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DRIVING BRAND LOYALTY IN CREATIVE CULINARY INDUSTRY

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ABSTRACT

The government has emphasized the increasing number of the creative culinary industry in Indonesia to increase support in this area. One of the flourishing brands running a creative culinary business in Indonesia is Warunk Upnormal. The growth of the player in this industry has grown some concern about such business's sustainability since the related industry has low entry barriers. This research aims to know how well the known drivers of brand loyalty, including variables brand awareness, perceived quality, brand image, perceived value, pleasure, and customer satisfaction, affect brand loyalty in Warunk Upnormal. This research used a quantitative method in finding the relationships among variables and used primary data to be processed. The design and development of the questionnaire are based on the pretested model and distributed toward 208 respondents. The overall result of this research shows that perceived quality affects most toward pleasure, followed by perceived value, then brand awareness. This research also shows the positive and significant relationship of pleasure toward customer satisfaction and customer satisfaction toward brand loyalty.

Keywords: pleasure, customer satisfaction, brand loyalty, creative culinary

INTRODUCTION

The idea of competing in an up-to-date industry has drawn several business players to get into such business. Recently, the creative industry, such as apps and culinary, has become a star in Indonesia. One of the prevalent businesses that now is growing is the Warunk Upnormal, established in 2014. This culinary business has implemented its unique strategy by using very well-known local favorite food such as noodle and toast as their menu and put them up on the menu with a dab of creativity and innovation (Wati & Ardani, 2019).

In 2016, it is reported that the culinary industry has contributed to about 41.4% of total contribution in the local creative economy, the highest compared to other subsectors of the creative economy in Indonesia (Samad et al., 2018). From the report published by Department of Creative Economy in Indonesia, based on the data in 2018, there are more than 5.55 million business units under the culinary industry spread across Indonesia (Kholisdinuka, 2020). This is a huge number and implies that the competitiveness in this industry is high. As the competitiveness level is high in the culinary business, it is essential to clearly define their competitive advantages in order for them to stay competitive in the industry and at the highest level, preventing many customers from switching to another brand quickly. One crucial factor that may contribute to the increasing competitiveness is brand loyalty which contributes to a positive impact on the market share and company’s performance (Horsfall & Mac-Kingsley, 2018).

According to previous studies, pleasure can motivate loyalty among Taiwanese respondents (Chen, 2016a; Chen, 2016b). Meanwhile, according to studies by Al-Maamari and Abdulrab (2017) and Zhong and Moon (2020), satisfaction is the most effective factor used to create loyalty through excellent services and quality. Customer satisfaction is becoming the catalyst for loyalty (Anwar et al., 2011; Pangaribuan et al., 2020). However, the factors in the relationship between pleasure, satisfaction, and loyalty, remain unclear in the context of creative culinary industry in Indonesia. To address these voids, the present study explores the influence of satisfaction as a mediator between brand loyalty and pleasure. In the following sections, a summary of the literature introduces each of the research variables, followed by hypothesis development. Afterward, the method and the results are explained in the following sections. The study is concluded with a discussion of theoretical and managerial implications, limitations, and recommendations of future research.

LITERATURE REVIEW

Cognitive Drivers

In general understanding, cognitive drivers may refer to knowing mentally, which includes aspects such as perception, awareness, judgment, and reasoning (Pawlik & d'Ydewalle, 2006). In marketing, especially in branding, cognitive drivers may involve the knowledge, perception, and judgment of a brand from the customer. Some of the crucial elements from cognitive drivers in brand loyalty include brand awareness from the knowledge side, brand image from the perception, and perceived quality and value from the judgment side (Han et al., 2018).

Brand awareness refers to the customer's ability to recognize and remember a brand as being associated with a specific form of a product. In this case, it is essential to include the product category into the definition because one brand with the same kind of name would not be helping another brand if the product is in another product category. In another definition, brand awareness may be derived from the words itself. The word brand may refer to a name that can gain people's interest in buying the product. From this, it can be derived that building saliency from the brand may lead to brand awareness (Kapferer, 2008). Brand awareness may also be referring to the brand's attention, the awareness of the name that can interest potential buyers from the market, an understanding of the company name. This brand is being associated with the product being sold.

Brand image is the perception that comes from the receiver or audiences, which is a marketing context, the market itself. It talks about the perception that exists within a group of people, or in the market, toward a company's brand. Various factors may influence a brand's image, such as the brand name, various symbols associated with it, the product, advertising, sponsoring, and even articles. Within the company, such factors mentioned may also come from competitors or other unassociated industries that are present as noises within the environment (Kapferer, 2008).

The term perceived quality has been used in various studies. Especially for marketing, perceived quality can be referred to as the customer's judgment about a company's overall quality. It means the quality of a product can be perceived differently from one individual to another, depending on the customer's exposure to the information related to the product (Wankhade & Dabade, 2010). Perceived quality may also refer to the consumer's quality judgment toward the product's attribute (Zopounidis, Pardalos, & Baourakis, 2001). The general understanding of perceived quality is that it is all about judgment from customers or exposure to the product being sold by a company.

Affective Drivers

Affective drivers may refer to the elements or factors affecting the psychological feeling of customers toward a brand. This psychological feeling can refer to the customer's closeness toward a brand that mostly shows customers' emotional feelings. As such, this kind of factor can cause the customer to be committed toward a brand regardless of the functionality and instrumental attributes of a product (Moutinho et al., 2014). In contrast with cognitive drivers mostly about knowing and judging, the affective drivers may involve many unstructured factors affecting it due to the emotional factor that becomes the main point. Thus, it would probably be a challenging task to know the affective score of customers toward a brand. Customers may not be open to their feeling towards a brand, but they may feel happy towards a brand just because the brand represented his/her concern toward his/her interest.

The definition of pleasure often is associated with the things against it. One may define pleasure as good things desired by all and are associated with pain as the opposite (Mohanty, 2000). Pleasure may also include hedonic processing, part of the positive dimension, and unpleasant dimension (Kringelbach & Berridge, 2010). From this understanding, pleasure is commonly associated with the opposite of it. Someone may never know the pleasure if the person never feels unpleasant. Therefore, in this case, for a customer to feel pleasure, there should be an unpleasant feeling from that person's experience.

The term customer satisfaction may refer to how the product being offered by a company fulfill customer's expectation of the product being sold. However, what is being expected from customers often to be very relative. Therefore, in measuring satisfaction, it is claimed that two sides of the equation should involve, which are the expectation part and the satisfaction part (Hill et al., 2003). Here, customer satisfaction matches what customers expected from the product being offered with the product being sold. In the case of Warunk Upnormal, there may be several customer expectations when they visit the restaurant. Fulfilling customer expectations by delivering what they expect before, during, and after the visit to Warunk Upnormal may create a good score in customer satisfaction. In another study about the chain coffee shop industry, it is found that customer satisfaction may positively influence the level of brand loyalty (Han et al., 2018). Meanwhile, customer satisfaction influences loyalty in an online shopping context (Alif et al., 2019). Thus, customer satisfaction may play a crucial role in connecting the variable of pleasure with brand loyalty.

Brand loyalty refers to the customer's attitude toward a brand that causes a positive influence, a committed attitude of preferring the brand instead of other competitive brands. There are three levels of brand loyalty: brand recognition, brand preference, and brand insistence. Brand recognition is defined as the customer's attitude toward a brand that would consider the brand as the alternative among other brands in the same product category. It would be the lowest level of loyalty and influenced by the customer's awareness of the brand. It has a low level of conversion possibility of sales. Brand preference is defined as a strong customer's attitude towards a brand that would prefer a particular brand compared to the closest competitive brand for a specific product category. In this level of loyalty, the customer would strongly prefer a particular brand compared to another. However, when the product is not available, the customer can still purchase the alternatives. Finally, brand insistence is the most substantial level of loyalty; customers will surely make more effort and commitment to own a brand that they loyal to and accept no substitute. In this case, this level of loyalty would undoubtedly give the most substantial sales conversion (Ferrell & Hartline, 2008).

Thus, the hypotheses derived from the framework of this research would be:
Hypothesis 1 (H1) – Perceived pleasure positively influences brand loyalty
Hypothesis 2 (H2) – Perceived pleasure positively influences customer satisfaction
Hypothesis 3 (H3) – Customer satisfaction positively influences brand loyalty

RESEARCH METHOD

Samples

The final sample was made up of 208 respondents and 63.46% from the total are female. The majority of the respondents are at the age of between 21–23 years old as 56.25% from all respondents are from this group of age. The second highest group that exist as the respondent are those at the age in between 18–20 years old as they represent 16.35% from all respondents, followed by those who are in the age of 24–26 years old which represent 13.94% from all respondents. Two of the least group of age that became the respondent for this research are the group of those who are in the age above 26 years old which represent 12.50% and those who are below 18 years old which represent 0.96% from total respondent. In this section, the summary of all general information or characteristic of respondent is presented. The total respondent for this research is 208. The descriptive analysis for this section will be applied for the data of age, education, gender, monthly expenses, and most used social media platform.

From 208 respondents, the majority are at the age of between 21 and 23 years old (56.25%). The second highest group that exist as the respondent are those at the age in between 18–20 years old as they represent 16.35% from all respondents, followed by those who are in the age of 24– 26 years old which represent 13.94% from all respondents. Two of the least group of age that became the respondent for this research are the group of those who are in the age above 26 years old which represent 12.50% and those who are below 18 years old which represent 0.96% from total respondent.

For classification of educational background, 48.06% are composed by bachelor's degree educational background. The second largest group would be respondents with high school educational background, composing 40.87% from the total of 209 respondents. The third largest group in this section would be respondents who are grouped in others educational background, composing for about 7.69% from the total of 208 respondents. At last, the group that has the least number in this section would be respondents coming from master's degree educational background, composing for about 3.37% from the total of 208 respondents.

The data about respondent's most used social media platform is divided into four. They are included Facebook, Instagram, Twitter, and YouTube. For this research, from total 208 respondents, Instagram social media platform hold the highest most used social media platform, accounts for 75.96% from total respondents. The second highest social media platform mostly used by respondents is YouTube, which accounts for 13.46% from total respondents. Twitter positioned to be the third highest social media platform mostly used by respondents that accounts for 5.77% from total respondents. At last, the least social media platform mostly used by respondents would be Facebook which only accounts for 4.81% from total respondents. As can be seen from the data, Instagram itself can cover for more than 75% from total respondents for social media platform mostly used by respondents, that is greater than the percentage of YouTube, Twitter, and Facebook combined.

Survey questionnaires were administered by two research assistants in middle of 2018. The survey assistants conducted a survey by approaching the respondents with their mobile phones utilizing an online questionnaire platform, which consists of set of questions in Likert Scale measurement. After removing incomplete responses and extreme outliers, the researchers managed to get 208 valid ones of the 250 questionnaires distributed, resulting in a response rate of 83.20%. The high number of response rate can be attributed to the timing of the study, as respondents were approached during lunch and dinner time at one Warunk Upnormal restaurant in the southern part of Jakarta.

Study Instrument

After capturing the respondents' sociodemographic attributes in the first part, the questionnaire items in the second part aimed to explore perceived pleasure, customer satisfaction, and brand loyalty based on previous literature. This study measured the 35 items using a 4-point Likert scale from "1" strongly disagree to "4" strongly agree. The researchers used four degrees of agreement purposely to reduce the possible error that can be generated in providing a "neutral" degree of agreement.

Perceived pleasure was measured empirically using a four-point Likert scale developed by Das (2013). The customer satisfaction scale was measured using a four-item scale developed by Hanaysha (2016). Brand loyalty was measured using a four-point scale adopted from Ryu et al. (2012) and Gong and Yi (2018).

Table 1. Validity and Reliability of the Variables

Constructs	Items	Loadings	Alpha	Reliability	Variance
Pleasure	PLE1	0.851	0.873	0.913	0.725
	PLE2	0.797			
	PLE3	0.873			
	PLE4	0.882			
Satisfaction	SAT1	0.862	0.809	0.872	0.632
	SAT2	0.824			
	SAT3	0.733			
	SAT5	0.754			
Loyalty	LOY1	0.749	0.820	0.827	0.579
	LOY2	0.759			
	LOY3	0.761			
	LOY4	0.776			
	LOY5	0.760			

Data Analysis

The researchers conducted the survey in two steps starting with checking the model's reliability and validity (see Table 1). The validity test is a test to examine the accuracy of content instrument used in the research and check the validity of each content (Pallant, 2016). The validity test was analyzed by using Kaiser-Meyer- Olkin (KMO) in which KMO > 0.50 can be considered as valid and a content instrument with KMO < 0.50 is considered otherwise (Stine & Foster, 2014). Reliability test, as described by Pallant (2016), is a repeated test to measure the consistency of measurement and to determine the accuracy of the instrument. George and Mallery (2003) use the Cronbach's Alpha coefficient of 1.00 as excellent and < 0.50 is unacceptable.

RESULTS AND DISCUSSION

Table 1 shows the satisfactory composite reliability coefficient of each variable. The result of each variable is perceived pleasure (0.913), customer satisfaction (0.872), and brand loyalty (0.820). In addition to these composite reliability results, the coefficients of Cronbach's Alpha also show good results for perceived pleasure (0.873), customer satisfaction (0.809), and brand loyalty (0.820). Therefore, it can be concluded that each variable has high reliability by judging from the values of composite reliability and Cronbach's Alpha. All variables are greater than 0.7.

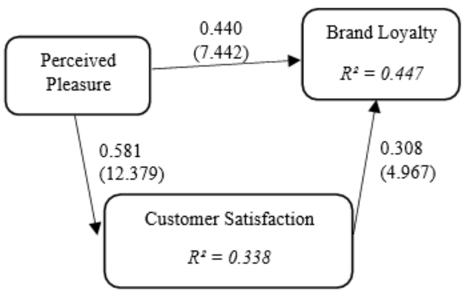
Hypothesis testing of path coefficients between the variables is used to evaluate the structural relationship between latent variables. It compares the p-value with alpha 0.05. This test is intended to measure the correctness of the alleged research or to answer questions about the effect or relationship as described in research background. Testing all hypotheses will be analyzed based on the results obtained from data processing in Table 2. The hypothesized relationships predicted in the model were tested by examining the path estimates. The Structural Equation Modeling was used in the analysis of the data. The researchers tested the model by conducting a series of analysis of whether each variable predicted the next variable in the model via bootstrapping. As expected, perceived pleasure was associated with brand loyalty ($R^2 = 0.447$, $\beta = 0.440$, $p < 0.05$), perceived pleasure was associated with customer satisfaction ($R^2 = 0.338$, $\beta = 0.581$, $p < 0.05$), and customer satisfaction was associated with brand loyalty ($R^2 = 0.447$, $\beta = 0.308$, $p < 0.05$) (see Table 2).

Table 2. Path Estimates

	Path Estimates	t-Statistics	P Values
PLE -> LOY	0.44	7.442	0.000
PLE -> SAT	0.581	12.379	0.000
SAT -> LOY	0.308	4.967	0.000
PLE -> SAT -> LOY	0.179	4.328	0.000

Then, the effect size of R^2 value of 0.447 in brand loyalty can be seen in Figure 1, meaning that the independent variables perceived pleasure and customer satisfaction affect brand loyalty about 44.7%. This can be implied that the other 55.3% is influenced by other variables that are not used in this research. Also, the effect size of R^2 value of 0.338 in customer satisfaction means that the independent variable perceived pleasure affects customer satisfaction about 33.8%, implying that the other 66.2% is influenced by other factors that are not used in this study.

Figure 1. Research Model



Based on Figure 1, it can be seen that perceived pleasure has a significant influence on brand loyalty. This finding is consistent with those reported in previous studies by Chen (2016a, 2016b) and Kim et al. (2015). Chen (2016a, 2016b) confirmed that a person's perceived fun to use a transport system is positively connected to their green loyalty. Kim et al. (2015) investigated that customer delight generated greater loyalty than satisfaction. However, Šeinauskienė et al. (2015) proposed that happiness has an adverse impact on brand loyalty, but in this study we found that, conversely, happiness or pleasure could positively influence loyalty. This may be explained by the fact that the knowing the brand of the Warunk Upnormal restaurant while experiencing the quality of the food may bring pleasure to the customers.

On the other hand, perceived pleasure also has a significant influence on customer satisfaction. This finding is consistent with those reported by Das (2013) in which the author found that pleasure can be viewed as an important antecedent of satisfaction in banking service. So, the bankers should focus on customers' pleasure as a strategy in order to sustain in the competitive and growing market. In the context of the restaurant, the dining experience is usually believed to please restaurant customer satisfaction from offering a wide variety of menus to customer in food service.

Finally, customer satisfaction has a significant influence on brand loyalty. This finding is consistent with those reported in studies by Zhong and Moon (2020) and Ma et al. (2014). Zhong and Moon (2020) confirmed that the customer's satisfaction to dine at a Western fast-food restaurant in China (e.g., KFC, McDonalds) is positively connected to their brand loyalty. Ma et al. (2014) mentioned that companies can achieve customer satisfaction and loyalty by providing good quality products and services. Satisfied customers of Warunk Upnormal tend to revisit the restaurant and become loyal customers, and they are positively engaged in giving recommendations to other customers and less sensitive to price.

CONCLUSION

This study investigated the influences of perceived pleasure and customer satisfaction on brand loyalty. The study further highlights the mediating effect of customer satisfaction when exploring the strength of relations between perceived pleasure and brand loyalty in the context of creative culinary industry in Jakarta, Indonesia. From the theoretical perspective, variances in the factors of customers being loyal to a brand observed among the Jakartans are not only due to the pleasure about their dining experience but also from their satisfaction. From the practical standpoint, the results of this study will help marketing managers to better understand the important roles of perceived pleasure and customer satisfaction in discovering brand loyalty.

Moreover, knowing the direct influence of perceived pleasure to brand loyalty is more effective rather than going through customer satisfaction, it is important for marketing managers to develop more effective and efficient culinary management practices by amplifying brand awareness, food quality, and the image of the restaurant to further emphasize loyalty of the customers.

Future studies suggest expanding the geographical research area to all Warunk Upnormal outlets as this would lead to a general conclusion for the observed variables. The researchers also suggest adding arousal as an affective driver in the framework. This study only observes pleasure due to the resource limitation regarding time and other resources needed. Therefore, adding arousal into the framework may generate another understanding and implications in increasing brand loyalty as the main objective for this research. Finally, the researchers suggest applying experimental research or qualitative research to understand the issue better.

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FORMULATION TECHNIQUES OF ORGANIZATIONAL STRATEGIES IN JAKARTA (CASE STUDY: INSURANCE COMPANIES IN JAKARTA)

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ABSTRACT

Strategy becomes important for every organization to win competition through changes in internal and external environmental factors. Strategy requires strength, effort and good analysis to anticipate each challenge. Pearce and Robinson explain the stages of strategy management that produce strategy formulation techniques so that the strategies made by the organization are directed and correct. The method used in this research is discussion of qualitative descriptive research through proof of research that has been carried out by previous researchers regarding strategy. The results is business competitions in insurance products nowadays need to be responded by providing the best possible service therefore the insurance products are increasingly demanded by customers in this globalization era which is marked by rapid positive and negative impact on the organization. Thus, it is necessary to be careful in managing every organizational resources, not only focusing on internal organizational factors, but also external factors by utilizing any opportunities or threats that affect the organization both directly and indirectly. The CEOs of insurance company require to make analysis and formulation techniques to apply strategies in the form of winning competition and creating competitive advantage.

Keywords: formulation strategy, environment, insurance

PREFACE

The beginning of globalization era was marked by the birth of various forms of discovery that could provide benefits for the welfare of human life. This also had an impact on the changing of industry and services fields, thus innovation, creation and products development were increasingly demanded with quality and not just stop here. Competition climate, changes in the environment are felt directly or indirectly due to changes in environmental demands, both internally and externally. Those changes are felt to have an effect on the lives of business organizations that are carried out. This is also needed to continue to improve the management of organizations professionally in the face of competition, which is also triggered by the information era that adds a new face in the era of globalization. Planning, availability of information, supportive resources and management of the organization which are viewed from various departments that support the activities of business organizations as well as how organizational elements contribute to policies, systems and procedures in business companies form the considerations for the organization to take concrete actions.

OBJECTIVES & BENEFITS

The objectives of the research:
1. Provide an understanding of good and correct concepts about strategies that can be utilized by the organization as an action in winning the competition.
2. Provide instructions which are explained in concept form so that they can be used and applied by organizations to take steps in the form of strategies to win the competition.

3. Encourage the conduct of further research, not only descriptively but also quantitatively and qualitatively by conducting research and using scientific approach in research methodologies which is validity tested.

The benefits of the research:

1. Start a discourse and understanding of the importance of strategies used by organization in order to win the competition.
2. Encourage the organizations to execute several correct steps based on correct concept in applying strategies to win the competition.
3. Promote the organizations to apply the strategies accurately to win the competition as well as urge to conduct further research.

RESEARCH METHODOLOGY

Whittemore & Knafl (2005) stated that qualitative descriptive discussion was intended for cross-check process through previous research. The common methods were problem identification, exact literature search, data evaluation and analysis, and also draw the conclusions. It is believed that the method could measurably describe through various perspectives of others, so it is not biased.

The method used in this research is qualitative descriptive research discussion. The descriptive research applies the problem analysis, process, and significance. Theory basis is utilized as a guidance to provide an overview about the research background as well as a discussion material of results of the research. As for qualitative research, the researchers start from data, utilizing the theory as an explanatory material, resulting in a theory or concept. This qualitative research is possible to issue a brand-new theory or concept if the results are contrary to the theory or concept applied as the previous research object. This research's objects are 5 (five) insurance companies in Indonesia, in which bringing up the interview results with the CEOs as the acquired data. The interview consists of questions about formulation techniques of strategy in policy making to policy implementation process and was held on February 2018 to April 2018.

THE RELEVANT RESEARCHES WITH THE FORMULATION TECHNIQUES OF STRATEGY APPLICATION

1. Puspita (2012) conducted research about Strategic Management using Balanced Scorecard approach titled *Strategic Management Analysis on PT Garuda Indonesia based on Balanced Scorecard*. The purpose of the research was to find out the management performance of PT Garuda Indonesia (Persero), Tbk on 2010 to 2011 by using management strategic analysis based on Balanced Scorecard Approach. Secondary data and SWOT analysis were used to analyze the situation or organizational environment; thus the Balance Scorecard Strategy Map could be arranged. It is possible to see the connection of the four perspectives and use them to analyze the management strategy of PT Garuda Indonesia (Persero), Tbk, therefore the performance of the company was measurable. The results showed that on 2010 the performance of PT. Garuda Indonesia (Persero), Tbk was not very good, due to only the learning and development perspective could meet the target. And it was also still not good on 2011 since the financial perspectives and internal business process could not exceed the target. But in general, on 2010 to 2011 the target achievement was increased.

2. Pella, Sumarwan, Daryanto, & Kirbrandoko (2013) held a research about strategic management titled *Strategy Implementation Model as the Corporate Performance Determinant*. Its research focus was the transformation from strategy planning to strategy implementation. This research developed the influence of strategy implementation model and strategy implementation quality towards the corporate performance success. Survey was held to 60 (sixty) organizations across industry. The data was counted and analyzed using Structural Equation Modeling (SEM) Partial Least Square. The results showed the significant influence of 7 (seven) implementation phase factors and 9 (nine) strategy implementation supportive capability factors towards the success of strategy implementation. The success of strategy implementation indicated significant influence to organizational performance.
3. Irani Z., Murniati AR, & Khairuddin (2014) conducted a research about strategic management titled *The Strategic Management Implementation in Increasing the Education Quality of SMAN 10 Fajar Harapan*. The research showed that high quality education could be achieved if the school implements the correct strategic management. The data was collected by observation, interviews, and documentation studies. The results showed that the school performance and education quality was increased by using self-evaluation instrument of school, teacher, and benchmarking.

THEORY & DISCUSSION

Solihin (2012) defined strategy as ways to achieve ends. The generic or general concept of strategy mainly corresponded with the early development of strategy used in military. The war zone to win the competition is called tactic. Tactic was adopted in business in which there was no fatality, except material loss. While Besanko et al. (2007) stated that strategy involved goal setting and long-term business direction of the company. Based on that, Mintzberg (1991) explained the strategy as integrated and comprehensive planning, designed to ascertain the company main goals were achievable.

One of the insurance company directors in Indonesia, say PT XYZ, admitted that strategy has very important meaning therefore it requires special attention of the organizational management to formulate strategy to actions. The CEO of PT XYZ realized the role of leaders plays important roles to formulate, analyse, as well as consider the company resources and other internal stuffs for instance organizational climate, policies, procedures, rules, structure, culture, communications, information, etc. All of them affected the strategy process that would be implemented into actions to win the competition. Meanwhile, there were external factors that also took effect, namely competition, the factors of economic, social, culture, politic and legal, demography, and topography. Based on that, it is important to require an integrated concept of management in implementing strategy by applying management functions: planning, implementing, organizing, controlling that would be a concept with paradigm and developed into a science and art used in action taking to win the competition with consideration and analysis (David, 2012). The Management of PT XYZ applied the strategy management concept comprised of various new trends in business:

1. The transition from planning to competitive advantage. Strategy making in strategy management is more based on competitive advantage concept with four characteristics:
   - Special competency

The competitive advantage is a special thing owned or performed by the companies to give strength to confront the competitor. This competency can be in a form of a strongly perceived high quality brand or domination on distribution channel.

- Creating imperfect competition
  Competitive advantage can be gained from creating an imperfect competition, since every organization produces similar products in a perfect competition market, therefore no organization is able to easily come in and out of the market. This condition makes every organization earn a similar profit level. An organization can gain a competitive advantage by switching or avoiding perfect competition markets. It can be a product differentiation, offering superior quality or emphasizing branding aspect. By creating that competitiveness, it is difficult for other organizations to enter the market. Therefore, competitive advantage concept is contrary to the perfect competition economic model.
- Sustainable
  Competitive advantage is sustainable, not only temporary and not easily replicated by competitors
- External environment compatibility
  Competitive advantage can be achieved by fulfilling better market needs. External environment is an opportunity as well as a threat for organizations.
- Higher profit than industry average
  The final target of competitive advantage is to gain higher profit than any similar organization

2. Transition from elitism to egalitarianism
   Strategically thinking in strategic management is not only performed by the professional planning elitist, it is also socialized to every member of the organization. In strategic management, every organization member who initiates the planning is also the one who implements the plan.
3. Transition from calculation to creativity
   Strategy planning is more focused to quantitative and measurable factors, therefore in the strategy management, a more quantitative perspective also starts to be considered. Strategy depends more on aspects of senses to analysis, thus creativity is highly required in preparing business strategies.
4. Transition from rigid to flexible
   Strategy management is flexible since it is combining vision and action, balancing controlling and learning, as well as managing stability and change. Strategy built by strategy management is an adaptive and also flexible one in confronting change and unpredictable market condition.

It is proven that marketing staffs/insurance agents need to persuasively approach prospective customers so they are willing to buy the intangible products. It also takes patience and product knowledge to sell the insurance.

The CEO of PT XYZ insurance company stated that strategy management concept implemented by business organizations uses actions to win the competition and creating competitive advantage and is adaptive in every corporate or organizational change. This is the reason why it is necessary to have creativity, innovation, and new ways of thinking to be out of the box. Company needs to be flexible so it can handle any trend changing and competition.

The benefits of applying strategy management:

1. Provide long-term business direction
2. Assist organization adapt with change

3. Make an organization more effective
4. Identify the comparative advantage of an organization in a riskier environment
5. Increase the ability of company in avoiding future problems
6. Motivate the employee by involving them more in strategy making execution
7. Lower the reluctance to change of old employee

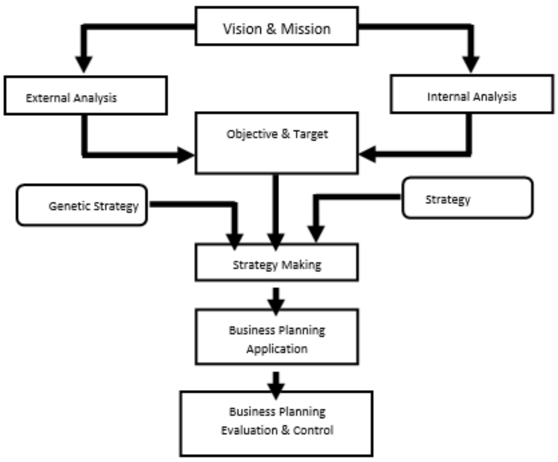
STRATEGY MODEL

Strategy management is an effort in winning the competition by involving the management concept and function as well as performing process and analysis, observing every factor affects it. Therefore strategy management is often considered as a concept yet an art. It is necessary to have a correct understanding of strategy management. It is called an art as every organization owns different capabilities in implementing strategy management and resources; namely human resources, capital, technology application, methods, raw materials, information, thus they will generate different results as well. It is required to have strategy formulation techniques in implementing strategy management as a flow chart to ascertain the concept is applicable, since it has impact on:

- Change of one of component will affect some or all of other components
- Strategy making, implementing, and evaluating process is a sequential order process
- Feedback is required to make in every beginning of the process
- Strategy management system is a dynamic system, in which the condition and situation periodically affect the connection amongst strategy management activity.

Based on the interview data above, the formulation techniques of Pearce & Robinson (2010) is the most suitable for the condition of those insurance companies.

Figure 1. Strategy Management Phases



Source: Pearce & Robinson (2010)

This model explains the strategy management phases which generate the strategy management concept in correct direction (Figure 1). The CEO of insurance companies stated that vision is required to discuss about industry or service organization or other forms of organization. Vision is often considered as decorative sentence, only displayed in office rooms. It actually has deeper meaning and philosophies for organization, and even plays important role as a driving force to direct the company objective. It is very important thus the organization needs to create it carefully since it represents future situation. The above explanation of the CEO is also supported by Nugroho (2010) who argued that vision is a statement of hopes, ambitions, wishes to be achieved by the organization. It is also a form of noble values and idealism of an organization, which also supported by Solihin (2012) who stated that vision is an achievement of an organization which has close connection with present and future, built by the process and accumulative actions. Definition of vision by Daft (2008):

- Vision is a number of important ways. Making the vision effective would present the connection between present and future, act to energize and motivate the employees to embrace the future, give meaning to the worker, set the standard and integrate to the internal of company.
- Vision connects the ways to act correctly which inspires the goal of the company. Every vision always talks about the future but has to start from today. Organization can take an action on behalf of a vision by combining data and information from across environment. It can provide services by creating products to meet people's needs without ignoring certain vision. In organizations, pressure to meet the deadlines, making sales big, urgent needs to find solution of problems, and realize the whole specific programs are highly important.
- Vision creates and wants to feel the enthusiasm about the job. Some people are committed to their time and energy voluntarily on a planned project.
- Vision requires objective and meaning, when employees have the sense of big goal of their job, therefore they can execute every routine task bravely.
- Vision needs to be free from the habits of the organization as a challenge to give a better performance. Vision also presents a way to measure the contribution of its member to the organization. Vision can explain the future image of the organization and let people see how they can take action to reach it.

To realize the vision, organizations need a mission which is the essence of the vision to exist. It can be said that the vision is the ambition of the organization to reach the future, while the mission keeps the organization standing and to have a desire to become big.

Daft (2008) said the growth of vision and change, the mission continues in the face of technological changes, economic conditions, or other changes to the environment. Mission makes every member of organization commits together in time changes and instructions on selection of strategies and decisions about the future. Mission gives meaning to strong-spiritual DNA character-organization can use leaders as a means to help workers find their goals in work.

Hitt et al. (2010) stated that a clear organizational vision is the basis for developing the organization's business direction comprehensively. It is a common practice for every organization to evaluate the organization's mission every year. It is necessary to evaluate the vision and mission periodically since in time organization can find itself in a "wrong direction". This is very common if the founder of the organization or organization leader established a business only based on a seasonal business trend that has a very short life cycle or if the existence of an organization is no longer relevant in the current business.

EXTERNAL ENVIRONMENT ANALYSIS

It is necessary to know the definition of the environment prior to further discussing about the analysis of the external environment. Wahyudi (2003) stated that the organizational environment is a variety of elements or elements that can provide a relationship, influence, linkages both directly and indirectly which can have an impact or cause-and- effect relationship to the activities and life of the organization. The understanding of the environment that affects the existence of an organization, such as the external environment and various elements are able to have a significant impact on the organization.

According to David (2012) the external environment which can provide cause- and-effect relationships and have an impact on parties outside the organization consists of a number of external factors, namely:

- Economic factors formed by elements of the level of economic growth, interest rate policy, monetary policy, exchange rate policy, income to spend, policies to overcome unemployment, taxation policies.
- Technological factors formed by elements of government expenditure costs for research, industry focus on technology, discovery and development of new technology, level of technology transfer, life cycle and level of technological obsolescence, level of energy use and energy costs, changes in information technology, development of internet and communication technology, increasing productivity through automation activities.
- Political factors which are formed by elements of political stability, state ideology, system of government, the incumbent political parties, government attitudes toward overseas and local (domestic) organizations.
- Legal factors formed by elements of tax laws, regulations, competition laws, international and national trade, labor law, copyright regulations.
- Social factors formed by elements of income distribution, population growth rates, changes in lifestyle, level of education, living conditions of the population, level of awareness towards welfare of the population and health, attitudes towards career and leisure time, labor mobility.
- Demographic and topographic factors formed by contour elements of natural and environmental conditions, level of environmental pollution, conditions of water, soil and air, climate, weather, urban space and environmental arrangement.
- Cultural factors formed by elements of customs, habits, language, religion, understanding, point of view, art, growing community conditions and system.
- Ethical factors formed by the awareness of the government and business stakeholders on the value of social responsibility, the development of protection against unhealthy business practices, reaction to piracy, copyright infringement.

The CEOs of insurance companies are always analyzing the external environment by paying attention to the aspect value of the structural analysis. This view is in accordance with the opinion of Porter (2008) quoted by Solihin (2012) "The underlying economic and technical characteristics of an industry", that the industrial structure is formed by the combination and characteristics of each industry in the group. Further stated in Solihin (2012) that there are many ways to categorize the industrial structure namely:

1. Fragmented industry is an industrial structure which consists of a large number of small and medium industries, and there are no organizations own dominant market share in the industry.
2. Emerging industry is newly created or re-created industry due to technological innovations, changes in demand, or because of the emergence of new consumer needs categories.
3. Mature industry is the industry, which was originally in the stage of emerging industry, over time it will meet a mature industry stage which is characterized by slowing industrial demand growth, growing rates of repurchase customers, declining production capacity increase, declining launch of new products or services, decreasing organizational profitability in one industry.

4. Declining industry is industries that experience absolute decline in sales in the long run. Analysis is based on the level of competition faced by identifying five forces based on Porter's five forces approach that influences the level of competition faced by the organization.

INTERNAL ENVIRONMENT ANALYSIS

Internal environment analysis explains the components or elements that affect the existence, activities, life of the organization directly which of course are within the organization itself (David, 2012). The internal environment is formed from several elements including: paying attention to financial factors, the organization needs to analyze its financial statements based on financial ratios (David, 2012).

The activities of insurance companies in producing a service product for their customers can be explained by David (2012). The production process is a decision concerning the design of the production system and the applied technology, the flow of the production process, layout, production lines, transportation/distribution analysis, control of the production process. The maximum output for the organization is adjusted to the resources (input) as well as aggregate planning, production scheduling, queuing analysis, forecasting, production capacity planning, also inventory regarding the determination of the number of raw materials, processed goods, finished goods, finished goods inventory in the warehouse, raw materials handling, ordering raw materials, storing raw materials, storing processed goods. Labor involves the distribution of tasks, responsibilities, expertise, abilities, experience of work standards, coordination. The quality of goods conformed to standards can be specified based on quality control, sampling, quality testing and cost control. David (2012) argued that it is necessary to perform market research through the activities of data collecting, recording, processing, as well as analyzing with various instruments, procedures, methods, concepts and techniques to provide useful information about consumer behavior in making product buying decisions. Product promotion through salespeople or marketing personnel known as personal selling by sales promotion girls, advertisements are either done in print or electronic media, promotion sales by giving discounts or discounted prices or gift items at the time of purchase of certain items.

Direct marketing is one of promotions performed by using information technology such as web, blogs, social networks, etc. *Public relations* is a promotional activity by carrying out a form of activity related to introducing a product by visiting a crowd center, agency, institution that is packaged in an event, sponsoring an event, making a certain program involving the community. Production process generates the best product by designing and researching the benefits of the product. Product design can be in the form of packaging, color, and shape. It also includes planning the after-sales service, warranty, spare parts at the same time considering the Product Life Cycle. *Pricing* is based on the principle of scarcity and psychological effects. *Placement* involves the place in marketing and also distributing the product, while *Sales* involve efforts to sell a product.

The human resources factor involves the allocation of human resources in based on their expertise, abilities and skills. It also involves human resource management functions and activities such as recruitment, selection, compensation, training, development, work performance assessment, career path, safety, health and job security, work productivity, termination of employment. Research and development factor may involve innovation, product development, data collecting, recording, processing, and analyzing with various instruments, procedures, methods, concepts and techniques to provide useful information for the organization in terms of continuous improvement and product innovation and development. According to Wahyudi (2003) the entire internal environment can be analyzed using the value chain approach by Porter.

This value chain approach can be described as follows:

Definition of Activities in Value Chain Analysis

Primary Activities

Inbound Logistic
Receive, store, manage and control the supply of raw materials, transportation and returns to suppliers.

Operations
Transforming raw materials into final products (For example: providing and maintaining production machinery, providing production equipment and testing production results)

Outbound Logistics
Transport and store the final product and measure the order and transport schedule.

Marketing and Sales
Encourage, persuade and help consumers to buy (for example: advertising, promotion, distributor selection, and pricing)

Service
Maintain and enhance the after sales product value (for example: installation, repair, training, and product adjustment)

Secondary Activities

Procurement
Purchase of raw materials and supporting equipment including company assets.

Technology Development
Providing the need for the latest technology, procedures and techniques in each activity.

Human Resources Management
Selection, promotion, placement, assessment, rewarding, and development of employees and maintain relationships between employees.

Company Infrastructure
Manage the issues of planning, finance, general management, accounting, law, and government relations.

Source: Wahyudi (2003)

SWOT ANALYSIS

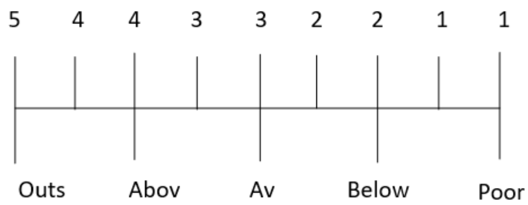
After the CEOs of insurance companies recognize the external and internal environmental factors, it is common to analyze how much the impact and influence of them on the organization, namely the external and internal strengths of the organization, how big the internal weaknesses, opportunities owned by the organization by looking at the external factors, as well as threats faced by the organization are also seen from external factors. After that the organization is able to describe the TOWS matrix analysis which is explained as follows:

SO is a variety of strategies generated through a perspective that certain organizations or business units can use the strengths they possess to take advantage of various opportunities. ST is a variety of strategies generated through a perspective that certain organizations or business units can use strengths to avoid weaknesses. WO is a variety of strategies generated through a perspective that organizations or business units can take advantage of various opportunities by overcoming various weaknesses they have. WT is a variety of strategies that are basically survival and aim to minimize various weaknesses and threats (Solihin, 2012).

SYNTHESIS

After the organization scans environmental factors, then it is able to identify a number of external and internal factors by using the EFAS (External Factor Analysis Summary) and IFAS (Internal Factor Analysis Summary) approaches developed by Wheelen and Hunger (2004). The approaches use a scale of 1 to 5 to assess the environment, in which value of 5 means very influential, while value of 1 means not affect, and by using a weighted value of 5.0 which is outstanding to 1.0 which means poor, and also an average value of 3.0.

Figure 2. Scale used in EFAS and IFAS



Source: Wheelen & Hunger (2004)

Multiply the value of 1-5 with the weight to generate the weighted score (Figure 2).

DETERMINATION OF OBJECTIVES, PROCEDURES, POLICIES, RULES AND BUDGET

The objective is the end result that the CEOs of insurance companies would like to achieve within a certain period and is expressed quantitatively (it is more the measure of things). Dess, Lumpkin and Taylor (2000) argued that good objectives own the following criteria:

- Measurable. Objectives must be measurable. Indicators are highly essential to measure the progress of objectives.
- Specific. It must be explained specifically what the organization wants to achieve, such as the objective of increasing sales, increasing market share or others.
- Compatible. The objectives to achieve must be in accordance with the vision and mission of the organization, in other words, the objectives are still within the scope of the organization's vision and mission.
- Realistic. The objectives must be achieved by using organizational resources owned by the organization.

The next step is to construct the procedure. The procedure is a standard method for executing certain work (Allen, 1990). Wheelen & Hunger (2004) argued that procedures are needed so that the work is performed according to certain methods in order to obtain uniform results.

Then set a policy. The policy can simply be understood as a guide to action. Policy is a general guide which directs the decision making process taken by decision makers in the organization. The policy is a guideline that connects the strategy formulation performed by the organization.

In order to apply the policies that run well and can be obeyed by all members of the organization, it is necessary to make rules. Rules are a fixed decision to apply to problems that are always recurring and important for the organizational component (Allen, 1990).

To execute all of the above activities, a budget is required to finance it. The budget is the interpretation of programs in numerical units. The budget will not be prepared properly if the organization does not have a clear program. This is because every cost that will be spent in the budget must refer to the program that will be carried out by the organization. In general, the budget prepared by the organization can be categorized into the budget for the overall operational activities of the organization.

STRATEGY & IMPLEMENTATION SELECTION

Corporate strategy is a variety of actions taken by the organization to gain competitive advantage by running businesses in various markets or types of industries simultaneously (Barney & Herterly, 2008). The types of corporate strategies can be grouped into three categories of strategy orientation which are often referred to as grand strategy (Wheelen & Hunger, 2004).

The three grand strategies are: a growth strategy which is an organizational strategy that develops business activities both through focusing on inside the current organizational industry and diversification by entering new industries outside the dominant business activities.

The growth strategy is further divided into vertical integration strategies as well as horizontal integration strategies through the concentration of industrial fields carried out. Vertical integration strategies are applied if the organization expands the scope of its business by controlling the raw material supply chain or controlling the organization's product distribution chain. If the organization expands its scope of business to control the raw material supply chain, then it is called a backward integration strategy, while the organization chooses forward integration strategies when it expands its business scope by controlling the supply chain of product distribution to the market. Horizontal integration strategy is performed by expanding market segments to a wider geographical area of marketing or by increasing the range of product lines or services offered to markets currently served by the organization. In horizontal integration, the organization extends its activities sideways, but is still in one industrial value chain.

The growth strategy can also be carried out by the organization through the selection of a diversification strategy which is a process to add one or more new businesses to the organization's business portfolio, which is different from the current business field of the organization. Thus, the organization becomes diversified into two or more in different businesses. In implementing the strategy, organizations can diversify into industries related to the industry where the organization operates today with the aim of gaining synergies and strengthening the organization's position. While conglomeration strategy is a form of diversification carried out by the organization by entering new industries that are not related to the organization's ongoing industry.

The stability strategy is characterized by the continued operation of the organization with ongoing activities (Wheelen & Hunger, 2004) without being accompanied by a significant change in direction of organizational business management. This strategy will succeed in the short term, especially for organizations that serve niche markets well.

The shrinking strategy is carried out when the organization has various weaknesses in several products or all product lines so that the organization cannot gain competitive advantage which results in poor organizational performance, and it is reflected in the continued decline in sales and profits. Turnaround strategy requires the organization to make improvements to operational efficiency which is perceived as the main problem for the organization.

In this case the organization is trying to immediately stop the ongoing business process due to the inefficient operation of the organization so that the product is not competitive. Divestment strategy can be executed by selling one or more business units with the purpose to obtain a good selling price for the shareholders, therefore the employees are able to keep their job and avoid the decrease of the organization’s value.

The business unit strategy is a strategy created at the level of a business unit, division or at the level of an organization's product or service in a particular industry or market segment. This strategy is divided into:

- *Cost leadership* is a strategy chosen by organizations that have a wide range of competition. In this strategy, the organization strives to achieve lower costs than other organizations in the same industry. The advantages of low organizational costs can be obtained from various sources such as the advantages of economies of scale, the application of the correct production technology, having access to raw materials that are more profitable than competitors.
- *Differentiation* this strategy was chosen by the organization in the scope of wide competition. Organizations that choose this strategy are unique to certain dimensions of the products they sell, where the uniqueness is considered valuable by consumers.
- *Focus* the organization chooses to develop appropriate strategies for one or more groups of business units that cannot be served properly by other competitors who have a wider market coverage.

Functional strategies are strategies that exist in each organizational function, such as marketing, finance, production, human resources, research and development functions. Organizations are able to perform the strategies with promotion, innovation, discounts, training and development, using financial ratios, production control, six sigma, TQM, Kaizen, lean production, as well as conducting research on consumer behavior, consumer satisfaction towards the product, and others which aims to create organizational strength. These functional strategies can be assessed by using *balance score card*.

The organization needs to analyze the capabilities of each business unit it owns in determining the strategy to execute. This analysis applies the Boston Consulting Group (BCG) matrix. BCG describes each business portfolio value. When divisions within organizations compete in different industries, separate strategies often have to be developed so that they must be specifically designed to strengthen multidivision business.

BCG matrix is divided into four quadrants, namely quadrant 1 (symbolized by a question mark), quadrant 2 with a star symbol, quadrant 3 with the symbol of dairy cow, and quadrant 4 with a dog symbol. Question mark symbol means the business has relatively low market share position but competes in industry with high growth rates. In general, this business requires higher budget, with low results. Stars represent the best long-term opportunities for growth and profitability. This condition with relatively high market share and high industrial growth needs to be supported by a very large investment to maintain or strengthen market dominance. Cash cow has a relatively high market share position but compete in slow growth industry. Cash cow means the business unit always provides positive cash flows, which can be allocated to other business units within an organization, or in other words, it subsidizes other business unit. On the contrary, dog symbol means the business unit has a relatively low or no growth market share position.

The implementation phase is the stage of how the strategy implemented by the organization becomes an action in winning the competition, creating advantages, bringing profit, providing added value to the organization. In implementing the strategy, the organization must adjust to its capabilities, environment, goals, policies, climate, and organizational culture.

EVALUATION

The final stage needs to be monitored by the CEOs of insurance companies is to measure the success of organizational performance, namely by conducting a thorough review to make sure the level of success is aligned with the expectations or desires the organization wants to achieve. The organization needs to pay attention to rates of sales, productivity, profitability, growth, asset value, competitiveness, expansion of the organization, adaptability and so on. The evaluation result is needed as feedback for the continuity and sustainability of the organization and to oversee the implementation of the strategy with the aim of creating effectiveness and efficiency.

CONCLUSION

Business competitions in insurance products nowadays need to be responded by providing the best possible service therefore the insurance products are increasingly demanded by customers in this globalization era which is marked by rapid positive and negative impact on the organization. Thus, it is necessary to be careful in managing every organizational resources, not only focusing on internal organizational factors, but also external factors by utilizing any opportunities or threats that affect the organization both directly and indirectly. The CEOs of insurance company require to make analysis and formulation techniques to apply strategies in the form of winning competition and creating competitive advantage.

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THE MEDIATING ROLE OF INNOVATION PERFORMANCE BETWEEN SOCIAL MEDIA CAPABILITY AND BUSINESS SUSTAINABILITY IN E-BUSINESS

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ABSTRACT

The purpose of this study is to find out and analyze the factors of social media capability impact on business sustainability during Covid-19 pandemic. This survey is taken from Jakarta online SMEs. This research is using a quantitative approach method and uses 101 samples. In analyzing data, we use Structural Equation Model (SEM) by using SmartPLS application. Our result shows that social media capability does not have an impact directly on business sustainability but has an impact indirectly mediated by innovation performance. This study suggests that online SMEs should take the advantage of social media capability and make an innovation for their products/services to make their business sustainable.

Keywords: social media capability, innovation performance, business sustainability, SMEs

INTRODUCTION

Covid-19 causing Indonesian economic instability, especially Indonesian capital city, Jakarta. Jakarta's economy in the first quarter only grew 5,06% (y-on-y) which is the lowest growth in the past ten years. Second quarter of Jakarta's economic experience minus contractions 8,22% (y- on-y) (BPS Jakarta, 2020). State Minister for Cooperatives Small and Medium Enterprises told's that sustainability of SMEs must be the priority to be saved in this pandemic. It is intended to keep the real sector running in the country. The president asked to relocate the budget and refocus the policy to give the economic incentive for SMEs entrepreneurs so that they can keep producing and not to layoffs the employees. The government also provides loan relaxation for SMEs, especially for loan value below 10 billion IDR with the aim of minimizing the impact of pandemic (Hardum, 2020).

Indonesia has more than 160 million active social media users in the first month of 2020. The most common social media that has been used is Instagram, Twitter, Facebook, Youtube, and Whatsapp (We Are Social, 2020). Social media platforms that have been mentioned before have been used by entrepreneurs to succeed in their business. Many entrepreneurs succeed in using social media as their business platform. As an example, Reza Nurhilman, owner of "Maicih" chips, does some promotion through their Twitter and Facebook accounts. Now his business is able to earn revenue up to billions IDR each month (Yovanka, 2018).

Business with interesting ideas will be the key to increasing sales (Sukandar, 2019). In the pandemic era, business keeps improving, innovating, and regardless of the health protocol. Innovation in business is needed to keep sustaining in the pandemic era (Prayoga, 2020). Netflix is one of the example successful companies in innovation. Initially, Netflix was selling film in DVDs and sending it through the post and nowadays Netflix is one of the biggest films streaming platforms that can earn their revenue up to 350 billion IDR each month from 200 million paid users (Fauzia, 2021).

LITERATURE REVIEW

The use of social media has become a habit at this time. Companies often use social media and not only to sell their products but also to campaign for the company's brand so that potential consumers of the company can become aware of the company's products or brands (Anindyaputri, 2020). Benitez et al. (2018) explain that social media capability is the ability of a company to utilize social media such as Facebook, Twitter, and the company blog itself to facilitate business activities. This study focuses on the skills of a company in using three external social media, namely Facebook, Twitter, and the company blog itself, whose main use is for IT, business executives, and organizations. However, companies are also trying to learn, use and exploit social media very well. According to Wang et al. (2017), social media capability is the dynamic ability of a company or organization which contains four levels, namely technology, operations, management, and strategy that can help a business or organization integrate social media in order to generate and maintain the company's competitive advantage. The use of the right social media can create a competitive advantage in the company. Social media is a tool for socializing based on web 2.0 that allows companies or organizations to be able to communicate with their customers directly with high levels of effectiveness and efficiency (Kaplan & Haenlein, 2010).

Innovation performance is a revolution of an existing product or business processes and/or the development of a new product or new business process that are obtained from the company's internal as well as external knowledge (Benitez et al. 2018). Rauter et al. (2019) explained that sustainable innovation performance is the outcome of a company’s innovation that prioritize product design that can last such as using environmentally friendly materials, efficient production process, pay attention to environmental conditions such as proper waste disposal, and social responsibility such as pay attention to work safety and work ethics. This statement resonates with the thinking of Albort-Morant et al. (2018) which defines green innovation performance as an innovation that has the main goals to minimizing or avoiding damage to the surrounding environment by processing waste properly, using environmentally friendly raw materials, etc. So that the surrounding environment can be maintained, and the main goal of the company remains achieved well, namely fulfill market demand, creating good corporate value, and increasing results.

Dyllick & Muff (2017) explain that business sustainability is a process where a company can manage risks, liabilities and profitability opportunities, and social and environmental. Gross-Golacka et al. (2020) explain business sustainability as a business strategy that was integrated with social, economic, and environmental factors into a business model. This is in line with the thoughts of Svensson et al. (2016) regarding business sustainability as a company business for not to just focus on probability, but also the impact on the surrounding environment, social, as well as the broader economy and all of society.

During the Covid-19 pandemic, everything changed, at the time the government required everyone to do everything from home such as school from home, work from home, even worship from home. This causes significant increases in social media usage in Indonesia. This phenomenon can be utilized by the company to develop its core value, such as using social media as a platform to inform its customers about the latest product and/or even the brand itself. Social media also can be used as customer service that provides solutions to problems experienced by customers, or even can be used as a platform for selling as it is happening during this pandemic. Therefore, researchers assess that social media has a relationship to business sustainability as in previous research, which states that social media marketing has a positive effect on sustainability performance (Abbas et al., 2019). Then other research concludes that the utilization of social media has a positive influence on the sustainability of the Millennial's SMEs.

H1: Social media capability has a positive influence on business sustainability.

Innovation is the main key that is needed by the company for them to keep running and attract the customer to become loyal to the company. Companies will always create product innovation even in a form of promotion, companies also make new changes and follow the present times to get the competitive advantages. A company or businessman needs to find a new thing and unique for the customer, and also the company needs to know the resources that they own now. Resources play an important role in the company to make them keep innovating and with the good dynamic capability in the company, it will push the business to keep sustaining. Researchers assess that innovation performance in the company are very needed to reach business sustainability. The previous study uses bank as a research object and bank can be placed in various steps of innovation performance with the technology development, and also has a positive effect on business sustainability (Forcadell et al., 2019). Then there is another study that found an influence between innovation on business sustainability. Which is significantly influencing financial performance, social performance, and environmental performance (Li, et al, 2020). Next, a study shows that management innovation and technological innovation significantly and positively contribute to business sustainability (Zhang et al., 2019).

H2: Innovation performance has apositive influence on business sustainability.

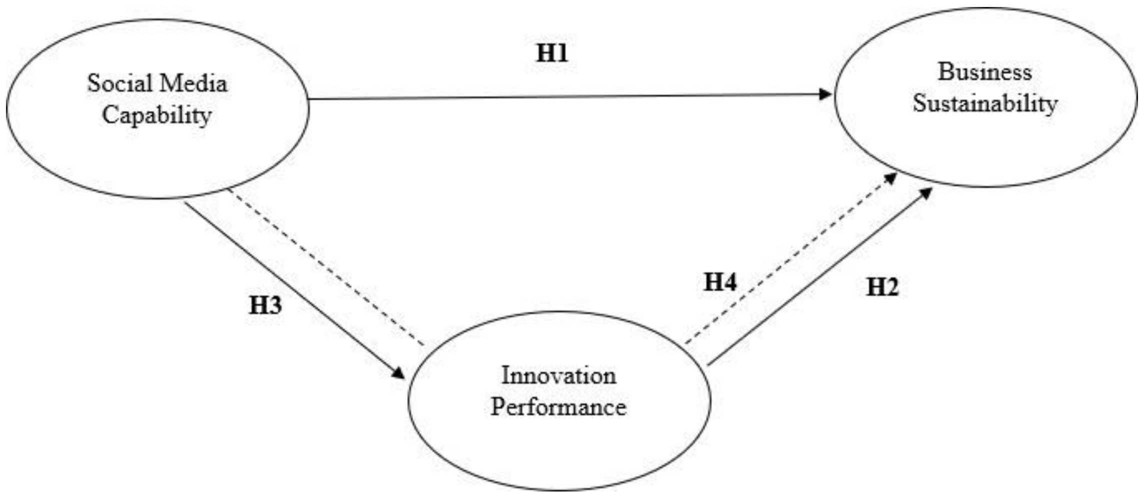
The usage of social media nowadays is very varied, starting from only socializing with other people, browsing information, news, or knowledge, entertaining, until business support facilities. As we all know, business without innovation is hard to keep sustainable in the long term. Social media can be used by companies to listen and know the customer's desire that may change along with the times. Of course, the company needs to create more innovation that suits the times development so that the business can sustain in the long term. Researchers assess that social media has a relation on innovation performance as in study which has been done by Benitez states that social media capability gives a positive influence which bridges the gap between knowledge ambidexterity with innovation performance (Benitez et al., 2018). Another study concluded that there is a significant influence between social media on a firm's innovativeness (El Samra et al., 2019). Subsequent study reveals that social media usage has a beneficial influence on innovation performance (Pateli et al., 2017).

H3: Social media capability has a positive influence on innovation performance.

Social media helped so many people in various aspects. The capability of social media to make us keep connectedwith our friends or family, the capability to deliver the information to the audience, and capability to introduce products/services, and social media became the selling media. Then innovation performance that became the mediator of social media capability also contributed to business performance. Innovation that offers new things and offers efficiency attracts customers to consume the products/services of the company. This matter became the attention of the researcher where the capability of social media can help businesses keep sustaining in the middle of a pandemic with the mediation of innovation. So that, research assesses that social media capability has a relation to business sustainability through the mediation of innovation performance. A previous study states that social media capability has positive and significant influence on innovation (Corral de Zubielqui & Jones 2020) and innovation gives a positive and significant influence too on business sustainability (Khan & Naeem, 2018). Another study concluded the result that social media indicated the positive impact in influencing team the innovation performance (Ali et al., 2020) and eco-innovation strategy positively influencing sustainable business (Amara & Hong, 2020). Then another research shows that social media usage indicated a positive impact on innovation performance (Freixanet et al., 2020) and innovation capability has an important positive influence on firm sustainability (Sriboonlue, Ussahawanitchakit, & Raksong, 2015). So that, this can be concluded that social media capability can help developing business sustainability run well and with the mediation of innovation performance.

H4: Social media capability has a positive influence on business sustainability through innovation performance.

Figure 1. Research Hypothesis



RESEARCH AND METHODS

This study uses a quantitative approach to see the effect that social media capability can have on business sustainability. Quantitative research is the explanation of a problem or phenomenon through collecting data in the form of numbers and analyzing it using mathematical methods in the form of statistics (Apuke, 2017). The impact between variables will be analyzed using the SEM method and using the SmartPLS software. The questionnaire uses a scale of 1–6 and uses the question based on variable indicators of social media capability, innovation performance, and business sustainability. Social media capability is divided into 4 indicators of context, communication, collaboration, and connection (Solis, 2011). Innovation performance is divided into 5 indicators, namely product, process, strategy, behavior, and market innovation (Parida & Örtqvist, 2015). Meanwhile, business sustainability is divided into 3 indicators for economic aspects, social aspects, and environmental aspects (Svensson et al., 2016).

The purpose of this research is to find out the influence of social media capability directly to business sustainability and indirectly through innovation performance to create business sustainability. In addition, this study also aims to identify the influence and impact of the application of social media and innovation performance on a SME business so that it can be sustainable. This research using cross-sectional survey or one time survey, this survey collects data for a certain time only or collects data only once in order to describe the condition of the population (Setia, 2016). This survey will also be conducted by first studying the variables to be research, about the indicators that affect the variables under this study. This study uses a survey as a method to obtain the required data. The survey method was used because it was considered the most effective because the sample could even represent a large population.

The object of this research is the SMEs business that already go online in Jakarta and owned by the youth generation. Businesses that are included in SMEs are businesses that have a turnover of Rp300.000.000 to 50.000.000.000 per year according to Law No. 20 of 2008. Also, business owners who are at a youth generation between 16–30 years old.

Operationalization of Variables

The three variables that are used in this research is social media capability, innovation performance, and business sustainability. Social media capability is the ability of a company to utilize social media such as Facebook, Twitter, and the company blog itself to facilitate business activities (Benitez et al, 2018). Social media capability indicators are divided into four namely context, communication, collaboration, connection (Solis, 2011). Context explains how to deliver a message or information to an audience with its own template and focuses on graphics, colors, and attractive features. Communication indicator explains a method used to deliver information, share information, receive feedback, respond to responses, and develop to audiences. Collaborating indicator to make things better, by increasing efficiency and effectiveness. Connection is a relationship that is always maintained and fostered. Get your audience closer to the company or social media owner.

Innovation performance is the changes process from product or business process that exist and/or develop from one new product or new business process which get from company internal knowledge or company external knowledge (Benitez et al. 2018). Innovation performance has 5 indicators such as product, process, strategy, behavior, and market innovation (Parida & Örtqvist, 2015). Product indicator is related in changes or feature usage, new components, and technology can create new products (Laosirihongthong et al., 2014). Process indicator explains on the internal development of the company, related to enhancement that apply technology in the production process (Laosirihongthong et al., 2014). Market explains in using the new strategy in marketing to promote the product, introducing new products to the market or identifying new business to gain sales. Strategy leads to developing a strategy which has existed and can create value for the company. Behavior explains individual behavior, company, or manager on newness. Companies with innovative behavior can give more innovative ideas faster.

Business sustainability can be interpreted as a process where a company can manage the risk, obligation, profitability opportunities, and social & environment (Dyllick & Muff, 2017). Here is the explanation of three business sustainability indicators (Svensson et al., 2016). Economic aspects explain the increasing profit, reducing cost, competitiveness, value of the brand, and financial. Social aspects discuss all business networks, organizational support, company reputation, company culture, commitment & dedication, consistency, and reporting. Environmental aspects discuss the living environment, climate change & global warming, efficient program, dematerialization process, and have many initiatives.

Table 1. Operationalization of Variables

Variable	Definition	Indicator	Source
Social media capability	The ability of SMEs or organization to utilize social media as a supporting tool for business activities.	**B.1.** ***Context*** **B.2.** ***Communication*** **B.3.** ***Collaboration*** **B.4.** ***Connecting***	(Anugratami et al., 2014; Putra, 2015; Sastradinata, 2018).
Innovation performance	The action of SMEs or organization to outperform its competitors by continuously updated the products/services so that remains relevant to the market.	**C.1.** ***Product*** **C.2.** ***Process*** **C.3.** ***Strategy*** **C.4.** ***Behavior*** **C.5.** ***Market Innovation***	(Parida & Örtqvist, 2015; Laosirihongthong et al., 2014; Chan et al., 2018).
Business sustainability	Strategies designed and used by the SMEs in order to survive even in unfavorable conditions for the SMEs.	**D.1.** ***Economic Aspects*** **D.2.** ***Social Aspects*** **D.3.** ***Environmental Aspects***	(Ng & Rezaee, 2015; Sivarajah et al., 2020; Svensson et al., 2016).

RESULTS AND DISCUSSION

Validity and reliability

The first test is carried out to test the data based on the question items for each indicator. Validity is carried out to see to how far a question can explain the construction to be measured (Drost, 2011). in this test will be tested through convergent and discriminant validity. Convergent validity is seen through the outer loading or loading factor which can be said to be valid if the value is above 0.7 and the AVE value is above 0, 5 (Hair et al., 2016). Discriminant validity is seen through the Fornell-Larcker criterion and cross loadings tables. Reliability is a measurement that has been done many times, from different people and different times for the same person the measurement will remain the same or consistent (Drost, 2011). The measurement of reliability is seen through the value of Cronbach's alpha and composite reliability. In measuring Cronbach's alpha and composite reliability indicators are said to be reliable if the value is above 0.7 (Hair et al., 2016).

Table 1. Convergent Validity

Variable	Indicator	Statement Item	Outer Loadings	AVE
Social Media Capability	Context	B02	0.894	0.737
	Communication	B03	0.902	
		B04	0.866	

		B05	0.901	
	Collaboration	B07	0.853	
	Connecting	B08	0.722	
		B09	0.856	
Innovation performance	Product	C01	0.752	0.596
		C03	0.733	
	Process	C04	0.808	
	Strategy	C06	0.734	
		C07	0.769	
	Market	C08	0.759	
		C09	0.727	
	Behavior	C10	0.779	
		C11	0.798	
Business Sustainability	Economic aspects	D03	0.745	0.597
	Social aspects	D04	0.795	
		D05	0.784	
		D06	0.757	
	Environmental aspects	D07	0.798	
		D08	0.756	

First validity testing on outer loading and AVE value. The result shows that 22 statement items are valid with the value of the outer loadings above 0.7. Then the AVE value of the social media capability is 0.737, innovation performance is 0.596, and business sustainability is 0.597. All these variables that have been mentioned have an AVEvalues above 0.6, so a validity test of three variables is valid.

Table 2. Fornell-Larcker Criterion

Variable	Business Sustainability	Innovation Performance	Social Media Capability
Business Sustainability	**0.811**		
Innovation Performance	0.779	**0.790**	
Social Media Capability	0.630	0.740	**0.858**

The third validity measurement explains from discriminant validity. Discriminant validity itself divides into 2 parts, namely the Fornell-Larcker criterion and cross-loadings. Fornell-Larcker criterion is a value that from correlation measurement from a construct must have more variants with its related indicators than other constructs if it is to be said to be valid (Hair et al., 2016). From the results obtained, each variable is said to be valid because each variable has a higher correlation than the variable itself than other variables.

Table 3. Cross Loadings

	Business Sustainability	**Innovation Performance**	**Social Media Capability**
B02	0.566	0.694	**0.893**
B03	0.485	0.656	**0.902**
B04	0.468	0.613	**0.865**
B05	0.601	0.716	**0.900**
B07	0.564	0.628	**0.855**
B08	0.544	0.504	**0.723**
B09	0.549	0.614	**0.858**
C01	0.548	**0.768**	0.580
C03	0.519	**0.790**	0.603
C04	0.618	**0.803**	0.513
C08	0.720	**0.775**	0.646
C09	0.562	**0.761**	0.510
C10	0.652	**0.815**	0.637

C11	0.653	**0.813**	0.583
D04	**0.825**	0.725	0.597
D05	**0.850**	0.609	0.434
D06	**0.821**	0.533	0.487
D07	**0.742**	0.636	0.512

From the cross-loading test, the result shows that some of the statement items are not valid. Statement items that are not valid were eliminated because the values are below 0.7 (Hair et al., 2016). Then, the statement items can be called valid because the correlation value from an indicator on a related construct is bigger than the correlation value from an indicator on another construct. So the statement items that show in the table are only the valid ones.

Table 4. Reliability

Variables	Cronbach's Alpha	Composite Reliability	Keterangan
Business Sustainability	0.825	0.884	Reliable
Innovation Performance	0.899	0.921	Reliable
Social Media Capability	0.940	0.951	Reliable

From the table above, explains the result of reliability testing. Cronbach’s alpha value and composite reliability value in each variable are above 0.7. It can be concluded that all variables are reliable. In composite reliability, the value of all variables is also above 0.7 but innovation performance and social media capability variables are above 0.9, it can be concluded that all of the statement items on the questionnaire are redundant but still considered reliable.

R2-coefficient of Determination

In this section, tests will be carried out to see how exogenous variables influence endogenous variables. This study has one exogenous variable of social media capabilities, one endogenous variable of business sustainability, and one mediating variable of innovation performance. The research results were obtained as follows:

Table 5. Coefficient Determinant

Variable	R Square	Adjusted R Square
Business Sustainability	0.618	0.610
Innovation Performance	0.548	0.544

The table above shows the value of the business sustainability variable obtained by 0.610. This result shows that 61% of business sustainability variable can be influenced from social media capability and innovation performance. Meanwhile for innovation performance indicates a value of 0.544. The result shows that 54.5% of innovation performance is influenced by social media capability.

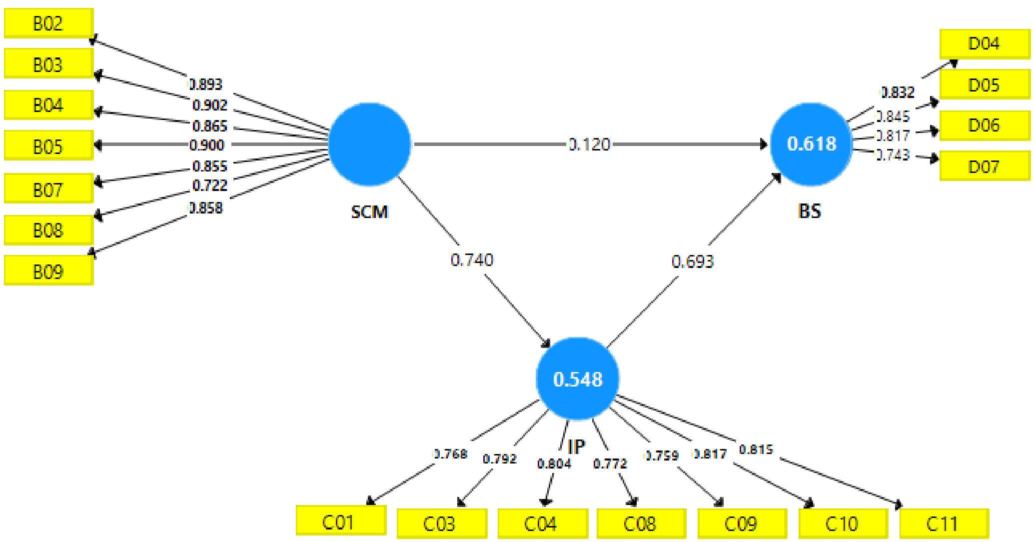
Structural Equation Modelling

Table 6. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
SMC → BS	0.120	0.118	0.099	1.213	0.226
IP → BS	0.693	0.702	0.074	9.400	0.000
SMC → IP	0.740	0.748	0.070	10.601	0.000
SMC → IP→ BS	0.513	0.526	0.079	6.483	0.000

In the bootstrapping testing, the result can be seen from the original sample to see influence direction and beta result. The T Statistics need to >1.96 with the alpha 0.05 and P-value <0.05. So that it can be called that has a significant influence (Hair et al., 2016). From the first test, the result show that social media capability has an insignificant influence with β = 0.120and supported by the T Statistics = 1.213 < 1.96 and P-value = 0.226 > 0.05. From that result show that H1 is declined, and social media capability has an insignificant influence on business sustainability. The second test is run to know the influence of innovation performance on business sustainability. The result show that β = 0.693and T Statistics = 9.400 > 1.96, and also P-value = 0.000 < 0.05. From the result, it can be concluded that H2 is accepted, and innovation performance has a positive and significant influence on business sustainability. The third test is to know the influence of social media capability on innovation performance. The result shows that T Statistics = 10.601 > 1.96, and also P-value = 0.000 < 0.05.

Figure 2. Path Diagram



From the result, it can be concluded that H3 is accepted and social media capability has a positive and significant influence on innovation performance. The fourth test is to know the indirect influence. This test is done to see if there is a direct and indirect difference through the meditation variable that is innovation performance. This test is to know the influence of social media capability in indirect on business sustainability. The result show β = 0.513and T Statistics = 6.483 > 1.96, and also P-value = 0.000 < 0.05. From the result, it can be concluded that social media capability has a positive and significant influence on business sustainability through the mediation of innovation performance.

From the test above, it can be concluded that social media capability is better in making use of innovation performance to create a sustainable business because direct influence isn't significant in influencing. So that the business is better using social media capability and innovation performance to get the sustainable business.

Analysis Results in Men

Table 7. Path Coefficient in Men

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
SMC → BS	0.001	-0.007	0.126	0.008	0.994
IP → BS	0.924	0.925	0.119	7.771	0.000
SMC → IP	0.805	0.824	0.080	10.020	0.000
SMC → IP→ BS	0.744	0.763	0.132	5.644	0.000

In this study, testing was carried out based on male and female gender. The first test to male owners of SMEs that already go online and found that social media capability had an insignificant effect on business sustainability, where value β = 0.001 supported by the T-statistic = 0.008 < 1.96, also P-value = 0.994 > 0.05. Then the second test found that innovation performance had a significant and positive influence on business sustainability with beta value β = 0.924and support by T- statistic = 7.771 > 1.96and P-value = 0.000 < 0.05. third, it was found that social media capability had a significant and positive influence on innovation performance with beta value β = 0.805and supported by T- statistic = 10.020 > 1.96 and P-value = 0.000 < 0.05. The last test found that social media capability has a significant and positive influence on business sustainability through mediating innovation performance with beta value β = 0.744 and supported by T-statistic = 5.644 > 1.96 and P-value = 0.000 < 0.05.

Analysis Results in Women

Table 8. Path Coefficient in Women

	Original	Sample	Standard	T Statistics	P Values

	Sample (O)	Mean (M)	Deviation (STDEV)	(|O/STDEV|)	
SMC → BS	0.261	0.259	0.139	1.871	0.062
IP → BS	0.495	0.530	0.130	3.795	0.000
SMC → IP	0.725	0.717	0.085	8.568	0.000
SMC → IP→ BS	0.359	0.378	0.099	3.611	0.000

For next test was carried out on female owners of SMEs that already go online, and found that social media capability had an insignificant effect on business sustainability, where value β = 0.261 supported by the T-statistic = 1.871 < 1.96, also P-value = 0.062 > 0.05. Then the second test found that innovation performance had a significant and positive influence on business sustainability with beta value β = 0.495and support by T- statistic = 3.795 > 1.96, and P-value = 0.000 < 0.05. third, it was found that social media capability had a significant and positive influence on innovation performance with beta value β = 0.725and supported by T-statistic = 8.568 > 1.96 and P-value = 0.000 < 0.05. The last test found that social media capability has a significant and positive influence on business sustainability through mediating innovation performance with beta value β = 0.359.and supported by T-statistic = 3.611 > 1.96 and P-value = 0.000 < 0.05.

From the test above, it can be concluded that social media capability is better in make use of innovation performance to create a sustainable business because direct influence isn't significant in influencing. So that, the business is better using social media capability and innovation performance to get the sustainable business.

CONCLUSION AND SUGGESTION

Conclusion

Covid-19 pandemic causing many SMEs businesses can't develop more to become a sustainable business. Along with the appearance of new competitors, innovation plays an important role in determining the sustainability of a business. From the results of the research conducted, it can be concluded that the usage of social media combined with innovation performance that has been done by SMEs businesses can improve the performance itself. Only the creative SMEs that can compete among its competitors. Creative SMEs are those that provide many innovations to their products/services. Innovation that can provide added value for customers to attract customer attention so that it may increase sales. Innovation must be shared on social media so that potential customers can find out about innovative products/services from these SME. In the introduction section, it was stated that there are 160 million active social media users in Indonesia, which means that SMEs owners have very large potential customers. These potential customers can be further narrowed down so that they can be more targeted by their customers and save costs.

Suggestion

This study suggests the owner of SMEs to optimize entrepreneurial orientation point of view in creating a business strategy or business decision in order to create a sustainable business. Also to optimize the usage of social media and creating new innovation in order to create a sustainable business.

Suggestion for Future Research

Suggestion for future research: the current study's only using 101 samples in Jakarta, could be examined in a larger sample size and in different cities. Second, future research could use the qualitative approach or mixed method. Third, other variables can be investigated to see the influence on business sustainability. Finally, the object of research can be focused on a certain type of business sector for the development and advancement of these business sectors.

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THE IMPLEMENTATION OF CARE COORDINATION MODEL TOWARD DELIVERY OF QUALITY CARE IN PRIVATE HOSPITAL OUTPATIENT SETTING

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ABSTRACT

Health care services in the private hospitals are required to deliver quality care to stay competitive in the business. In line with the advancement of hospital facilities and the raise of patient needs for complex care, the care coordination is inevitable to ensure the delivery quality of care. The purpose of this study is to test and analyze the care coordination model toward delivery of quality care in the private hospital outpatient setting. This research model was empirically tested on outpatient clinic at one of the leading hospitals in Indonesia. The data was analyzed by PLS-SEM method, whereas respondent obtained by purposive sampling technique. The result of structural model, shown moderate to strong prediction accuracy with large predictive relevance indicate and acceptable model. The result demonstrated that all of care coordination paths lead to the delivery of quality care has significant positive effect, except for facilitate transitions and accountability to communication and information transfer. However, facilitate transitions and accountability has significant positive effect through IT-enabled care coordination and through interprofessional teamwork and consistency. Therefore, it could be concluded that all variables have contribution to the care coordination in the outpatient, respectively. The strongest direct effect to care quality perception is found from communication and information transfer, while the strongest indirect effect is from physical infrastructure and facilities which mediating by IT-enabled care coordination and further communication and information transfer. There are managerial implications that could give suggestions for hospital managers to improve care coordination process in hospital outpatient services.

Keywords: care coordination model, delivery of quality care, outpatient, private hospital

INTRODUCTION

The economic growth fostering the increase of private hospitals number in the emerging country. Consequently, this condition stimulates fierce competition among the private hospitals. To stay competitive and growth, hospital as health care provider, should adopt strategic value approach to establish the comprehensive care delivery that progressively effectiveness and efficiently (Porter & Lee, 2021). It well known that to compete successfully hospital must deliver high level of care quality to the patient (Donabedian, 1988; Andaleeb, 2001). Nowadays patient behaviour also has change and health care approach shifted to patient centred (Vogus et al., 2020). Patients are more demanded for quality, aware of safety, and look for convenient, beside the effectiveness of the treatment (Alotaibi & Frederico, 2017; Mack et al., 2017; Johnson et al, 2016). To meet patient, need and demand as related to consumerism shifted, hospital tempted to increase financial cost and organizational workload (Vogus et al., 2020), nevertheless the delivery of quality care should not be put aside. Since Donabedian (1988) posited that outcome should be measured to evaluate the quality care, researcher brought quality care as a paramount in hospital management since this outcome strongly related to the business performance (Richter & Muhlestein, 2017). In the other side, the coordination in care delivery based on patient distinct condition in the health care facility may become concern, especially in patient who treated in different unit (Schultz & McDonald, 2014; Weaver et al., 2018;

Peterson et al., 2019). Error in the process and unpleasant situation to patient may occur in less coordination care (Mack et al., 2018). In this regard World Health Organization initiate the new aspect in quality care, that is an integration process in health care service (World Health Organization, 2018). Priorly, in regard of coordination, hospitals have shifted towards standardized work process, referred as coordinated care pathways (Havens et al., 2010). Care coordination concept has been interesting in order to provide high quality health care delivery (Schultz & McDonald, 2014). It is imperative for private hospital to imply the care coordination as part of their service to the patient. (Rudin et al., 2016; Peterson et al., 2019; Prakash & Srivastava, 2019).

The private hospital outpatient is a significant contributor to the hospital revenue that make hospital pay attention to this service performance (Zarei, 2015; Giovanis, 2018). This particular unit is commonly as the first contact point where patient experiencing the service and get their impression (Cueto, 2004). In some countries, patient would prefer to go directly to hospital instead of primary care facilities and the patient trust to the hospital is higher than to primary care (Wang et al., 2019). When assessing the differences among the patient groups such as inpatient and outpatient the quality measurement items showed differed in the care treatment area (Lee & Kim, 2017). The outpatient complexity in the care delivery also related to the different specialty care, advance supporting facility and diagnostic procedures in the hospital (Wang et al., 2019). The treatment in high complex patient, defined as having multiple comorbidities, high risk for outcome and high cost requires more coordination the delivery care, including in outpatient setting (Rudin et al., 2016). Moreover, the finding from previous study (Giovanis et al, 2018; Ampaw et al., 2020) suggest that hospital outpatient care quality is an important driver of patient satisfaction and behavioural intention to the particular hospital. Therefore, the relevance of care coordination is pivotal for hospital administration, however there is still limited study focus on the care coordination in outpatient setting.

To address the issue the integration model needed to assess the outpatient care integration in private hospital. One of the new models proposed by Prakash and Srivastava (2019) that based on various underlying concept and intervention in practice. This model is promising since the variables which represent not only structure and process provide by the hospital but inter relation of variable within the care coordination. This is different from the health care model perceived by outpatient as a linear stage in structure, process, and outcome (Wang et al., 2019). In addition, this model place patient centricity to reflect the new approach in health care service and based the measurement from patient perspective. Inherently patient centricity involves patient safety perspective that led to patient positive perception to the hospital (Johnson et al, 2016; Ampaw et al., 2020). So far this care coordination model empirically tested in hospital in India (Prakash & Srivastava, 2019) and never been tested in different population, especially on outpatient. Based on that consideration the research question is raise up, to what extend this integration care model could be implemented in specific population, which is outpatient in private hospital? This study aims to adopt and test the care coordination model suggested by Prakash and Srivastava (2019), in order to find common elements that are essential to contribute for development of the care coordination concept in the hospitals.

LITERATURE REVIEW

Quality care assessment begins with the components that build quality as a result but may differ in delivery the care quality. The delivery depending on the service system and responses. The value of the quality is obtained from three parts, namely structure, process, and results (Donabedian, 1988). Healthcare qualities have four elements of patient's perceptions. Those elements are interpersonal, technical, environment, and administrative quality. Health care qualities have significant effect to patient satisfaction and patient loyalty (Dagger et al., 2007).

Care coordination continues to experience development. As a basis for providing comprehensive quality healthcare, domains are compiled in a care coordination process. According to Minkman (2012) there are nine domains in care coordination, namely quality care, performance management, inter-professional teamwork, delivery system, roles and tasks, patient-centeredness, commitment, transparent entrepreneurship, and result-focused learning. These domains will provide a more comprehensive reach to health care providers for patients with various disease characteristics and requiring complex care, from acute to palliative care.

In hospital organization, there are types in integration that work together and support each other. These factors are structural, functional, normative, interpersonal, and process. Structural and functional integration types are the components related to how the health care structures and systems in services are set up. Interpersonal and normative integrations are social features that refers to what people believe and behave together. Process integration is a pattern of delivery quality care in activities. Those activities related to the hospital management in patient referral and the function of multiple coordinated care plans. (Singer et al., 2018).

Quality of care is a standard that must be owned by the hospital. The structure and processes are provided by the hospital and communicated to the patient (Mosadeghrad, 2013; Prakash, 2015). Integration in health care structures and processes can result in quality care. Not only quality, but health services are also delivered safely to patients. Delivery of quality care is compared as a comparison of patient expectations and the results received by patients. How much is the value of this quality seen from the patient's perspective (Prakash & Srivastava, 2019).

Care Coordination (CC)

Care coordination is necessary to ensure quality care is provided in the right order, at the right time, and in the right setting (Schultz & McDonald, 2014). Besides having a broad meaning, care coordination also has a complex and important meaning because it involves health care processes and facilities at various levels of the health care system. The system starts from outpatient care, inpatient care, homecare, and community units as social support (Weaver et al., 2018; Peterson et al., 2019).

Delivery of Quality Care (DQC)

Delivery of quality services means health quality are delivered with the right type of service, at the right time, and are well coordinated (World Health Organization, 2018). Coordination aims to meet service needs and preferences to achieve optimal results desired by users who want risks to their resources (Prætorius, 2016; Allen-Duck et al., 2017). When expectations are met by the performance of the services provided, the patient is satisfied (Al-Damen, 2017). The service plan refers to the clinical aspects and the current interactions between the provider and the patient. Plans are made not only to anticipate the need for service, but also to monitor patient recovery (Prakash & Srivastava, 2019).

Patient Centricity (PCS)

Patients as parties who receive the results of health services must have the desired standard of results from these services realized. Patient centricity refers to the patient's ability to secure medical assistance according to the choice, time, and place of need. The characteristics of patient centricity mean that there is access which includes availability, appropriateness, preference, and timeliness (Robinson et al., 2008). Patient centricity is able to improve information exchange, teamwork, and facilitate technology applications in the hospital. So that patient centricity will increase care coordination (Srivastava & Prakash, 2018).

Physical Infrastructure and Facilities (PIF)

Health facilities (infrastructure) are essential structures in health services. Health facilities include buildings, equipment, and human resources. This is the main influence so that health services can be carried out effectively. Infrastructure includes the service management environment and its supporting elements such as: medical equipment, access to services, information technology (IT), systems and processes, initiatives and staff that work continuously. bad infrastructure will cause a decrease in service quality. The resources that we spend will be wasted and have a dangerous impact on the health of patients (Kleczkowski, 1984; Luxon, 2015; Srivastava & Prakash, 2018).

Facilitate Transitions and Accountability (FTA)

When becoming a patient, a person can move (transition) between different health units in obtaining health services. Service transitions must be implemented properly and responsibly to improve safe health services for patients (Merali et al., 2018; Prakash & Srivastava, 2019). Complex health services have many challenges in maintaining service transitions. Important factors in improving service transitions are organizational culture among health workers, integration of interventions, and a reliable and facilitative information exchange system. (World Health Organization, 2016).

Information technology (IT)-Enabled Coordination (ITC)

Information technology is part of health innovation and is needed in improving the quality of health services. Information technology applications are needed for storage, tracking, and reporting of health status (Cresswell & Sheikh, 2015). Technology applications in hospitals include e-medical record, e-prescribing, e-procurement, Hospital Information Technology (HIT), and others. The use of information technology can improve patient safety and facilitate communication, for example by reducing medication errors and fast access to speed up diagnostics (Williams et al., 2015; Alotaibi & Frederico, 2017).

Inter-Professional Teamwork and Consistency (IPC)

Interprofessional teamwork in health services has three characteristics, namely clarity in work roles, communication, and commitment (Jadotte et al., 2016). Interprofessional teamwork integrated with other components in care coordination. In its implementation there is collaboration or teamwork among health care professionals, non-professional caregivers, and patients (Singer et al., 2018). Interprofessional teamwork can affect patient and paraprofessional satisfaction, and improve service quality (Kaini, 2015; Prakash &

Srivastava, 2019).

Communication and Information Transfer (CIT)

In the implementation of health care services, there is no guarantee that each person will get the best quality health service according to their respective needs. This causes a quality gap in the patient's perceptions. In this case, standardizations of the process are needed to reduce the gap. Communication is included in those standards (Zlateva et al., 2015). The benchmarks of good communication consist of clarity of information transfer at the patient level, deep level of connection, accuracy of communication during emergency situations, and clarity of roles and responsibilities of service providers (Srivastava & Prakash, 2018). Communication and information transfer is a strong component in care coordination and has a positive effect between increasing the delivery of quality care (Prakash & Srivastava, 2019).

RESEARCH HYPOTHESIS

In hospital services, both inpatient and outpatient, the delivery of quality care always focuses on patient centricity. In outpatient service's system, patient service procedures include administrative processes that involve IT coordination then followed by consultation and treatment with a professional team. In this case, CIT and IPC provide more roles. If these patients need multidisciplinary services and diagnostic tests, FTA and PIF are needed in the integration of care. Based on the literature review, the hypothesis is compiled as follows:

ITC in health care is used for the storage, tracking, and reporting of health status. ITC can improve clinical outcomes and facilitate care coordination. ITC can improve patient safety, and patient safety is one of the standards of quality of care (Williams et al., 2015; Alotaibi & Frederico, 2017; World Health Organization, 2018; Prakash & Srivastava, 2019). So that the following hypothesis can be formulated:

H1: There is a positive influence from inter-professional teamwork and consistency to delivery of quality care.

ITC is beneficial to patients because it can facilitate communication and information sharing between health care providers and patients (Williams et al., 2015; Srivastava & Prakash, 2018; Prakash & Srivastava, 2019). So that the following hypothesis can be formulated:

H2: There is a positive influence from inter-professional teamwork and consistency to communication and information transfer.

IPC includes accountability, communication, leadership, discipline, coordination, has clear objectives and has the right strategy (Bosch & Mansell, 2015). IPC integrates in CC to improve DQC (Singer et al., 2018; Srivastava & Prakash, 2018; Prakash & Srivastava, 2019). So that the following hypothesis can be formulated:

H3: There is a positive influence from inter-professional teamwork and consistency to delivery of quality care.

IPC clarifies the professional role of health workers. The effectiveness of delivering information can create patient satisfaction (Jadotte et al., 2016; Srivastva & Prakash, 2018; Prakash & Srivastava, 2019). So that the following hypothesis can be formulated:

H4: There is a positive influence from inter-professional teamwork and consistency to communication and information transfer.

PCS is one of the standards that must exist in quality care. PCS can increase CC and influence DQC (Bosch & Mansell, 2015; World Health Organization, 2018; Prakash & Srivastava, 2019). So that the following hypothesis can be formulated:

H5: There is a positive effect from patient centricity to delivery of quality care.

PCS facilitates information exchange and teamwork. So that PCS will increase CC (Srivastava & Prakash, 2018). So that the following hypothesis can be formulated:

H6: There is a positive effect from patient centricity to inter-professional teamwork and consistency.

CIT is an important component of the doctor-patient relationship. CIT can help close the gap that occurs in DQC (Zlateva et al., 2015; Srivastava & Prakash, 2018; Prakash & Srivastava, 2019). So that the following hypothesis can be formulated:

H7: There is a positive influence from to communication and information transfer to delivery of quality care.

PIF consists of medical equipment, access to services, information technology (IT), systems and processes, initiatives and staff who work continuously. These components are integrated into each other in CC (Luxon, 2015; Merali et al., 2018; Srivastava & Prakash, 2018). So that the following hypothesis can be formulated:

H8: There is a positive influence from physical infrastructure and facilities to information technology (IT)-enabled coordination.

PIF has standards so that health services can run effectively and with quality (Kleczkowski, 1984). PIF can support CC and improve DQC (Prakash & Srivastava, 2019). So that the following hypothesis can be formulated:

H9: There is a positive influence from physical infrastructure and facilities to delivery of quality care.

PIF is a means to health resources. PIF PIF which prioritizes PCS will provide efficiency without compromising service quality. Poor PIF will be dangerous for patient safety (Kleczkowski, 1984; Luxon, 2015; Zlateva et al., 2015). So that the following hypothesis can be formulated:

H10: There is a positive influence from physical infrastructure and facilities to patient centricity.

FTA can stabilize coordination in complex services. FTA and CIT are important components in CC (World Health Organization, 2016; Srivastava & Prakash, 2018). So that the following hypothesis can be formulated:

H11: There is a positive influence from facilitate transitions and accountability to communication and information transfer.

ITC makes it easy to move in health services for both patients and doctors. ITC and FTA influence each other in CC (Zlateva et al., 2015; Merali et al., 2018; Prakash & Srivastava, 2019). So that the following hypothesis can be formulated:

H12: There is a positive influence from facilitate transitions and accountability to information technology (IT)-enabled coordination.

FTA do not only involve patients, but there is also a transfer of health services between health professionals. ITC includes components such as accountability, communication, leadership, coordination, and common goals (Bosch & Mansell, 2015; World Health Organization, 2016; Srivastava & Prakash, 2018). So that the following hypothesis can be formulated:

H13: There is a positive influence from facilitate transitions and accountability to inter-professional teamwork and consistency.

Research Measurement

The objective of this study was to examine the positive effect of the care coordination model on the quality of care for outpatients at the Husada Hospital, a private hospital in Indonesia. This hospital has operated since 1924 and had perfect accreditation in 2019. In this study, a hypothesis test was conducted which would analyze the correlation between two or more variables (Sekaran & Bougie, 2016). the dependent variable is delivery of quality care. The independent variables are physical infrastructure and facilities and facilitate transitions and accountability. The intervening variables are information technology (IT)-enabled coordination, inter-professional teamwork and consistency, patient centricity, and communication and information transfer.

Questionnaires for respondents were distributed online and offline from September to November 2020. The data analysis in this study used the Partial Least Square - Structural Equation Model (PLS-SEM) approach (Kock & Hadaya, 2016; Hair et al., 2019; 2020).

Construct's Description

Delivery of quality care (DQC) described as a specific plan for each patient with service standards that aim to meet the health needs of patient both physically and psychologically and monitor the progress of his/her recovery.

Patient centricity (PCS) is healthcare standards are delivered by prioritizing patient needs. The quality of service is judged by how the patient experience in the hospital as a whole.

Physical infrastructure and facilities (PIF) are the standard facilities and infrastructure provided by health services to patients aimed at successful treatment.

Facilitate transitions and accountability (FTA) described as standards for the design of an effective coordination system in health care with the responsibilities of providers must be clear and properly defined.

Information technology (IT) enabled coordination described as standard for service through the provision of technological devices for the purpose of better quality and coordinated health services among parties responsible to patients.

Inter-professional teamwork and consistency (IPC) described as standards in health services with a culture of teamwork and interprofessional that are carried out consistently in providing services to patients.

Communication and information transfer (CIT) described as standards for information sharing in the health care system. Communication exists in formal and interpersonal communication.

RESULTS

From a total of 278 questionnaires distributed offline, there were 96 male respondents and 182 female respondents.

Table 1. Respondent's Profile

Characteristic	Description	Total	Presentase
Gender	Man	96	34,6 %
	Woman	182	65,4 %
Total		287	100 %
Age (years old)	17 – 25	21	7,5 %
	26 – 35	38	13,7 %
	36 – 45	60	21,6 %
	46 – 55	86	30,9 %
	55 – 65	47	16,9 %
	> 65	26	9, 4 %
Total		287	100 %
Occupation	General employees	122	43,9 %
	Professional	17	6,1 %
	Housewife	42	15,1 %
	Others	27	9,7 %
	Entrepreneur	53	19,1 %
	Civil servants	9	3,2 %
	College student	8	2,9 %
Total		278	100 %
Last education	Bachelor/Graduate	66	23,7 %
	Postgraduate	2	0,7 %
	Diploma	7	2,5 %
	High School	140	50,4
	Elementary School	43	15,5%
	Primary School	20	7,2 %
Total		278	100 %

From a total of 278 questionnaires distributed, 182 respondents were female and 96 male respondents. The majority of respondents are in the age group 46–55 years. A total of 140 people have a high school education. A total of 122 people work as private employees and as many as 53 people work as entrepreneurs. A total of 112 respondents were patients of the Internist Polyclinic. The majority of respondents, as many as 197 people, used personal costs when seeking treatment at the Specialist Doctor Polyclinic and as many as 50 people used BPJS guarantees. A total of 116 respondents chose the health service at Husada Hospital for reasons of location and as many as 79 people for reasons of doctor's expertise.

Table 2. Indicator Reliability

Variable	Indicator	Definition	Outer Loading
Delivery of Quality Care (DQC)	DQC1	The hospital has specialist doctors who are competent and professional in providing treatment.	0,914
	DQC2	Specialists provide communicative services	0,929
	DQC3	The nurses at the polyclinic serve well	0,897
Physical Infrastructure facilities (PIF)	PIF1	Laboratory and pharmacy services are well available.	0,890
	PIF2	The specialist doctor's practice room at the hospital polyclinic is well organized	0,913
	PIF3	The doctor's examination tools in the specialist doctor's office is complete.	0,882
Facilitate transitions and accountability (FTA)	FTA1	The hospital has staff who are responsible and reliable when serving patients.	0,902
	FTA2	The process of moving patients from one service unit to another is going well.	0,761
	FTA4	The staff at this hospital is quick to respond when there are changes in patient needs.	0,868
IT-enabled coordination (ITC)	ITC1	The hospital has the availability of complete patient examination and treatment records (medical records).	0,893
	ITC2	The administrative process in the hospital has been facilitated by information technology.	0,915
	ITC3	Patient's medical care records are well recorded in the information system.	0,897
Inter-professional teamwork, and consistency (IPC)	IPC1	Polyclinic staff have worked collaboratively and trust each other.	0,782
	IPC2	The level of professionalism among polyclinic staff is quite high	0,825
	IPC3	The polyclinic staff at the hospital have empathy for patients.	0,813
	IPC4	Polyclinic staff perform consistently to serve patient needs	0,749
Patient Centricity (PCS)	PCS1	The hospital has clear guidance in the registration process and administrative completion.	0,886
	PCS2	The polyclinic staff at the hospital handle patient questions and complaints well.	0,900
	PCS3	The waiting time for services in the hospital is within tolerance limits	0,880
Communication and information transfer (CIT)	CIT1	Hospitals carry out informative communication to patients.	0,873
	CIT2	The hospital has good coordination between polyclinic staff and other unit staff.	0,890
	CIT3	If there is an emergency, communication can take place properly.	0,898

DQC (Delivery of Quality Care), FTA (Facilitate Transition and Accountability), ITC (IT-Enabled Coordination), IPC (Inter-Professional Teamwork and Consistency), PCS (Patient Centricity), CIT (Communication and Information Transfer), PIF (Physical Infrastructure facilities)

Outer Model

Based on the results of the outer model test on the PLS-Algorithm, there were 21 indicators out of 35 reflective indicators used in the research survey. The indicators issued were DQC4, DQC5, DQC6 and DQC 7 indicators from the delivery quality of care variable. Indicators of PIF4 and PIF5 from physical infrastructure and facilities variable. Indicator of FTA3 from the facilitate transitions and accountability variable. ITC4 indicator from IT-enabled coordination variable. Indicators of PCS4, PCS5, PCS6, and PCS7 from the patient centricity variable, and CIT4 indicator from the communication and information transfer variables. In the table below, it is explained that there are 21 indicators of research variables that have an outer loading value above 0,708. In conclusion, all indicators in this study are reliable to measure the construct.

In addition to the reliability indicator test (outer loading), the next tests carried out were construct reliability (Cronbach's alpha and composite reliability), construct validity (Average Variance Extracted-AVE), and discriminant validity (Heterotrait - Monotrait Ratio) (Hair et al., 2019). The result is as follows:

Table 3. Construct Reliability, AVE, dan HTMT.

Variable	Cronbach's Alpha	Composite Reliability	AVE	CIT	DQC	FTA	ITAC	IPC	PCS
DQC	0,901	0,938	0,834	0,821					
FTA	0,799	0,822	0,715	0,364	0,518				
ITC	0,885	0,929	0,813	0,733	0,744	0,405			
IPC	0,807	0,871	0,629	0,695	0,783	0,563	0,743		
PCS	0,867	0,918	0,790	0,534	0,652	0,614	0,672	0,677	
PIF	0,876	0,924	0,801	0,512	0,574	0,498	0,559	0,571	0,571

DQC (Delivery of Quality Care), FTA (Facilitate Transition and Accountability), ITC (IT-Enabled Coordination), IPC (Inter-Professional Teamwork and Consistency), PCS (Patient Centricity), CIT (Communication and Information transfer), PIF (Physical Infrastructure Facilities)

The table above explains the result of construct reliability. All variables are above 0,7. On the results of composite reliability, all variables have value between 0,7 to 0,95. In conclusion, all indicators are declared reliable to measure the construct. In the results of Average Variance Extracted (AVE), all variables have a value of more than 0,50. In conclusion, the indicators in this research model have been considered valid to collectively measure their respective constructs.

In the test results Heterotrait-Monotrait Ratio (HTMT) of each indicator the value is below 0,9. The conclusion is that all indicators in the research model have been well discriminated against so that they can measure their respective constructs and each indicator can accurately or specifically measure their respective constructs. From the four parameters of the reliability and validity test results on the outer model, it can be concluded that in this research model all indicators are reliable and valid to measure their respective constructs specifically.

The results of the Variance Inflation Factor (VIF) test in the research model give a value of less than 3 for all variables. This means that all variables in the research model, the inner VIF value is ideal. Thus, it can be said that there are no multicollinearity problems between the variables in the research model. This shows the quality of an acceptable model in terms of multicollinearity issues.

Table 4. R-squared, Q-squared, and Q-squared Predict

Variable	R-squared	Q-squared	Q-squared Predict
CIT	0,481	0,364	0,192
DQC	0,673	0,550	0,293
ITC	0,268	0,208	0,255
IPC	0,366	0,219	0,276
PCS	0,248	0,194	0,242

DQC (Delivery of Quality Care), FTA (Facilitate Transition and Accountability), ITC (IT-Enabled Coordination), IPC (Inter-Professional Teamwork and Consistency), PCS (Patient-Centricity), CIT (Communication and Information Transfer), PIF (Physical Infrastructure Facilities)

The results of the R-squared test show that the value of the delivery of quality care variable is 0,673 and has a moderate to strong category. The delivery of quality care variable as the dependent variable of this research model can be explained by 67,3% by its independent variables, and the remaining 32,7% is explained by other variables outside of this research model.

If the Q-squared value is more than 0 to 0,25, it is said to be small predictive relevance. If the Q- squared value is between 0,25 to 0,5, the medium is said to be predictive relevance. If the Q-squared value is more than 0.5 then it is said to be large predictive relevance. The higher the Q-squared value, the more precise the variable predictive ability (large predictive relevance) is to predict the research output that is relatively the same if there is a change in data parameters. (Hair et al, 2019) The Q-squared test results explain that the communication and information transfer variable have medium predictive relevance with a Q- squared value of 0,364. The delivery of quality care variable can be said to have a large predictive relevance with a Q-squared value of 0,550. In the Q-Square Predict table, the communication and information transfer variable, and the patient centricity variable have small predictive relevance. The Information technology (IT) enabled coordination variable, inter-professional teamwork and consistency, and delivery of quality care have medium predictive relevance. The delivery of quality care variable has the highest value of 0,293.

Table 5. Hypothesis Test Result

Hypothesis	Path	Standardized Coefficient	T-Statistics	P-Value	Result
H1	ITC-> DQC	0,131	1,775	0,038*	Hypothesis Supported
H2	ITC-> CIT	0,439	7,536	0,000**	Hypothesis Supported
H3	IPC-> DQC	0,285	5,181	0,000**	Hypothesis Supported
H4	IPC-> CIT	0,318	4,902	0,000**	Hypothesis Supported
H5	PCS-> DQC	0,121	2,388	0,009**	Hypothesis Supported
H6	PCS-> IPC	0,457	8,743	0,000**	Hypothesis Supported
H7	CIT -> DQC	0,379	5,192	0,000**	Hypothesis Supported
H8	PIF-> ITC	0,426	7,652	0,000**	Hypothesis Supported
H9	PIF-> DQC	0,076	1,673	0,047*	Hypothesis Supported
H10	PIF-> PCS	0,498	11,819	0,000**	Hypothesis Supported
H11	**FTA-> CIT**	**0,015**	**0,222**	**0,412**	**Hypothesis Not supported**
H12	FTA-> ITC	0,167	2,874	0,002**	Hypothesis Supported
H13	FTA-> IPC	0,226	3,876	0,000**	Hypothesis Supported

DQC (Delivery of Quality Care), FTA (Facilitate Transition and Accountability), ITC (IT-Enabled Coordination), IPC (Inter-Professional Teamwork and Consistency), PCS (Patient Centricity), CIT (Communication and Information Transfer), PIF (Physical Infrastructure Facilities) *significant at $p < 0,05$, **significant at $p < 0,01$

From the thirteen hypotheses that empirically tested on outpatients setting, there are evidence that supported twelve hypotheses, while there is an insignificant value to support facilitate transition and accountability to communication and information transfer. Communication and information transfer is the strongest predictor to delivery of quality care with the coefficient value 0,379 followed by inter-professional and consistency with the coefficient value 0.285.

This finding is not in line with previous studies from Prakash and Srivastava (2019) on outpatients and inpatients in India. Facilitate transition accountability variable have definitions of design standards made by health care providers so that services can be well coordinated. There are differences in these findings that can be caused by several reasons, among others, because complex coordination designs are rarely found in outpatients.

Specific Indirect Effect

The inter-relation of the variables in the quality care model, enable various path to the outpatient perceptions in the delivery of quality care they received. Almost all pathways to the quality care show the significant evidence in the outpatient health care context, except a path from facilitate transition and accountability mediated by communication and information transfer in hospital, as shown in table below. Nevertheless, the indirect effect analysis revealed that all the mediating variables could play the significant role, in which should be take into account to evaluate the health care service in hospital.

Table 6. Specific Indirect Effect

Path	Path Coefficient	T Statistics
FTA -> CIT -> DQC	0,006	0,213
FTA-> ITC-> CIT -> DQC	0,028	2,558
ITC-> CIT -> DQC	0,166	4,152
PIF-> ITC-> CIT -> DQC	**0,071**	**3,318**
FTA-> IPC-> CIT -> DQC	0,027	2,634
IPC-> CIT -> DQC	0,121	3,319
PCS-> IPC-> CIT -> DQC	0,055	2,978
PIF-> PCS-> IPC-> CIT -> DQC	0,027	2,754
PIF-> ITC-> DQC	0,056	1,753
FTA-> IPC-> DQC	0,064	2,924
PCS-> IPC-> DQC	0,131	4,619
PIF-> PCS-> IPC-> DQC	0,065	4,106
PIF-> PCS-> DQC	0,060	2,313

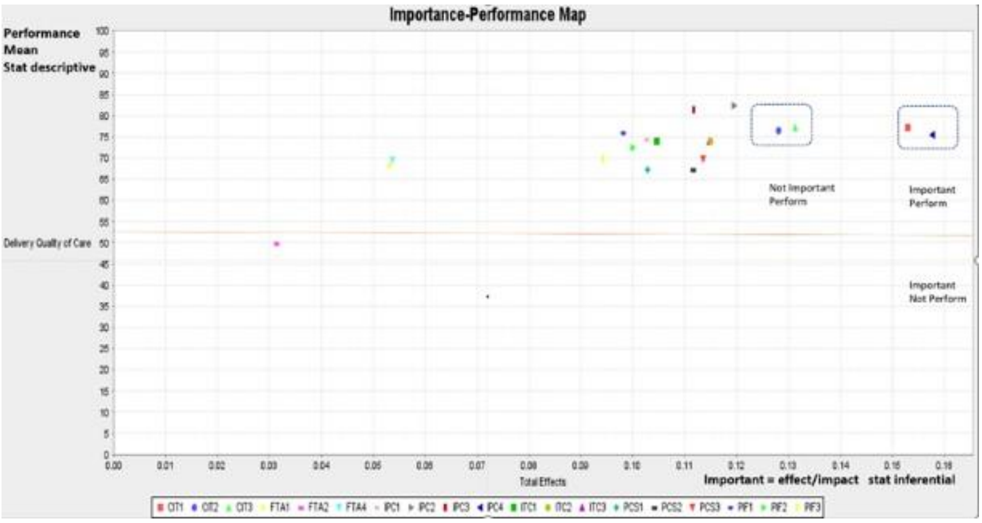
DQC (Delivery of Quality Care), FTA (Facilitate Transition and Accountability), ITC (IT-Enabled Coordination), IPC (Inter-Professional Teamwork and Consistency), PCS (Patient Centricity), CIT (Communication and information transfer), PIF (Physical Infrastructure facilities)

In particular, the two independent variables in the care coordination model, recorded different pathways. The strongest influence from physical infrastructure facilities pathway that affects delivery of quality care mediated by information technology (IT) enabled coordination and communication and information transfer. This means that an increase in physical infrastructure facilities will further increase delivery of quality care if it is mediated by an increase in information technology (IT) enabled coordination and communication and information transfer. This finding provides the implication for the hospital manager to prioritize the physical Infrastructure facilities that could affect other service process in the hospital to gain the better perception from the outpatients. Further to monitor the process which involve communication and information transfer from the health care provider in hospital.

Importance-Performance Map Analysis (IPMA)

Importance Performance Map Analysis (IPMA) is a method of analysis to obtain variables and indicators that are important in providing input to managers to prioritize their activities. IPMA can provide input variables and indicators that need to be maintained and improved.

Figure 1. IPMA Test Results with the Construct Target of Delivery of Quality Care (Indicators)



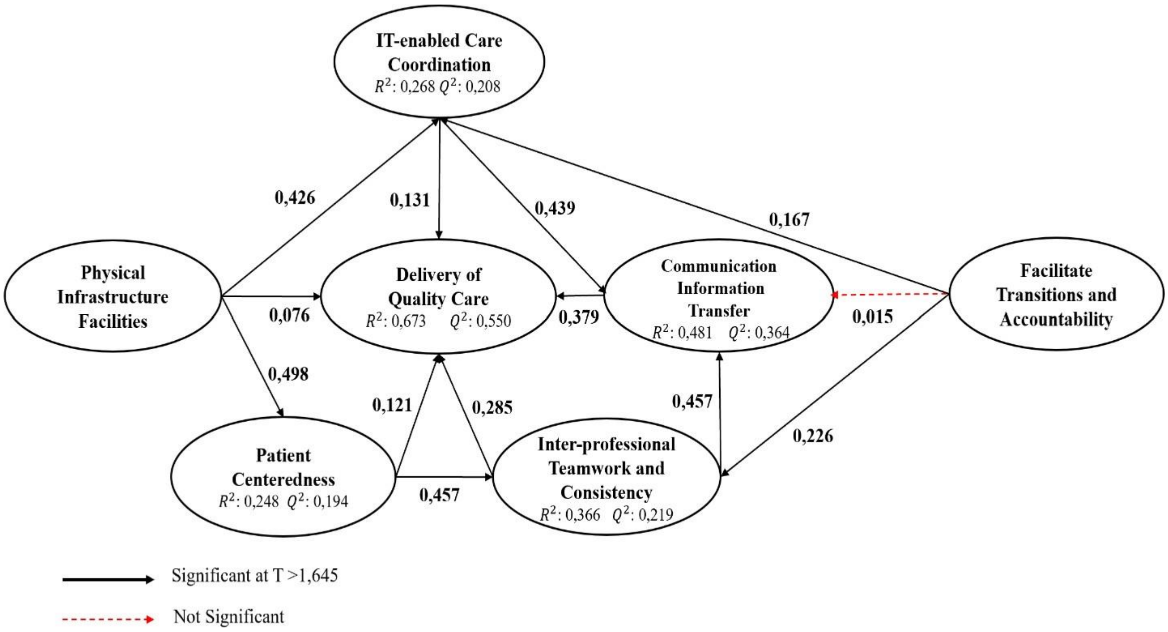
Based on the results of the IPMA test (Ringle & Sarstedt, 2016), there are two indicators in the research model that have the most important impact and has strong performance on the delivery of quality care. The first indicator is IPC4 with effect of 0,157. This indicator is regarding the consistent perform of the polyclinic staff to fulfil patient needs. Second indicator is CIT1 with effect of 0.152. CIT1 is an indicator reflected hospital staff who can carry out informative communication to patients. Both indicators have been well performed based on patient perception. These two indicators are necessary to form the delivery of quality care. Therefore, it should be well maintained in the future through the existence of standard operational procedures (SOP) and their implementation. The regular monitoring and evaluation of the facilities and services in the outpatient unit should be deploy to respond things that are not in accordance with the SOP. As a form of appreciation for the performance in the eyes of patients, it is necessary provide appreciation from the management of the outpatient unit staff.

The results of the IPMA analysis provide the room for improvement for hospital manager to prioritize. The indicators that are need to aware are from communication and information transfer (CIT) variables, namely CIT3 with a value of 0,131 and CIT2 with a value of 0,128. The CIT3 indicator is reflected communication that goes well when the patient needs emergency or urgent treatment while in the outpatient care unit at hospital, and the CIT2 indicator is about good coordination between polyclinic staff and other unit staff. These two indicators are depicted in IPMA mapping a position with less-than-optimal performance. Therefore, attention should fall to these two indicators. One way that could be done is the need for staff training and enhancement of a work culture with good communication to patients. In addition, it is necessary to understand a work culture that emphasizes patient safety in the service unit, one of which is to personally recognize patient risks. Thus, all staff can recognize the changing needs of the patient.

DISCUSSION

This study in the context of outpatient worth in several key findings. First, it was found that there are five factors play an important role to present the directly positive effect toward patient perception of quality care. In the order of the strength of influence they sort as communication and information transfer following by inter-professional teamwork and consistency, IT-enabled coordination, patient centricity and physical infrastructure facilities of the hospital. In particular, it has been recorded that the two independent variables significantly influence the perception of outpatient in relation to delivery of quality care through mediating variables in the model. Thus, confirm the significant mediating role of the variables in the care coordination model from the previous study (Prakash & Srivastava, 2019). Those finding demonstrated the inter- relation of the variables in the care coordination model that should be consider.

Figure 2. Research Result Model



Secondly, the insignificant role of facilitate transitions and accountability to influence the communication and information transfer may related to the outpatient care context. This result was different when it occurs in the context of inpatient and outpatient services with high complex care. Complex coordination designs are found in many patients who need treatment such as surgery, radiological examinations, hemodialysis and other. (Berry et al., 2013). Meanwhile, outpatients found received more simple types of services, such as consultation and drug taking in pharmacy, simple diagnostic procedure such ECG or USG, and laboratory examinations. Although failed to show a significant effect on communication and information transfer, the facilitating transitions and accountability variables in another path could have a significant positive effect on the variable communication and information transfer through the inter- professional teamwork and consistency mediating variables. Therefore, it could be concluded that the care coordination model proposed by Prakash and Srivastava (2019) could be imply on the outpatient setting. Thus, the impact of coordination care toward patient perception of quality care has been firmly supported, as aligned to theory (Havens et al., 2010; Schultz & McDonald, 2014; Weaver et al., 2018; Peterson et al., 2019).

From the importance performance analysis (IPMA), it is suggested the part that must be maintained is the consistent performance of the polyclinic staff and the implementation of informative communication to patients. The improvement should be done in the communication and the delivery of information regarding good communication when needed in an urgent situation. Also in coordination between staff in the service unit that it still needs to be improved in the future.

The structural model demonstrated moderate to strong predictive accuracy, indicate that delivery of quality care as could be explained more than half by variables in the model. Further, delivery of quality care shown medium predictive relevance. Therefore, it could say that the model quality is acceptable for application in the future research. The future recommendation from this research model lay on the number of samples that need to extend with a longer sampling period and taken from various private hospital. Another recommendation is to categorize respondents in outpatient services into high complex and low complex clusters. Analysis can be carried out in each subgroup to see the effect of coordination care specifically on the output of delivery of quality care from the two cluster.

CONCLUSION

The majority of respondents are women, so it can be input for management to consider health promotion and education for female target patients. There are quite a lot of respondents who are older than 45 years old so that it needs to be given special attention to consider how to communicate in health services. Patients in Husada Hospital are dominated by Internist's patients, followed by Cardiologist patients. This is in accordance with the hospital's internal data so that it can be a reference for hospital management to make the Polyclinic for Internist and Cardiologist Polyclinic as one of the superior services.

The results showed that all lines of care coordination leading to delivery of quality care proved significantly to have a positive effect between, except for facilitating transitions and accountability on communication and information transfer. However, facilitating transitions and accountability can have a significant effect through IT-enabled care coordination and interprofessional teamwork and consistency. It can be concluded that all variables have a contribution in a care coordination model.

In addition, this study has also highlighted the importance and performance variables in the care coordination model in influencing outpatient perception of the care quality as suggestion for hospital manager. From the IPMA analysis, it is revealed that the consistent performance of the polyclinic staff and the implementation of informative communication to patients should be maintained. Moreover, there is a room to improve noted in communication and the delivery of information regarding good communication when needed in an urgent situation. Also, coordination between staff in the service unit has not provided optimal performance, thus still needs to be improved in the hospital.

Limitation and Future Recommendation

The future recommendation for this research model is to increase the number of samples with a longer sampling period from various polyclinics so that they can be more representative of the population. Another recommendation is to classify respondents in outpatient services into high complex and low complex clusters. Analysis can be carried out in each subgroup to see the effect of coordination care specifically on the output of delivery of quality care from the two clusters.

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FAKTOR-FAKTOR YANG MEMPENGARUHI *CUSTOMER RETENTION*: KASUS DARI LINKAJA

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ABSTRAK

Penelitian ini menggunakan *Trust, Reliability, Responsiveness, Website Design, Convenience,* dan *Personalisation* sebagai variabel independen untuk mengetahui dampak terhadap *Customer Retention* pada pengguna LinkAja dan membantu masalah tergesernya posisi LinkAja yang tadinya pada urutan kedua terbesar di Indonesia, menjadi urutan ke 4 di mana LinkAja merupakan salah satu aplikasi pembayaran online di Indonesia seperti Gopay, DANA, OVO, dan lainnya. Memberikan rekomendasi mengenai bagaimana cara LinkAja dapat menaikkan posisinya dan dapat lebih kompetitif dengan perusahaan-perusahaan pesaing. Pada penelitian ini menggunakan kuesioner untuk data. Analisis data digunakan dengan menggunakan *structural equation modelling (SEM)* melalui SmartPLS dan menggunakan *reliability, validity,* dan *multicollinearity* analisis. Data aktual dibagikan kuesioner sebanyak 140 kepada wanita dan 140 kepada laki-laki. Hasil penelitian menunjukan, pada responden wanita, variabel *trust, reliability,* dan *responsiveness* adalah variabel yang tidak berpengaruh terhadap *customer retention*. Sedangkan pada laki-laki, *trust* dan *website design* merupakan variabel yang tidak berpengaruh terhadap *customer retention*.

ABSTRACT

This study uses trust, reliability, responsiveness, website design, convenience, and personalisation as independent variables to determine the impact on customer retention on LinkAja users and help discover the problem that shifted LinkAja's position from the second largest in Indonesia, to the fourth. LinkAja is one of the online payment applications in Indonesia similar to that of Gopay, DANA, OVO, etc. This study also seeks to provide recommendations on how LinkAja can improve its position and be more competitive. This study uses questionnaire for data collection. Data analysis used is structural equation modeling (SEM) with SmartPLS and using reliability, validity, and multicollinearity analysis. The actual data collected used comprise of 140 women and 140 men. The results showed, in the case of female users, trust, reliability, and responsiveness were had no effect on customer retention. While for men, trust and website design have no effect on customer retention.

Keywords: *trust, reliability, responsiveness, website design, convenience, personalisation, customer retention, gender*

PENDAHULUAN

Pada era globalisasi, banyak orang yang sudah dipermudah dengan internet, khususnya pada bidang pembayaran yang tadinya *offline* berganti menjadi *online*. Banyak sekali pembayaran dengan metode *online* seperti *e-wallet. E-wallet* juga dapat dibilang dompet digital, merupakan perangkat elektronik, layanan jasa berbentuk aplikasi yang membuat penggunanya melakukan transaksi secara *online* untuk membeli barang dan juga jasa. Uang yang ada dalam dompet digital tersebut merupakan uang yang sudah disimpan dalam dompet digital dan untuk melakukan *top up e-wallet* juga dapat dilakukan dengan melakukan transfer dari bank kepada dompet digital.

Informasi transaksi tersimpan secara rapi dan sudah diatur sehingga dapat dengan mudah dicari. Kemudian praktis digunakan karena efektif dan fleksibel. Aplikasi pada *e-wallet* mudah digunakan dan cukup menginstal aplikasi dompet digital pada *smartphone*, akan ada petunjuk pengisian formulir dan informasi *security*.

Menggunakan *e-wallet* harus dengan *smartphone* dan *internet*. Di Indonesia sendiri menurut www.statistika.com pengguna internet mengalami kenaikan setiap tahunnya dan diproyeksikan hingga tahun 2025 pengguna internet akan mencapai hingga 256.37 juta orang dengan total pengguna yang sudah terdaftar sebesar 22 juta dan pada tahun 2019 posisinya LinkAja menempati posisi ke 4. Melihat bahwa aplikasi LinkAja dapat tergeser menjadi posisi 4 besar, ini menjadi suatu masalah akan loyalitas mengapa orang-orang lebih banyak menggunakan aplikasi yang lain dan itu yang akan diteliti pada penelitian ini.

TINJAUAN PUSTAKA

Customer Retention merupakan proses yang di mana pelanggan dapat setia dengan perusahaan dan melakukan *repeat order* atau menggunakan jasa secara ulang dari suatu perusahaan. Mempertahankan pelanggan akan lebih menguntungkan dari pada mencari pelanggan yang baru (Lompoliuw et al., 2019). *Customer retention* manajemen dapat menjadi masalah jika tidak didefinisikan secara tepat sesuai dengan bisnis pada perusahaan (Mahmoud, 2019). Memuaskan pelanggan saja tidak cukup melainkan harus juga melebihi harapan para pelanggan untuk mendapatkan loyalitas yang tinggi dari pelanggan, meningkatkan loyalitas pelanggan otomatis meningkatkan *customer* untuk balik menggunakan produk dan jasa pada perusahaan (Mahmoud, 2019). *Customer retention* juga merupakan komitmen untuk terus dilakukan untuk bisnis dan pertukaran dengan perusahaan tertentu secara lanjut (Mahmoud, 2019).

Trust merupakan keyakinan pada konsumen bahwa penyedia barang dan jasa melakukan aktivitas dan memberikan sesuai apa yang diharapkan konsumen (Wahyoedi & Winoto, 2017). *Trust* merupakan faktor dari terjadinya loyalitas oleh konsumen dan akan membawa dampak pada pelanggan untuk tetap berkomitmen untuk membeli produk atau jasa dalam waktu yang lama. Kepercayaan merupakan suatu faktor untuk menjaga stabilitas dan kolaborasi untuk menjaga hubungan jangka panjang (Wahyoedi & Winoto, 2017). Dalam dunia bisnis, kepercayaan atau *trust* dipandang sebagai hal yang utama dalam transaksi antar pembeli dan penjual yang menyediakan barang dagangan (Mahmoud, 2019). Kepercayaan dibutuhkan untuk mendapatkan kesetiaan pada customer dan dalam bisnis *online*, kepercayaan menjadi salah satu hal yang dikhawatirkan. Kepercayaan merupakan faktor dasar dalam *e-wallet*. Risiko dalam transaksi online membuat kepercayaan merupakan komponen yang penting dalam *e-wallet* ditambah dengan terbatasnya kontak fisik kedua belah pihak dalam transaksi *online* membuat harus memiliki kepercayaan yang kuat.

Reliabilitas berkaitan dengan kemampuan bisnis atau perusahaan untuk memberi layanan servis kepada *customer* dengan akurat dalam pertama kali dengan tidak membuat kesalahan dalam menyampaikan jasa dari perusahaan (Widowati, 2016). Reliabilitas merupakan kemampuan organisasi untuk memberi standar yang diharapkan, menyampaikan dan mengatasi masalah yang ada karena pelanggan. Juga memberi layanan yang dijanjikan pada waktu yang tepat (Mahmoud, 2019). Reliabilitas memiliki hubungan pada pengguna *e-wallet*, disimpulkan bahwa semakin percaya konsumen akan *e-wallet* semakin mereka akan menggunakan *e-wallet* dalam kehidupan mereka.

Responsiveness merupakan daya tangkap mengenai kemampuan karyawan untuk membantu pelanggan dalam merespon permintaan para pelanggan. *Responsiveness* juga adalah cara perusahaan untuk membantu pelanggan dan memberikan pelayanan dengan cepat (Christian & Nauri, 2016). Daya tanggap perusahaan dapat membuat persepsi yang positif pada kualitas jasa yang diberi. Tentu juga jika terjadi kegagalan dan keterlambatan dalam pemberian jasa. Dari perusahaan sendiri sebagai penyedia jasa juga akan berusaha dalam memperbaiki dan meminimalkan kerugian konsumen dengan cepat. Karyawan menjadi salah satu faktor seberapa cepat mereka menanggapi respon dari konsumen. Jadi, komponen dari bagian ini terdiri dari kesiapan karyawan dalam melayani pelanggan. Kecepatan karyawan dalam melayani dan menangani keluhan para pelanggan. Dalam menanggapi *responsiveness*, Mahmoud (2019) memberikan pendapat bahwa pengguna *e-wallet* percaya akan respon servis yang cepat dibanding dengan cara tradisional. Cepatnya dari respon akan mempengaruhi relasi dengan pelanggan (Mahmoud, 2019).

Suatu desain dari *website* mempengaruhi pelanggan untuk secara rutin membeli barang dan mengunjungi *website*. Suatu perusahaan wajib membuat suatu *website* yang nantinya untuk membuat pelanggan tertarik. *Website* yang menarik membantu untuk menarik perhatian dan merangkul *customer* dalam kurung waktu yang lama (Mahmoud, 2019). Pengguna *e-wallet* terus mengalami perkembangan dan *website* mengenai *e-wallet* juga harus dikembangkan untuk menarik nasabah agar tetap memakai *e-wallet*. Seseorang akan tetap memilih antara cara tradisional atau modern berdasarkan kenyamanan penggunaan mereka (Mahmoud, 2019).

Kenyamanan merupakan salah satu motif menggunakan *e-wallet* di mana kenyamanan berfokus pada waktu dan tenaga yang membuat pelanggan berbelanja pada suatu produk (Mahmoud, 2019). Kenyamanan dalam servis membuat nilai tambah bagi pelanggan dengan cara mengurangi jumlah waktu dan upaya yang harus dilakukan konsumen untuk layanan tersebut (Mahmoud, 2019). *E-wallet* harus memastikan kenyamanan yang lebih baik pagi pelanggan untuk kesuksesan *e-wallet* tersebut (Mahmoud, 2019). *Convenience* juga menyangkut servis, kenyamanan dalam layanan melibatkan nilai intrinsik dalam waktu dan merupakan investasi yang dirasakan oleh pelanggan selama dan setelah pelanggan mengonsumsi suatu layanan yang diberikan oleh perusahaan (Tumimbang et al., 2016). Kenyamanan layanan merupakan persepsi pelanggan pada waktu dan upaya yang diperlukan untuk menggunakan dan membeli layanan tersebut. Kenyamanan layanan penting bagi penyedia layanan atau perusahaan dalam meningkatkan layanan yang diberikan kepada pelanggan. Peneliti mengusulkan hubungan kenyamanan layanan dengan kualitas, kepuasan pelanggan dan keadilan dari kedua belah pihak (Tumimbang et al., 2016).

Personalisasi adalah suatu praktik *marketing* pada era modern yang menekankan hubungan yang personal dengan pelanggan seperti yang dikatakan Agustina et al. (2016). Personalisasi melibatkan penyesuaian produk dan jasa untuk kebutuhan dan keinginan konsumen. Hal ini menjadi salah satu faktor untuk dipertimbangkan saat menentukan hal apa saja yang perlu dipersonalisasi dan bagaimana caranya harus disajikan (Mahmoud, 2019). Personalisasi merupakan konten sosial interaksi di antara servis dari karyawan dan pelanggan. Personalisasi menyangkut cara masuk sebagai karyawan yang melayani kepada pelanggan secara baik dan seperti teman (Mahmoud, 2019).

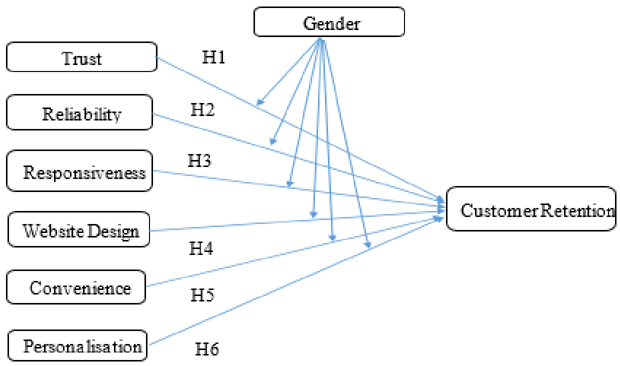
Peran *gender* dalam melakukan *decision making* sangat penting. Terutama pria lebih mudah dipengaruhi untuk menggunakan teknologi. *Gender* di sini merupakan *moderating variable*. *Gender* akan berfokus untuk hubungan *e-wallet* dengan *customer retention*. Diferensiasi *gender* hidup dalam relasi kepercayaan loyalitas (Mahmoud, 2019). Dalam hubungannya dengan *customer retention*, diposisikan bahwa pria dan wanita memiliki persepsi yang berbeda pada *platform online* (Mahmoud, 2019). Perempuan memiliki risiko yang lebih besar dan memiliki level kepercayaan yang sedikit pada penggunaan internet (Mahmoud, 2019). *Gender* memiliki hubungan dengan masing-masing variabel.

Hubungan antara *Trust* dengan *Customer Retention*

Menurut Haselhuhn et al. (2015) tingkat kepercayaan pada wanita lebih sedikit dibandingkan pria. Mahmoud et al. (2018) berkata bahwa peran *trust* dalam *customer retention* sangat penting dalam membangun hubungan dengan *customer*. Sebelum hubungan ada, *trust* dapat dilihat dari peminatan produk, harga yang masuk akal, dan akan berjalannya hubungan antara pembeli dan penjual. Semakin tinggi level *trust* dari seorang pembeli maka level *customer retention* juga akan semakin tinggi. Kemudian menurut Milan et al. (2015), *trust* memiliki peran penting dalam menjaga dan mempermesar relasi. Peran *trust* sangat krusial dalam penyedia layanan dalam strategi *customer retention*. Sarwar et al. (2012) mengatakan bahwa hal terpenting dan faktor yang krusial adalah kualitas dan relasi dengan *customer*. *Trust* akan menghasilkan komitmen dari customer dan dari situ akan menyebabkan *customer intention* dan berubah menjadi *repurchase* produk atau bisa disebut *customer retention*. Setiap perusahaan ingin mendapatkan kepercayaan dan loyal di mata *customer* karena perusahaan tahu bagaimana cara mendapatkan *customer* baru itu sangat susah dari pada mempertahankan *customer* dan ini merupakan tugas perusahaan yang sulit.

H1a: *Trust* berpengaruh positif terhadap Customer Retention
H1b: *Trust* berpengaruh positif terhadap *Customer Retention* dimoderasi *Gender*

Gambar 1. Model Penelitian



Sumber: Mahmoud (2019)

Hubungan antara *Reliability* dengan *Customer Retention*

Idrees dan Xia (2017) mengatakan bahwa *reliability* mencangkup bagaimana perusahaan dalam bekerja dan menyelesaikan janji-janji kepada *customer*. *Reliability* penting dalam reaksi pertama karena pelanggan ingin mengetahui apakah *supplier* merupakan perusahaan yang *reliable* dalam tugasnya atau tidak. *Reliability* menunjukan bahwa suatu perusahaan memberikan janji dalam suatu servis yang mereka berikan. Selain itu Osarenkhoe et al. (2017) menyatakan sikap bagaimana perusahaan merespon *complain* pelanggan dengan cepat. Fungsinya yaitu untuk menjaga pelanggan yang sudah berlanganan dengan cara membuat impresi yang bersahabat, sopan, dan lainnya. Ong et al. (2015) berkata bahwa *reliability* merupakan atribut dari keberhasilan untuk servis kepada pelanggan.

Reliability juga merupakan cara untuk mengoperasikan sistem untuk tetap beroperasi dari waktu ke waktu. Merupakan suatu cara untuk memberikan servis dengan tepat dan akurat, *reliability* mendorong kepercayaan pelanggan pada suatu layanan yang dapat diverifikasi melalui fungsi dan kecepatan teknologi. Sedangkan *convenience* adalah kunci lain yang mempengaruhi persepsi pelanggan.

H2a: *Reliability* berpengaruh positif terhadap *Customer Retention*
H2b: *Reliability* berpengaruh positif terhadap *Customer Retention* dimoderasi *Gender*

Hubungan antara *Responsiveness* dengan *Customer Retention*

Idrees dan Xia (2017) mengatakan bahwa *responsiveness* merupakan dedikasi perusahaan untuk membantu pelanggan dalam menyediakan kualitas servis yang bagus dan cepat. *Responsiveness* merupakan hal penting karena setiap pelanggan akan merasa tenang jika mereka mendapatkan servis dengan respon yang baik dan cepat. Osarenkhoe et al. (2017) mengatakan bahwa *responsiveness* dilakukan juga untuk menjaga hubungan dengan pelanggan dalam jangka waktu yang lama.

H3a: *Responsiveness* berpengaruh positif terhadap *Customer Retention*
H3b: *Responsiveness* berpengaruh positif terhadap *Customer Retention* dimoderasi *Gender*

Hubungan antara *Website Design* dengan Customer Retention

Menurut Sanyoto et al. (2018), suatu *website* dapat dikatakan baik apabila kuantitas dan kualitas jumlah informasi lengkap. Memberikan kemudahan dalam penggunaan *website* dapat meningkatkan loyalitas pelanggan dalam bertransaksi. Selain itu sebuah *website* juga harus dapat dengan mudah dibaca, harus terdapat *link* agar pengguna mendapatkan informasi tambahan, serta juga desain *website* yang mudah dipakai.

H4a: *Website Design* berpengaruh positif terhadap *Customer Retention*
H4b: *Website Design* berpengaruh positif terhadap *Customer Retention* dimoderasi *Gender*

Hubungan antara *Convenience* dengan *Customer Retention*

Osarenkhoe et al. (2017) berkata bahwa *convenience* juga merupakan bagian dari *service quality* dan merupakan hal yang juga penting dan nantinya akan melahirkan *customer retention* jika pelanggan merasa nyaman. Ong et al. (2015) berkata bahwa *convenience* menunjukan dampak yang kuat pada respon keinginan pelanggan. Untuk mencapai *convenience* maka layanan yang diberikan harus memiliki suatu karakteristik dan hal tersebut membuat pelanggan nyaman.

H5a: *Convenience* berpengaruh positif terhadap *Customer Retention*
H5b: *Convenience* berpengaruh positif terhadap *Customer Retention* dimoderasi *Gender*

Hubungan antara *Personalisation* dengan *Customer Retention*

Rootman et al. (2011) berkata personalisasi dibutuhkan perusahaan untuk memuaskan suatu grup yang memiliki kebutuhan yang berbeda-beda. Dalam *industry e-wallet* personalisasi mempunyai efek positif pada kualitas hubungan dengan perusahaan *e-wallet*. Kemudian Kwon dan Kim (2011) berkata bahwa *personalisation* merupakan strategi untuk membedakan produk dan jasa, terutama dalam persaingan yang tajam dalam pasar. Personalisasi berdampak pada loyalitas pelanggan dan berujung kepada retensi pelanggan. Personalisasi berujung dengan meningkatkan loyalitas pelanggan dan dengan cara meningkatkan kepuasan pelanggan.

H6a: *Personalisation* berpengaruh positif terhadap *Customer Retention*
H6b: *Personalisation* berpengaruh positif terhadap *Customer Retention* dimoderasi *Gender*

Hubungan antara *gender* dengan *Customer Retention*

Menurut Darzi and Bhat (2018) bahwa melalui *gender* akan mempengaruhi *loyalitas customer* dan *customer retention*. *Gender* merupakan variabel penengah antara *marketing* dan *customer behaviour*. Diungkapkan bahwa pria akan lebih cepat puas dibandingkan perempuan terlebih dari itu, studi empiris juga menunjukan bahwa relasi antara kepuasan dan juga kebiasaan pembelian ulang lebih cenderung kepada pria dibanding perempuan dan *gender* juga memiliki dampak yang besar pada *customer retention* dan memoderasi hasil dari *customer retention* seperti pembelian ulang.

METODE PENELITIAN

Penelitian ini menggunakan 280 responden yang terdiri dari laki-laki dan wanita, dibagi menjadi 2 kategori terdiri dari 140 wanita dan 140 laki-laki. 171 responden (61.07%) merupakan umur antara 18 hingga 25 dalam usia yaitu 18–25 dan 26–35. 201 orang berusia 18–25 sedangkan yang berusia 26–35 sebesar 79 orang. Domisili terbanyak ada di Jakarta, yaitu sebesar 145 orang dan Tangerang sebesar 104 dan sisanya kota-kota besar di Indonesia. Skala yang digunakan dalam penelitian ini adalah skala likert dan interval yang di mana memiliki fungsi untuk mengukur perilaku setiap responden. Setelah mengumpulkan data-data yang sudah didapat, data akan diolah dengan menggunakan *Partial Least Square Structural Equation Modeling* (PLS-SEM) versi 3.2.9

HASIL PENELITIAN

Outer Model

Pada PLS-SEM, evaluasi pada *outer model* akan dilakukan evaluasi terlebih dahulu apakah penelitian memenuhi kriteria atau tidak. Di samping itu, nilai AVE harus melebihi 0,4 untuk tergolong valid.

Dapat dilihat bahwa semua variabel di atas berkolerasi dengan tiap indikator (CON dengan CON, CER dengan CER, PER dengan PER, REL dengan REL, RES dengan RES, TRU dengan TRU, WED dengan WED dengan masing-masing angka 0.848, 0.882, 0.787, 0.817, 0.826, 0.781, 0.754) semua angka tersebut lebih tinggi dibanding dengan angka-angka di bawah masing-masing variabel.

Nilai *Heterotrait-Monotrait Ratio (HTMT)* setiap variabel laten yang mempunyai nilai *HTMT* yang lebih rendah dari batas maksimum yang ditentukan yaitu 0.85. Sehingga dapat disimpulkan bahwa seluruh variabel laten tergolong valid secara diskriminan dan memiliki validitas diskriminan yang tergolong baik. Nilai Cronbach's Alpha item di atas 0,7 dan tidak ada angka yang melebihi 0,95. Begitu juga dengan *Composite Reliability* menunjukan bahwa tidak ada angka yang di bawah 0,7 dan tidak ada angka yang melebihi 0,95.

Value dengan angka 0,2 merupakan value yang tergolong tinggi dan R^2 berada pada angka 0,554 dan R^2 adjusted pada angka 0,534. Dalam penelitian ini menggunakan R^2 adjusted untuk mengatur model pada penelitian. Menunjukkan bahwa independen *variabel (Trust, Reliability, Responsiveness, Website Design, Convenience, dan Personalisation)* adalah 53.4% akurat mengenai dependen variabel (*Customer Retention*) dan ini menandakan bahwa dalam variabel independen sudah memiliki efek terhadap *Customer Retention*.

Value dengan angka 0,2 merupakan value yang tergolong tinggi yakni R^2 berada pada angka 0,455 dan R^2 adjusted pada angka 0,431. Dalam penelitian ini menggunakan R^2 adjusted untuk mengatur model pada penelitian. Menunjukan bahwa independen variabel *Trust, Reliability, Responsiveness, Website Design, Convenience, dan Personalisation* adalah 43.1% akurat mengenai dependen variabel *Customer Retention* dan ini menandakan bahwa dalam variabel independen sudah memiliki efek terhadap *Customer Retention*.

Tabel 1
Hasil Uji Hipotesis (Wanita)

Hipotesis	Path Coefficients	t Statistics (>1,65)	p-value (<0.05)	Konklusi
Trust → Customer Retention	-0.127	1.233	0.109	Tidak diterima
Reliability →Customer Retention	0.102	1.249	0.106	Tidak diterima
Responsiveness→ Customer Retention	0.026	0.313	0.377	Tidak diterima
Website Design→ Customer Retention	0.259	2.735	0.003	diterima
Convenience→ Customer Retention	0.331	3.332	0.000	diterima
Personalisation→ Customer Retention	0.305	3.823	0.000	diterima

Hipotesis 1: Trust tidak signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan *level error* 5%, t-statistik sebesar 1.233 yang berarti bahwa t-statistik di bawah 1,65 dan tidak diterima dan p-value juga di atas 0,05. Menandakan bahwa null hipotesis diterima dan *trust* tidak berpengaruh positif secara signifikan terhadap *customer retention*.

Hipotesis 2: *reliability* tidak signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan *level error* 5%, t-statistik sebesar 1.249 yang berarti bahwa t-statistik di bawah 1,65 dan tidak diterima dan p-value juga di atas 0,05. Menandakan bahwa null hipotesis diterima dan *reliability* tidak berpengaruh positif secara signifikan terhadap *customer retention*.

Hipotesis 3: *responsiveness* tidak signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan *level error* 5%, t-statistik sebesar 0.313 yang berarti bahwa t-statistik di bawah 1,65 dan tidak diterima dan p-value juga di atas 0,05. Menandakan bahwa null hipotesis diterima dan *responsiveness* tidak berpengaruh positif secara signifikan terhadap *customer retention*.

Hipotesis 4: *website design* secara signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan *level error* 5%, t-statistik sebesar 2.735 yang berarti bahwa t-statistic di atas 1,65 dan diterima dan p-value d ibawah 0,05. Menandakan bahwa null hipotesis ditolak dan *website design* berpengaruh secara signifikan terhadap *customer retention*.

Hipotesis 5: *convenience* secara signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan *level error* 5%, t-statistik sebesar 3.332 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *convenience* berpengaruh secara signifikan terhadap *customer retention*.

Hipotesis 6: *personalisation* secara signifikan berpengaruh positif pada *customer retention* dalam *one-tailed test* dan level error 5%, t-statistik sebesar 3.823 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *personalisation* berpengaruh secara signifikan terhadap *customer retention*.

Tabel 2
Hasil Uji Hipotesis (Laki-laki)

Hipotesis	Path Coefficients	t Statistics (>1,65)	p-value (<0.05)	konklusi
Trust→ Customer Retention	-0.171	1.317	0.094	Tidak diterima
Reliability →Customer Retention	0.371	2.724	0.003	diterima
Responsiveness→ Customer Retention	0.307	2.369	0.009	diterima
Website Design→ Customer Retention	0.111	1.005	0.158	Tidak diterima
Convenience→ Customer Retention	-0.161	2.431	0.008	diterima
Personalisation→ Customer Retention	-0.201	2.194	0.014	diterima

Hipotesis 1: *trust* tidak signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan *level error* 5%, t-statistik sebesar 1.317 yang berarti bahwa t-statistik di bawah 1,65 dan tidak diterima dan p-value juga di atas 0,05. Menandakan bahwa null hipotesis diterima dan *trust* tidak berpengaruh secara signifikan terhadap *customer retention.*

Hipotesis 2: *reliability* secara signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan *level error* 5%, t-statistik sebesar 2.724 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *reliability* berpengaruh secara signifikan terhadap *customer retention*.

Hipotesis 3: *responsiveness* secara signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan *level error* 5%, t-statistik sebesar 2.369 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *responsiveness* berpengaruh secara signifikan terhadap *customer retention*.

Hipotesis 4: *website design* tidak signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan *level error* 5%, t-statistik sebesar 1.005 yang berarti bahwa t-statistik di bawah 1,65 dan tidak diterima dan p-value juga di atas 0,05. Menandakan bahwa null hipotesis diterima dan *website design* tidak berpengaruh secara signifikan terhadap *customer retention*.

Hipotesis 5*: convenience* secara signifikan berpengaruh positif terhadap customer retention dalam one-tailed test dan level error 5%, t-statistik sebesar 2.431 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *convenience* berpengaruh secara signifikan terhadap *customer* *retention.*

Hipotesis 6: *personalisation* secara signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan level error 5%, t-statistik sebesar 2.194 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *personalisation* berpengaruh secara signifikan terhadap *customer retention*.

Penelitian ini mengungkap bahwa *personalisation* pada wanita memiliki t-statistik sebesar 3.823 dan ini menandakan bahwa *personalisation* merupakan variabel yang paling berdampak pada *customer retention*. Sedangkan pada laki-laki, *reliability* dengan angka t-statistik 2.724 memiliki dampak yang paling berpengaruh terhadap *customer retention*. Pada wanita, variabel *trust, reliability,* dan *responsiveness* adalah variabel yang tidak berpengaruh terhadap *customer retention*. Sedangkan pada laki-laki, *trust* dan *website design* merupakan variabel yang tidak berpengaruh terhadap *customer retention*.

Hipotesis 1: trust tidak signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan level error 5%, t-statistik sebesar 1.317 yang berarti bahwa t-statistik di bawah 1,65 dan tidak diterima dan p-value juga di atas 0,05. Menandakan bahwa null hipotesis diterima dan trust tidak berpengaruh secara signifikan terhadap customer retention.

Hipotesis 2: *reliability* secara signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan level error 5%, t-statistik sebesar 2.724 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *reliability* berpengaruh secara signifikan terhadap *customer retention*.

Hipotesis 3: *responsiveness* secara signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan level error 5%, t-statistik sebesar 2.369 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *responsiveness* berpengaruh secara signifikan terhadap *customer retention*.

Hipotesis 4: *website design* tidak signifikan berpengaruh positif terhadap *customer retention* dalam one-tailed test dan level error 5%, t-statistik sebesar 1.005 yang berarti bahwa t-statistik di bawah 1,65 dan tidak diterima dan p-value juga di atas 0,05. Menandakan bahwa null hipotesis diterima dan *website design* tidak berpengaruh secara signifikan terhadap *customer retention*.

Hipotesis 5: *convenience* secara signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan level error 5%, t-statistik sebesar 2.431 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *convenience* berpengaruh secara signifikan terhadap *customer retention.*

Hipotesis 6: *personalisation* secara signifikan berpengaruh positif terhadap *customer retention* dalam *one-tailed test* dan level error 5%, t-statistik sebesar 2.194 yang berarti bahwa t-statistik di atas 1,65 dan diterima dan p-value di bawah 0,05. Menandakan bahwa null hipotesis ditolak dan *personalisation* berpengaruh secara signifikan terhadap *customer retention*.

KESIMPULAN

Penelitian ini mengungkap bahwa *personalisation* pada wanita memiliki t-statistik sebesar 3.823 dan ini menandakan bahwa *personalisation* merupakan variabel yang paling berdampak pada *customer retention.* Sedangkan pada laki-laki, *reliability* dengan angka t-statistik 2.724 memiliki dampak yang paling berpengaruh terhadap *customer retention*. Pada wanita, *variabel trust*, *reliability*, dan *responsiveness* adalah variabel yang tidak berpengaruh terhadap customer retention. Sedangkan pada laki-laki, *trust* dan *website design* merupakan variabel yang tidak berpengaruh terhadap *customer retention*.

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PENGARUH BAURAN PEMASARAN JASA TERHADAP *INPATIENT SATISFACTION* RUMAH SAKIT XYZ, BEKASI

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ABSTRACT

This research was directed to decide the impact of the seven parts of the marketing mix on inpatient satisfaction. This research was conducted at XYZ Hospital Bekasi, involving 100 inpatients. Information assortment was done by appropriating questionnaires containing 40 questions related to marketing mix and satisfaction with a Likert Scale of 1-5 based on convenience sampling method. Data were analyzed by SEM method based on PLS. The aftereffects of this examination found that the seven P marketing mix components (product, price, promotion, place, people, physical evidence, and process) was proven to have a positive impact on patient fulfillment.

Keywords: service marketing mix, patient satisfaction, hospital

PENDAHULUAN

Rumah sakit yaitu tempat untuk mendapatkan layanan jasa medis masyarakat juga memiliki fungsi ekonomi sebagai suatu media untuk mencari keuntungan (Hartono et al., 2019). Oleh karena itu semua hal yang mendukung rumah sakit dalam memperoleh keuntungan harus diperhatikan termasuk salah satunya adalah *patient satisfaction*. Selanjutnya objek penelitian dalam penelitian ini adalah pasien rawat inap RS XYZ. Kegiatan studi ini secara tidak langsung untuk mendapatkan infromasi korelasi antara *patient satisfaction* dengan keuntungan yang akan diperoleh rumah sakit. Peneliti meneliti tentang bauran pemasaran yang memiliki hubungan dengan *inpatient satisfaction* di Rumah Sakit XYZ karena pada rumah sakit ini terdapat permasalahan di mana keuntungan rumah sakit mengalami penurunan selama bulan Januari 2018 sampai dengan Desember 2018. Hal ini dapat dipengaruhi oleh menurunnya angka kunjungan pasien selama tahun 2018 akibat menurunnya kepuasan pasien. Pada sebuah penelitian yang menganalisis hubungan kepuasan dengan pendapatan kotor dan keuntungan didapatkan kesimpulan bahwa makin puas pasien maka keduanya akan makin meningkat (Richter & Muhlestein, 2017).

Di bawah persaingan yang ketat dan menyediakan banyak pilihan bagi pasien, pemasaran korporat departemen rumah sakit adalah cara untuk memilih guna memenuhi tingkat pemanfaatan terbaik. Bauran pemasaran merupakan suatu strategi mencampur kegiatan-kegiatan pemasaran yang meliputi tujuh faktor berikut ini: *product* (benda atau jasa), *promotion* (komunikasi pemasaran), *people* (faktor orang), *physical evidence* (fasilitas), *price* (harga), *place* (tempat), dan *process* (prosedur, mekanisme, dan alur) (Abedi & Abedini, 2016). Jika kepuasan pasien yang rendah akan menurunkan jumlah kunjungan pasien, dan mengurangi jumlah kunjungan pasien akan mempengaruhi pendapatan rumah sakit, maka penyelenggara rumah sakit harus memperhatikan masalah ini (Yulyandhika et al., 2014).

Berdasarkan uraian latar belakang, maka perumusan masalahnya adalah bagaimana bauran pemasaran dapat meningkatkan kepuasan pasien rawat inap di RS XYZ. Selanjutnya untuk menjawab permasalahan tersebut, pertanyaan penelitiannya adalah apakah produk memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ? Apakah harga memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ? Apakah promosi memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ? Apakah lokasi memiliki pengaruh positif terhadap kepuasan pasien rawat inap di RS XYZ? Apakah staff/orang memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ? Apakah bukti fisik memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ? Apakah proses memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ?

TINJAUAN PUSTAKA DAN PENGAJUAN HIPOTESIS

Produk adalah sesuatu yang disediakan untuk pasar untuk disampaikan kepada konsumen agar konsumen dapat membeli, menggunakan sesuai dengan kebutuhan konsumen. Sebab, produk bisa dalam bentuk yang sebenarnya bisa memuaskan kepentingan pelanggan (Kotler, 2002). Produk pelayanan jasa di rumah sakit yang diinginkan oleh pasien sebagai pengguna jasa perlu dipahami sebagai gabungan manfaat berbagai jenis layanan yang ditawarkan, antara lain: pelayanan poli umum, poli spesialis, penunjang medis, *medical checkup*, rawat inap, dan lain sebagainya (Radfan et al., 2015). Penyedia barang/jasa yang tidak memberikan atau memedulikan kualitas produk yang mereka sediakan akan menanggung risiko ketidakpuasan yang dapat mengakibatkan konsumen tidak loyal. (Oktavia et al., 2016)

Di RSUD Sari Mutiara Medan faktor produk memiliki pengaruh yang positif dengan loyalitas pasien dengan kepuasan pasien p = 0,000 (Saragih et al., 2017). Dalam penelitian yang dilakukan oleh Rumah Sakit Masehi Advent Hari Ketujuh Manado, ditemukan bahwa produk layanan berkualitas tinggi dapat meningkatkan loyalitas pasien 14,29 kali lebih tinggi daripada produk layanan buruk (Rengkuan et al., 2015). Di RS Paru Batu memiliki pengaruh yang positif antara faktor produk dengan loyalitas pasien, p = 0,005 (Radfan et al., 2015).

H_1: Produk memiliki pengaruh positif terhadap *inpatient satisfact*ion di RS XYZ

Promosi adalah suatu kegiatan agar konsumen mengetahui informasi tentang manfaat dari produk untuk kebutuhan konsumen sehingga dapat membujuk konsumen untuk membeli produk (Constantinides, 2006). Jika pasien merasa senang dengan promosi, maka pasien akan puas dengan upaya yang dilakukan dalam menyebarkan informasi (Saragih et al., 2017*)*.

Di RSUD Sari Mutiara Medan faktor promosi memiliki pengaruh positif dengan kepuasan pasien p = 0,013 (Saragih et al., 2017). Dalam studi di Rumah Sakit Advent Manado ditemukan bahwa tidak ada kaitan antara promosi pelayanan dan loyalitas pasien (Rengkuan et al., 2015). Faktor promosi memiliki pengaruh positif terhadap patient satisfaction di Rumah Sakit Paru Batu dengan nilai p=0,012 (Radfan et al., 2015).

$H_{2:}$ Promosi memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ

People dalam industri jasa adalah adalah mereka yang secara langsung berpartisipasi dalam semua aktivitas perusahaan jasa. Perilaku personel yang terlibat langsung sangat penting untuk mempengaruhi kualitas layanan yang diberikan dan citra perusahaan terkait (Kotler, 2002). Pasien perlu memandang layanan yang diharapkan rumah sakit sebagai pengguna layanan, yang perlu dipahami sebagai kombinasi dari berbagai profesi dengan berbagai layanan yang diberikan, antara lain: dokter, perawat, teknisi medis, apoteker, dll. (Radfan et al., 2015). Untuk mendapatkan kualitas terbaik, karyawan harus dilatih agar sadar akan minat kerja. Ini melibatkan seleksi, pelatihan, komunikasi antar personel di internal perusahaan dengan tujuan mendorong pelaku meningkatkan kepuasan konsumen (Radfan et al., 2015).

Di RSUP Sari Mutiara Medan faktor manusia memiliki pengaruh positif dengan patient satisfaction, p = 0,000 (Saragih et al., 2017). Di Rumah Sakit Advent Manado ditemukan bahwa petugas pelayanan tidak memiliki pengaruh positif dengan loyalitas pasien (Rengkuan et al., 2015). Di Rumah Sakit Paru Batu faktor *people* memiliki pengaruh positif terhadap *patient satisfaction* dengan nilai p=0,023 (Radfan et al., 2015).

H_3: *People* memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ

Bukti fisik dari interaksi penyedia layanan dengan pelanggan atau lingkungan fisik perusahaan layanan (Baker, 2003). Bukti fisik ini bisa dalam bermacam-macam bentuknya, misalnya paket pelayanan pemeriksaan kesehatan, kebersihan staff dan kesopanan staff, seragam staff, dan ruang tunggu yang sejuk dan bersih (Radfan et al., 2015). Penampilan gedung dan fasilitas mempengaruhi kepuasan dan loyalitas pelanggan (Oktavia et al., 2016).

Pada suatu penelitian di Rumah Sakit Paru Batu *physical evidence* memiliki pengaruh positif terhadap patient satisfaction dengan nilai p=0,047 (Radfan et al., 2015). Dalam sebuah penelitian yang dilakukan di Rumah Sakit Masehi Advent Hari Ketujuh di Manado, ditemukan bahwa bukti nyata dari layanan berkualitas tinggi akan membuat loyalitas pasien 12,95 kali lebih tinggi daripada bukti layanan yang buruk (Rengkuan et al., 2015). Dalam penelitian di Laboratorium Klinik Prodia Palu memiliki pengaruh positif terhadap patient satisfaction dengan nilai p=0,007 (Oktavia et al., 2016).

H_4: *Physical evidence* memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ

Harga adalah jumlah yang harus dibayar oleh konsumen dan penting untuk menentukan nilai yang bisa diperoleh oleh konsumen serta juga penting untuk menentukan keuntungan perusahaan (Kotler, 2002). Pengertian harga tidak hanya menjadi standar pembebanan untuk setiap kegiatan layanan akan tetapi seluruh layanan yang diterima di rumah sakit (Radfan et al., 2015). Namun pelanggan setia tidak lagi memikirkan yang memengaruhi pilihannya dalam keputusan pembeliannya karena di dalam persepsinya adalah layanan yang akan dibeli sudah memenuhi kebutuhannya. Keadilan harga tidak secara langsung mempengaruhi loyalitas pelanggan (Oktavia et al., 2016).

Di Rumah Sakit Paru Batu faktor *price* memiliki pengaruh positif terhadap *patient satisfaction* nilai p=0,038 (Radfan et al., 2015). Di Rumah Sakit Advent Manado ditemukan bahwa harga pelayanan yang berkualitas akan membuat loyalitas pasien sebesar 10,89 kali lipat dari harga pelayanan yang buruk (Rengkuan et al., 2015). Dalam penelitian di Laboratorium Klinik Prodia Palu tidak ada pengaruh positif antara faktor harga dengan patient satisfaction p = 0,139 (Oktavia et al., 2016).

H_5: *Price* memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ

Dalam industri manufaktur, lokasi adalah saluran distribusi, sedangkan pada industri jasa sebagai lokasi layanan. Lokasi juga penting, karena lingkungan adalah bagaimana layanan diberikan, dan merupakan bagian dari nilai dan manfaat layanan (Eltamo & Sorsa, 2016). Lokasi rumah sakit meliputi lokasi pelayanan, waktu yang dibutuhkan untuk menjangkau departemen tertentu, konsep rujukan, dll. Interaksi antara pemberi layanan dan konsumen menentukan pentingnya lokasi (Radfan et al., 2015).

Pada penelitian di Rumah Sakit Umum Sari Mutiara Medan memiliki pengaruh positif terhadap *patient satisfaction* dengan nilai p=0,001 (Saragih et al., 2017). Pada penelitian di Rumah Sakit Advent Manado ditemukan bahwa tempat layanan yang baik kemungkinan mempengaruhi loyalitas pasien sebesar 7,0 kali dibandingkan tempat layanan yang kurang baik (Rengkuan et al., 2015). Di Rumah Sakit Paru Batu, *place* memiliki pengaruh positif terhadap patient satisfaction dengan nilai p=0,022 (Radfan et al., 2015).

H_6: *Place* memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ

Proses adalah prosedur, alur kegiatan, sikap pembuat kebijakan serta bentuk penyampaian layanan menentukan keberhasilan pemasaran jasa (Kotler, 2002). Semua kegiatan alir layanan, prosedur penyampaian layanan kepada konsumen penting layanan jasa, karena inventaris layanan yang tidak berkelanjutan (Baker, 2003).

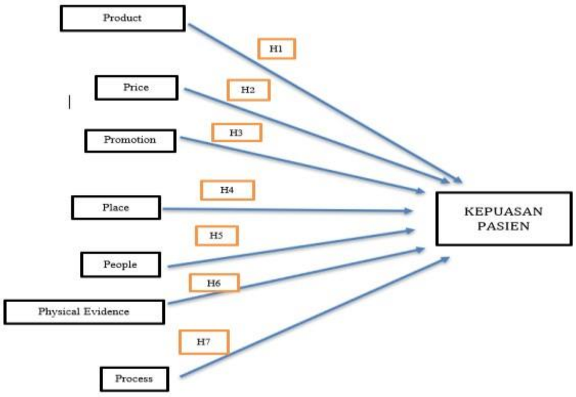
Di Rumah Sakit Paru Batu dengan nilai p=0,035 (Radfan et al., 2015) proses memiliki pengaruh positif terhadap *patient satisfaction*. Dalam penelitian yang dilakukan di Rumah Sakit Masehi Advent Hari Ketujuh Manado ditemukan bahwa proses pelayanan yang baik akan membuat loyalitas pasien 13,94 kali lebih tinggi dibandingkan dengan proses pelayanan yang buruk (Rengkuan et al., 2015). Di Laboratorium Klinik Prodia Palu proses memiliki pengaruh positif terhadap patient satisfaction, p=0,040 (Oktavia et al., 2016).

H_7: *Process* berpengaruh positif terhadap kepuasan pasien rawat inap RS XYZ

METODE PENELITIAN

Penelitian ini merupakan penelitian kuantitatif yang menggunakan pengukuran dengan angka/numerik terhadap variabel yang diamati. Metode yang dipakai adalah investigasi terkait yang dirancang untuk membuktikan hubungan atau korelasi antara dua variabel atau lebih. Instrumen yang dipakai sudah ditentukan sebelumnya, dan angket digunakan dalam penelitian ini (Mulyadi, 2011). Target populasi adalah pasien rawat inap RS XYZ bulan September sampai dengan November 2019 yang bersedia mengisi kuesioner kepuasan pasien. Teknik pengambilan sampel dilakukan dengan *convenience* sampling. Jumlah sampel ditentukan dengan formula $n = Z\alpha^2 \times P \times Q / d^2$, di mana p=0,5 (proporsi kategori variabel yang diteliti, ditetapkan nilai P=50% karena belum ada penelitian serupa pada lokasi penelitian), n = besar sampel, $Z\alpha$ = deviat alfa sebesar 5% sehingga nilai $Z\alpha$= 1,96 ,Q = 1-P, d = presisi (ditentukan peneliti) sebesar 10%. Berdasarkan perhitungan yang dilakukan dengan menggunakan rumus tersebut, maka didapatkan sampel minimal sebesar 97 orang. Dalam penelitian ini diambil jumah sampel sebesar 100 sampel. Item kuesioner pada variabel *product, price, promotion, place, physical evidence, people, process* dan kepuasan pasien, diukur dengan 5 poin skala Likert, yaitu 1=Sangat Tidak Setuju, 2=Tidak Setuju, 3=Netral, 4=Setuju, dan 5=Sangat Setuju. Item-item pada konstruk *product, price, promotion, place, physical evidence, people, process* dan kepuasan pasien diadaptasi dari pengembangan skala. Analisis statistic menggunakan pendekatan *partial least square model* atau PLS-SEM dengan bantuan program *SmartPls* 3.0

Figure 1. Model Pengukuran



Setelah data diperoleh, analisis yang dilakukan adalah uji validitas dan reliabilitas. Uji validitas dilakukan dengan pendekatan analisis faktor konfirmatori dengan memperhatikan *average variance extracted* (AVE). Batas nilai untuk AVE adalah lebih besar dari 0,5. Pengukuran reliabilitas dilakukan dengan mengukur *composite reliability*. Syarat yang harus dipenuhi untuk uji reliabilitas adalah nilai *composite reliability* lebih besar dari 0,7. Informasi lengkap mengenai evaluasi model pengukuran ditunjukkan dalam tabel berikut:

Tabel 1. Evaluasi Model Pengukuran

Variabel	*Average variance extracted (AVE)*	*Composite reliability*
Kepuasan	0,839	0,940
Product	1,000	1,000
Price	0,815	0,930
Promotion	1,000	1,000
Place	0,902	0,949
People	0,782	0,915
Physical evidence	0,840	0,940
Process	0,869	0,952

Tabel 1 menunjukkan bahwa hasil pengukuran uji validitas untuk AVE berkisar 0,815 sampai dengan 1,000. Pengukuran *composite reliability* menunjukkan rentang 0,915 sampai dengan 1,000. Hasil pengukuran AVE dan *composite reliability* telah memenuhi kriteria yang menunjukkan hasil penelitian ini valid dan reliabel. Selanjutnya tabel 2 mengungkapkan bahwa uji validitas diskriminan telah terpenuhi yakni nilai akar AVE lebih besar pada nilai korelasi antar variabel.

Tabel 2. Analisis Diskriminan

	Kepuasaan Pasien	People	Physical Evidence	Place	Price	Process	Product	Promotion
Kepuasaan Pasien	0,916							
People	0,613	1,000						
Physical Evidence	0,680	0,644	0,903					
Place	0,640	0,988	0,647	1,000				
Price	0,629	0,779	0,702	0,800	0,950			
Process	0,726	0,699	0,834	0,709	0,724	0,885		
Product	0,705	0,882	0,625	0,892	0,807	00,697	0,917	
Promotion	0,714	0,789	0,893	0,802	0,784	0,764	0,805	0,932

Dalam tahap *model structural* adalah menghitung R^2, uji *collinearity* dan uji hipotesis. Setelah data dinyatakan valid dan reliabel, maka dalam evaluasi model struktural harus dimulai dengan pengujian *multicollinearity*. Uji *multicollinearity* dilakukan dengan memperhatikan nilai *variance inflation factor* atau VIF, yaitu nilai VIF diharapkan tidak lebih besar dari 5. Jika nilai VIF lebih besar dari 5, maka variabel tersebut memiliki pengaruh yang tumpang tindih dengan variabel lain dalam model struktural yang diuji.

Tabel 3. Evaluasi R^2

Konstruk Endogenous	R^2
Kepuasan Pasien	0,653

Pengujian selanjutnya adalah uji *collinearity* yakni untuk mengetahui apakah model penelitian memiliki kecenderungan *collinearity*. Batas nilai kecenderungan *collinearity* adalah maksimal 5.0. Jika nilai VIF lebih dari 5.0, maka ada kecenderungan *collinearity*. Tabel 4 menunjukkan bahwa nilai pada model dibawah 5.0, sehingga dapat disimpulkan bahwa tidak terdapat *collinearity* pada model.

Tabel 4. Evaluasi *Collinearity*

Variabel	*Variance inflation factor* (VIF)
Product	2,541
Price	2,839
Promotion	3,002
Place	1,000
People	1,000
Physical evidence	2,332
Process	2,722

Analisis selanjutnya adalah pengujian hipotesis yang dilakukan dalam evaluasi model struktural. Dalam penelitian ini, uji hipotesis dilakukan dengan menggunakan *level of significance* sebesar 0,05 dan diuji dua arah atau *two-tailed test*. Hasil uji hipotesis dapat dilihat dalam tabel berikut ini.

Tabel 5. Hasil Uji Hipotesis

Hipotesis	*p-values*	Kesimpulan
H1: produk berpengaruh terhadap kepuasan pasien	0,003	Berpengaruh
H2: price berpengaruh terhadap kepuasan pasien	0,020	Berpengaruh
H3: promotion berpengaruh terhadap kepuasan pasien	0,011	Berpengaruh
H4 : place berpengaruh terhadap kepuasan pasien	0,023	Berpengaruh
H5: people berpengaruh terhadap kepuasan pasien	0,022	Berpengaruh
H6: physical evidence berpengaruh terhadap kepuasan pasien	0,014	Berpengaruh
H7:process berpengaruh terhadap kepuasan pasien	0,028	Berpengaruh

Tabel 5 membuktikan bahwa semua variabel *independent* yang berpengaruh terhadap kepuasan pasien. Hal ini dapat dilihat dari *p value* lebih kecil dibandingkan nilai kritis *p value* (0,05).

PEMBAHASAN

Hasil pengujian hipotesis pertama (H_1) yaitu ditemukan bahwa *product* memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ. Naik atau turunnya berbagai jenis jasa yang ditawarkan oleh rumah sakit yang terjamin kualitasnya dan terakreditasi, mencakup juga alur pelayanan dan kemudahan informasi tidak signifikan kepada kepuasan pasien. Hal ini sesuai dengan hasil penelitian sebelumnya oleh Bustan (2012) pernyataan tersebut menunjukkan bahwa kualitas pelayanan akan mempengaruhi kepuasan pasien di RSUD Palembang dan RS swasta. Penelitian di Malaysia menemukan bahwa secara keseluruhan kualitas pelayanan medis berdampak besar terhadap kepuasan pasien, sehingga sangat penting untuk meningkatkan semua aspek pelayanan medis yang diberikan oleh rumah sakit (Amin & Nasharuddin, 2013).

Hasil pengujian hipotesis kedua (H_2) yaitu harga menunjukkan hasil adanya pengaruh faktor pembiayaan dan tarif layanan rumah sakit terhadap *inpatient satisfaction* di RS XYZ. Perubahan pada tarif layanan rumah sakit dan administrasi pembiayaan, mencakup juga kesesuaian dengan jasa yang diterima mempengaruhi tingkat kepuasan pasien. (Azimi et al., 2018). Penelitian Abedi & Abedini (2016) menemukan bahwa faktor *price* merupakan prediktor terkecil dari kecenderungan pemilihan rumah sakit swasta di Iran.

Hasil pengujian hipotesis ketiga (H_3) yaitu *promotion* berpengaruh positif terhadap kepuasan pasien rawat inap di RS XYZ berdasarkan hasi uji hipotesis. Promosi mungkin adalah elemen yang paling banyak dibahas pada penelitian *marketing mix* yang terkait pemasaran obat-obatan karena kecenderungan peneliti menggunakan istilah pemasaran sebagai identik dengan kegiatan promosi. Promosi biasanya dinamis, dan oleh karena itu bukti pengaruhnya terhadap tujuan yang diharapkan mungkin lebih mudah diperoleh dari komponen *marketing mix* lainnya (Pharm et al., 2018).

Hasil pengujian hipotesis keempat (H_4) yaitu *place* berpengaruh positif terhadap kepuasan pasien rawat inap di RS XYZ, termasuk juga fasilitas parkir dan suasana lingkungan. Penelitian Lestari & Rindu (2018) menemukan bahwa ada hubungan variabel place dengan tingkat kunjungan di RS Sahid Sahirman. Hasil penelitian Fuad et al. (2019) menunjukkan bahwa komponen *place* pada *marketing mix* berpengaruh signifikan terhadap kepuasan pasien. Lokasi yang strategis meningkatkan kepuasan pasien sebesar 2,41 unit dibandingkan dengan lokasi yang tidak strategis.

Hasil pengujian hipotesis kelima (H_5) yaitu *people* berpengaruh positif terhadap kepuasan pasien rawat inap di RS XYZ. Perubahan faktor petugas rumah sakit terkait kompetensi, kerja sama, kesigapan, keramahan, dan penampilannya diperkirakan akan memicu perubahan pada tingkat kepuasan pasien. Diketahui bahwa faktor staf rumah sakit memiliki pengaruh terbesar dalam menarik wisatawan medis ke rumah sakit afiliasi Universitas Kedokteran Mashhad (Azimi et al., 2018).

Hasil pengujian hipotesis keenam (H_6) yaitu bukti fisik menunjukkan pengaruh positif dari berbagai alat kesehatan dan obat yang disediakan rumah sakit, serta kepuasan pasien rawat inap RS XYZ terhadap penataan ruang, sarana dan prasarana, serta dukungan bagi pasien difabel. Tinjauan sistematis oleh Zakaria (2017) menemukan bahwa pasien menganggap pemeliharaan sarana prasarana sebagai yang paling penting dalam tingkat persepsi positif terhadap layanan perawatan kesehatan. Penelitian tersebut secara khusus menunjukkan bahwa hal-hal seperti toilet yang bersih, cahaya alami yang cukup, kebersihan rumah sakit secara keseluruhan, suasana ruangan yang menyenangkan, ruangan yang luas, dan penampilan luar yang baik menjadi faktor signifikan untuk menggambarkan pemeliharaan sarana prasarana yang baik.

Hasil pengujian hipotesis ketujuh (H7) yaitu proses berdampak signifikan terhadap *inpatient satisfaction* di RS XYZ. Mulai dari pendaftaran hingga rawat inap, naik turunnya kualitas proses jasa yang diberikan rumah sakit, termasuk ketepatan waktu, prosedur dan kesopanan, akan memengaruhi kepuasan pasien. Hasil ini sesuai dengan Ahmad et al. (2013) menunjukkan bahwa proses ini berdampak positif pada kepuasan pasien. Diketahui bahwa faktor proses memiliki dampak yang signifikan dalam menarik wisatawan medis ke rumah sakit afiliasi Universitas Kedokteran Mashhad (Azimi et al., 2018). Hasil pengujian hipotesis ini tidak sejalan dengan Yulyandhika et al. (2014) menunjukkan bahwa proses tersebut tidak siginifikan terhadap kepuasan pasien terkait loyalitas pasien di RS Syekh Yusuf Gowa.

KESIMPULAN

Hasil pengujian hipotesis menunjukkan bahwa:

1. Produk memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ;
2. Harga memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ;
3. Promosi memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ;
4. Lokasi memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ;
5. People memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ;
6. Bukti Fisik memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ;
7. Proses memiliki pengaruh positif terhadap *inpatient satisfaction* di RS XYZ.

Penelitian ini memiliki beberapa keterbatasan. Pertama adalah keterbatasan sampel, termasuk karakteristik dan kuantitas sampel. Populasi sasaran penelitian ini terbatas pada pasien rawat inap, dan pendapatan rumah sakit juga bergantung pada pasien rawat jalan. Agar seluruh pasien dapat dijadikan menjadi target populasi pada penelitian selanjutnya, sehingga pengelola RS XYZ dapat lebih memahami kepuasan pasien terhadap rumah sakit dan lebih ideal dalam meningkatkan pelayanannya.

Keterbatasan kedua adalah teknik pengambilan sampel yang dipakai. Teknik non probabilittas sampling berupa *convenience sampling* memiliki keterbatasan yaitu tidak cukup akurat untuk mengeneralisasikan hasil secara keseluruhan. Maka diharapkan agar pada penelitian selanjutnya memakai random sampling agar hasilnya dapat diperluas ke populasi.

Keterbatasan ketiga adalah perangkat lunak statistik menggunakan *software* statistik PLS-SEM, namun kekurangannya adalah tidak dapat menguji kelayakan model yang telah ditetapkan. Oleh karena itu, disarankan untuk digunakan agar memakai *software* statistik CB-SEM (Covariance Based - Structural Equation Modeling) yang dapat mengukur kelayakan model penelitian.

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