

**THE EFFECT OF COMPETENCE AND WORK ATTITUDE ON THE
PERFORMANCE AND LOYALTY OF PATIENTS
LVALETTE HOSPITAL MALANG**

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ABSTRACT

The purpose of this study was to determine the effect of competence, work attitude, and performance on patient loyalty at Lavalette Hospital Malang.

The population in this study consisted of patients at Lavalette Hospital Malang, with a sample size of 96 individuals. To test the hypothesis, Partial Least Square (PLS) analysis was used.

The results are as follows: (1) Competence is strongly related to performance and can enhance customer loyalty. High competence can influence performance in such a way that patients feel they receive services that meet their expectations. (2) Work attitude has less of an impact on increasing patient loyalty. This is because patients tend to judge based on the knowledge and experience of the nurses.

Keywords: competence, work attitude, employee performance, loyalty

Introduction

The hospital aims to carry out basic health efforts or referral health and supporting health efforts. Indicators of the success of the hospital are marked by the quality of excellent service. The quality of hospital services is influenced by human resources (Rahman, 2015). Currently, public demands for excellent or high-quality service are inseparable from standards. Therefore, high performance of human resources is needed. One of the expected performances is to show a real professional contribution to improving the quality of nursing, which has an impact on the health services where the nurse works. The main key to improving the quality of health care is nurses who have high performance. The work attitude produced by nurses cannot be separated from the factors that influence them (Efendi and Makhfudli, 2021).

Service performance indicators at Lavalette Hospital Malang in 2020 show that the quality of services provided by health workers, especially nurses, still does not meet the established standards. The value of the Community Satisfaction Index (SMI) was 72, and the percentage of minimum service standards (SPM) achieved was only 80%, still below the Ministry of Health's minimum standard of 90%. Similarly, the accreditation standard value achievement of 80% and the patient safety target indicator of 72% indicate that service implementation has not been optimal. These achievements suggest that, in terms of both quantity and quality, the performance of nurses at Lavalette Hospital Malang still requires improvement in order to meet the established health service quality standards and meet the community's expectations for professional and high-quality hospital services.

The performance of nurses plays a very important role in determining the quality of service in hospitals because nurses are health workers who interact directly with patients in providing nursing care. The minimum service standard (SPM) of health is a

reference to ensure the quality of services so that patients receive their maximum rights. However, the achievement of SPM, which is still below the 90% target, indicates several obstacles, such as lack of competence and work motivation, high workload, and weaknesses in coordination and supervision of service quality. This condition requires efforts to improve performance through continuous training, enhancement of professional competence, as well as recognizing good nurse performance. With these steps, it is expected that the quality of service at Lavalette Hospital Malang can be improved, achieving the set standards and increasing patient satisfaction and loyalty to the services provided.

One of the performance factors is internal factors, which are related to personal traits, work attitudes, competencies, skills, and work experience. Continuous competency testing is necessary to maintain a high level of ability. The basic abilities that nurses must possess and continuously hone include high skills, ability, and responsiveness in serving patients. This finding aligns with Wijaya's research (2022:81), which states that work attitudes that respond to patients with respect are the sub-variables most related to loyalty. Furthermore, nurses must also develop self-sensitivity to the situation faced by patients, be friendly, capable of working in interpersonal relationships, and be able to communicate, which can lead to loyalty.

Given the importance of factors that affect performance in order to achieve patient loyalty, this study is titled "Performance Analysis of Patient Loyalty at Lavalette Hospital Malang."

Effect Of Competence On Performance

Competent employees typically have a relatively stable work attitude and a willingness and ability to work when facing situations in the workplace. This attitude is formed through the synergy of their disposition, self-concept, internal motivation, and contextual knowledge capacity, enabling them to quickly overcome work challenges, perform their tasks calmly and with full self-confidence, view work as an obligation that must be carried out sincerely, and actively seek to improve their personal quality through the learning process (Marliana, 2020).

This will provide the employee with a strong incentive to perform the tasks assigned to them efficiently and effectively and will psychologically provide a meaningful work experience and a sense of personal responsibility for the results of their work. Ultimately, all of these factors will improve employee performance, both in relation to work factors and personal characteristics.

Effect of work attitude on performance

The work attitude of employees will be reflected in their ability to solve problems and their communication skills, both with fellow employees and with superiors. If employees are able to handle problems that arise during the completion of their work, it means that any obstacles can be overcome promptly, thus not affecting the work results.

Work attitude will determine outcomes; employees can achieve positive long-term results and personal growth. Work attitudes related to performance are directly linked to the tasks that need to be completed to achieve work goals. This means that employees' work attitudes can be guided by providing opportunities for them to solve problems encountered on the job and raising awareness among employees to help one another, ensuring that work outcomes are successfully achieved.

Effect of work attitude on loyalty

Work attitude is the mainstay in nursing services that can build a more responsive relationship between nurses and patients. Work attitude is reflected when service providers interact with service users and also with fellow service providers who are expected to create patient loyalty

The benefits obtained by the company as a service provider from the existence of customer loyalty are long-term and cumulative, meaning that the longer the company maintains the loyalty of a customer, the greater the profit obtained by the company from the customer (Blais et al., 2020).

Patient loyalty as a user of hospital services is the loyalty of patients in using services at a hospital if the patient needs. Efforts to retain customers by increasing customer loyalty can reduce marketing costs for service providers because loyal customers can be a source of marketing services to the wider community, so that loyalty can provide benefits for service providers

Effect Of Competence On Loyalty

Customers who are satisfied to make transactions with a company that has a sales force with high competence will tend to maintain loyalty to the company. This is explained Kristina, (2022) which states that customers who get service according to what they expect will use these experiences to continue the business relationship and encourage them to increase business interaction with companies that have highly competent salespeople. In other words, customers will be loyal to companies with sales personnel who have high competence.

RESEARCH METHODS

The population is the entire set of elements that can be used to draw a conclusion. The population is essentially the subject on which observations are made by researchers (Sugiyono, 2022). In this study, the population consisted of patients at Lavalette Hospital Malang from May to June 2020, totaling 1,569 people.

The sample is the part of the population that has the same characteristics as the population. The sample must be representative of the population (Sumarsono, 2023:45). The sampling method used for patients at Lavalette Hospital Malang was a non-probability sampling method with a purposive sampling technique, meaning that the sample was selected based on criteria determined by the researcher. The criteria included: being a patient at Lavalette Hospital Malang.

The sample determination technique used refers to sample size guidelines according to Ghozali (2019), which include: ten times the largest number of formative (causal) indicators (the scale count for constructs designed with reflective indicators can be ignored). The amount of data required when using PLS software ranges from 30 to 100 data points. The sample in this study consisted of 96 respondents who were patients at Lavalette Hospital Malang (derived from the number of formative indicators totaling 12, multiplied by 8 = 96).

Data analysis was carried out using a component-based SEM method, with PLS selected as the analytical tool. Partial Least Square (PLS) was chosen because it is widely used for complex causal-predictive analysis and is suitable for prediction-oriented studies and theory development.

PLS is particularly appropriate when the purpose is prediction and when indicators are formative. Since latent variables are formed as linear combinations of

their indicators, the predicted values of latent variables can be easily obtained, including those of the variables they influence. Unlike covariance-based SEM, which requires many parametric assumptions—such as multivariate normal distribution and a large sample size (200–800)—PLS does not require these conditions (Ghozali, 2008). Data do not need to be normally distributed, and the sample size does not have to be large. Ghozali recommends a sample size between 30 and 100. Because this study uses a relatively small sample (<100), PLS was considered the appropriate analytical method.

PLS analysis in this study was conducted using SmartPLS software. PLS recognizes two components in causal models: the measurement model and the structural model. This approach assumes that all variance used in the model contributes meaningfully to explanation. Latent variables are estimated as exact linear combinations of indicators, avoiding indeterminacy issues and producing accurate component scores. The iterative algorithm used—based on ordinary least squares—ensures no identification problems because the model is recursive.

RESULTS OF ANALYSIS AND DISCUSSION

Partial Least Square Analysis

Measurement Model

Convergent validity in a measurement model with reflective indicators is assessed based on the correlation between the item score and the construct score calculated using PLS. An individual reflective indicator is considered good if it has a correlation above 0.70 with its construct. However, in the early stages of research involving the development of measurement scales, loading values of 0.5 to 0.6 are considered acceptable (Ghozali, 2020).

Discriminant validity in reflective measurement models is assessed using cross-loading values. A construct is said to have good discriminant validity if the square root of its AVE is greater than the correlation between that construct and other constructs in the model.

a. Indicator Validity

Indicator validity is shown by a factor loading value greater than 0.5 and/or a *t*-statistic ≥ 1.645 (Z value for $\alpha = 0.05$). The loading factor represents the correlation between an indicator and its latent variable; if the loading value exceeds 0.5, the indicator is considered valid. The *t*-statistic reflects the significance of the relationship between the indicator and the variable; if it reaches 1.645, the relationship is considered significant. This can be seen in Table 1

Table 1: Outer Loading Table (Formative Variable Measurement Model).

	Competence	Work Attitude	Performance	Loyalty	SE	P value
X1.1	0.821	0.022	0.053	-0.037	0.079	<0.001
X1.2	0.793	-0.022	-0.053	0.037	0.079	<0.001
X2.1	-0.002	0.986	-0.016	-0.124	0.078	<0.001
X2.2	-0.002	0.988	-0.016	-0.124	0.078	<0.001
X2.3	0.074	0.188	-0.049	0.858	0.097	0.029
X2.4	-0.044	0.226	0.182	0.364	0.096	0.011
Y1	0.03	0.012	0.846	-0.05	0.081	<0.001
Y2	-0.101	0.103	0.915	-0.041	0.079	<0.001

Y3	0.09	-0.14	0.747	0.107	0.083	<0.001
Z1	0.02	-0.1	-0.155	0.847	0.081	<0.001
Z2	0.106	-0.13	0.115	0.839	0.081	<0.001
Z3	-0.122	0.223	0.039	0.867	0.081	<0.001

Based on the outer loading table above, there are several indicators that have a loading factor value smaller than 0.5, namely X2.3, and X2.4, then both indicators are eliminated and not included in the next processing process.

a. Variable Validity (Construct)

Testing of the next measurement model is to see the value of Ave (*Average Variance Extracted*), which is a value that shows the magnitude of the variance of the indicator that can be contained by the latent variable. Ave value greater than 0.5 also shows the adequacy of good convergent validity for latent variables. Ave values can be seen in the table below :

Table 2: Average Variance Extracted (AVE)

	Average Variances Extracted (AVE)
competence	0.867
work attitude	0.764
performance	0.704
loyalty	0.724

The next measurement model assessment is the Average Variance Extracted (AVE) value, which indicates the amount of variance in the indicators that can be explained by the latent variable. An AVE value greater than 0.50 demonstrates adequate convergent validity for a latent construct.

For reflective indicator variables, the AVE value is examined for each construct. A model is considered good when every construct has an AVE value above 0.50. The test results show that the AVE values for the constructs of competence, work attitude, employee performance, and loyalty are all greater than 0.50, indicating that each construct meets the validity requirements.

b. Reliability

Construct reliability as measured by the value of composite reliability, construct reliable if the value of composite reliability above 0.70 then the indicator is called consistent in measuring the latent variable.

Table 3: Composite Reliability (cr)

	Composite Reliability Coefficients	Cronbach's Alpha Coefficients
Kompetensi	0.929	0.846
Sikap Kerja	0.883	0.741
Kinerja	0.876	0.786
Loyalitas Pasien	0.887	0.809

Source: data processing results

Construct reliability as measured by the value of composite reliability, construct reliable if the value of composite reliability above 0.70 then the indicator is called consistent in measuring the latent variable. The test results showed that the construct

(variables) competence, work attitude, employee performance and loyalty have a composite reliability value greater than 0.7. So reliable...

Structural Model

a. Goodness – Fit Model

Testing of the structural model is done by looking at the value of R-Square which is a test of goodness-fit model. Testing the inner model can be seen from the value of R-square in the equation between latent variables.

Table. 4 R-square

	R Square
Competency	
Work Attitude	
Performance	0.059
Loyalty	0.347

Source: data processing results

The value of R^2 as a whole = $1 - (1 - 0,059) (1 - 0,347) = 0,3855$. It can be interpreted that the model is able to explain the phenomenon / problem of loyalty by 38.55%. While the rest (61.45%) is explained by other variables (other than competence, work attitude, employee performance) that have not been included in the model and errors. This means that loyalty is influenced by competence, work attitude, Employee Performance by 38.55% and by 61.45% influenced by variables of competence, work attitude, employee performance.

Inner Model

In Partial Least Square (PLS), the path coefficient parameters are obtained from the inner model weights by first calculating the t-statistic values through the bootstrap standard error procedure. The results of these calculations using SmartPLS software are as follows:

Table 5. Causality Test Results

	Path Coefficients	Standard Error for Path Coefficients	P-Values
competence - > performance	0.249	0.096	0.005
work attitude - > performance	-0.055	0.101	0.292
competence -> patient loyalty	0.374	0.092	<0.001
work attitude -> patient loyalty	0.063	0.101	0.267
performance -> patient loyalty	0.384	0.092	<0.001

Source: data processing results

1. Competence has a significant positive effect on employee performance, with a path coefficient of 0.249, where the p-value is smaller than $\alpha = 0.05$.
2. Work attitude has no significant effect on employee performance, with a path coefficient of -0.055 , where the p-value is greater than $\alpha = 0.05$.
3. Competence has a significant positive effect on loyalty, with a path coefficient of 0.374, where the p-value is smaller than $\alpha = 0.001$.

4. Work attitude has no significant effect on loyalty, with a path coefficient of 0.063, where the p-value is greater than $\alpha = 0.05$.
5. Employee performance has a significant positive effect on loyalty, with a path coefficient of 0.384, where the p-value is smaller than $\alpha = 0.10$.

Discussion

Effect Of Competence On Performance

Competence has a significant positive effect on employee performance, with a path coefficient of 0.249, where the p-value is smaller than $\alpha = 0.05$. The strongest indicator influencing competence is knowledge. This indicates that the higher the level of knowledge employees possess—and the more aligned it is with job role demands—the better their performance will be. Knowledge plays a crucial role in preparing qualified and competitive employees, as it allows them to respond appropriately to various changes in the workplace.

These findings are consistent with Marlina's (2020) research, which states that competent employees typically have a relatively stable work attitude, willingness, and ability to perform their tasks. This attitude is shaped by the synergy between personal traits, self-concept, internal motivation, and contextual knowledge, enabling employees to solve work-related problems quickly, perform tasks calmly and confidently, view their work as a sincere obligation, and continuously improve themselves through learning.

Such competence provides strong motivation for employees to carry out their duties efficiently and effectively. Psychologically, it also fosters meaningful work experiences and a sense of personal responsibility for their work outcomes. Ultimately, these factors contribute to improved employee performance, both in terms of work-related aspects and personal characteristics.

Effect of work attitude on performance

Work attitude has a non-significant effect on employee performance, with a path coefficient of -0.055 and a p-value greater than $\alpha = 0.05$. The strongest indicator influencing work attitude is professional skills, indicating that nurses generally possess similar skill levels when serving patients. Effective organizational efforts must be supported by skilled workers who are capable of performing their duties well, especially in the face of increasing competition in similar industries.

These findings are not fully aligned with Gibson's (1996) view, which suggests that the desired outcome of a positive work attitude is effective achievement. Work attitude plays a critical role in determining results, as employees with good attitudes can achieve long-term positive outcomes and personal growth. Work attitudes related to performance are directly tied to the tasks that must be completed to meet work objectives. This implies that employee attitudes can be improved by giving them opportunities to solve problems encountered on the job and by fostering awareness of the importance of helping colleagues, so that overall work outcomes can be optimized.

Effect of work attitude on loyalty

Work attitude has a non-significant effect on loyalty, with a path coefficient of 0.063, where the p-value is greater than $\alpha = 0.05$. The strongest indicator influencing work attitude is professional skills. The work attitude of nurses at Lavalette Hospital Malang has not fully met patient expectations, resulting in lower patient satisfaction.

Although nurses are generally perceived to have similar skill levels, each nurse should ideally possess unique competencies that match job demands and proper placement.

These findings are consistent with the research of Majrianthi & Farrah (2005), which states that the lack of patient loyalty is a crucial reason for healthcare providers to strengthen loyalty. Hospitals, as health service providers, must continuously build patient loyalty through performance that reflects the behavior and quality of their nurses. With this, patients—who are both service users and key revenue sources for hospitals—will be more likely to return and continue using the hospital's services.

Effect Of Competence On Loyalty

Competence has a significant positive effect on loyalty, with a path coefficient of 0.374 and a p-value smaller than $\alpha = 0.001$. The strongest indicator influencing competence is knowledge. Customers who feel satisfied when dealing with a company whose sales personnel demonstrate high competence tend to maintain their loyalty to that company.

These findings are in line with the research of Foster & Cadogan (2000 in Kristina, 2005), which states that customers who receive services that meet their expectations will use that experience as a basis for continuing the business relationship and will be more inclined to increase business interactions with companies whose salespeople are highly competent. In other words, customers are more likely to remain loyal to companies with knowledgeable and skilled sales personnel.

CONCLUSIONS

Based on the results of research that has been described in the previous chapter, it can be concluded for this study are:

- a. Competence contributes to performance. This is shown the higher the competence possessed by nurses and in accordance with the demands of the job role, the performance will increase.
- b. Work attitude is less memberikan contribution to performance. This is indicated by the ability of employees in solving problems and the ability to communicate with patients is still not good and it is considered that the skills of each nurse are the same.
- c. Competence contributes to the patient's well-being. This is indicated by patients who get services in accordance with their expectations and will use these experiences to continue to carry out treatment at the hospital.
- d. Sikap kerja Less work attitude contributes to the loyalty of the patient. It is shown that the level of patient loyalty can not be measured based on the behavior of the nurse because the behavior of nurses get less attention from patients.
- e. Kinerja provides a large contribution to the patient's ability to continue treatment at Lavalette Hospital Malang because of the competence possessed by nurses in serving patients, so that patients want to continue to seek treatment at Lavalette Hospital Malang.

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