

THE ROLE OF INFORMATION TECHNOLOGY, EMPLOYEE TRAINING AND SERVICE QUALITY IN IMPROVING PATIENT SATISFACTION

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Abstract

The healthcare industry is undergoing a significant transformation due to technological advances and public demand for better services. This study aims to examine the role of information technology, employee training, and service quality in improving patient satisfaction. Information technology, such as electronic medical records and telemedicine, improves service efficiency and access to medical information. Employee training, both technical and communication skills, contribute to improving the competence of medical and non-medical personnel in providing responsive and empathetic services. Service quality, including speed, accuracy, friendliness, and convenience of facilities, is also an important factor in influencing patient satisfaction. This research used a literature review approach, collecting data from various scientific articles, journals, and related publications. The results showed that a combination of the three factors - information technology, training, and service quality - plays an important role in improving patient satisfaction. The study also identified challenges in the implementation of health service improvement strategies and provided recommendations for the development of more innovative and patient-oriented services.

Keywords: *Information Technology, Employee Training, Service Quality, Patient Satisfaction, Health Services*

INTRODUCTION

In recent decades, the healthcare industry has undergone a significant transformation driven by technological advancements and people's demands for better services. These changes have occurred in line with the increasing awareness of the importance of better health and quality of life. Patients today demand not only effective treatment, but also friendly, fast, and accurate services. Therefore, healthcare providers are required to continue to innovate in providing services that meet the needs of patients. One of the main factors that can improve the quality of health services is the utilization of modern and effective information technology [1]. Information technology has become an integral part of various sectors, including healthcare. The application of technology in healthcare enables higher efficiency in patient data recording, communication between medical personnel, and management of hospital systems. Digitization of patient data through electronic medical record (RME) systems helps facilitate access to medical information needed for diagnosis and treatment. In addition, technologies such as telemedicine also enable remote consultations between doctors and patients, providing solutions for those with limited mobility or access to healthcare facilities. Thus, information technology plays an important role in improving service effectiveness and patient satisfaction.

In addition to information technology, another factor that contributes to increased patient satisfaction is the quality of human resources in health facilities. Professional and competent health workers are important assets in providing optimal services to patients. To achieve the expected competence, employee training is a crucial aspect. This training covers various aspects, from improving technical skills to developing communication skills required in interactions with patients. With good training, medical and non-medical personnel can provide more efficient, responsive and empathetic services to patients [2]. Service quality is also a major factor affecting patient satisfaction in health services. Quality service covers various dimensions, including speed, accuracy, friendliness, and comfort provided by the healthcare facility. Patients tend to feel satisfied when they receive services that are responsive and in line with their expectations. Factors such as a clean hospital environment, simple administrative procedures, and attention provided by health personnel can influence patients' perceptions of the services received.

Therefore, hospital managers need to ensure that all aspects of healthcare services are continuously improved to provide a better experience for patients [3]. The integration of information technology, employee training, and service quality improvement is an effective strategy in improving patient satisfaction. Modern information technology can help speed up the service process, while trained health workers can provide better interaction with patients. On the other hand, improved service quality will create patient trust and loyalty towards the healthcare facility. The combination of these three factors not only has an impact on improving patient satisfaction, but also on the overall operational effectiveness of the hospital. Therefore, healthcare service improvement strategies should be carried out in a comprehensive and sustainable manner.

In implementing these strategies, various challenges are still faced by healthcare facilities, especially in terms of technology adoption and upskilling medical personnel. Some health facilities still experience obstacles in procuring adequate technology infrastructure [4], while employee training requires a large investment in terms of both time and cost [5]. In addition, resistance to change is also a factor that can hinder the successful implementation of this strategy [6]. Therefore, a systematic approach is needed to face these challenges, including collaboration between the government, healthcare providers, and the technology industry in creating a better healthcare ecosystem. Thus, patient satisfaction can be continuously improved through planned and sustainable measures.

Based on the above, this study aims to examine the role of information technology, employee training, and service quality in improving patient satisfaction through a literature study approach. By reviewing various previous research results, this article will provide a deeper understanding of how these three factors interact with each other in creating a better experience for patients. The results of this study are expected to serve as a reference for stakeholders in designing policies and strategies for improving health services. In addition, this study also aims to identify challenges and recommendations that can be implemented in an effort to improve the overall quality of health services. Thus, this study contributes to providing insights for the development of more innovative and patient satisfaction-oriented healthcare services.

LITERATURE REVIEW

Information Technology

Information technology (IT) is a crucial factor in enhancing efficiency and effectiveness across various sectors, including healthcare. According to Martono (2020), IT encompasses hardware, software, networks, and data management systems that facilitate rapid and accurate information processing within organizations. In the healthcare industry, IT applications such as Electronic Health Records (EHR) and telemedicine have significantly improved diagnostic accuracy, expedited service delivery, and reduced medical errors. The integration of artificial intelligence (AI) and big data analytics enables better patient data management, supports precise clinical decision-making, and enhances the overall patient experience. As IT continues to evolve, healthcare organizations must adapt to digital innovations to improve service quality and patient satisfaction.

Employee Training

Employee training is a critical component in enhancing individual competencies and overall organizational performance. According to Yusnandar et al. (2020), employee training is a systematic process aimed at improving skills, knowledge, and attitudes to meet job requirements more effectively. In the healthcare sector, training plays a vital role in enhancing the technical skills of medical personnel, minimizing service errors, and ensuring compliance with patient safety standards. Continuous and technology-driven training methods, such as e-learning and clinical simulations, allow healthcare professionals to improve their capabilities without disrupting their busy schedules. Research has shown that organizations with comprehensive training programs tend to have higher employee retention rates, better productivity, and improved service quality for customers or patients.

Service Quality

Service quality is a key determinant of an organization's success in meeting customer needs and expectations. According to Firdaus, et al. (2019), service quality can be assessed through five primary dimensions: reliability, responsiveness, assurance, empathy, and tangibles. In the healthcare sector, high-quality service contributes to improved patient experiences, greater trust in medical professionals, and increased patient loyalty to healthcare facilities. A study by Zebua (2023) found a significant correlation between perceived service quality, customer satisfaction, and the likelihood of service reuse. Therefore, healthcare institutions must consistently

enhance service quality by focusing on response speed, the competence of medical personnel, and the comfort of provided facilities.

Patient Satisfaction

Patient satisfaction is a critical indicator of service quality in the healthcare sector and plays a vital role in fostering patient loyalty and trust in healthcare institutions. According to Firdaus, et al. (2019), patient satisfaction is influenced by three key components of healthcare service: structure (facilities and medical personnel), process (interaction between patients and healthcare providers), and outcome (health improvements). Several factors contribute to patient satisfaction, including the quality of doctor-patient communication, timeliness of service, facility comfort, and the level of patient involvement in medical decision-making. A study by Yuliati, F, (2022) found that patient satisfaction positively correlates with adherence to treatment and the hospital's public reputation. Therefore, healthcare institutions must continuously improve service standards and foster strong relationships with patients to create a positive healthcare experience and enhance overall patient satisfaction.

METHOD

This research uses a qualitative method with a literature review approach. Researchers conducted a comprehensive review of various literature sources relevant to the topic of the role of information technology, employee training, and service quality in improving patient satisfaction. The data collection process was carried out through searching scientific articles, journals, books, research reports, and other publications related to the theme. The literature sources reviewed include national and international publications to gain a broad and in-depth understanding. After collecting relevant literature, researchers conducted a systematic content analysis. This analysis involved in-depth reading, thematic coding and synthesizing information from multiple sources. researcher identified key themes, patterns, trends, and gaps in the existing literature related to the role of information technology, employee training, and service quality in improving patient satisfaction [7].

In the process of analysis, the researcher also compared and contrasted the various findings and perspectives found in the literature. This enabled the researcher to identify areas of consensus as well as differences in views among experts and previous researchers. To ensure the credibility of the study, the researcher applied source triangulation by comparing information from different types of publications and different authors. In addition, the researcher also paid attention to the novelty and relevance of the sources reviewed to ensure that the findings reflected the latest developments in the field. The results of this literature review were then synthesized into a coherent narrative that presents a comprehensive picture of the role of information technology, employee training, and service quality in improving patient satisfaction. The researcher also identified practical implications of the findings and provided recommendations for future research.

RESULTS AND DISCUSSION

Information Technology in Hospitals

Information Technology (IT) is one of the important components in managing data, information, and communication in various sectors, including the healthcare sector. In hospitals, IT is used to manage various systems that support health services, ranging from patient data processing to interdepartmental communication [7]. According to Suci, et al (2024) information technology is a combination of hardware, software, and telecommunications networks that function to collect, store, and disseminate information [8]. In hospitals, IT is applied in various forms, one of which is an electronic medical record (EMR) system. EMR helps hospitals manage patient data more accurately and efficiently [9]. According to research by Tsai et al, (2020), hospitals that adopt EMR are able to reduce patient waiting time by 15% and improve the accuracy of diagnosis. This technology allows quick access to a patient's medical history, which is indispensable in emergency situations

The use of IT in hospitals brings many benefits in improving operational efficiency and service quality. One of the main benefits is in patient data management. Through digital systems, hospitals can store and access medical information more quickly, reducing reliance on manual systems that are prone to human error [10]. According to Najjar (2022), the use of information technology in hospitals allows doctors and nurses to access patient information in seconds, thus speeding up clinical decision-making [11]. One important aspect of IT is its role in reducing medical errors. Medical errors are one of the leading causes of preventable death in the world (Hodkinson et al., 2020). The implementation of information technology, such as EMR and Computerized

Physician Order Entry (CPOE), can help reduce errors in drug prescribing and diagnosis. CPOE, for example, allows physicians to enter drug orders directly into a computer system that will then be verified by pharmacists, thereby reducing the risk of dosing errors or harmful drug interactions [12]. In addition, information technology also allows patients to access health services more flexibly. With telemedicine, patients can consult with doctors online without having to come directly to a health facility, saving time and travel costs. Telemedicine is also beneficial for patients in remote areas who find it difficult to reach quality healthcare services. Digital platforms such as health apps allow patients to book consultations, get laboratory test results online, and receive medication reminders and ongoing consultations. Thus, patients' accessibility and convenience in obtaining healthcare services are significantly improved [13].

Patient data security and privacy are also important aspects in the application of information technology in healthcare. With encryption-based security systems and user authorization, patients' medical information can be well guarded against the risk of data leakage. In addition, artificial intelligence (AI) and big data technologies in healthcare enable more accurate analysis of patient conditions, provide more precise diagnosis recommendations, and assist in data-based medical decision-making. The utilization of information technology in patient data analysis can also increase the efficiency of medical personnel in handling various health cases more optimally. While information technology provides many benefits, challenges in its implementation remain. Some healthcare facilities still face obstacles in technology adoption, either due to limited infrastructure or the lack of skills of healthcare workers in operating digital systems.

Therefore, training employees on the use of information technology is an important step in optimizing its benefits. In addition, regulations related to patient data protection and standardization of information technology systems also need to be developed to ensure security and interoperability between digital platforms in the health sector. Another challenge is the high cost of implementation. The implementation of management information systems in hospitals requires considerable investment, especially for the procurement of hardware, software, as well as HR training. In addition, resistance to change is also one of the barriers. Many health workers who are accustomed to manual systems often find it difficult to adapt to new technologies, especially if the training provided is inadequate [14].

Employee Training and its Impact on Patient Satisfaction

Employee training is an important component of human resource development in the healthcare sector. Training is defined as a systematic process of changing employee behavior in a direction to improve organizational goals. In healthcare, training aims to improve employees' knowledge, skills and attitudes in providing optimal healthcare services to the community. In the healthcare industry, the competence of medical and non-medical personnel determines the quality of services provided. Continuous training enables health workers to keep abreast of the latest developments in the medical field, health technology, and service standards [15]. With a better understanding of medical procedures and patient communication, health workers can provide more professional and effective care. One of the main impacts of training on patient satisfaction is the improvement of health workers' communication skills. Patients not only want quality medical care but also friendly, empathetic and informative interactions from health workers. Communication training helps medical staff convey information clearly and patiently, so that patients feel valued and understood. In addition, employees trained in good communication can more effectively handle patient complaints, reduce dissatisfaction, and increase trust in the health services provided [16].

In addition to the communication aspect, training also plays a role in improving the efficiency of services in health facilities. With a better understanding of work systems, the use of information technology in healthcare, and standard operating procedures, health workers can work more quickly and accurately. This helps to reduce patient waiting times, minimize errors in medical administration, and improve coordination between departments within the hospital or clinic. This increased efficiency directly contributes to the positive patient experience while receiving care. The training provided to health workers also includes aspects of patient safety. By attending training on infection control, emergency handling procedures, and safety standards in drug administration, the risk of medical errors can be minimized. Errors in diagnosis, inappropriate drug administration, or unsafe medical actions can have a negative impact on patient satisfaction. Therefore, periodic training covering safety aspects is essential in ensuring that every patient receives safe and optimal care [17]. In addition to training medical staff, it is also important to provide training to non-medical staff such as administrative staff, cleaning staff, and customer service. Patients often interact with non-medical staff in various aspects, such as during registration, payment, or searching for information related to health services. With proper training, non-medical staff can provide more

responsive, friendly, and informative services, thereby improving patients' comfort in dealing with the healthcare system [18].

Research conducted by Kosdianti & Sunardi, (2021); (Setiawan et al., 2023); shows employee training not only improves the skills and competencies of health workers, but also contributes to their motivation in providing the best service to patients. Several motivational theories, such as Vroom's (1994) Expectancy Theory, Maslow's (1943) Need Fulfillment Theory, and Vroom's (1964) Expectancy Theory, can be used to explain how employee training has a direct impact on health workers' performance and, ultimately, improves patient satisfaction [19] [20]. Based on Vroom's (1994) Expectancy Theory, individuals will be more motivated to improve performance if they believe that their efforts will produce the desired results. In the context of healthcare, training gives healthcare workers the confidence that their improved skills will have a positive impact on work effectiveness. When medical and non-medical personnel feel that the training they undergo will improve their ability to deal with patients, they will be more motivated to provide quality services. As a result, patients will receive more professional, prompt and appropriate care, which contributes to their increased satisfaction.

Meanwhile, Maslow's Needs Fulfillment Theory (1943) emphasizes that humans have a hierarchy of needs, where the need to learn and develop falls under the category of self-actualization needs. By providing ongoing training, healthcare institutions indirectly fulfill employees' need for professional development. Employees who feel that their needs are being met tend to be more motivated, more enthusiastic in carrying out their duties, and more willing to provide the best service to patients. This creates a better healthcare environment, where patients not only get quality medical care but also a more pleasant experience during the treatment process. In addition, Vroom's Expectancy Theory (1964) also supports the argument that employees will improve performance when they believe that the effort put in will produce the desired results. In this case, training employees allows them to improve their technical and interpersonal skills, such as the use of information technology in healthcare, patient management, and effective communication. As these skills improve, employees become more confident in performing their duties, reduce errors in service, and promote more empathetic interactions with patients. Patients who feel that they are being served by competent and caring healthcare workers will have higher levels of satisfaction. From these three theories, it can be concluded that employee training has an impact that goes beyond just improving technical skills. It also increases employee motivation, which in turn creates a better healthcare environment and improves patient satisfaction. Therefore, investing in ongoing employee training programs is essential for healthcare institutions looking to improve service quality and overall patient satisfaction.

Service Quality and its Effect on Patient Satisfaction

Based on the Regulation of the Minister of Health of the Republic of Indonesia concerning Clinics Number 028 / MENKES / PER / I / 2011 states that the clinic as a form of health service facility is needed for the implementation of quality services in order to improve public health status. Service quality is the level of excellence expected and control over that level of excellence to meet customer desires. Health services are efforts organized alone or jointly in organizations to maintain and improve health status, to prevent and cure diseases and restore the health of individuals, families, and groups or communities [21]. In the digital age, patient data protection is becoming an increasingly important issue. When patients feel that their personal data is insecure or used unethically, it can undermine their trust in healthcare facilities and reduce patient loyalty. Differences in patient preferences and needs based on demographic factors such as age, culture, and social background can affect loyalty. Healthcare facilities need to understand these changes and provide appropriate services to retain and attract diverse patient groups [21].

One country that has adequate health facilities is Indonesia. This can be seen from the level of health facilities owned, which starts from the first level, second level, and third level. First-tier health facilities include puskesmas, clinics, doctor's practices, dentist's practices, and type D hospitals. Level two facilities include type C & B hospitals, and level three health facilities include type A hospitals. Health facilities are facilities that are very much needed by the people of Indonesia [22]. Customer satisfaction is a sense of consumer comfort when getting the results of the selected product of better quality than the results of the unselected product of poor or worse quality. Satisfaction is a response from customers to their needs. This means a form of privilege from a good or service, providing a level of comfort associated with meeting a need, including meeting needs below or exceeding customer expectations [22]. The quality of health services has a broad understanding, this is evidenced by the opinions of several experts regarding the quality of health services. The quality of health services is the level of perfection of health services, which on the one hand can cause satisfaction in each patient in accordance with the

average satisfaction level of the population, and on the other hand the procedure for its implementation is in accordance with the code of ethics and professional service standards that have been set. The level of customer satisfaction is highly dependent on the quality of a product. This quality aspect can be measured and is closely related to product quality (goods/services). Patients not only assess services based on the results of the treatment they receive, but also on other aspects such as the friendliness of health workers, timeliness, cleanliness of facilities, and accessibility of services [3]. According to Kosasih's research (2020), service quality can be measured through five main dimensions, namely tangibles (physical evidence), reliability, responsiveness, assurance, and empathy. When health facilities are able to fulfill these five aspects, patient satisfaction will increase significantly [23].

1. Reliability in Providing Services

Reliability in healthcare reflects the ability of medical personnel and healthcare facilities to provide consistent, accurate and reliable services. Patients expect proper diagnosis, appropriate medication, and effective and efficient medical treatment. If medical personnel have a high level of reliability, patients will feel more confident in the services provided. Conversely, errors in diagnosis or treatment can decrease patient trust and satisfaction and increase the risk of complaints or lawsuits against healthcare facilities.

2. Responsiveness in Handling Patient

The responsiveness of medical personnel and hospital staff in providing services also affects patient satisfaction. Patients want a quick response to their medical needs, including in terms of emergency services, doctor consultation, or medication administration. Long waiting times for registration, examination, or medical treatment can lead to patient dissatisfaction. Therefore, health workers who have skills in time management and operational efficiency can improve patient experience and prevent complaints related to service delays.

3. Assurance in Providing Security and Trust

Patients feel more satisfied when they believe that the medical personnel treating them have good expertise and competence. Assurance aspects include the skills of medical personnel, clarity of communication regarding medical procedures, and adherence to patient safety standards. Good certification and experience of medical personnel will increase patients' confidence in the health services provided. In addition, clear and transparent communication regarding the patient's health condition and available treatment options will help patients feel more comfortable and secure during the treatment process.

4. Empathy in Interactions with Patients

In addition to technical competence, patients also want attention and empathy from medical personnel. Caring interactions and friendly attitudes from doctors, nurses and medical staff can have a positive impact on the patient experience. For example, a doctor who explains the patient's condition in easy-to-understand language and shows concern for the patient's complaints can increase their satisfaction. Conversely, an indifferent attitude or lack of communication can lead to patient discomfort and distrust of healthcare services.

5. Physical Evidence (Tangibles) as Supporting Service Quality

Physical evidence in healthcare includes clean, comfortable, and modern facilities, as well as the availability of adequate medical equipment. Patients tend to be more satisfied when they are treated in a hygienic and well-organized environment. Advanced health technology and adequate facilities also increase patients' confidence in the services they receive. Hospitals or clinics that pay attention to aspects of cleanliness, waiting room comfort, as well as the availability of modern medical equipment will be valued by patients more than facilities that are poorly maintained or have limited medical equipment.

Good service quality directly increases patient satisfaction, which in turn impacts patient loyalty and a positive image for the healthcare facility. Satisfied patients tend to return for medical services at the same place and recommend the health facility to others. Conversely, poor service can lead to complaints, distrust of the health system, and even lower the reputation of the hospital or clinic. Therefore, improving service quality should be a top priority for healthcare institutions to ensure a positive experience for every patient. By paying attention to the

aspects of reliability, responsiveness, assurance, empathy, and physical evidence, healthcare facilities can improve their service standards, create better relationships with patients, and build a more effective and reliable healthcare system.

CONCLUSION

Based on the above discussion, it can be concluded as follows:

1. Information technology contributes significantly to improving patient satisfaction by speeding up service access, reducing medical errors, and increasing information transparency. Digitization systems such as electronic medical records and app-based services improve the operational efficiency of hospitals or clinics.
2. Ongoing training for health workers and administrative staff improves their competence in providing fast, precise and friendly service. Training also results in improved communication skills and empathy in dealing with patients, which directly improves patient satisfaction.
3. Service quality which includes aspects of speed, accuracy of diagnosis, friendliness of medical personnel, as well as cleanliness and comfort of facilities greatly affects patient satisfaction. The better the quality of service provided, the higher the level of patient satisfaction with the health services received.

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