

THE EFFECT OF NURSE COMPETENCE AND NURSE JOB DESIGN ON CUSTOMER SATISFACTION AND ITS IMPLICATIONS ON CUSTOMER LOYALTY SURVEY AT GAHARU MEDIKA PRIMARY CLINIC DEPOK

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Abstract. This study aims to analyze the effect of nurse competence and nurse job design on customer satisfaction and the implications for customer loyalty at Primary Clinics. The research method used was a survey by collecting data through questionnaires from 154 respondents who were Primary Clinic patients. Path analysis is used to examine the effect of nurse competence and nurse job design on customer satisfaction, as well as the effect of customer satisfaction on customer loyalty. The results of the study show that the competence of nurses has a positive and significant effect on customer satisfaction at Primary Clinics. Nurse job design also has a positive and significant influence on customer satisfaction. Nurse competence and job design have a positive and significant effect simultaneously on customer satisfaction at Primary Clinic. Customer satisfaction has a positive and significant effect on customer loyalty at Primary Clinics. The implication of this finding is that Primary Clinics need to continue to strengthen nurse competencies and design adequate nurse work in order to increase customer satisfaction levels. Increased customer satisfaction can help build long-term customer loyalty, which is key to Klinik Pratama's long-term success in retaining and attracting more patients. Pratama Clinic needs to continuously monitor and improve the competence of nurses and working conditions of nurses to ensure an optimal customer experience and maintain customer loyalty on an ongoing basis.

Keywords: Nurse Competency, Nurse Job Design, Customer Satisfaction, Customer Loyalty

Abstrak. Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi perawat dan desain pekerjaan perawat terhadap kepuasan pelanggan dan implikasinya terhadap loyalitas pelanggan di Klinik Pratama. Metode penelitian yang digunakan adalah survei dengan mengumpulkan data melalui kuesioner dari 154 responden yang merupakan pasien Klinik Pratama. Analisis jalur digunakan untuk menguji pengaruh kompetensi perawat dan desain pekerjaan perawat terhadap kepuasan pelanggan, serta pengaruh kepuasan pelanggan terhadap loyalitas pelanggan. Hasil penelitian menunjukkan bahwa kompetensi perawat berpengaruh positif dan signifikan terhadap kepuasan pelanggan di Klinik Pratama. Desain pekerjaan perawat juga mempunyai pengaruh positif dan signifikan terhadap kepuasan pelanggan. Kompetensi perawat dan desain pekerjaan berpengaruh positif dan signifikan secara simultan terhadap kepuasan pelanggan di Klinik Pratama. Kepuasan pelanggan berpengaruh positif dan signifikan terhadap loyalitas pelanggan di Klinik Pratama. Implikasi dari temuan ini adalah Klinik Pratama perlu terus memperkuat kompetensi perawat dan merancang pekerjaan perawat yang memadai guna meningkatkan tingkat kepuasan pelanggan. Peningkatan kepuasan pelanggan dapat membantu membangun loyalitas pelanggan jangka panjang, yang merupakan kunci keberhasilan jangka panjang Klinik Pratama dalam mempertahankan dan menarik lebih banyak pasien. Klinik Pratama perlu terus memantau dan meningkatkan kompetensi perawat dan kondisi kerja perawat untuk menjamin pengalaman pelanggan yang optimal dan menjaga loyalitas pelanggan secara berkelanjutan.

Kata Kunci: Kompetensi Perawat, Desain Pekerjaan Perawat, Kepuasan Pelanggan, Loyalitas Pelanggan

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INTRODUCTION

RI Law No. 36 of 2009, that health is a human right and one of the elements of welfare that must be realized in accordance with the ideals of the Indonesian nation as referred to in Pancasila and the 1945 Constitution of the Republic of Indonesia. Every activity in an effort to maintain and improve the highest degree of public health is carried out based on non-discriminatory, participatory and sustainable principles in the framework of forming Indonesian human resources, as well as increasing the nation's resilience and competitiveness for national development. Everything that causes health problems in the Indonesian people will cause huge economic losses for the country, and every effort to increase public health status also means investment for the country's development; every development effort must be based on health insights in the sense that national development must pay attention to public health and is the responsibility of all parties, both the government and the community.

Based on the observed phenomena, there are indications that the nurse's competency and job design have not reached the desired level. This can have an impact on customer satisfaction and customer loyalty which is not optimal, so the authors are interested in conducting research with the research title; "The Influence of Competency and Job Design on Customer Satisfaction and Its Implications for Customer Loyalty at the Gaharu Medika Outpatient Clinic Depok Primary.

METHOD

Quantitative research methods are used in this research to measure the relationship between variables numerically, using statistical analysis as a data processing tool. This approach allows researchers to test previously formulated hypotheses, based on data collected through structured surveys or questionnaires. Thus, quantitative methods support testing the validity of models that link competency, job design, customer satisfaction and customer loyalty variables objectively and systematically. While the verification research is to calculate the magnitude of the independent influence on the dependent variable and at the same time test the truth of a hypothesis that is carried out through data collection in the field, which in this study will examine the effect of competence and job design on customer satisfaction and its

implications for customer loyalty at Gaharu Medika Primary Clinic Depok. Determining the number of samples from a population of 250 respondents, to take the number of respondents using Random Sampling, the formula used to collect the number of respondents using the Slovin Formula is set at an error rate of (e)² which is used at 5%.

RESULT

Based on the results of research using a questionnaire. interviews and distribution of questionnaires to 154 customers of the Gaharu Medika Depok Primary Clinic. In- depth analysis and study of the respondents' answers and their relation to the prevailing theories and phenomena that occur at the Gaharu Medika Depok Primary Clinic, it is necessary to discuss descriptive analysis of the situation/condition in the implementation of each variable. The following table shows the average value and standard deviation as well as the criteria for the answers of the respondents, where the criteria for the answers of the respondents are from very bad to very good criteria.

Table 1. Average Value, Standard Deviation and Answer Criteria

Variable	Mark Flat-Flat	Standard Deviation	range Mark	Criteria Answer
CompetenceNurse	3,44	0.909	2.53—4.35	Agree
Job DesignNurse	3.50	0.935	3.40—3.59	Strongly Agree
Satisfaction Customer	3.61	0.825	2.78—4.44	Strongly Agree
Loyalty customer	3.59	0.915	2.68—4.51	Strongly Agree

DISCUSSION

Nurse Competency Conditions, Nurse Job Design, Customer Satisfaction and Customer Loyalty

Basically the respondents answered with a score of 1, score 2, score 3, score 4, and score 5. This indicates that the respondents answered with very low/very bad criteria to very high/very good criteria. Thus, the average rating of all respondents to all statement items gives an assessment of greater than 50% in the fairly good and good categories. In more detail, the

average value of respondents' answers and the standard deviation of each variable can be explained as follows:

1. Nurse Competency Conditions

Based on the frequency distribution table above, it can be concluded that nurse competence consists of 16 statements with a good average. In this nurse competency, the largest dimension is leadership and management and the smallest dimension is communication and collaboration. As for the average of each dimension in the nurse job design variable, it can be sorted from the largest dimension to the lowest dimension, namely the order of the largest average dimensions, as follows: The leadership and management dimension consists of 4 questions, the average value is 3.77, good criterion, this indicates the ability to inspire, motivate, and guide team members, but the ability to lead change initiatives and promote innovation in the work environment still needs to be improved. The dimension of clinical competence, which consists of 4 question items, has an average value of 3.57, a good criterion. This indicates practical skills in diagnosing, treating, and clinical assessment. However, in-depth knowledge of medical principles and practice still needs to be improved. clinical. The professional development dimension consists of 4 statements with an average score of 3.45 good criteria, this indicates that: a willingness to continue to evaluate work and the ability to listen actively and respect the perspectives of others, and that needs to be increased desire and ability to learn constantly and abreast of the latest developments in clinical practice. The communication and collaboration dimension consists of 4 statements with an average score of 2.95, the criteria are quite good, this indicates that: it is necessary to increase good collaboration with other health professionals in providing coordinated care and the ability to listen actively and respect the perspectives of others.

2. Nurse Job Design Conditions

Based on the frequency distribution table above, it can be concluded that the nurse's job design variable consists of 16 statements with a good average. In this nurse job design variable, the greatest dimension of task variety and lowest dimension of task complexity is obtained. As for the average of each dimension on the nurse's job design variable, it can be sorted from the largest dimension to the lowest dimension, namely the order of the largest average dimensions, as follows: The task variety dimension consists of 5 questions, the average value is 3.99, good criteria, this indicates that expertise in completing tasks with different goals, but still needs to be increased involvement in various different tasks and responsibilities. Autonomy which consists of 5 question items average value of 3.41, good criteria, this indicates that the ability to make decisions independently and responsibly but still needs to be increased independence

in managing daily tasks without constant direction continuously. The task complexity dimension consists of 6 statements with an average score of 3.15, the criterion is quite good, this indicates that the ability of the task to evaluate complex work results requires improvement in skills in analyzing complex situations and finding effective solutions.

3. Customer Satisfaction Conditions

Based on the frequency distribution table above, it can be concluded that the customer satisfaction variable consists of 18 statements with a good average. In this customer satisfaction variable, the largest dimension is the emotional connection, while the lowest dimension is perceived value. As for the average of each dimension on the organizational culture variable, it can be sorted from the largest dimension to the lowest dimension, namely the order of the largest average dimensions, as follows: The emotional connection dimension, which consists of 4 question items, has an average value of 3.96 , good criteria, this indicates that Presenting experiences that evoke positive emotions or provide sentimental value, but needs to be improved The ability to understand and feel customer emotions The customer trust dimension consists of 4 questions, the average value is 3.90, good criteria, this indicates that a good and respected reputation as a provider of products or services, but still needs to be improved responsive to customer needs and problems quickly and effectively. The customer participation dimension consists of 4 statements with an average value of 3.63 good criteria, this indicates that Provides opportunities for customers to contribute and participate in the product or service development process, but needs to be improved providing resources and tools that enable customers to take active role in business interactions. The perceived value dimension consists of 6 statements with an average value of 3.17, the criteria are good enough, this indicates that delivering solutions that meet customer needs and expectations, but need to be improved, provide a satisfying experience and meet customer expectations.

4. Customer Loyalty Conditions

Based on the frequency distribution table above, it can be concluded that the customer loyalty variable consists of 20 statements with a good average. In this customer loyalty variable, the largest dimension is emotional connection and the lowest dimension is customer advocacy. As for the average of each dimension on the customer loyalty variable, it can be sorted from the largest dimension to the lowest dimension, namely the order of the largest average dimensions, as follows:

- a. The Repeat Purchase Behavior dimension consists of 6 statements with an average value of 3.81, which is a good criterion. This indicates that the percentage of customers who make repeated purchases in a certain period, but needs to increase the frequency of

repeated purchases by customers.

- b. The customer advocacy dimension consists of 8 statements with an average value of 3.71 good criteria, this indicates that the level of customer support in promoting a brand or company through social media or other communication channels, but needs to increase the level of customer satisfaction and loyalty to the brand or company ..
- c. The dimension of Customer lifetime value (CLV) consists of 6 statements with an average value of 3.21, the criteria are quite good, this indicates that the level of customer retention is long term, but it is necessary to increase the level of customer perception and its impact on CLV.

The Effect of Nurse Competence, Nurse Job Design on Customer Satisfaction and the Implications for Customer Loyalty.

1. The Effect of Nurse Competence on Customer Satisfaction

Based on the results of data processing, it can be seen that the competence of nurses has a direct effect of 19.10%, the competence of nurses has an indirect effect on customer satisfaction through a variable as large as the design of the nurse's work 7.88%, and the total effect is 26.98%. Nurse competence provides the second largest contribution to customer satisfaction. Nurse competence has an influence on customer satisfaction, in line with the results of (Zhang et al., 2019). This study found that nurse competence has a significant positive effect on nurse job satisfaction. The higher the nurse's competence, the higher the perceived level of job satisfaction.

(Al-Hamdan et al., 2018). This study shows that there is a significant positive relationship between nurse competence and job satisfaction. Nurses who have a higher level of competence tend to feel more satisfied with their jobs.

(Alquraini et al., 2019). This study found that there was a significant positive relationship between nurse competence and job satisfaction. Nurses who have better competence have higher levels of job satisfaction. (Hesam et al., 2017). Findings: This study concludes that there is a significant relationship between nurse competence and job satisfaction. Nurses who have a higher level of competence tend to feel more satisfied with their jobs. (Almalki, et al., 2012), shows that there is a positive relationship between nurse competence and job satisfaction. Nurses who feel competent in carrying out their duties tend to have higher levels of job satisfaction.

2. The Effect of Nurse Job Design on Customer Satisfaction

Based on the results of data processing, it appears that the nurse's job design variable has a direct effect of 19.27%, the nurse's job design has an indirect effect on customer satisfaction

through the nurse's competency variable of 7.88%, and the total effect is 27.16%, The results of this study are in line with (Jung's, et al., 2018), this study shows that job design that pays attention to factors such as task clarity, participation in decision making, and development opportunities can improve service employee performance and influence customer positive responses.

(Shipton et al., 2013), this study found that job design that includes autonomy, development opportunities, and employee participation can contribute to increasing customer satisfaction in the health care sector. (Chermack, et al., 2010), this study describes the relationship between job design that encourages participation, autonomy, and learning opportunities with customer satisfaction and service quality.

(Farahani et al., 2017), this study shows that job design that affects employee satisfaction and customer orientation can improve service quality and customer satisfaction. (Raza et al., 2019). This study found that job design influences employee performance can mediate the relationship between job design and customer satisfaction. (Raza, et al., 2019), this study found that job design that influences employee performance can mediate the relationship between job design and customer satisfaction in the hospitality industry. Influence of Job Design on Customer Satisfaction

3. The Effect of Nurse Competence and Nurse Job Design on Customer Satisfaction.

The results of the calculation of the coefficient of determination (R squared) which is expressed as a percentage illustrates the magnitude of the contribution of all independent variables, namely the competence of nurses and the design of nurses' work in determining variations in customer satisfaction, which is 0.541 or 54.1%. Meanwhile, other factors that were not examined and also influenced customer satisfaction were indicated by the value of $r^2 = 0.459$ or 45.9%. The results of this study are in line with the research of Lin., et al. (2017), this study shows that nurse competence and job satisfaction have a significant positive effect on customer satisfaction and are also related to patient safety.

(Wu et al., 2019), found that nurse competence, job design, and emotional management (emotional labor) jointly influence customer-oriented behavior, which in turn contributes to customer satisfaction.

(Wang et al., 2018), this study found that nurse competency and job satisfaction have a significant positive effect on customer satisfaction, and nurse demographics (such as age and work experience) moderate the relationship.

(Chang et al., 2013), this study concluded that nurse competence and job satisfaction have a direct effect on customer satisfaction and also have an impact on nurses' intention to leave

work.

(De Gieter et al., 2011), this study shows that job design that contains adequate resources (such as autonomy, development opportunities, and social support) has a positive impact on nurse job satisfaction, which in turn contributes to customer satisfaction

4. The Effect of Customer Satisfaction on Customer Loyalty.

The results of the calculation of the coefficient of determination (R squared) expressed as a percentage illustrate the magnitude of customer satisfaction in determining variations in customer loyalty (Z), the contribution of customer satisfaction to the customer loyalty variable is 55.5%, while the influence of other variables outside the model ($\rho_{y\epsilon 1}$) is 44.5%. The results of this study are in line with the research of (Nguyen et al., 2021), this study shows that customer satisfaction acts as a mediator between customer engagement and customer loyalty. Customer satisfaction mediates the positive relationship between customer engagement and customer loyalty to tourism brands

(Zeithaml et al., 2020), conducted a meta-analysis and showed that customer satisfaction has a significant positive effect on customer loyalty. Strong customer loyalty can contribute to increasing company value.

(Nguyen et al., 2021), found that customer satisfaction has a significant positive effect on customer loyalty in the hospitality industry. High customer satisfaction contributes to stronger customer loyalty. (Wu et al., 2022), shows that customer satisfaction and perceived value have a significant positive effect on customer loyalty. In addition, research also finds that cultural intelligence moderates the relationship between customer satisfaction and customer loyalty.

(Al Haddad et al., 2021), found that customer satisfaction has a significant positive effect on customer loyalty in the retail sector in Saudi Arabia. In addition, research also shows that switching costs mediate the relationship between customer satisfaction and customer loyalty.

(Kim et al., 2018), shows that customer satisfaction has a significant positive effect on customer loyalty in the context of plastic surgery clinics. High customer satisfaction contributes to customer loyalty and a tendency to provide positive recommendations.

(Park et al., 2019), found that service quality and customer satisfaction have a significant positive effect on customer loyalty in the outpatient department. Customer satisfaction acts as a mediator between service quality and customer loyalty. (Chen et al., 2017), shows that customer satisfaction has a significant positive effect on customer loyalty in outpatient services in Taiwan. Customer satisfaction contributes to customer loyalty and intention to reuse clinic services.

CONCLUSION

Nurse Competency Conditions, Nurse Job Design, Patient Satisfaction and Patient Loyalty, as follows:

- a. Condition Variable competence of nurses with criteria good enough to very good. As for the average of each dimension on the competency variable, the largest is the Leadership and Management Dimension, and the lowest is the Communication and Collaboration Dimension. The ability to inspire, motivate and guide team members as well as practical skills in diagnosing, treating and clinical assessment was highly rated, but there are still some weaknesses: Ability to convey complex information in a way that is easy for recipients to understand and ability to listen attentively active and respecting the perspectives of others.
- b. The condition of the nurse job design variable with the criteria is good enough to very good. As for the average of each dimension in the nurse's job design variable, the task variety has the greatest dimension and the lowest dimension is the task complexity dimension. The highest aspect is expertise in completing tasks with different goals, but there is an aspect of weakness that is experience in facing new and non-routine challenges.
- c. The condition of the customer satisfaction variable with the criteria is good enough to very good. As for the average of each dimension in the customer satisfaction variable, the largest is the emotional connection dimension and the lowest is the perceived value dimension. The highest aspect is providing solutions that meet customer needs and expectations, but there are aspects of weakness that offer quality products or services that are considered comparable to the price paid.
- d. The condition of the customer loyalty variable with the criteria is good enough to very good. As for the average of each dimension in the customer loyalty variable, the biggest dimensions are Repeat purchase behavior and Customer lifetime value (CLV) dimensions. As for the aspect that has the highest expected revenue value from a customer during his relationship with the company, however, there is an aspect of weakness, the level of customer perception and its impact on CLV.
- e. Nurse competence has a positive and significant effect on customer satisfaction, meaning that the higher the competence of nurses, the higher the probability that satisfied patients will become customers of the clinic. High nurse competence will have a high impact on customer satisfaction, because nurse competence is one of the factors that can affect customer satisfaction. Other factors, such as communication, empathy, accessibility, and environmental factors, also play a role in shaping patient perceptions of service quality and

their satisfaction.

- f. Nurse job design has a positive and significant influence on customer satisfaction, confirming the importance of nurse job design in influencing customer or patient satisfaction in the health care environment. Factors such as task organization, autonomy, team support, and interactions with patients play an important role in shaping patient perceptions of service quality and their level of satisfaction.
- g. Nurse competence and nurse job design have a positive and significant effect simultaneously on customer satisfaction, indicating that these two factors have an important impact on the level of patient or customer satisfaction simultaneously. Nurse competence and nurse job design have a positive and significant influence simultaneously on customer satisfaction in the context of health services. The combination of the individual qualities of nurses and a supportive work environment can create a positive experience for patients and increase customer satisfaction levels.
- h. Customer satisfaction has a positive and significant influence on customer loyalty, in this case, customer loyalty refers to the possibility of a customer continuing to use a product or service from a company or recommending it to others. A high level of satisfaction tends to influence customers to remain loyal, provide positive recommendations, and maintain a relationship with the company in the long term.

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