



Research Paper

# The Influence of Medical Personnel Competence, Work Motivation and Service Quality on Patient Loyalty with Patient Satisfaction as a Mediation Variable at Yadika Kebayoran Lama Hospital

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**ABSTRACT:** The rapid advancement of technology has triggered increasingly fierce business competition, including in the healthcare sector. RS Yadika Kebayoran Lama faces competition in providing quality healthcare services. However, the number of outpatient visits at RS Yadika Kebayoran Lama fluctuates and remains unstable. This study evaluates the influence of medical staff competence, work motivation, and service quality on BPJS patient loyalty through BPJS patient satisfaction at RS Yadika Kebayoran Lama. The research method used is quantitative. The sample size was determined based on Solvin's formula, amounting to 92 samples, which consisted of BPJS patients receiving outpatient treatment at RS Yadika Kebayoran Lama. The sampling method used was simple random sampling. Data obtained from questionnaire distribution were analyzed using path analysis for hypothesis testing using SPSS version 27 software. The data analysis results show that medical staff competence significantly affects patient loyalty with a p-value <0.001. Work motivation significantly influences patient loyalty with a p-value <0.001. Service quality significantly affects patient loyalty with a p-value <0.001. Patient satisfaction significantly affects patient loyalty with a p-value <0.001. Medical staff competence does not significantly affect patient satisfaction with a p-value of 0.756. Work motivation significantly affects patient satisfaction. Service quality significantly affects patient loyalty through patient satisfaction with a p-value <0.001. Medical staff competence does not significantly affect patient loyalty through patient satisfaction with a p-value <0.046 and a t-value of 0.231. Work motivation does not significantly affect patient loyalty with a p-value <0.050 and a t-value of 0.669. Service quality does not significantly affect patient loyalty through patient satisfaction with a p-value <0.075 and a t-value of 0.328.

**KEYWORDS:** Medical Staff Competence, Work Motivation, Service Quality, BPJS Patient Satisfaction, BPJS Patient Loyalty, RS Yadika Kebayoran Lama

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## I. INTRODUCTION

Today's business operates alongside rapid technological advancements, which in turn trigger increasingly intense business competition. Through the products or services offered, every company must be able to meet customer satisfaction. Service quality is a crucial factor in determining competitiveness and business success, especially in the service sector (Honifa et al., 2022). High-quality services can maintain long-term relationships with customers, making this a differentiating factor between highly successful and unsuccessful companies (Rizkiawan, 2019).

Medical staff competence plays a vital role in hospital performance and success. Competence is the ability that a person must have to carry out a job so that it becomes productive and high-quality (Arivettullatif, 2019). As medical personnel in hospital services, they have responsibilities and high motivation, producing high-quality employees with excellent competence. Therefore, hospital medical staff serve as the front line in patient care and are expected to have high motivation.

Work motivation has a crucial role in an organization to achieve common goals. Work motivation can foster enthusiasm, encourage teamwork, and support work effectiveness to achieve established targets

(Arivetullatif, 2019). Thus, those responsible for an organization's success must pay attention to the work motivation of medical personnel to develop their potential so they can work optimally (Apridani et al., 2020).

Quality healthcare services provide satisfaction to healthcare users (Indah et al., 2022). Hospitals are responsible for continuously improving service quality for patients. From the patient's perspective, quality services are reflected in comfort, satisfaction, and staff friendliness. Patient satisfaction reflects success in improving healthcare service standards (Deharja et al., 2019).

Patient satisfaction is a key determinant of success in the hospital industry. Patient satisfaction is essential because increased satisfaction affects patient adherence to medical instructions, repeat visits, positive word-of-mouth recommendations, and a decrease in complaints (Anjayati, 2021).

If a hospital can provide satisfaction to its patients, it will create loyalty to the hospital. Building patient loyalty faces many challenges and requires considerable time. Loyalty is not only for the short term but also serves as a long-term competitive advantage (Fitri et al., 2016).

RS Yadika Kebayoran Lama is a Type C hospital located in the Kebayoran Lama District. This hospital faces several competitors, both public and private, as Kebayoran Lama District has the most Type C and D hospitals. Thus, RS Yadika Kebayoran Lama takes advantage of this situation as an opportunity to provide quality services and remain competitive with surrounding hospitals.

Medical record data from RS Yadika Kebayoran Lama indicate fluctuations in outpatient visits throughout 2023, with the highest number of visits in May (3,628 patients) and the lowest in February (2,492 patients). Additionally, data show that 40.18% of patients visit the hospital twice or less in a year. Based on this data, an evaluation is needed to determine the cause of the instability in patient visits at RS Yadika Kebayoran Lama. This could be due to medical staff competence, work motivation, or service quality failing to meet patient expectations, leading to dissatisfaction and disloyalty to RS Yadika Kebayoran Lama.

## **II. RESEARCH METHODS**

### **Type of Research**

The type of research used is explanatory research with a quantitative approach.

### **Time and Place of Research**

This research was conducted at RS Yadika Kebayoran Lama, located at Jl. Ciputat Raya No. 5, Kebayoran Lama, South Jakarta, from January to December 2023.

### **Population and Sample**

The population in this study consists of BPJS outpatient patients at RS Yadika Kebayoran Lama, totaling 1,378 patients. The sample was selected using simple random sampling, with a total of 92 patients.

### **Data Analysis Techniques**

This study employs path analysis techniques using SPSS version 27.

## **III. RESULTS AND DISCUSSION**

### **Validity and Reliability Tests**

The validity and reliability tests were conducted using 92 samples.

### **Validity Test**

The validity test evaluates and determines the validity of a questionnaire. A questionnaire is considered valid if its questions or statements reveal the intended measurement metric (Widodo et al., 2023).

**Table 1.1. Validity Test of Medical Staff Competence, Work Motivation, Service Quality, Patient Satisfaction, and Patient Loyalty**

Variable	Question	r calculated	r table	Remark
Medical Staff Competence (X1)	X1.1	0.558	0.173	Valid
	X1.2	0.566	0.173	Valid
	X1.3	0.481	0.173	Valid
	X1.4	0.515	0.173	Valid
	X1.5	0.426	0.173	Valid
	X1.6	0.543	0.173	Valid
	X1.7	0.485	0.173	Valid
	X1.8	0.650	0.173	Valid
Work Motivation (X2)	X2.1	0.740	0.173	Valid
	X2.2	0.776	0.173	Valid
	X2.3	0.820	0.173	Valid
	X2.4	0.698	0.173	Valid
	X2.5	0.807	0.173	Valid
Service Quality (X3)	X3.1	0.706	0.173	Valid
	X3.2	0.705	0.173	Valid
	X3.3	0.701	0.173	Valid
	X3.4	0.724	0.173	Valid
	X3.5	0.524	0.173	Valid
	X3.6	0.725	0.173	Valid
	X3.7	0.640	0.173	Valid
	X3.8	0.724	0.173	Valid
	X3.9	0.608	0.173	Valid
	X3.10	0.679	0.173	Valid
Patient Satisfaction (Z)	Z1.1.	0.398	0.173	Valid
	Z1.2	0.536	0.173	Valid
	Z1.3	0.641	0.173	Valid
	Z1.4	0.821	0.173	Valid
	Z1.5	0.160	0.173	Valid
	Z1.6	0.422	0.173	Valid
	Z1.7	0.465	0.173	Valid
	Z1.8	0.641	0.173	Valid
	Z1.9	0.821	0.173	Valid
	Z1.10	0.801	0.173	Valid
Pasien Loyalty (Y)	Y1.1	0.587	0.173	Valid
	Y1.2	0.699	0.173	Valid
	Y1.3	0.640	0.173	Valid
	Y1.4	0.744	0.173	Valid

	Y1.5	0.686	0.173	Valid
	Y1.6	0.731	0.173	Valid
	Y1.7	0.700	0.173	Valid
	Y1.8	0.770	0.173	Valid

Table 1.1 shows the results of the validity test for medical personnel competency. There are 8 items in the questionnaire with the variables being tested, and 8 valid items were obtained. The range of item validity coefficient values is from the lowest, 0.426 (in item X1.5), to the highest, 0.650 (in item X1.8).

Table 1.1 shows the results of the validity test for work motivation. There are 5 items in the questionnaire with the variables being tested, and 5 valid items were obtained. The range of item validity coefficient values is from the lowest, 0.698 (in item X2.4), to the highest, 0.820 (in item X2.3).

Table 1.1 shows the results of the validity test for service quality. There are 10 items in the questionnaire with the variables being tested, and 10 valid items were obtained. The range of item validity coefficient values is from the lowest, 0.524 (in item X3.5), to the highest, 0.725 (in item X3.6).

Table 1.1 shows the results of the validity test for patient satisfaction. There are 10 items in the questionnaire with the variables being tested, and 10 valid items were obtained. The range of item validity coefficient values is from the lowest, 0.160 (in item Z.5), to the highest, 0.821 (in item Z.4).

Table 1.1 shows the results of the validity test for patient loyalty. There are 8 items in the questionnaire with the variables being tested, and 8 valid items were obtained. The range of item validity coefficient values is from the lowest, 0.587 (in item Y.1), to the highest, 0.770 (in item Y.8).

**Reliability Test.**

Determining the consistency of a test so that it can be trusted to provide the same or almost unchanged results under different conditions. If the test results are consistent, then the test is considered to have high reliability (Widodo et al., 2023).

**Table 1.2. Reliability Test of Medical Staff Competence, Work Motivation, Service Quality, Patient Satisfaction, and Patient Loyalty**

Variable	Cronbach's Alpha Value	Criteria	Remark
Medical Staff Competence	0.615	0.60	Reliable
Work Motivation	0.826	0.60	Reliable
Service Quality	0.850	0.60	Reliable
Patient Satisfaction	0.780	0.60	Reliable
Patient Loyalty	0.841	0.60	Reliable

The results in Table 1.2 indicate that the reliability test for all five variables—medical staff competence, work motivation, service quality, patient satisfaction, and patient loyalty—has alpha values of 0.615, 0.826, 0.850, 0.780, and 0.841, respectively. Since all alpha values exceed 0.60, the questionnaire is deemed reliable.

**Normality Test**

Determining whether data distribution in a group or population is normal. This test is divided into two categories: normally distributed and non-normally distributed data. Four numerical-based normality tests include the Chi-Square Test for nominal or ordinal data; the Kolmogorov-Smirnov, Lilliefors, and Shapiro-Wilk tests for ratio or interval data. Graph-based normality tests include histograms, normal P-P plots, and normal Q-Q plots. In SPSS, data is considered non-normally distributed if the significance value is less than 0.005 and normally distributed if the significance value is greater than 0.005 (Widodo et al., 2023).

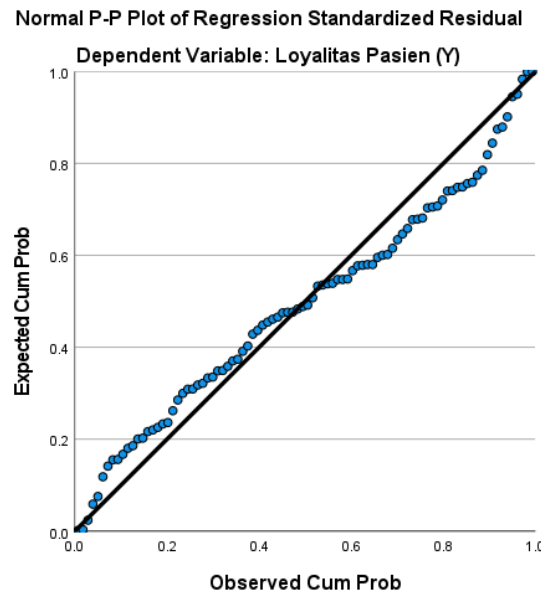


Figure 1.1. P-P Plot of Normality Test – Residual Scatter Diagram

Figure 1.1 above shows that the graph demonstrates a normal distribution pattern, where the points are scattered around the normal graph or aligned with the diagonal line.

### Multicollinearity Test

Identifying whether there is high correlation between independent variables in a regression model. If a high correlation exists among independent variables, it is termed multicollinearity (Zukfikas et al., 2024).

Table 1.3. Multicollinearity Test Table

Model	Collinearity Statistics	
	Tolerance	VIF
Medical Staff Competence	0.678	1.474
Work Motivation	0.401	2.491
Service Quality	0.588	1.702
Patient Satisfaction	0.365	2.742

Table 1.3 shows that the variance inflation factor (VIF) values for all independent variables are below 10 and the tolerance values are below 1. Therefore, it can be concluded that there is no multicollinearity disturbance.

### Path Coefficient Model I

Table 1.4. Coefficients and R Square for Variables X1, X2, and X3 on Y

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
Medical Staff Competence (X1)	0.371	0.90	0.250	4.131	<.001	
Work Motivation (X2)	0.461	0.74	0.377	6.200	<.001	
Service Quality (X3)	0.381	0.51	0.451	7.432	<.001	
R Square						0.781

Based on the regression output of model I in the "Coefficients" section of Table 1.4, the significance values for the three variables  $X1 = <0.001$ ,  $X2 = <0.001$ , and  $X3 = <0.001$ , all of which are smaller than 0.05. This indicates that regression model I, with variables X1, X2, and X3, has a significant impact on Y.

In Table 1.4, the R-square value is 0.781, which shows that the influence of X1, X2, and X3 on Y is 78.1%. The value of  $e1$  is calculated using the formula  $e1 = \sqrt{1 - R\text{-square}}$ , resulting in  $e1 = 0.468$ . Therefore, the path diagram of structural model I is presented in Figure 1.2.

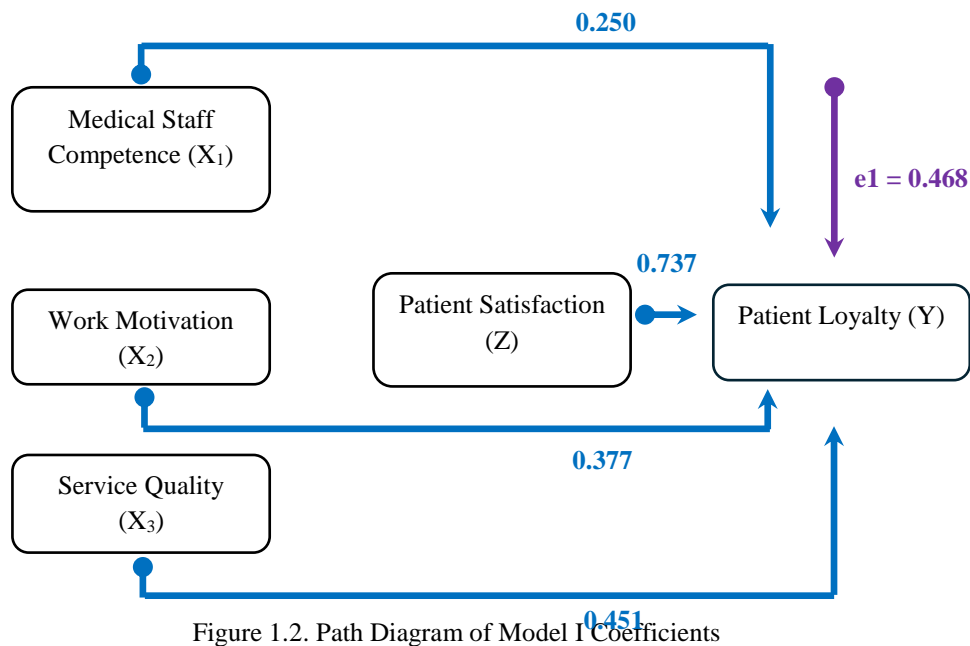


Figure 1.2. Path Diagram of Model I Coefficients

Table 1.5. Coefficients and R Square for Variable Z on Y

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
Patient Satisfaction (Z)	0.846	0.82	0.737	10.334	<.001	
R Square						0.543

Based on the regression output of model I in the "Coefficients" section of Table 1.5, the significance value for variable z = <0.001 is smaller than 0.05. This concludes that regression model I shows that variable z has a significant impact on Y.

**Path Coefficient Model II**

Table 1.6. Coefficients and R Square for Variables X1, X2, and X3 on Z

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
Medical Staff Competence (X1)	0.31	0.101	0.024	0.312	.756	
Work Motivation (X2)	0.642	0.84	0.604	7.688	<.001	
Service Quality (X3)	0.207	0.58	0.281	3.599	<.001	
R Square						0.635

Based on the regression output of model II in the "Coefficients" section of Table 1.6, the significance value for variable X1 = 0.756 is greater than 0.05. This indicates that variable X1 in regression model II does not have a significant effect on Z. Meanwhile, the significance values for variables X2 and X3 = <0.001 are smaller than 0.05, which concludes that variables X2 and X3 have a significant impact on Z.

In Table 1.6, the R-square value is 0.797, which shows that the influence of X1, X2, and X3 on Z is 79.7%. The value of e2 is calculated using the formula  $e2 = \sqrt{1 - R\text{-square}}$ , resulting in  $e2 = 0.450$ . Therefore, the path diagram of structural model II is presented in Figure 1.3.

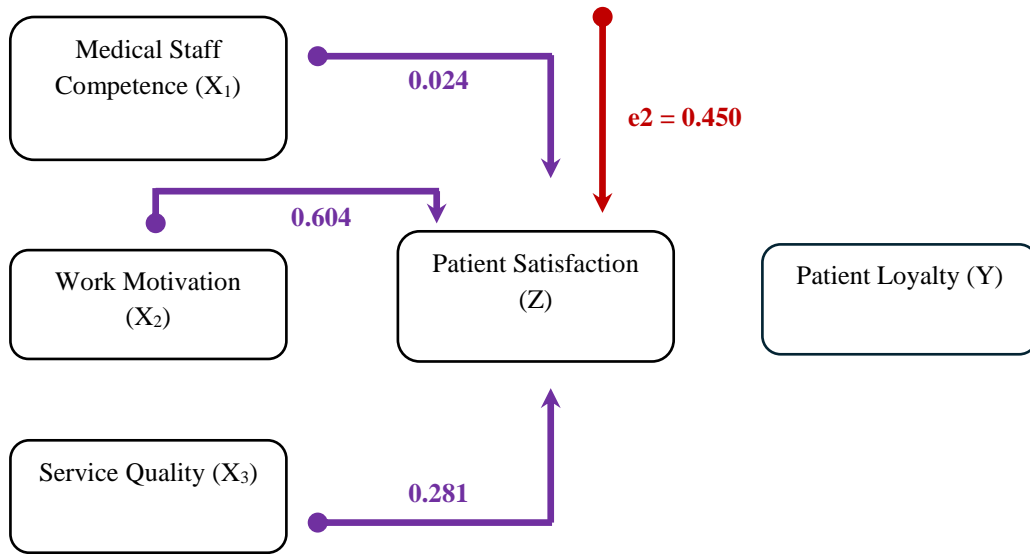


Figure 1.3. Path Diagram of Model II Coefficients

**Path Coefficient Model III**

**Table 1.7. Coefficients and R Square for Variables X1, X2, and X3 on Y**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
Medical Staff Competence (X1)	0.364	0.088	0.254	4.154	<.001	
Work Motivation (X2)	0.322	0.94	0.264	3.283	<.001	
Service Quality (X3)	0.337	0.54	0.399	6.283	<.001	
Patient Satisfaction (Z)	0.215	0.093	0.187	2.326	.022	
R Square						0.794

Based on the regression output of model III in the "Coefficients" section of Table 1.7, the significance values for the three variables X1, X2, X3 = <0.001, and Z = 0.022 are all smaller than 0.05. This concludes that regression model III shows that variables X1, X2, X3, and Z have a significant impact on Y.

In Table 1.7, the R-square value is 0.794, which shows that the influence of X1, X2, X3, and Z on Y is 79.4%. The value of e3 is calculated using the formula  $e3 = \sqrt{1 - R\text{-square}}$ , resulting in  $e3 = 0.454$ . Therefore, the path diagram of structural model III is presented in Figure 1.4.

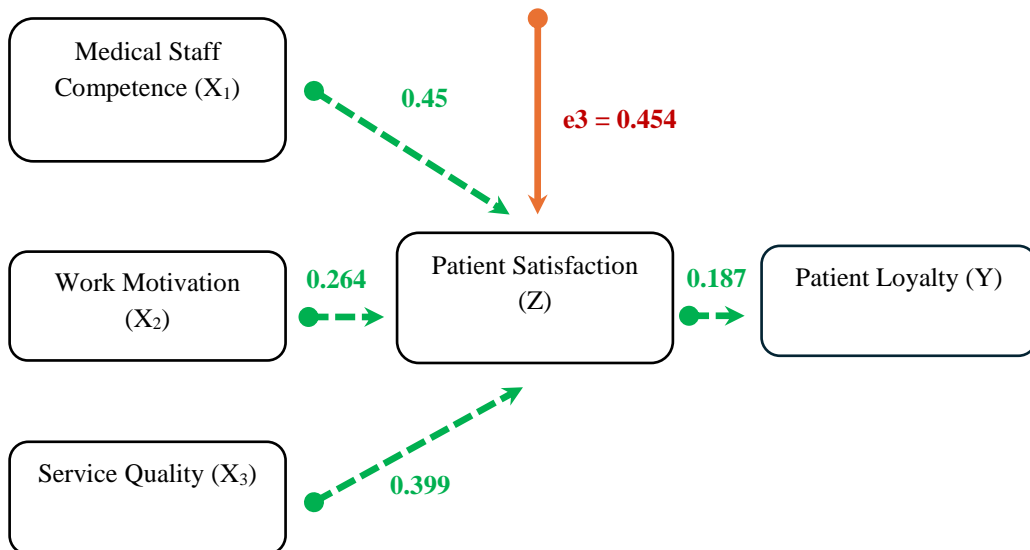


Figure 1.4. Path Diagram of Model III Coefficients

The Sobel test is used to test whether a mediation variable can significantly act as an intermediary in the relationship between these variables.

Based on the data analyzed in Table 1.6 and Table 1.7, with a sample size of 92, the t-table value is 1.665. Here is the Sobel calculation for variables X1, X2, and X3:

- For variable X1, the calculation is:

$$S_{ab} = \sqrt{(0.215 \cdot 0.101)^2 + (0.31 \cdot 0.093)^2 + (0.101 \cdot 0.093)^2} = 0.290$$

$$Ab = 0.215 \cdot 0.31 = 0.067$$

$$t = \frac{0.067}{0.290} = 0.231$$

$$t_{tabel} > t_{hitung} = 1.665 > 0.231$$

This means that variable X1 does not have a mediating effect on Y through Z.

- For variable X2, the calculation is:

$$S_{ab} = \sqrt{(0.215 \cdot 0.84)^2 + (0.642 \cdot 0.093)^2 + (0.84 \cdot 0.093)^2} = 0.206$$

$$Ab = 0.215 \cdot 0.642 = 0.138$$

$$t = \frac{0.138}{0.206} = 0.669$$

$$t_{tabel} > t_{hitung} = 1.665 > 0.669$$

This means that variable X2 does not have a mediating effect on Y through Z.

- For variable X3, the calculation is:

$$S_{ab} = \sqrt{(0.215 \cdot 0.58)^2 + (0.207 \cdot 0.093)^2 + (0.58 \cdot 0.093)^2} = 0.137$$

$$Ab = 0.215 \cdot 0.207 = 0.045$$

$$t = \frac{0.045}{0.137} = 0.328$$

$$t_{tabel} > t_{hitung} = 1.665 > 0.328$$

This means that variable X3 does not have a mediating effect on Y through Z.

The analysis results of the direct effect of medical staff competence on patient loyalty show a significant effect of 0.001, which is smaller than 0.05. Medical staff competence has a direct impact on patient loyalty because the knowledge and ability to apply the knowledge possessed by medical staff can provide solutions to the problems faced by patients. As a result, the patient's problems can be solved, which will encourage the patient to return for repeated visits when needed. Research conducted by Indah et al. (2022) at RSUD Labuang Baji Makassar shows that medical staff competence has a direct effect on patient loyalty. The study states that good medical staff competence can increase patient satisfaction, which in turn impacts patient loyalty.

A study by Honifa et al. (2022) at Andilia Clinic aligns with the first hypothesis, stating that medical staff competence, in terms of skills and ability to provide services as well as their empathy towards patients, will increase the likelihood of return visits to use the facility. With qualified medical staff, the hospital will create an impression of having high standards and being reliable. The current medical staff needs to reassess their competencies through established hospital procedures, provide relevant training based on their respective fields of expertise, organize internal seminars to enhance knowledge according to the development of medical science, and, moving forward, be more selective when recruiting medical staff.



For the analysis of the direct effect of work motivation on patient loyalty, there is a significant direct effect between the work motivation variable and patient loyalty, with a significant value of work motivation at 0.001, which is lower than 0.05. The work motivation of medical staff plays an important role in influencing patient loyalty, as with high work motivation, medical staff will be more enthusiastic in providing the best service to patients, which will impact return visits when patients need services. A study conducted by Indah et al. (2022) at Labuang Baji Makassar shows that work motivation has a direct effect on patient loyalty. The study states that good work motivation by medical staff towards patients will improve the quality of service provided, lead to patient recovery, and increase patient loyalty to using the hospital again. In light of this, management should pay more attention to the work motivation of medical staff, which can be done by creating a conducive work environment that promotes comfort, safety, and support in performing tasks. Additionally, appreciation and recognition should be given to medical staff with achievements, so that they feel valued and are motivated to provide the best service to patients, ensuring patient satisfaction and encouraging them to return to the hospital.

The analysis results of the direct effect of service quality on patient loyalty show a significant effect, as evidenced by the service quality significance value of 0.001, which is smaller than 0.05. A study conducted by Indah et al. (2022) at RSUD Labuang Baji Makassar shows that quality has a direct effect on loyalty. The study explains that service quality creates a sense of comfort for patients, which in turn makes patients satisfied with the care provided by the medical staff and encourages them to return if they experience health issues. Meanwhile, a study by Honifa et al. (2022) at Andilia Clinic aligns with the third hypothesis, where the research states that good service quality comes from the medical staff's service, and providing quality service will be an additional benefit for patients, which can encourage them to return and use the services at the clinic. A study by Anatha and Sunaryo (2022) also supports the third hypothesis, stating that the better the level of tangible aspects and reliability, the higher the level of patient loyalty. Management should focus on the quality of service provided to patients, particularly regarding the punctuality of doctor appointments, the information given to patients about their conditions, and the opportunities provided to patients to ask questions if they have any remaining inquiries.

The analysis of the direct effect of patient satisfaction on patient loyalty shows a significant effect, with a patient satisfaction significance value of 0.001, which is smaller than 0.05. A study conducted by Zaini et al. (2024) at RSUD Engku Haji Daud shows that patient satisfaction has a direct effect on loyalty. The study states that patients who are dissatisfied with the services provided tend to switch to other hospitals that offer better service. A study by Agra et al. (2023) at RSU Kota Tangerang states that good service quality increases patient satisfaction, so patients will return to use the hospital's services. Hospital management needs to focus on efforts to create patient satisfaction not only to encourage return visits but also to have patients recommend the hospital. Achieving patient satisfaction is not easy, as it involves various factors such as the quality of human resources, available facilities, reasonable costs, clarity of information provided, comfort experienced by patients during their visit, and many other factors.

The analysis of the direct effect of medical staff competence on patient satisfaction shows that there is no significant direct effect, as evidenced by the significance value of medical staff competence = 0.756, which is greater than 0.05. This result differs from the study conducted by Dian et al. (2024) at Puskesmas Mauk, which shows that medical staff competence has a direct effect on patient satisfaction. The study explains that medical staff with good competence in using tools skillfully during patient examinations can make patients feel satisfied with the actions taken. Meanwhile, a study by Noor and Latunreng (2021) at Puskesmas Jasinga does not align with the fifth hypothesis, as it states that medical staff competence, through knowledge, skills, and attitudes, will make patients receiving services from those staff members feel satisfied. In light of this, hospital management needs to reconsider factors that may influence these two variables, such as assessing the quality of communication between medical staff and patients or the level of empathy provided by medical staff towards patients.

The analysis of the direct effect of work motivation on patient satisfaction shows a significant effect, as evidenced by the work motivation significance value of 0.001, which is smaller than 0.05. A study conducted by Nurul et al. (2021) at RSUD Haji Makassar states that work motivation is very important for medical staff in performing their duties. This motivation can increase the work enthusiasm of medical staff, enabling them to work effectively and in coordination to provide services. Management needs to improve work motivation among medical staff by offering fair compensation, providing promotions for high-performing staff, and ensuring their well-being, so they can work to their fullest potential.

The analysis of the direct effect of service quality on patient satisfaction shows a significant effect, as reflected by the service quality significance value of 0.001, which is smaller than 0.05. A study by Amir Mahmud (2022) at Ibnu Sina Hospital shows that there is a direct effect of service quality on patient satisfaction. The study reveals that service quality is a significant factor influencing patient satisfaction. The research by Ani & Susi (2021) supports the seventh hypothesis, stating that service quality is an advantage that meets the patient's expectations, provided by the medical staff. Management needs to improve the quality of service so that patients feel satisfied with the services received. Some steps that can be taken include innovating to improve service quality, such as utilizing telemedicine, registration applications, and equipping facilities with medical equipment that meets hospital standards.

The analysis of the indirect effect of medical staff competence through patient satisfaction on patient loyalty shows that the effect is not significant, with a value of 0.250. The indirect effect of medical staff competence through patient satisfaction on patient loyalty, with a beta value of Z for loyalty, is  $0.250 \times 0.187 = 0.046$ . The total effect exerted by medical staff competence on patient loyalty is the direct effect plus the indirect effect, which is  $0.250 + 0.046 = 0.296$ . The calculation results show that the direct effect is 0.250, while the indirect effect is 0.046, meaning the indirect effect is smaller than the direct effect. This indicates that medical staff competence through patient satisfaction does not have a significant effect on patient loyalty. According to Mu'ah and Masram (2014:123), referring to Lupiyoadi (2001), emotional factors such as patient trust in medical staff can enhance patient satisfaction and loyalty. Trust arises from the knowledge or skills of medical staff in providing solutions to the problems patients face, which is related to the competence of the medical staff. However, this does not align with the eighth hypothesis, which states that there is no indirect effect of medical staff competence on patient loyalty through patient satisfaction.

The analysis of the indirect effect of work motivation through patient satisfaction on patient loyalty shows that the effect is not significant, with the direct effect of work motivation on patient loyalty being 0.377. The indirect effect of work motivation through patient satisfaction on patient loyalty is calculated by multiplying the beta value of work motivation on patient satisfaction by the beta value of patient satisfaction on loyalty,  $0.264 \times 0.187 = 0.050$ . The total effect of work motivation on patient loyalty is the direct effect plus the indirect effect, which is  $0.377 + 0.050 = 0.427$ . The calculation shows that the direct effect is 0.377 and the indirect effect is 0.050, meaning the indirect effect is smaller than the direct effect. This indicates that indirectly, work motivation (X2) through patient satisfaction (Z) does not have a significant effect on patient loyalty (Y). According to Suhartini (2013), citing Nawawi (2003), a person's mental state has a significant impact on their work performance, which is reflected in their work enthusiasm. In other words, every job requires strong motivation to be carried out. If medical staff has high motivation, they will provide the best service, which will make patients feel satisfied and encourage them to return. However, this does not align with the ninth hypothesis, which states that there is no indirect effect of work motivation on loyalty through patient satisfaction.

The analysis of the indirect effect of service quality through patient satisfaction on patient loyalty shows that the effect is not significant, with the direct effect of service quality on patient loyalty being 0.451. The indirect effect of service quality through patient satisfaction on patient loyalty is calculated by multiplying the beta value of service quality with patient satisfaction by the beta value of patient satisfaction with patient loyalty,  $0.399 \times 0.187 = 0.075$ . The total effect of service quality on patient loyalty is the direct effect plus the indirect effect, which is  $0.451 + 0.075 = 0.52$ . The direct effect is 0.451 and the indirect effect is 0.075, meaning the indirect effect is smaller than the direct effect. This indicates that indirectly, service quality through patient satisfaction does not have a significant effect on patient loyalty. A study by Fadel et al. (2024) at RSUD Siti Fatimah Az Zahra contradicts the tenth hypothesis, where the research states that the facilities provided to consumers aim to provide satisfaction and create loyalty.

#### **IV. CONCLUSION**

After analyzing the data and the discussion above, it can be concluded that:

1. Medical Competence has an effect on Patient Loyalty ( $p < 0.001$ ).
2. Work Motivation has an effect on Patient Loyalty ( $p < 0.001$ ).
3. Service Quality has an effect on Patient Loyalty ( $p < 0.001$ ).
4. Patient Satisfaction has an effect on Patient Loyalty ( $p < 0.001$ ).
5. Medical Competence does not have an effect on Patient Satisfaction ( $p = 0.756$ ).
6. Work Motivation has an effect on Patient Satisfaction ( $p < 0.001$ ).
7. Service Quality has an effect on Patient Satisfaction ( $p < 0.001$ ).

8. Medical Competence does not have an effect on Patient Loyalty through Patient Satisfaction ( $p < 0.046$  and  $t\text{-value} = 0.231$ ).
9. Work Motivation does not have an effect on Patient Loyalty through Patient Satisfaction ( $p < 0.050$  and  $t\text{-value} = 0.669$ ).
10. Service Quality does not have an effect on Patient Loyalty through Patient Satisfaction ( $p < 0.075$  and  $t\text{-value} = 0.328$ ).

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