

Analysis of Waiting Time and Human Resources Competence Towards Customer Satisfaction at Mayang Community Health Center (A Literature Study of Human Resources Management)

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ABSTRACT

Objective: This article reviews the effect of waiting time, friendliness of officers, and competence of officers on customer satisfaction at Mayang Health Center. **Method:** The method of writing this scientific article is with qualitative methods and literature studies. **Results:** The results of this literature review article are as follows: (1) Waiting time has a positive and significant effect on customer satisfaction at Mayang Health Center. (2) Competence of officers has a positive and significant effect on customer satisfaction at Mayang Health Center. **Novelty:** This study provides insights into the relationship between waiting time, officer competence, and customer satisfaction at Mayang Health Center, contributing to the understanding of service quality in healthcare facilities.

INTRODUCTION

The Community Health Center, hereinafter referred to as Puskesmas, is a health service facility that organizes public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts in its working area (Permenkes 43 of 2019 concerning Puskesmas). The quality of Mayang Health Center services has two components, namely compliance with established quality standards and fulfillment of customer satisfaction. Puskesmas Mayang must provide services that focus on customer satisfaction. Improving the quality of health services can begin by evaluating each element that plays a role in shaping patient satisfaction (Utama in Febriani, 2012).

Satisfaction is closely related to the expected service and the reality of the service that has been provided (Supranto, 2002). Satisfaction will be fulfilled if the services provided in a Mayang Health Center are felt to be in accordance with patient expectations. Conversely, if a Mayang Health Center provides services that are not in accordance with patient expectations, the patient will be dissatisfied. Dissatisfaction with services will encourage patients to use competitors' services and will ultimately result in a decrease in profits (Rahmatika, 2004).

Mayang Health Center is a rural health center in Jember district with a working area of 7 villages, the total population of Mayang sub-district: 51,088 people with a total number of employees 50 health workers asn = 34, contract blud = 15 regional contracts = 1, non health workers contract blud = 13 contract drivers = 8 Puskesmas Mayang and its network are expected to be better able to carry out their functions to deal with various health problems by compiling comprehensive health center planning and prioritizing promotive, preventive, curative and rehabilitative efforts including for the poor, in the

management control of the Jember District Health Office. this article has the following problem formulation: Does waiting time affect customer satisfaction of Mayang Health Center? Does officer competence affect Mayang Health Center customer satisfaction?

The purpose of this article is to analyze officer competence on waiting time and customer satisfaction of Puskesmas Mayang, a study of Human Resource Management literature.

Waiting Time

Waiting time is the time used by health workers to provide services to patients. The length of time patients wait reflects how health services manage components that are tailored to the situation and patient expectations (Setiawan, 2020). One form of service category in Pukesmas that can be a measure of patient satisfaction is waiting time. Waiting time is the time used by patients to get health services starting from the registration place to enter the doctor's examination room. Patient waiting time is one component that has the potential to cause patient dissatisfaction. Patients will consider health services bad if their illness does not heal, queues are long and health workers are not friendly even though they are professional. Waiting times in Indonesia are set by the Ministry of Health through minimum service standards. The minimum service standard in outpatient care is less than or equal to 60 minutes (Ministry of Health, 2008).

Waiting time for services at Puskesmas is one of the important factors that affect patient satisfaction. Based on several studies, here is some information related to waiting times for services at Puskesmas:

1. Minimum Service Standards (MSS): The Ministry of Health has set waiting time standards in Indonesia. For example, the waiting time for prescription services for compounded drugs should be no more than 60 minutes, while for prescription services for noncompounded drugs should be no more than 30 minutes.
2. Relationship with Patient Satisfaction: Research shows that shorter waiting times tend to increase patient satisfaction. Patients who do not have to wait long tend to feel satisfied with the service received.
3. Variations in Waiting Time: Waiting times may vary depending on the type of service and the location of the health center. For example, the waiting time for prescription services for compounded drugs at Puskesmas Mayang is around 15 minutes, while for prescription services for non-compounded drugs is around 7.5 minutes. Patients usually have unfavorable or unpleasant, even frightening experiences when going for treatment because the services obtained are not optimal and tend to harm patients and this can lead to patient dissatisfaction.

The relationship between waiting time and patient satisfaction in a service is very interrelated, if the waiting time is too long given to the patient then of course it will cause dissatisfaction to the patient, while the waiting time is short or appropriate then the customer will feel satisfied, so that satisfied patients will be longer and give good comments about the health service place. The expectation that the patient's needs will be met above they will feel satisfied with the Hospital or Puskesmas, but health workers often do not realize that service to patient needs is already a dimension of service quality

(A. Dewi & Putri, 2020). Puskesmas waiting times have been studied by previous researchers including (Kusumarini et al., 2011) and (A. U. Dewi, 2015).

Customer Satisfaction

Satisfaction is an expression of people's feelings that arise after comparing perceptions of the performance of a product. The level of service satisfaction is strongly influenced by the quality of a product (both in the form of goods and services) so that measuring the level of satisfaction or a product is closely related to the quality of the product. When customers are satisfied, they will buy more and more often, those who will recommend to their relatives and friends. In addition, patients who are satisfied will comply with treatment and want to come back for treatment. Satisfaction is an expression of pleasure for the fulfillment of desires in accordance with what is desired or expected. Satisfaction is an individual thing, meaning that each individual has a different level of satisfaction.

Waiting time is the time used by health workers in hospitals to provide services to patients. The length of time patients wait reflects how the hospital manages service components that are tailored to the situation and patient expectations. One form of service category in Pukesmas that can be a measure of patient satisfaction is waiting time. Waiting time is the time used by patients to get health services starting from the registration place to enter the doctor's examination room. Patient waiting time is one component that has the potential to cause patient dissatisfaction. Patients will consider health services bad if their illness does not heal, queues are long and health workers are not friendly even though they are professional. Waiting times in Indonesia are set by the Ministry of Health through minimum service standards. The minimum service standard in outpatient care is less than or equal to 60 minutes (Ministry of Health, 2008).

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Officer competence

Staff competencies are the skills, knowledge, and attitudes required to carry out their duties and responsibilities effectively. Some important aspects of officer competence include:

1. **Technical Skills:** The ability to operate tools and systems relevant to their duties.
2. **Communication:** The ability to communicate effectively with colleagues, superiors, and the public.
3. **Problem Solving:** The ability to identify problems and find effective solutions effective solutions.
4. **Interpersonal Skills:** The ability to work together in a team and interact with others in a professional manner.
5. **Ethics and Integrity:** Adhere to ethical standards and integrity in performing duties.
6. **Leadership:** The ability to lead and motivate others as required.

The basic definition of competence is ability or proficiency. Competence is a basic characteristic of a person that allows employees to produce superior performance in their work (Surajiyo, 2019).

The definition of competence is the ability to carry out work or tasks based on skills and knowledge and supported by work attitudes determined by the job (Silviana & Darmawan, 2017). In general, there are 3 (three) elements of competence, namely: a) knowledge, b) skills, and c) behavior (personal attributes). In general, competence is the level of skills, knowledge and behavior possessed by an individual in carrying out the tasks assigned to him in the organization (Komariah, 2019) Competence has been studied by previous researchers including (Hartono, 2019) and (Aprianti & Sudaryati, 2019).

RESEARCH METHOD

The method of writing this scientific article is by using primary, secondary data, interviews and literature studies. Analyzing reputable scientific articles and also scientific articles from journals that are not yet reputable. Mendeley and Google Scholar are the sources of citation of scientific articles.

Conceptual Framework

The following is a conceptual framework to describe the effect of waiting time and officer competence on customer satisfaction at Mayang Health Center:

Independent Variables:

1. Waiting Time (Response Time): The time it takes from the time the patient comes to take the queue number to being called for service.
2. Officer Competence: The skills, knowledge, and attitude of officers in providing services.

Dependent Variable:

1. Customer Satisfaction: The feeling of pleasure or satisfaction felt by the patient towards the service received.

Relationship between Variables:

1. Waiting Time and Customer Satisfaction: Shorter waiting times tend to increase customer satisfaction because patients do not have to wait long.
2. Officer Competence and Customer Satisfaction: Officers who are competent in providing good and efficient service will increase customer satisfaction.

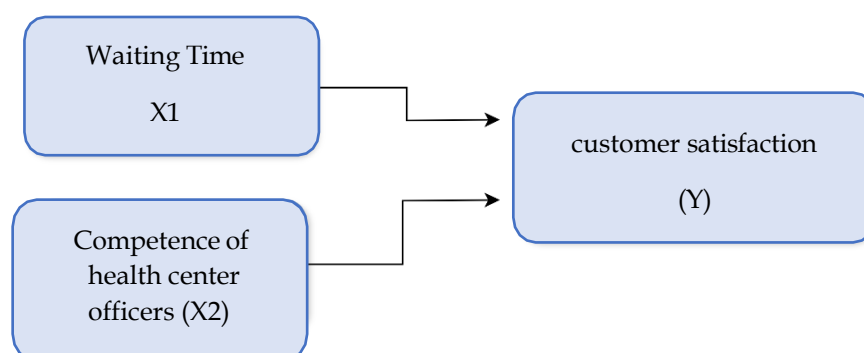


Figure 1. Conceptual framework diagram.

Waiting time (X_1)

Competence of health center officers (X_2)

affects Mayang Health Center customer satisfaction (Y).

Apart from these exogenous variables that affect Mayang Health Center customer satisfaction (Y), there are still many other variables that affect it including:

1. Facilities and infrastructure (X_1): (Yudi, 2012) and (Darmastuti, 2014)
2. Ease of access (X_2): (Delima & Paramita, 2019)

RESULTS AND DISCUSSION

An overview of community education in the Mayang puskesmas working area is in Table 1.

Table 1. Criteria for the amount of community education in the Mayang puskesmas working area.

CRITERIA	TOTAL
No Schooling/Did not finish Elementary School	6,991 people
Elementary School Graduate	3,501 people
Junior High School Graduate	2,775 people
Senior High School Graduate	2,411 people
Academy/College Graduate	29 people
Master's Degree (S2) Graduate	3 people

In table 1 the highest number of education Not in school / Not graduated from elementary school 6,991 people and the least is S2 3 people from all 51,088 residents. This shows that there is a large gap or gap in terms of education on service satisfaction where the higher the number of low education will have an impact on community dissatisfaction with puskesmas services.

Table 2. Frequency Distribution of Respondents Based on Employment Level Mayang Health Center.

No.	Job	Total	Percentage (%)
1.	Unemployed	15	21,7
2.	Farmer	8	11,4
3.	Entrepreneur	12	17,1
4.	Civil servants	8	11,4
5.	Rivate Sector Worker	18	25,7

Based on table 2 above, it is known that the respondents of Mayang Health Center patients, the most private workers were 18 respondents or 25.7% and the most respondents with other workers were 15 respondents with a percentage of 21.7%.

Table 3. Frequency distribution of respondents based on waiting time at mayang health center.

No	Waiting Time	Frequency	Percentage (%)
1.	≤60 Minutes (Standard)	37	52,9
2.	>60 Minutes (More than Standadr)	33	47,1
	Total	70	100

Based on table 3 above, it is known that respondents of Mayang Health Center patients with standard waiting times were 37 respondents or 52.9% and respondents who were less than standard were 33 with a percentage of 47.1%.

This article analyzes and discusses Human Resources variables, namely: officer competence and Mayang Health Center customer satisfaction. Where officer competence affects Mayang Health Center customer satisfaction. Puskesmas officer competence affects Puskesmas customer satisfaction. Kravetz (2004) says "competence is something that a person shows at work every day including behavior, not personality traits or basic skills that exist inside or outside the workplace" which means competence is an advantage that an employee highlights in daily activities in the company.

Based on this theory, it can be interpreted that competence describes a person's work ability, from the competencies possessed in individuals, companies can find out a person's ability to take responsibility, solve problems, and transfer information to others regarding what tasks are being done. It can be confirmed that competence is used in planning, assisting, and developing a person's behavior and performance. According to Hutapea and Thoha (2008), there are three main components in the formation of competencies, including a person's knowledge, abilities, experiences, and individual behavior. The three components can be explained as follows:

1. Knowledge : According to the Big Indonesian Dictionary (Language Center, 2005) knowledge is everything that is known. "Knowledge is the result of knowing and this occurs after people perceive a certain object. Most knowledge is gained through the senses of the eyes and ears", while according to Yuniarsih and Suwatno (2008) that "knowledge is information that a person has, especially in a specific field." Which means knowledge in employees as an understanding of something and on that basis employees direct their intuition to confirm this so that it determines the success or failure of the implementation of the tasks assigned to them, employees who have sufficient knowledge will increase company efficiency.
2. Skills : In the Big Indonesian Dictionary (Language Center, 2005), skills are the ability to complete tasks. So it can be concluded that the skills or abilities that are formed during or during the process as well as after or before carrying out the tasks in the company. after or even before carrying out the task they are assigned.
3. Behavior (attitude) : According to Gitosudarmo and Sudita (2008) defines "work behavior as an attitude of the regularity of a person's feelings and thoughts and the tendency to act on aspects of the environment" (Razak, SE., MS. & MM., 2018).

From competence, performance or service quality is produced, then from performance or service quality it results in work performance and the realization of quality of service then results in work performance and the realization of effectiveness and efficiency, so it is clear that competence is an independent variable in this study. Employee competence is an important and influential factor in the implementation and completion of work in an organization.

Completion of work in an organization. Employee competence is defined as the correct way or work procedure carried out by employees. Thus, to realize the success of the program programs that have been set by an organization, each employee in it is required to be competent, then every employee in it is required to have the necessary competency standards (Lia Noviana., 2018).

Competence is a set of intelligent actions, full of responsibility that a person has as a condition for being considered capable by the community in carrying out tasks in certain fields of work. The challenges of the medical profession still require strengthening in the aspects of professional behavior, introspection, and self-development as well as effective communication as the basis of the hospital building the competence of Indonesian doctors. ethical, and have managerial and leadership skills. These characteristics are important for all doctors, including doctors as medical personnel in health services at health centers. The quality of health center services is very important, because it will directly affect the satisfaction of patients. According to Azwar (1994), the quality of health services shows the level of perfection of health services in causing satisfaction in each patient. The more perfect the satisfaction, the better the quality of health services.

CONCLUSION

Fundamental Finding : Based on the discussion, it can be concluded to build a hypothesis for further research as below: Waiting time (X1) and Officer competence (X2) affect Mayang Health Center customer satisfaction (Y). This indicates that both service delivery efficiency and personnel quality are essential variables influencing patient perceptions of health care. **Implication :** Factors that affect customer satisfaction, especially in health services, include: Understanding, Caring attitude, Cost, Physical appearance, Security assurance, Reliability, and Responsiveness. These findings suggest that improving these aspects can substantially enhance overall customer experience. To increase customer satisfaction, health centers can do several things, such as improve the service system, determine clear service standards, and run a clear service flow. Measuring the level of customer satisfaction is very important to improve the quality of health services. **Limitation :** While the study identifies key factors influencing customer satisfaction, it primarily focuses on the Mayang Health Center and may not generalize across other health service institutions. Additionally, the discussion emphasizes perceived satisfaction factors but does not account for external variables such as socio-economic conditions, policy limitations, or infrastructural disparities that might also play a role. **Future Research :** Further research is needed to test the hypothesis that Waiting

time (X1) and Officer competence (X2) affect customer satisfaction (Y) in broader health service contexts. Future studies could also investigate how these variables interact with other unexamined factors and assess the impact of systemic changes in service delivery over time. Expanding the study scope to include multiple health centers or different regions could provide more generalizable insights.

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