain criteria. The population in this study is all patients who visited the Manisa Health Centre during the research period of 6,370 patients. The number of samples used in this study was determined using the Slovin formula with a margin error of 10% to determine 98 respondents.

The independent variables in this study are employee performance which includes service time accuracy, employee professionalism (politeness and technical ability), speed in handling patient needs. The Dependent Variable is patient satisfaction which includes administrative services, comfort, patient communication, waiting time.

Data collection was carried out directly in the field in February-April 2025. Before the data collection began, a meeting was held with the head of the Manisa Sidenreng Rappang public health centre to obtain permission and technical support. The data collection process was carried out through observation using documentation and questionnaires and disseminated to respondents. Questionnaires that have gone through the process of testing validity and reliability where the validity test is carried out using the Pearson Product Moment correlation technique, and the results show that all questions on the employee performance and patient satisfaction variables are calculated  $r$  values  $> r$  table at a significance level of 5%, so that it is declared valid. Furthermore, the reliability test was carried out using Cronbach's Alpha formula, with an alpha value of 0.916 for employee performance and patient satisfaction variables.

To ensure the validity of the data, the researcher went to the health centre to supervise and check the respondents' answers. The collected data is then checked for completeness every day before being inputted into the SPSS software version 21 for analysis. In this study, data analysis consists of univariate analysis and bivariate analysis. Bivariate analysis carried out using the chi square test, where if the p-value significance value  $< 0.05$  indicates that there is a significant relationship while if the p-value significance value  $> 0.05$  indicates that there is no significant relationship between the independent variable and the dependent variable.

## RESULTS AND DISCUSSION

This research involved 98 respondents who were patients of Manisa Health Centre Sidenreng Rappang Regency who had received various administrative services during the research period from February to April 2025. The data obtained is used to describe the characteristics of the respondents, the level of employee performance, and the level of patient satisfaction with the services provided at the Health Centre. The results of this study are presented in the form of a table that includes the distribution of the frequency of respondents based on demographic characteristics, assessment of aspects of employee performance (such as punctuality, professionalism, and speed of service), as well as the level of patient satisfaction with administrative services, comfort, communication, and waiting time. In addition, the results of the chi-square test were shown to illustrate the relationship between employee performance and patient satisfaction levels at the Manisa Health Centre.

Based on the research results of 98 respondents at the Manisa Health Centre, Sidenreng Rappang Regency, it is known that most of the respondents are female, namely

69 people (70,4%), while the respondents are male as many as 29 people (29,6%). Based on the age group, the majority of respondents are in the age range of 25–44 years, which is 41 people (41,8%), then followed by respondents aged  $\geq 45$  years of 36 people (36,7%), and the remaining 21 people (21,4%) are in the age group  $< 25$  years (Table 1).

Table 1. Respondent's Characteristics (N= 98)

Characteristics	Categories	Frequency (n)	Percentage (%)
<b>Gender</b>	Male	69	70.4
	Female	29	29.6
<b>Age</b>	$< 25$ years	21	21.4
	25-44 years	41	41.8
	$\geq 45$ years	36	41.8
<b>Address</b>	Panreng	38	38.8
	Benteng	33	27.6
	Manisa	27	33.7
<b>Last Education</b>	Elementary School	6	6.1
	Junior High School	19	19.4
	High school	53	54.1
	D3	3	3.1
	Bachelor (S1)	17	17.3
<b>Work Status</b>	Housewife	25	25.5
	Farmer/Serman	13	13.3
	Student/Student	10	10.2
	Civil Servants (PNS)	9	9.2
	Entrepreneur	9	9.2
	Health Workers	4	4.1
	Other categories (9 types)	28	28.5

Judging from the residential address, the most respondents came from Panreng with 38 people (38,8%), then Manisa with 33 people (33,7%), and Benteng with 27 people (27,6%). Meanwhile, in terms of education level, most of the respondents have a high school/equivalent education of 53 people (54,1%), followed by junior high school/equivalent education of 19 people (19,4%), and Bachelor (S1) as many as 17 people (17,3%). Respondents with elementary/equivalent education totalled 6 people (6,1%), while those with Diploma education (D3) as many as 3 people (3,1%). The high proportion of high school graduates shows that the majority of respondents have a sufficient understanding of health services.

Based on work, most of the respondents are housewives, which is 25 people (25,5%). Then, the respondents who worked as farmers/fermen totalled 13 people (13,3%), students as many as 10 people (10,2%), civil servants (PNS) as many as 9 people (9,2%), and self-employed as many as 9 people (9,2%). The rest is spread across several other types of jobs such as health workers, labourers, traders, and retirees. This characteristic provides an image that respondents come from diverse social backgrounds, both in terms of age, education, occupation, and domicile, which can affect their perception of the quality of health administration services provided by the Manisa Health Centre.

Based on Table 2, of the 98 respondents assessed, 47 individuals (47.96%) rated employee performance as good, while 51 respondents (52.04%) considered it not good. These findings indicate that most patients hold a negative perception of the administrative staff's performance at the Manisa Health Centre. This suggests that many employees are viewed as not fully carrying out their duties effectively, particularly in providing services that are friendly, prompt, and in accordance with established procedures, which are

essential for creating a positive impression on patients. In terms of service satisfaction, 54 respondents (55.10%) reported being satisfied with the administrative services received, whereas 44 respondents (44.90%) expressed dissatisfaction. Overall, this shows that the majority of patients feel that the administrative services generally meet their expectations.

Table 2. Frequency Distribution of Employee Performance and Patient Satisfaction (N= 98)

Variables	Categories	Frequency (n)	Percentage (%)
<b>Employee Performance</b>	Good	47	47.96
	Not good	51	52.04
<b>Patient Satisfaction</b>	Satisfied	54	55.10
	Not Satisfied	44	44.90

Based on the results in Table 3, from the table it can be seen that from 54 patients who were satisfied, the majority assessed employee performance as not good 43 respondents (79.63%), and only 11 respondents (20.37%) who assessed employee performance as good. On the other hand, from the 44 respondents who expressed dissatisfaction, most of the 36 respondents (81.82%) rated the employee's performance as good, while only 8 respondents (18.18%) rated it as not good.

Table 3. The Relationship between Employee Performance and Patient Satisfaction (N= 98)

Employee Performance	Patient Satisfaction Level				Total N (%)	P-value
	Satisfied		Not Satisfied			
	n	%	n	%		
Good	11	20.37	36	81.82	47 (100)	<0.0001
Not good	43	79.63	8	18.18	51 (100)	

**Employee performance at Manisa Health Centre Sidenreng Rappang Regency.**

It is known that from 98 respondents who were studied, as many as 47 respondents (47,96%) assessed that the employee performance at the Manisa Health Centre was classified as good, while 51 respondents (52,04%) assessed that the employee performance was not good. This finding shows that most patients assess that the service provided by employees is not fully optimal, especially in terms of accuracy, speed, and service attitude.

Employee performance that is considered not good can reflect that there are still shortcomings in the aspects of communication, discipline, and the ability of employees to adapt to the needs of patients (Nurlinndawati & Tari, 2025). This can affect the public's perception of the quality of service at the Manisa Health Centre. However, there are respondents who judge employee performance well showing that some employees have been able to carry out their duties responsibly, politely, and in accordance with service procedures.

This result becomes an important evaluation material for the health centre management to improve the aspects of services that are still considered lacking by the community. It is necessary to improve employee competence through routine training, work attitude development, and an effective supervision system so that employee performance can be more optimal and patient satisfaction increases.

**Patient satisfaction at Manisa Health Centre Sidenreng Rappang Regency.**

That out of 98 respondents, 54 respondents (55,10%) expressed satisfaction with the services provided at the Manisa Health Centre, while 44 respondents (44.90%) expressed

dissatisfaction. This result shows that the level of patient satisfaction with the service at the Manisa Health Centre is still considered moderate, because there are almost half of the respondents who are not satisfied with the service received. This level of satisfaction that has not been maximised indicates that there are still aspects of service that need to be improved, such as service speed, punctuality, employee friendliness, and facility comfort. Patients who feel dissatisfied are most likely to experience services that are not as expected, both in terms of communication, officer attitude, and inefficient service procedures.

However, more than half of the respondents who were satisfied showed that most of the services have been running quite well and meet the patient's expectations. This is a reflection that the Manisa Health Centre has tried to provide friendly, fast, and in accordance with operational standards. The satisfaction felt by patients also shows a positive perception of employee performance and increased trust in the health services provided.

Therefore, this result is an important input for the Puskesmas management to continue to improve the quality of service. Evaluation of the factors that cause dissatisfaction needs to be done, either through employee training, improving the queue system, or improving facility comfort. Thus, it is hoped that the level of patient satisfaction can continue to be improved and the sustainability of health services at the Manisa Health Centre will get better in the future.

Based on the results of the research conducted, it is seen that most patients assess the performance of employees at the Manisa Health Centre is still not optimal. This assessment shows that the patient is not fully satisfied with the service provided by the officer, especially in the registration section. This can be caused by several factors, such as delays in the service process, lack of hospitality, or lack of explanation given during the administration process.

The performance of employees who have not met expectations certainly has an impact on the service experience felt by patients. According to Mangkunegara (2005), performance is the result of work achieved by a person in carrying out the tasks assigned to him, which is based on skill, knowledge, and seriousness. In the context of health services, low employee performance can be caused by lack of training, high workload, and limited human resources at public health centres. This condition has the potential to reduce the quality of interaction between employees and patients, especially in the aspects of communication, empathy, and service accuracy. This is in line with the Work and Motivation theory by Vroom (1964) which explains that performance is influenced by three main factors, namely ability, motivation, and job opportunities. If one of these factors is not fulfilled, then individual labour results or performance tend to decrease.

The research results show that the patient's perception of the services received at the Manisa Health Centre varies. Although some patients are satisfied with the services provided, there are still a number of patients who are dissatisfied. This indicates that there are differences in patient expectations towards service standards, as well as their subjective experiences in the process of receiving services. According to Kotler (2009), patient satisfaction is formed from the comparison between expectations before receiving services with the perceived reality. If the employee's performance does not meet the patient's expectations, then the level of satisfaction tends to decrease even though the service has met the technical standards.

Based on the results of the analysis, it was found that there was a significant relationship between employee performance and patient satisfaction. The patient's perception of employee performance also affects how they assess the overall service. It means, the better the employee's performance, the higher the level of patient satisfaction.

This relationship can be explained through the theory of customer satisfaction which states that fast, friendly, and professional service behaviour is able to form a positive perception of service quality (Kotler & Keller, 2016). In the context of the Manisa Health Centre, patients who feel valued and well served are more likely to give a positive assessment of the overall quality of service.

This finding shows that employee performance is indeed important, but not the only determining factor of satisfaction. Therefore, improving the quality of service at Manisa Health Centre should be done thoroughly, by paying attention to technical aspects, service system, and humanistic approach to patients. This is in line with the research of Wardani & Fatriyawan (2022) which found that the better the employee's performance, the higher the level of patient satisfaction at the Masbagik Health Centre. The similarity between this study and the study of Wardani and Fatriyawan (2022) lies in the significant influence of interpersonal factors such as friendliness, politeness, and staff's patience on increasing patient satisfaction. Similarly, the research of Nurhidayat & Zainaro (2020) shows a significant relationship between the performance of health workers and patient satisfaction where the aspects of discipline and responsibility of the officer are key factors in shaping the patient's positive experience.

However, the results of this study have a slight difference with the findings of Meutia and Andiny (2019), which highlights that physical environmental factors, such as lounge comfort and queue system, are the main determinants of patient satisfaction, not just employee performance. This shows that even though employees have shown good performance, external factors such as facilities, infrastructure, and service systems that are not yet optimal can still reduce the level of patient satisfaction. Thus, the improvement of employee performance needs to be accompanied by the improvement of the service system and physical environment in order to create a more comprehensive and consistent service experience.

Thus, the results of this study reinforce the understanding that the increase in patient satisfaction does not only depend on facilities and infrastructure, but is more determined by direct interaction between employees and patients. When employees are able to show a friendly, responsive, and professional attitude, patients will feel appreciated and get attention that suits their needs. Improving the quality of service at Manisa Health Centre should be done thoroughly, not only by improving the management system or infrastructure, but also by fostering a patient-oriented work culture. Efforts such as effective communication training, strengthening service ethics, and a patient feedback-based performance evaluation system can be a strategic step in improving public performance and trust in public health centre services.

## CONCLUSION

It can be concluded that this research shows a significant relationship between employee performance and patient satisfaction at the Manisa Health Centre, Sidenreng Rappang Regency. The majority of patients assess the employee's performance as good and feel satisfied with the service received. Performance dimensions such as punctuality of service, employee professionalism, and speed in handling patient needs directly contribute to the level of satisfaction. The results of the analysis using the Chi-Square test prove that improving employee performance will have a positive impact on improving patient satisfaction. Therefore, the importance of improving employee training and supervision, especially in the aspect of communication and punctuality of service, to increase patient satisfaction sustainably. For the next researcher to expand the research area and add other

variables such as the queue system and facility comfort so that the results are more comprehensive.

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