

THE EFFECT OF ORGANIZATIONAL MANAGEMENT, ACCESSIBILITY AND NURSES' PROFESSIONALISM ON OUTPATIENT PATIENT SATISFACTION AT THE POLYCLINIC OF DR. R. HARDJANTO HOSPITAL, BALIKPAPAN

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Abstract

Patient satisfaction is a key indicator in assessing the quality of hospital services, particularly in outpatient services, which are the starting point for patient interaction with healthcare institutions. Dr. R. Hardjanto Balikpapan Level II Hospital experienced a decline in patient satisfaction by 8.4% and the number of polyclinic visits by 2.54%. This study aims to determine the effect of organizational management, accessibility, and nurse professionalism on outpatient satisfaction. The research method used is quantitative with a survey approach. Data collection was carried out by distributing questionnaires to outpatients, then analyzed using multiple linear regression. The results of the study indicate that partially and simultaneously, organizational management, accessibility, and nurse professionalism have a significant effect on patient satisfaction. Structured organizational management, easy access to services, and professional behavior of nurses have been proven to be able to increase positive patient perceptions of service quality. These findings confirm that these three factors are important components in forming a satisfying service experience in hospitals.

Keywords: *accessibility, patient satisfaction, outpatient services, organizational management, nurse professionalism.*

INTRODUCTION

The health system plays a strategic role in supporting the sustainability of a nation. In Indonesia, the national health system is defined as a health management mechanism implemented collaboratively by all elements of the nation through an integrated approach to achieve optimal public health (Presidential Regulation No. 72 of 2012). The World Health Organization (WHO) emphasizes that the goal of a health system is to provide quality services, in accordance with community expectations, and ensure fairness in financial contributions at various levels, from individuals, families, communities, to the broader population. In the context of globalization, achieving optimal organizational performance is largely determined by the capacity of human resources to respond to evolving challenges (Muktamar, 2024). Hospitals, as healthcare institutions, are run by medical professionals with a structured system to provide comprehensive services, from medical facilities and clinical services to ongoing care and diagnosis and therapy. Fierce competition among service providers demands that hospitals build public trust through effective and quality services (Azwar, 2018). Patient satisfaction is a crucial benchmark for assessing service quality, particularly in outpatient units, which serve as the primary interface between patients and providers (Donabedian, 2003). Patient satisfaction not only reflects service quality but also impacts a hospital's reputation, public trust, and the sustainability of the institution's operations (Supranto, 2001). Outpatient services are a strategic segment because they have a higher patient volume than inpatient care and offer significant economic potential. However, increasing public awareness of consumer rights has made patients increasingly critical and selective in choosing healthcare services (Rahayu & Siswani, 2020). This situation requires hospitals to excel not only in clinical aspects but also in managerial quality, service accessibility, and the quality of personal interactions with healthcare workers, particularly nurses as the frontline (Efendi, 2009). Good organizational management with a clear structure, visionary leadership, and consistent implementation of operational standards will create efficient and professional services (Notoatmodjo, 2014; Marquis & Huston, 2017). Furthermore, accessibility is a crucial factor influencing patient satisfaction, including hospital location, waiting times, administrative procedures, and the availability of clear information (Minister of Health Regulation No. 71 of 2013; Rahayu & Siswani, 2020). Nurse professionalism, defined by

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technical skills, empathy, interpersonal communication, and professional ethics, plays a significant role in creating a humane and high-quality service experience (Efendi, 2009; Nugroho, 2016). Dr. R. Hardjanto Balikpapan Level II Hospital is a government institution and the main referral facility in East Kalimantan, playing a strategic role in healthcare services. Despite its positive image, the outpatient unit still faces several challenges, such as long queues, limited facilities, inadequate paramedic staff, and complaints about the attitude of service personnel. Internal data shows that in 2023, 56,596 outpatient visits were recorded, but in 2024, this number decreased to 55,158. Furthermore, patient satisfaction surveys also declined, from 94% in the first half of 2024 to 85.6% in the second half, well below the 95% standard set by the Ministry of Health (Kemenkes RI, 2016). The increasing number of patient complaints, including those related to nurse responsiveness, communication ethics, and limited infrastructure, further strengthens the indication of a decline in service quality. This phenomenon demonstrates the urgency of conducting a scientific study on the factors influencing outpatient satisfaction at Dr. R. Hardjanto Balikpapan Level II Hospital. This study focused on three main determinants: organizational management, accessibility, and nurse professionalism. The aim of this study was to analyze, both partially and simultaneously, the influence of these three factors on outpatient satisfaction at the Dr. R. Hardjanto Balikpapan Level II Hospital Polyclinic.

LITERATURE REVIEW

Management and organization are two interrelated and inseparable concepts. Management functions to design, direct, coordinate, and supervise all organizational activities so that goals can be achieved effectively and efficiently (Hanafi, 2019; Ardiyansyah, 2020). The classic definition put forward by George R. Terry and Luther Gulick emphasizes that organizational management encompasses the functions of planning, organizing, directing, controlling, and budgeting, known as POSDCORB (Ardiyansyah, 2019). In healthcare, the quality of organizational management has a significant influence on the quality of services received by patients, thus directly impacting the level of satisfaction (West et al., 2014). In the hospital context, management encompasses the management of human resources, finances, facilities, and service quality. The goal is to provide effective, efficient, safe, and sustainable services (Dewi, Machmud, & Lestari, 2020; Suryanto, 2017). Mulyadi (2016) emphasized the importance of integrated management of human resources, finances, facilities, and service quality to ensure optimal healthcare institutions' performance. Hospitals also face challenges such as budget constraints, shortages of medical personnel, and demands for increased patient satisfaction. Therefore, adaptive strategies such as information technology integration, regular performance evaluations, and healthcare service innovation are needed (Mulyadi, 2016).

Accessibility is a crucial factor in healthcare services. This concept encompasses not only distance and travel time but also social and economic aspects, as well as ease of access to services (Laksono & Sukoco, 2016; Wati, 2019). Gulliford (2002) stated that access should be measured by the level of utilization, not simply by the availability of services. Levesque et al. (2013) then formulated five dimensions of accessibility: proximity, acceptability, availability and accommodation, affordability, and suitability of services. These dimensions directly influence patient satisfaction, as the more accessible the service, the more positive the patient's perception of service quality (Permatasari & Thinni, 2013). Nurse professionalism is also a crucial determinant in healthcare services. Nurses are required to possess the knowledge, skills, attitudes, and ethical integrity to provide quality care (Azwar, 2002; Kusnanto, 2004; Fisher, 2014). Professionalism encompasses the roles of care provider, patient advocate, educator, coordinator, collaborator, consultant, and change agent (Hidayat, 2014). Aiken (2012) emphasized that nursing professionalism has a significant relationship with patient satisfaction, as nurses are the healthcare workers with the highest level of patient contact.

Patient satisfaction is a subjective evaluation of the correspondence between expectations and the reality of the service received. Satisfaction is influenced by service quality, emotional factors, trust, and affordability (Umar, 2002; Kotler, 2007; Lupiyoadi, 2008). Satisfaction indicators include tangibles, reliability, responsiveness, assurance, and empathy (Tjiptono & Chandra, 2012). A high level of satisfaction will increase loyalty, trust, and a positive image of the hospital. Previous research has shown a significant relationship between the quality of management, services, hospital image, and facilities on patient satisfaction (Mimiek & Yamin, 2024; Sutopo et al., 2019; Rizki et al., 2023). Other studies highlight the importance of nurse professionalism on service quality (Pujiastuti et al., 2023) and the implementation of organizational culture and good governance in increasing satisfaction (Siti K. et al., 2024; Kosasih & Paramarta, 2020). However, most studies focus on only one or two variables, such as service quality or nurse professionalism, without examining the simultaneous influence of organizational management, accessibility, and professionalism on outpatient satisfaction. Based on a review of previous theories and research, it can be concluded that there is still a research gap regarding a comprehensive analysis of the simultaneous influence of organizational management, accessibility, and nurse professionalism on

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patient satisfaction. This study aims to fill this gap by combining organizational management theory (Hanafi, 2019; Ardiyansyah, 2019), healthcare accessibility theory (Gulliford, 2002; Levesque et al., 2013), nurse professionalism theory (Hidayat, 2014), and customer satisfaction theory (Kotler, 2007; Lupiyoadi, 2008).

METHOD

This study uses a quantitative approach with an explanatory research design that aims to explain the causal relationship between independent and dependent variables. The research location was determined at Dr. R. Hardjanto Balikpapan Level II Hospital with an implementation period from August to December 2024. The study population was all outpatients who visited the hospital's polyclinic during the study period. Determination of the sample size was carried out using the Slovin formula with a certain error rate, so that a representative number of respondents was obtained. The sampling technique used accidental sampling, namely patients who happened to come to the polyclinic and met the research criteria. The data used consisted of primary and secondary data. Primary data was obtained through questionnaires distributed to respondents, while secondary data came from official hospital documents, such as patient visit reports and medical record archives. The research instrument was a questionnaire compiled on a Likert scale to measure organizational management, accessibility, nurse professionalism, and patient satisfaction.

Data collection techniques were conducted through observation, questionnaire distribution, and documentation. Before use, the research instrument was tested for validity using Pearson Product Moment correlation, and its reliability was tested using Cronbach Alpha. The instrument is declared valid if the calculated r value is greater than the table r at a certain significance level, and reliable if the Cronbach Alpha value is greater than 0.60. Data analysis was carried out in two stages, namely descriptive analysis and inferential analysis. Descriptive analysis was used to provide an overview of the characteristics of respondents and the distribution of respondents' answers to the research variables. Inferential analysis included classical assumption tests, multiple linear regression, t-tests to determine the partial effect of independent variables on the dependent variable, F-tests to determine simultaneous effects, and coefficients of determination to measure the contribution of independent variables to patient satisfaction. All analyses were performed using appropriate statistical software.

RESULTS AND DISCUSSION

Respondent Characteristics
Table 1. Respondent Characteristics

Characteristics	Category	Number (n)	Percentage (%)
Gender	Man	56	56.0
	Woman	44	44.0
Age	< 36 years	31	31.0
	36–45 years	29	29.0
	46–55 years	17	17.0
	> 55 years	23	23.0
Education	Elementary School	2	2.0
	JUNIOR HIGH SCHOOL	7	7.0
	SENIOR HIGH SCHOOL	60	60.0
Characteristics	Category	Number (n)	Percentage (%)
	D3	10	10.0
	S1	20	20.0
	S2	1	1.0
Work	Private employees	40	40.0
	Government employees	24	24.0
	Indonesian National Armed Forces	10	10.0
	Doesn't work	26	26.0

Based on the table, the majority of respondents were male (56%), with the largest age groups being those under 36 years old (31%) and 36–45 years old (29%). Respondents' educational level was dominated by high school

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graduates (60%), while the least had a master's degree (1%). In terms of employment, the majority of respondents worked as private employees (40%), followed by unemployed respondents (26%).

Respondents' Opinions

Each variable consists of 10 statement items representing several indicators. The interpretation of respondents' answer scores can be calculated using a minimum score range of 1 and a maximum of 4 on the questionnaire, which is equivalent to 25% to 100%. Thus, the distance between categories is 18.75% $((100\% - 25\%) / 4)$. Based on this, the score interpretation categories are divided into four, namely: 25%–43.74% (very low), 43.75%–62.4% (low), 62.5%–81.24% (high), and 81.25%–100% (very high) (Sugiyono, 2010:133). The interpretation calculation is carried out by comparing the item scores obtained by respondents with the highest score, then multiplied by 100%. The item score is calculated from the result of multiplying the question scale value by the number of respondents who chose, while the highest score is obtained by multiplying the maximum scale value by the total number of respondents.

Table 2. Average Score of Respondents' Opinions

Variables	Average Score	Category	Highest Score (Indicator)	Lowest Score (Indicator)
Organizational Management	3.24	Good	3.33	3.16
Accessibility	3.18	Good	3.35	2.82
Nursing Professionalism	3.24	Good	3.33	3.19
Patient Satisfaction	3.16	Good	3.35	2.84

All variables were in the good category, although there were differences in scores between indicators. The highest scores were for the indicators of easily accessible facility location (3.35) and satisfaction with medical staff capabilities (3.35). Conversely, the lowest scores were for the aspects of timeliness of service (2.82) and comfort of facilities and infrastructure (2.84). This indicates that although the service was good, there were still weaknesses in the aspects of time management and supporting facilities.

Data Quality Test Results

Validity testing was conducted using Pearson Product Moment. A statement item is declared valid if the calculated r value is greater than the table r (0.1966). The test results show that all items in the organizational management, accessibility, nurse professionalism, and patient satisfaction variables have calculated r values > 0.1966 , so all research instruments are declared valid (Sugiyono, 2018). A summary of the validity test results is shown in Table 3.

Table 3. Results of Instrument Validity Test

Variables	Number of Items	Range of r count	Information
Organizational Management	10	0.439 – 0.779	Valid
Accessibility	10	0.445 – 0.708	Valid
Professionalism Nurse	10	0.626 – 0.805	Valid
Patient Satisfaction	10	0.559 – 0.722	Valid

Reliability was tested using Cronbach's Alpha. An instrument is considered reliable if the alpha value is ≥ 0.60 (Umar, 2008; Arikunto, 2013). The test results showed that all variables had alpha values > 0.79 , indicating reliability and dependability. The results can be seen in Table 4.

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Table 4. Reliability Test Results

Variables	Cronbach's Alpha	Information
Organizational Management	0.800	Reliable
Accessibility	0.798	Reliable
Nursing Professionalism	0.888	Reliable
Patient Satisfaction	0.859	Reliable

Before conducting the regression analysis, a classical assumption test was first performed, including normality, multicollinearity, heteroscedasticity, and autocorrelation. The Kolmogorov-Smirnov test showed a significance value of 0.200, which is greater than 0.05, thus concluding that the data is normally distributed. Furthermore, the multicollinearity test results showed that all independent variables had VIF values below 10 and Tolerance values above 0.10, thus no symptoms of multicollinearity were found. In the heteroscedasticity test using the Park method, the significance value for all variables was greater than 0.05, indicating that the data was free from heteroscedasticity problems. Meanwhile, the autocorrelation test using the Durbin-Watson method produced a value of 1.903, which was between the upper limit ($dU = 1.6131$) and ($4 - dU = 2.386$), thus no autocorrelation occurred. Based on these results, it can be concluded that the research data has fulfilled all classical assumptions and is worthy of further analysis using multiple linear regression.

Statistical Test Results

Multiple linear regression analysis was conducted to determine the effect of organizational management (X1), accessibility (X2), and nurse professionalism (X3) on patient satisfaction (Y).

Table 5. Multiple Linear Regression Test Results

Model		Coefficients ^a		t	Sig.	
		Unstandardized Coefficients				Standardized Coefficients
		B	Std. Error			
1	(Constant)	-5,613	3,017			
	Organizational Management	.146	.065	.141	.027	
	Accessibility	.362	.091	.331	.000	
	Nursing Professionalism	.499	.082	.504	.000	

a. Dependent Variable: Patient Satisfaction

The regression equation obtained is $Y = -5.613 + 0.146X_1 + 0.362X_2 + 0.499X_3$. These results indicate that all three independent variables contribute positively to patient satisfaction, with the largest influence coming from nurse professionalism (0.499).

Table 6. Results of Multiple Correlation Analysis

Model Summary						
Model	R	R Square	Adjusted	RSquare	Std. Error of the	Estimate
1	.794a	.631	.619		3,404436	

a. Predictors: (Constant), Nursing Professionalism, Organizational Management, Accessibility

The multiple correlation value (r) was 0.794. This indicates a strong relationship between Organizational Management (X1), Accessibility (X2), and Nurse Professionalism (X3) and Patient Satisfaction (Y). The R Square value of 0.631 indicates that 63.1% of the variation in patient satisfaction can be explained by organizational management, accessibility, and nurse professionalism. The remaining 36.9% is influenced by other factors outside this research model.

Hypothesis Test Results

Table 7. Partial Test Results (T-Test)

Variables	t count	Sig.	Information
Organizational Management	2,252	0.027	Significant
Accessibility	3,986	0,000	Significant
Professionalism Nurse	6,106	0,000	Significant

The partial test results show that the three independent variables have a positive and significant effect on patient satisfaction. The organizational management variable (X1) has a t-value of 2.252, which is greater than the t-table of 1.985 with a significance of $0.027 < 0.05$. This means that organizational management has a significant effect on patient satisfaction. Furthermore, the accessibility variable (X2) produces a t-value of 3.986, which is greater than the t-table of 1.985 with a significance of $0.000 < 0.05$, so that accessibility also has a significant effect on patient satisfaction. Similarly, the nurse professionalism variable (X3) has a t-value of 6.106, which is greater than the t-table of 1.985 with a significance of $0.000 < 0.05$, which indicates that nurse professionalism has a positive and significant effect on patient satisfaction. These results indicate that all three variables have a positive and significant effect on patient satisfaction.

Table 8. Simultaneous Test Results

		ANOVA			
Model		Sum of Squares	df	Mean Square	F
1	Regression	1901,815	3	633,938	54,696
	Residual	1112,658	96	11,590	
	Total	3014.472	99		

a. Dependent Variable: Patient Satisfaction

b. Predictors: (Constant), Nursing Professionalism, Organizational Management, Accessibility

The F test results showed a calculated F value of 54.696 with a significance of $0.000 < 0.05$, greater than the F table (3.091). Thus, organizational management, accessibility, and nurse professionalism simultaneously had a positive and significant effect on patient satisfaction.

DISCUSSION

The results of the study indicate that organizational management at Dr. R. Hardjanto Balikpapan Class II Hospital is considered good. Planning, organizing, monitoring, and implementing SOPs have been running well, although weaknesses such as inter-departmental coordination and service delays were still found. This finding is in line with the management function theory according to Hanafi (2019) and Nicho (2019), as well as previous research (Agil et al., 2024; Sutopo et al., 2019; Riski et al., 2023; Siti et al., 2024; Nurkadijah et al., 2024) which emphasizes that the effectiveness of organizational management plays a crucial role in improving patient satisfaction. In terms of accessibility, the majority of patients considered the polyclinic location easy to reach, service fees affordable, and the online queuing system helpful. However, complaints persisted regarding the timeliness of service. These results support the theory of Levesque et al. (2013), Leksono (2010), Wati (2019), and Azwar (2010), which states that accessibility encompasses proximity, affordability, and appropriateness of services. Research by Aprianditah et al. (2025) also confirmed that service facilities significantly influence patient satisfaction.

Nurses' professionalism was rated very good. Most nurses have professional certification, adhere to a code of ethics, and are able to provide services according to standard operating procedures (SOPs). However, conflict management remains a weakness. These results align with the theories of Kuntoro (2010), Kusmanto (2004), Fisher (2014), and Hidayat (2014), which emphasize that nurse professionalism encompasses nursing care, patient advocacy, and health education. Research by Tasya et al. (2024), Suryagustina et al. (2024), and Pujiastuti et al. (2023) also demonstrates that nurses' skills and communication are related to patient satisfaction. Patient satisfaction was generally in the good category. Patients were satisfied with the competence of medical personnel, but there were still complaints regarding infrastructure, coordination between departments, and timeliness of service. This supports

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the theory of Kotler (2007) and Lupiyoadi (2008), which explains that satisfaction arises from comparing expectations with the reality of service and is influenced by product quality, service, and emotional factors. Multiple linear regression tests show that organizational management, accessibility, and nurse professionalism have a positive and significant effect on patient satisfaction, both partially and simultaneously. Nurse professionalism is the most dominant variable, reinforcing the theory of Hidayat (2014) and research by Aiken (2012), Pujiastuti et al. (2023), and Suryagustina et al. (2024) which states that nurse professionalism significantly determines service quality. Simultaneously, these three variables have a significant influence, as found by West et al. (2014), Anak Agung et al. (2025), and Kosasih & Paramarta (2020).

CONCLUSION

Outpatients at Dr. R. Hardjanto Hospital, Balikpapan, generally rated organizational management, accessibility, and nurse professionalism as good. However, each variable still has weaknesses that need improvement, particularly regarding coordination, timeliness of service, and the quality of infrastructure. The results of the regression analysis showed that all three variables have a positive and significant relationship with patient satisfaction, both partially and simultaneously. This finding confirms that better organizational management, easier access to services, and higher nurse professionalism will increase patient satisfaction. Nurse professionalism has been shown to be the most dominant factor influencing patient satisfaction. The practical implications of this research include the need for hospitals to improve interdepartmental coordination, improve service accessibility through digitalization and queue management, and strengthen nurses' professional competence and ethics. Furthermore, developing more comfortable facilities and infrastructure is crucial for supporting overall patient satisfaction. For further research development, this study can be expanded by adding other variables, expanding the scope of the research area, increasing the number of samples, and integrating more diverse analysis methods, for example using a qualitative approach or structural equation method.

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