

# Analysis of Training Needs for Medical Staff Based on Patient Complaints at Public Health Center

Martha Ariana Wijayanti<sup>1</sup>, Nyoman Anita Damayanti<sup>1\*</sup>

<sup>1</sup>Department of Health Policy and Administration, Faculty of Public Health,  
Universitas Airlangga, Surabaya-60115, Indonesia

**\*Corresponding Author: Nyoman Anita Damayanti**, Department of Health Policy and Administration, Faculty of Public Health, Universitas Airlangga, Campus C UNAIR Jl Dr. Ir. H. Soekarno, Surabaya-60115, East Java, Indonesia  
Email: nyoman.ad@fkm.unair.ac.id

**Abstract.** Patient satisfaction is the core of patient-oriented marketing. Satisfying and quality service will form patient loyalty, so it will also bring in new customers. This study aimed to analyze the cause of complaints contributing to the occurring updates. The research design used was a quantitative descriptive. Analysis of training needs was carried out by looking at the organization based on the number of complaints and customer satisfaction surveys as a result of the Organizational Assessment, competency assessments as a result of the Task Analysis, attitudes and work methods of officers conducted by interviews as a result of the Individual Assessment. Based on data of complaints from public health center, the number of patients in 2018 was 14; 8 people were not satisfied with the attitude of the medical staff who provided services and 6 people were dissatisfied with the services provided. The customer satisfaction survey agreed that the descriptive executors were categorized as bad and the training was only carried out to improve competence in accordance with the fulfillment of competency requirements. The results of the research from the customer satisfaction survey conducted showed that the behavior of officers and service time was bad. Therefore, it is necessary to improve the services of the Public Health Center of Siwalankerto by reducing complaints, namely by increasing the ability of medical staff, one of which is through communication training.

**Keywords:** *customer complaints, patient satisfaction, training needs analysis*

## Introduction

Health services are an essential factor in the development of health and welfare factors of the community(1). Everyone has the right to get health services, and the government is responsible for the availability of quality, guaranteed, efficient, and affordable health services for the community. (Article 19 of Law No. 36 of 2009). The public health center (Puskesmas), which hosts the first phase of health services, is responsible for providing health services to people living in its working area. The community expects to get quality health services at affordable prices and easy access(2).

One of the important aspects of high-quality service is customer satisfaction. Customer satisfaction is the core of customer-oriented service(3). Satisfying and quality service will increase customer loyalty so that it can become word of mouth, which means that customers can bring in other customers(4). This will also affect the reputation of health care centers in the long run. Due to high competition, health care centers will try to provide the best service to their customers to gain public trust(5).

A public health center receives complaints from customers regarding services provided to patients. Based on data on customer complaints to health service management, there were 14 complaints in 2018, most of which were related to the behavior and hospitality of officers and directed to the public unit. Customer complaints are one of the indicators in evaluating employee training. The mechanism for training health professionals is through training and development of human resources(6). Human

resource development can be performed through on/off training, a reward and punishment system, and the formation of an effective team. Training can develop staff satisfaction with their own work to enable the development of commitment and work ethic(7).

In general, public health center management never conducts job training for the medical staff. Thus, this article aims to compile the training needs of medical staff in the public health center as a recommendation for the office to develop its resources.

### Materials and Method

This study was an observational study with a cross-sectional design. Data collection used was a patient satisfaction questionnaire conducted on 338 respondents who utilized services at the public health center. The dependent variable was patient satisfaction, while the independent variables were requirements, systems, mechanisms and procedures, service time, costs, certain health service products, competence, behavior, customer service, and infrastructure. Data processing was done by calculating the value divided by the number of independent variables multiplied by the coefficient of 0.11. The results obtained were converted and categorized as bad (25.00-64.99), not good (65.00-76.60), good (76.61-88.30), and very good (88, 31-100).

### Results and Discussion

This research was conducted by interviewing medical staff who received complaints from patients. In addition, this research was supported by primary data in the form of a recapitulation of patient complaints in 2018 and employee competency data, which would be explained descriptively.

Analysis of training needs was carried out by examining organizational performance based on complaints recapitulation and customer satisfaction surveys as the results of the Organizational Assessment, competency gaps as the results of the Task Analysis, and employee attitudes and work methods collected through interviews as the results of the Individual Assessment.

The organizational assessment was carried out based on the recapitulation of patient complaints and customer satisfaction surveys. Patient complaints were collected from June to November 2018 and the customer satisfaction survey was conducted in July 2018.

**Table 1.** Recapitulation of Patient Complaints with the Public Health Center

No	Unit	Complaint		Notes
		Attitude of Employees	Service	
1	Registration	1	2	Unfriendly employees and technical errors in the public health center system
2	General Clinic	6	1	Unfriendly employees
3	Dental	1		Unfriendly employees
4	Family Planning		2	
5	Environmental Health/Nutrition/Children Growth Consultation			
6	Pharmacy			
7	Laboratory		1	Took a long time
8	Traditional Health			
9	Others			

Source: Complaint Recapitulation of Public Health Center, 2018

Table 1 above shows that from a total of 14 complaints, 8 of them were related to the attitude of medical staff in providing health services. Customer satisfaction with health services was also assessed by a survey based on the Regulation of the Ministry of Administrative and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Preparation a Community Satisfaction Survey. A patient satisfaction survey was conducted by distributing questionnaires to users of the public

health center services. Data processing was carried out by grouping based on the Likert scale and the weight of each element that was given and converted to a base value of 25.

**Table 2.** Customer Satisfaction with the Health Service Components of the Public Health Center of Siwalankerto in 2018

No	Assessed Components	Score	Satisfaction Survey	Satisfaction Survey Conversion	Category
1	Requirements	300	3.67	91.67	Very good
2	Systems, Mechanisms, and Procedures	298	3.64	91.06	Very good
3	Service Time	172	2.10	52.56	Bad
4	Costs	320	3.91	97.78	Very good
5	Certain Health Service Products	292	3.57	89.22	Good
6	Competence	295	3.61	90.14	Very good
7.	Behavior	135	1.65	41.25	Bad
8.	Customer Service	293	3.58	89.53	Very good
9.	Infrastructure	322	3.94	98.39	Very good

Source: Survey Report and Customer Complaints Management at Public Health Center of Siwalankerto

Table 2 shows that management behavior got the lowest score of 41.25. In addition, customer complaints were also directed to service time.

**Task Analysis Based on Employee Competency**

Based on the Decree of the Ministry of Health of the Republic of Indonesia No: 81/MENKES/SK/I/2004 concerning Guidelines for Human Resource Planning for Health at Provincial, District/City, and Hospital Levels, the minimum staffing pattern for the public health center is in accordance with the standard or general requirements, which includes:

- a. Data on employee's competency, education, training, skill, and experience, including the Submission Permit, Employee Report Information System, and Academic Information System.
- b. Professional Midwives are required to have a Midwife's License or a Registration Letter and a Midwife Work Permit.
- c. Competence planning and development at the public health center.
- d. Technical officer
- e. Technical officers of the public health center must attend training in related technical areas. It must be proven by a certificate, an Employee Recruitment Decree, and a training certificate. The mapping of the Public Health Center of Siwalankerto employees is based on health center standards(8).

The following is the detail of the medical staff competencies required by Standard Book of Health Center in East Java in 2013.

**Table 3.** Matrix of Health Officers at Public Health Center of Siwalankerto

No	Positions	Number of Employee	Competencies	Additional Competencies
1	Physician	5	Physician	ATLS, ACLS, GELS
2	Dentist	3	Dentist	Emergency Treatment
3	Nurse	5	Nurse	Nursing Treatment
4	Dentist Nurse	2	Dentist Nurse	Oral Health Treatment
5	Laboratory Operator	1	Analyst	Phlebotomy
6	Pharmacist	1	Pharmacy	Pharmacy Service of Health Center
7	Traditional Medicine	1	Traditional medicine	

<b>8</b>	Medical Records	1	Medical record	Medical record management
<b>9</b>	Midwife	9	Midwife	Delivery Care

Source: Employee Data of Public Health Center of Siwalankerto

Table 3 shows that training was only carried out to fulfill basic competency requirements according to the tasks and functions of the employees. The next analysis stage is an individual assessment.

### ***Individual Assessment***

Individual assessment was carried out during complaint management. Complaints submitted to the Public Health Center of Siwalankerto were resolved within 1x24 hours by asking for medical or chronological records and patient personal data for clarification by telephone. Most of the patient's complaints were caused by misunderstandings between the employees and the patients, and the lack of communication skills of the employees. Individual assessment is essential in training needs analysis because it is for developing the services of the Public Health Center of Siwalankerto. The results of individual assessments indicated that the lack of communication skills of employees was a priority aspect to be addressed by health center management.

A study by Junaidi (2002) on the effect of communication training for employees in information centers and registration units on patient satisfaction showed that effective communication training increased patient satisfaction by 94.12%. This is based on the theory that by conducting effective communication, patient satisfaction with services will increase(9,10). Effective communication allows efficient delivery of messages from the communicator (information and registration officer) to the communicant (patient) and avoids misperception. Higher employee performance will increase patient satisfaction(11).

### **Conclusion**

The results showed that patient complaints against public health center services were due to a lack of communication skills in providing services to patients. Communication training is recommended for employee management units in public health center as stipulated in the standard book. Unit employees of the Public Health Center of Siwalankerto are expected to communicate with the Health Office of Surabaya City to conduct communication training for medical staff to improve their performance.

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