

## **The Effect of Perceived Work Ability and Perceived Justice on Service Quality**

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### **Abstract**

This study aims to determine the effect of perceived work ability and perceived justice on the service quality of private hospitals in Bandung, West Java. This research was conducted with a quantitative approach using a survey method. The sample of this study were patients from private hospitals in Bandung, amounting to 110 respondents. The research data obtained were then analyzed using the multiple regression analysis method with SPSS 25 software. The results of this study indicate that perceived work ability and perceived justice have a positive effect on the service quality of private hospitals in Bandung, either partially or simultaneously.

**Keywords:** Perceived Work Ability, Perceived Justice, Service Quality

### **Preliminary**

The provision of services that meet standards has become a stipulation that is important for organizations. Currently, many still feel that the quality of service is very minimal and far from expectations (Rather, 2019). In developing countries, service quality is a problem that often arises that can affect consumer satisfaction, especially in the health care industry. The number of patient complaints that are felt about a service has become an increasing issue. The problem of doctor commitment, especially low specialist doctors, is also often an obstacle in efforts to increase patient satisfaction, and not a few are also found with patient complaints due to waiting too long. Sultan (2019) states that service quality has two important perspectives, namely internal and external. The internal perspective focuses on zero defects and conformance to requirements, while the external perspective focuses on customers and expectations, perceptions, attitudes and satisfaction. Due to factors such as growing consumer awareness, their changing expectations and consumer preferences, external perspectives are becoming more important in terms of services especially in healthcare industry. According to Sadeh, (2017) Patients attach great

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importance to the interpersonal aspects of care in terms of health services. To improve service quality, health systems need to be effective, efficient, accessible, patient-centred, fair and safe.

In addition, the lack of attention given to patients especially on perceived fairness has caused the relationship between hospital and satisfaction to decrease. According to Kim, Moon and Shin (2019), perceived justice can be a major contributor in creating consumer satisfaction. Mitchell et al., (2012) stated that human resources who have high abilities greatly support the achievement of the

organization's vision and mission in order to improve its performance, in order to anticipate global competition. A person's work abilities will make him different from those who have average or ordinary abilities (Mache, Vitzthum and Groneberg, 2015; Barbic et al., 2022). Service quality management has internal and external perspectives where this is a very important factor in providing satisfaction. The provision of services that meet the standards that have been set is indeed a part that needs to be observed. Currently, it is often felt that even the minimum service quality is still far from people's expectations, thus demanding the organization to improve the services provided (Jiang et al., 2020). In the context of the healthcare industry, patients attach great importance to the aspects of the services provided (Achour, Elhaj and Ali, 2022). In developing countries, we can see that the quality of service is a problem that often arises, because in developing countries generally the demand for services far exceeds the government's ability to fulfill them so that the services provided by the government to the community are not fulfilled both in terms of quality and quantity.

Previous research has stated that there is a direct relationship between the quality of hospital services and patient satisfaction (Escriche-Escuder et al., 2020). Customer satisfaction can generate a competitive advantage for the company. So, it becomes imperative for hospitals to create patient satisfaction through effective service quality management. This study uses the views of patients at the hospital to see the effect of employee work ability (perceived work ability) and perceived justice (perceived justice) on service quality. The number of complaints about the quality of health services further strengthens the findings of quantitative data which shows the tendency of the community to still be quite large towards services in this field.

## **Literature Review**

### ***Perceived Work Ability***

Employee capabilities have been a concern for decades. The concept of employee ability is defined by Scott and Davis (2015) as the ability to turn knowledge into action. Meanwhile, Robbins et al. (2013) explained that ability is the overall ability of an individual which is composed of two things, namely intellectual ability and physical ability. Intellectual ability is the ability needed to do mental activities. Meanwhile, physical ability is the ability needed to perform tasks that require stamina, dexterity, strength, and similar skills. The Intelligence Quotient (IQ) test, for example, is designed to determine a person's general intellectual abilities.

The ability to work itself has a different definition. Put simply, Brady et al. (2020) and McGonagle et al. (2015) defines employee employability as an individual's ability to continue/keep working in their job. To measure work ability, it can be seen from the subjective and objective indicators of the work ability index, for example, such as perceptual ratings and health conditions. Previous research has shown that work ability is

related to employee work outcomes and work attitudes, for example organizational commitment (Feldt et al., 2009), job demands (Alavinia et al., 2009), job resources such as support from supervisors, and personal resources (Palermo et al., 2013).

The relationship of employability to these various factors shows that employability can be a predictor of positive work outcomes and help individuals to work effectively in their careers, including producing good service quality. This is in line with the statement of Brady et al. (2020), that work ability can positively affect work results. When individuals have a low level of work ability, this will also reduce the quality of the services they provide. Conversely, when the work ability of individuals is high, the quality of service they provide in the organization where they work will also be high.

### *Perceived Justice*

The concept of perceived justice originates from equity theory, where individuals tend to judge the quality of justice in an exchange based on the results, procedures, and interactions that occur with their exchange partners, and that the results of this evaluation of fairness will determine their subsequent behavior (Adams, 2003). 1965). In perceived justice, individuals assess the fairness of a transaction, in this case distributive, procedural, and interactional justice. Distributive justice is the justice felt by customers regarding the results received from a service. Then, procedural justice is the customer's view of the processes and procedures used by the company to provide a product or service. Finally, interactional justice is the customer's perception of the attitudes and behavior of the company and employees that they feel during the transaction (Blodgett et al., 1997; Chi et al., 2020).

Several previous researchers have shown that perceived justice and service quality are interrelated and have a positive relationship (Aurier & Siadou-Martin, 2007; Han et al., 2008; Roy et al., 2016; Su et al., 2016). When individuals feel that the company is unfair, they will perceive that the company has poor service quality. Conversely, when individuals perceive fairness from the company, they will assume that the company has good service quality (Chi et al., 2020). When linked to the context of this study, patients who feel that the hospital provides distributive, procedural, and interactional justice will perceive that the service quality of the hospital is good.

### *Service Quality*

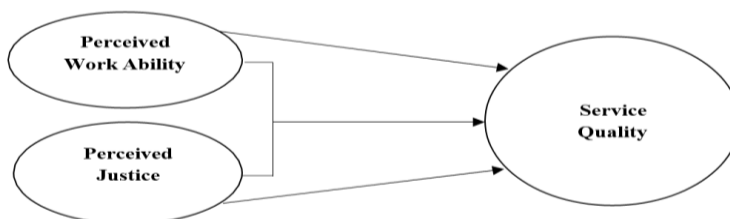
Service quality is the customer's perception of the advantages or disadvantages of a company and the services provided (Bitner & Hubbert, 1994). Service quality can also be understood as the level of excellence expected and control over the level of excellence to meet customer desires. If the service or service received or perceived (perceived service) is as expected, then the quality of the service or service is perceived to be good and satisfactory. If the service or service received exceeds customer expectations, then the quality of the service or service is perceived as the ideal quality. Conversely, if the service or service received is lower than expected, then the quality of the service or service is perceived as bad (Tjiptono, 2004).

There are five attributes of service quality, namely reliability, responsiveness, assurance, empathy, and tangibles, which are then divided into two types, namely soft quality and hard quality. Soft quality is related to interpersonal attributes, such as attention, communication, and respect. Meanwhile, hard quality is related to non-interpersonal attributes such as comfort, cleanliness, or

security. The process of determining the quality of the service provided is an

assessment of the servicerecipient based on the customer's point of view and perception of the services provided. So, it can be said that a quality service is a service based on positive perceptions from customers, which can grow when they feel good work skills and fairness from the company. If this is created, then the perception of a quality service will grow.

**Research Model**



Based on the explanation above, there are two hypotheses proposed: H1 Perceived work ability has a positive effect on service quality H2. Perceived justice has a positive effect on service quality

**Method**

This research was conducted with a quantitative approach which aims to determine the causal relationship of the variables. The population of this study were patients from private hospitals in the city of Bandung, with a total sample of 120 respondents, who were selected using purposive sampling. This research was conducted using a survey method, namely providing a questionnaire to be filled out by the respondents. The number of questionnaires that were returned and could be used for further processing was 110 questionnaires. The measurement scale used in the questionnaire is a Likert scale with five answer options, ranging from 1: strongly disagree, to 5: strongly agree. The data obtained were then processed using multiple linear regression, using SPSS 25 software. The measurement items for each of these research variables were as follows:

1. Perceived Work Ability is measured by the perceived work ability measure adapted from Palermo et al. (2013) which consists of 4 items.
2. Perceived justice is measured by a scale developed by Clemmer & Schneider (1996; Severt, 2002; Seiders & Berry, 1998; Chi et al., 2020) which has three dimensions with 17 items.
3. Service quality is measured by the SERVQUAL scale developed by Parasuraman et al. (1988; 1991) which has 22 items.

**Results and Discussion**

Respondent Profile

**Tabel 1.** Respondent Profile

Gender	Male	27 %
	Female	63 %
Age	18-23	12 %
	24-30	20 %
	31-36	41 %
	36-42	27 %
Jobs	Pelajar/Mahasiswa	10 %
	PNS	13 %
	Karyawan Swasta	27 %
	Wirausaha	18 %
	Freelancer	32 %

Source: Processed Data, 2022

Data from the responses of 110 respondents showed that 27% were male and 63% female. Then based on the age of the majority of respondents aged 31-36 and have a job as a private employee with a percentage gain of 27%. The results of the descriptive analysis test of respondents' responses to the variables perceived work ability, perceived justice and service quality are in the good category.

**Tabel 2. Analisis deskriptif**

1	<i>Perceived Work Ability</i>	4.5	0,130	Baik
2	<i>Perceived Justice</i>	4.4	0.152	Baik
3	<i>Service Quality</i>	4,2	0.184	Baik

Source: Processed Data, 2022

### **Validity and Reliability Test**

Based on a questionnaire consisting of perceived work ability, perceived justice and service quality, the average value on the validity test is above 0.3. If the standard value of validity obtained is more than 0.3, then the question can be said to be valid. The reliability testing is as follows:

**Tabel 3. Reliability test**

<i>Perceived Work Ability</i>	0.861	0.6	Reliable
<i>Perceived Justice</i>	0.876	0.6	Reliable
<i>Service Quality</i>	0.905	0.6	Reliable

Source: Processed Data, 2022

### **Normality and Multicollinearity Test**

Normality test aims to determine the value of the distribution of data in a group of variables whether the data is normally distributed or not. In this study, the value of the Kolmogorov-Smirnov normality test was obtained with Sig. Test Statistic of  $0.200 > 0.05$  ( $\alpha = 5\%$ ). So, it can be concluded that the data is normally distributed (table 4).

**Tabel 3. Uji Normalitas Kolmogorov-Smirnov**

		Unstandardized Residual
N		110
Normal Parameters <sup>a, b</sup>	Mean	,0000000
	Std. Deviation	2,71084933
Most Extreme Differences	Absolute	,070
	Positive	,047
	Negative	-,070
Test Statistic		,070
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

In this test, the tolerance value of the perceived work ability and perceived justice variables is 0.607, respectively; 0.607 where the value of each variable  $> 0.1$ . Meanwhile, the VIF value of each variable is 1.647; 1.647, because the value of each variable  $< 10$ , it can be concluded that there is no strong correlation between the independent variables in this study.

**Tabel 4. Uji Multikolinearitas**

		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	<i>Perceived Work Ability</i>	,607	1,647
	<i>Perceived Justice</i>	,607	1,647

Dependent Variable: *Service Quality*



### Multiple Linear Regression Test

Multiple regression analysis was used to determine how much influence perceived work ability and perceived justice had on service quality in private hospital patients in the city of Bandung. The test results are as follows:

**Tabel 5. Hasil Uji Regresi Linier Berganda**

Variabel	Koefisien Regresi	T	Sig.
Konstanta	7,882		
Perceived Work Ability	0,195	3,833	0,001
Perceived Justice	0,431	4,264	0,000

a. Dependent Variable: *Service Quality*

From the output above, it is known that the intercept and regression coefficient values can be formed so that a multiple linear regression equation can be formed as follows:

1.  $Y = 7.882 + 0.195 X_1 + 0.431 X_2 + e$
2. The above equation can be interpreted as follows:
3.  $a = 7.118$  indicates that if the perceived work ability and perceived justice variables are zero, the service quality variable will be worth 7.882 units, thus it can be seen that the regression lines intersect the Y axis at 7.882.
4.  $b_1 = 0.195$  indicates that if the perceived work ability variable increases by one unit while the other variables are constant, then the service quality variable increases by 0.195 units.
5.  $b_2 = 0.129$  indicates if the perceived justice variable increases by one unit while the other variables are constant, then the service quality variable will increase by 0.431 units.

### Simultaneous Hypothesis Test

Based on the ANOVA test, the calculated F value was 25,804 with a significant value of 0.000. Then it can be seen that the value of the F table at the level of  $\alpha = 0.05$ ,  $df_1 = k - 1 = 3 - 1 = 2$ , and  $df_2 = n$

-  $k = 110 - 3 = 107$  then the F table is 3.08. With results like this, namely  $F_{count} > F_{table}$ , it can be seen that the perceived work ability and perceived justice variables together can significantly affect service quality in private hospital patients in the city of Bandung.

**Tabel 6. Hasil Uji Hipotesis Simultan**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	386,346	2	193,173	25,804	,000 <sup>b</sup>
Residual	801,009	107	7,486		
Total	1187,355	109			

- a. Variable: *Perceived Justice, Perceived Work Ability*
- b. Dependent variable: *Service Quality*

### Coefficient of Determination Test (Adjusted R Square)

Based on table 7, the Adjusted R Square value is 0.802. These results indicate that service quality is influenced by the variables perceived work ability and perceived justice by 80.2% while the remaining 19.8% is influenced by other variables outside the study. R Square value of 80.2% shows a strong relationship between the independent variable and the dependent variable.

**Tabel 7. Hasil Uji Koefisien Determinasi**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,897 <sup>a</sup>	,805	,802	2,736

Predictors: (Constant), *Perceived Justice*, *Perceived Work Ability*  
 Dependent Variable: *Service Quality*

## Discussion

### *Influence of Perceived Work Ability on Service Quality in private hospital patients in the city of Bandung.*

The results of the analysis that have been carried out show that the effect of perceived work ability on the quality of services provided by private hospitals in the city of Bandung has a significant relationship. These results are in line with research by Barbic et al., (2022) that good work skills can improve service quality in a company. In this study, the response to the question items on perceived work ability has a high average value. Respondents agree that work ability can affect service quality. Based on the results of partial hypothesis testing or T test, it can be concluded that H0 is rejected and H1 is accepted. The results of this study also give the result that in order for the company to remain competitive in the competition, the company must be able to improve the ability of good human resources, especially in work ability. This is as stated by Mache, Vitzthum and Groneberg (2015) that the work ability possessed can improve the quality of the services provided.

### *The Influence of Perceived Justice on Service Quality in private hospital patients in the city of Bandung.*

The concept of perceived justice is a concept where individuals assess the quality of an exchange of results and procedures that are perceived by consumers. According to Mitchell et al., (2012) stated that justice and service quality cannot be separated. If a customer perceives a service company to be unfair, he or she will also perceive the company as having poor service quality. Service justice is expected to affect service quality because the dimensions of justice are in accordance with the factors that determine quality (Kim, Moon and Shin, 2019). From the research that has been done, it is known that perceived justice has a high average value. These results state that most respondents agree that perceived justice has an effect on service quality. Based on the results of the partial hypothesis testing that has been done, it can be concluded that H0 is rejected and H1 is accepted. This study confirms previous research which states that there is a relationship between service fairness and service quality (Matteson, Ming and Silva, 2021).

Influence of Perceived Work Ability and Perceived Justice on Service Quality in private hospital patients in the city of Bandung.

The combination of perceived work ability and perceived justice can certainly improve the quality of company services. It is known that work ability is an internal ability of the company in providing services, especially in the health care industry. In addition, the fairness perceived by consumers in this study is an indicator in determining the company's service performance. When the perceived fairness is so high and the company responds to various complaints, consumers will have a good perception of the services provided (Mengstie, 2020). These results are also supported by the results of the ANOVA test, namely the arithmetic value is greater than F table and the significance value is less than 0.05 so it can be concluded that together the work ability and perceived justice variables can affect the quality provided by private hospitals in Indonesia. Bandung city significantly.

The results of this test are also supported by research by Barbic et al., (2022) and Mitchell et al., (2012) in their research.

## Conclusions and Suggestions

The rapid competition in the healthcare industry today has expanded consumer choices to get good services. For customers or patients, a service provided by the hospital is a very important factor and makes them consistently choose services. Thus, companies must implement good relationship management by increasing the ability to work on these services. The results of this study reveal that the variables perceived work ability and perceived justice can significantly affect service quality. The ability to work in companies has been proven to improve company performance, especially in providing services to the health industry. Companies in this case must always evaluate the ability of their resources by providing training or recruiting every resource that has good abilities. With this, consumers can feel a satisfaction in the services provided. In addition, perceived justice is also felt to improve the quality of services provided. More specifically, service quality is the quality of outcomes with procedural and interactional justice, both of which are dimensions of perceived justice. This research is also expected that the company always pays attention to the ability of its work and always responds to consumer complaints.

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