

The Strategy of the Head of the Puskesmas in Increasing Work Engagement and Organizational Citizenship Behavior on Patient Satisfaction at the Ambon Market Health Center

Indah Puspita Lestari^{1*}, Wenny Permata Sari²

Faculty of Economics and Business, Universitas Bandar Lampung

Corresponding Author: Indah Puspita Lestari Puspitaindah330@gmail.com

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ABSTRACT

The purpose of this study is to empirically demonstrate the hypothesis that has been tested on all variables in this study. The sample in this study was 70 people, namely outpatients who sought treatment on January 04-06, 2024. The sample was obtained using saturated sampling technique. The research design used in this study is a quantitative descriptive approach, which is a study method that has clear objectives, approaches, subjects, samples, research work steps, and data sources. The data analysis technique used linear regression with SPSS for windows version 25. After conducting the research, the study results show that the value of $R^2 = 0.728 \times 100\% = 72.8\%$, which means that the high influence of the influence of work engagement and organizational citizenship behavior on patient satisfaction at the Ambon Market Health Center reaches 72.8% while the rest reaches 27.2%, this is influenced by other factors that are not discussed in this study. The contribution of this study is that the results of this study should inform the basis for reflection, support and ideas for the research purpose of improving the quality of services affecting coverage. of the number of outpatient visits year. The existence of a superior service process at the Ambon Market Health Center will bring its own satisfaction to patients. From the results of the hypothesis testing, researchers receive information that three hypotheses can be accepted. Therefore, it can be concluded that the majority of respondents said that the health services provided at the Pasar Ambon Health Center can be said to be very good.

INTRODUCTION

Currently, this country's main priority is health services. The start of improving service quality can be defined as focusing on the interests and requirements of clients, apart from that, service quality is expected to be able to fulfill client desires quickly (Bunga Sukma Juita, 2023). Community health centers (Puskesmas) are institutions that serve the community in the health sector which were established by the government to support and realize these goals. The role of community health centers is very important for the community so it requires staff who have a proven track record in serving community health (Sari & Wendra, 2023). Quoting from a statement from the Ministry of Health of the Republic of Indonesia (2004), community health centers are interpreted as health institutions that exist under the auspices of the district or city level Health Service. Community Health Centers have the responsibility to provide health services in an area. In Indonesia, each sub-district usually has one community health center. However, if the population is large enough and the need for health services is high, more than one health center can be established in one sub-district (Agustin, 2022).

Pasar Ambon Health Center was founded in 1960. The current address of Pasar Ambon Health Center is Jalan Laksamana Malahayati, Number 11, Talang Village, Teluk Betung Selatan District, Bandar Lampung City. The Puskesmas is located in a strategic location because it is in the city route area, so the Pasar Ambon Puskesmas also provides outpatient services for patients. This health center has a motto that says "Health is an Asset for the Future" (Ambon, 2021). Pasar Ambon Community Health Center can provide various types of health services, including routine health checks or general check up, providing health certificates, providing services for patients undergoing outpatient treatment, post-operative patient services in the form of removing stitches, changing bandages, sewing wounds, dental care and health services, blood pressure checks, pregnancy checks, child health checks, and so on. The services provided at the Pasar Ambon Community Health Center are also equipped with a full complement of staff from every field, starting from doctors, midwives, nurses, administrative staff, ambulance drivers, cleaning services, and others. Pasar Ambon Health Center is one of the referral health centers and the best choice for the people of Bandar Lampung City to provide adequate health services.

In connection with data collected from the Pasar Ambon Community Health Center in the period around 2021 to 2023, the benchmarks on a large scale from year to year are the success of the Pasar Ambon Community Health Center, among others. The number of outpatient visits has increased by around 10-15% every year. Minimum Service Standards (SPM) targets that support program achievement. Puskesmas management is carried out well and in accordance with existing procedures.

Pasar Ambon Community Health Center has been able to provide significant service improvements. Apart from that, organizational management and leadership from 1960 until now has always experienced changes in leadership in order to achieve prospects and improve health services to the community. The following are several leaders of the Pasar Ambon Community

Health Center from 1960 until now who have experienced many leadership changes, namely:

Table 1. Name of the Head of the Pasar Ambon Community Health Center

NO	Name of the Head of the Pasar Ambon Community Health Center	Period
1	dr. Samsadigun	1960 - 1980
2	dr. Sameru	1980 - 1987
3	dr. Haryata	1987 - 1988
4	dr. Novizul And	1988 - 1988
5	dr. M. Natsir Siduppa	1988 - 1990
6	dr. Endang Budiarti	1990 - 1993
7	dr. Nunik	1993 -1993
8	dr. Indrasari	1993- 1993
9	dr. Gatot Kusharyoko	1993 - 1998
10	drg. L. Priyanto	1998 – 2001
11	drg. Lis Yunita Pohan	2001 – 2007
12	drg. Kurnia Agus Jaya	2007 – 2014
13	dr. Desmayanti Bahri	2014 - Present

Achieving a company's goals is something that is the hope of every employee, this is what happened at the Pasar Ambon Community Health Center. To achieve this goal, Pasar Ambon Community Health Center employees can improve their service performance. The contribution of this work can be seen from work engagement. Work engagement can arise because it is influenced by ways of working that include the interests of autonomy, recognition, work responsiveness, and work improvement (Ayuningsih, 2021). Employees who have characteristics work engagement in himself, can show behavior that is oriented towards life goals, perseverance in achieving expectations with full enthusiasm, even though they do not fully understand the description of the tasks being carried out, employees always try hard to achieve success for the company (Pri & Zamralita, 2018).

Volunteerism at work is also no less important, this comes from organizational citizenship behavior that every officer has. The officers who have applied Organizational citizenship behavior will easily build relationships between employees and even with patients, they will also quickly take over the work of other employees if other employees experience problems while working, and always help when working even though what they are doing is not within their work position. Work engagement and organizational citizenship behavior support to create good services at community health centers. The creation of good service will certainly lead to patient satisfaction. This can be proven if patients who feel satisfied with the health services they receive will follow advice, be loyal, or adhere to the agreed treatment (Kemkes, n.d.). The quality of health services is ultimately able to produce many benefits, including the creation of a harmonious and warm relevance between service owners and clients or all patients as well as a superior foundation for building patient loyalty when undergoing treatment. Apart from that, it is able to generate referrals to the wider community about the best health center services in Bandar Lampung City. See the difference work engagement and organizational citizenship behavior at the Pasar Ambon Community Health Center which is not evenly distributed to each employee, the researcher wants to conduct research which aims to provide empirical evidence for the hypotheses in this research.

LITERATURE REVIEW

Management

Based on the opinion of G.R Terry (2010) who said that management is a work step that prioritizes planned actions, organizational activities, mobilization and activities aimed at controlling in order to determine and achieve a goal by utilizing available human resources and even other resources that have potency. In the book entitled Principles of Management, Terry added that management has several functions, including (Sukarna, 2001).

Planning (Planning)

Organizing (Organizing)

Actuating (Implementation)

Controlling (Supervision)

Strategic Management

The definition of strategic management is the result of combining two words which have their own meanings for an institution. These two words include management and strategic. In their development, these two words have one meaning when combined in a terminology. Akdon believes that strategic management is a process of combining thought patterns in the work environment by prioritizing strategies that are tied to management functions. Management functions include planning functions, implementing functions, control functions and evaluation functions. The next opinion comes from Winardi who explains that strategic management is more accurately described as art and knowledge that comes from making, implementing and evaluating various decisions based on strategies related to the function of an institution to achieve its goals in the future.

Work Engagement

Work Engagement is a conception or the result of reasoning that an officer must have a sense of engagement in performing his duties. Work Engagement Having an inherent understanding of an employee will have a feeling of being connected to their work responsibilities, so that employees will be more enthusiastic in carrying out their work obligations. Work Engagement is defined as something that can give rise to a positive attitude that correlates with behavior in the world of work (Schaufeli and Bakker, 2004). The world of work that employees go through is related to thoughts about the relevance of employees to their work. This is demonstrated by their enthusiasm, dedication, and the process of appreciating the work they carry out. Employees who have Work Engagement can provide breakthroughs and all the thoughts and energy they have to the organization where they work.

Organizational Citizenship Behavior

Definition of Organizational Citizenship Behavior (OCB) is an action in work ability that has not been found in the employee's job description. This action is formal in nature which is able to provide support for the social and psychological environment of a work institution. The nature of these employees is expressed by the emergence of cooperative behavior and the ability to think critically beyond their obligations and responsibilities. Anik Herminingsih (2012) said that behavior Organizational Citizenship Behavior can be applied through 5 categories, among others.

Altruism (Behavior of helping others)

Awareness (Precision and caution)

Sportsmanship (sportsmanlike behavior)

Courtesy (Keeping a good relationship)

Civic Virtue (Citizen wisdom)

Satisfaction

Satisfaction or in English is called satisfactions which is taken from the root word satis. The word has the meaning of good or sufficient. Next is the word facio which means to do an action. The definition of customer satisfaction

is the level of individual feelings after comparing the work ability achieved with the expectations that will be aimed at a job. Consumers can feel 3 levels of satisfaction in general, if the work ability is below expectations, consumers will respond with a deep sense of disappointment, but if the work ability can reach the target, consumers will feel satisfaction, besides that, if the work ability is much higher than expectations, consumers will feel high satisfaction and pleasure, even they will not hesitate to reward the work of employees. Here are some classifications of satisfaction, among others (Irawan, 2008).

The emergence of a high sense of satisfaction (satisfied with the products and services provided)

Always repurchase the products offered

Provide recommendations to others

Able to meet consumer expectations after giving products

Previous Research

Relevant previous research can become a reference and benchmark so that researchers are able to provide development of the discussion which will later be presented in a research study result. In this regard, the researcher then classified several previous studies which provided the researcher's description of the topic that was the formulation of the problem in the research, including: Research Results (Purba et al., 2021) The Influence of Service Quality, Trust on Outpatient Satisfaction and Loyalty in the Neurosurgery Polyclinic at RSUD dr. Doris Sylvanus Palangkaraya shows that service quality has a significant and positive direct effect on satisfaction and loyalty, trust has a significant and positive direct effect on satisfaction and loyalty, satisfaction has a significant and positive direct effect on loyalty.

Research Results (Walukow et al., 2019) The relationship between the quality of health services and patient satisfaction. The relationship between the quality of health services and patient satisfaction at the Pineleng Community Health Center, Minahasa Regency. The quality of health care services is a relationship in dimensions. between reliability, guarantee, physical evidence and responsibility and satisfaction.

The results of research (Latifah, 2018) on the relationship between administrative services and health workers as well as patient satisfaction with the quality of health services at the Gandus Palembang Community Health Center in 2018 showed that the majority of administrative services were good, namely 74 respondents (74, 7). %) and 25 respondents (25.3%) stated that administrative services were not good, p-value + 0.020, while for the health worker service variable, 71 respondents (71.7%) stated that health nurse services were good and 28 respondents (71.7%) %) stated that health nursing services were good and 28 respondents (25.3%) stated that administrative services were not good, p-value + 0.020. 28.3). %) who reported poor health worker service p-value +0.029. The majority of respondents stated that health services at the Gendus Palembang Community Health Center were good and needed improvement.

Conceptual Framework

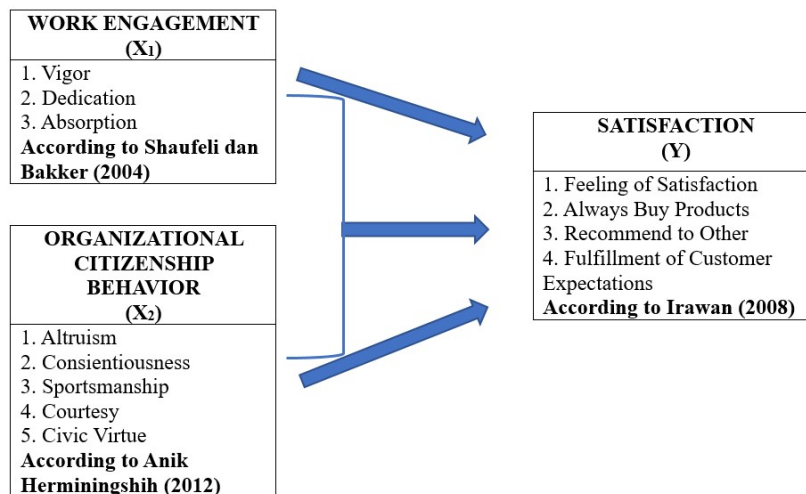


Figure 1. Conceptual Framework

H1: It is suspected that there is a positive influence of work engagement on employee performance on patient satisfaction

H2: It is suspected that there is a positive effect of organizational citizenship behavior on employee performance on patient satisfaction.

H3: It is suspected that there is an effect

METHODOLOGY

Research Location

The research activities were carried out at the Pasar Ambon Community Health Center. The address of the health center is Jalan Laksamana Malahayati Number. 11, Talang Village, Teluk Betung Selatan District, Bandar Lampung City.

Research Design

In this research, researchers used quantitative descriptive methods. This method has a way of working to describe and explain the objectives, approach, subject, sample, study process, and research data sources.

Sample

The sample in this study was patients who received outpatient treatment at the Pasar Ambon Community Health Center on January 4-6 2024 with a total of 70 patients who were respondents. Samples were taken using techniquesampling saturated. Technique sampling Saturation, is a way of determining a sample if most or the majority of groups in the population can be used as samples because the total population is <100 people (Sugiyono, 2014: 118).

Data Types and Sources

Quantitative data is a collection of information obtained in the form of numerical scores. Because the information is in the form of numerical scores or numbers in quantitative data, analysis is carried out by utilizing mathematical

formulas and statistical analysis. In the data collection process in this study, researchers utilized data source collection methods by collecting primary data and secondary data.

A. Primary Data

Primary data is defined as a data source that is directly capable of providing information to researchers. The data obtained comes from the first source of the research object carried out. The data collection method used in this study is by collecting data through a questionnaire. The way to collect data is by distributing questionnaires by classifying several thingsdraft questions related to research interests. The purpose of the questionnaire is data derived from respondents' answers. Next, to measure the results of the respondent's questionnaire, a scale is used likert which is a calculation scale for calculating the attitude statements and arguments of a person or respondent. The scale is divided into statements of strongly agree to strongly disagree specifically (Sugiyono, 2018:456). The data analysis technique uses linear regression with SPSS for windows version 25.

B. Secondary Data

Secondary data is a data source that is compiled indirectly to obtain additional data in research. Secondary data is collected indirectly from primary sources but from other people or through several official documents relevant to the study topic (Sugiyono, 2018: 456). In this study, secondary data sources were obtained by collecting several archives and information contained in documents at the Pasar Ambon Community Health Center, apart from that secondary data was obtained through previous research journals and various related pages.

RESEARCH RESULT

Table 2. work engagement data distribution (X1)

Work Engagement Data Distribution (X₁)

No	Category	Interval	Frequency	Percentage
1	Strongly Agree	43-50	32	46 %
2	Agree	35-42	24	34%
3	Neutral	27-34	8	11%
4	Disagree	19-26	6	9%
5	Strongly Disagree	10-18	0	0%
Amount			70	100%

Source: Data Processed (2024)

From the table above it can be seen that of the 70 people who answered the survey that work engagement influence on patient satisfaction, namely, 32 people (46%) who said "strongly agree", 24 people (34%) who said "agree", 8 people (11%) who said "neutral", 6 people (9%) who said they disagreed, and (0%) said they strongly disagreed. Overall, the majority of patients at the Pasar Ambon Community Health Center statedwork engagement has a positive effect, where the dominant respondent score is between 43 and 50.

Table 3. Organizational Citizenship Behaviour Data Distribution
Organizational Citizenship Behavior Data Distribution (X₂)

No	Category	Interval	Frequency	Percentage
1	Strongly Agree	43-50	29	41%
2	Agree	35-42	26	37%
3	Neutral	27-34	11	16%
4	Disagree	19-26	4	6%
5	Strongly Disagree	10-18	0	0%
Amount			70	100%

Source: Data Processed (2024)

The table above shows that 70 survey respondents stated that organizational citizenship behavior impact on patient satisfaction, namely there were 29 people (41%) who said "Strongly Agree", there were 26 people (37%) who said "Agree", there were 11 people (16%) who said "Neutral", there were 4 people (6%) said "Disagree" and (0%) said "Strongly Disagree". Overall, the majority of patients at the Pasar Ambon Community Health Center stated that Organizational Citizenship Behavior has a positive effect with respondents' scores dominating between 43 and 50.

Table 4. Patient Satisfaction Data Distribution
Patient Satisfaction Data Distribution (Y)

No	Category	Interval	Frequency	Percentage
1	Strongly Agree	43-50	34	49%
2	Agree	35-42	22	31%
3	Neutral	27-34	9	13%
4	Disagree	19-26	3	4%
5	Strongly Disagree	10-18	2	3%
Amount			70	100%

Source: Data Processed (2024)

From the table above it can be seen that 70 research respondents stated that work engagement & organizational citizenship behavior impact on patient satisfaction, namely there were 34 people (49%) who said "Strongly Agree", there were 22 people (31%) who said "Agree", there were 9 people (13%) who said "Neutral", there were 3 people (4%) said "Disagree", and there were 2 people (3%) who said "Strongly Disagree". Overall, the majority of patients at the Pasar Ambon Community Health Center stated that they were satisfied with treatment at the Pasar Ambon Community Health Center because the respondents' results were dominant in the 43-50 interval.

Multiple Linear Regression Analysis Test Results

1. Multiple Linear Regression Analysis

In connection with the study that has been carried out, the research and data processing process obtained the results of multiple linear regression analysis data which are explained in the following table, among others:

Table 5. Multiple Regression Analysis**TABLE 1****Multiple Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.443	2.438		3.053	.003
Work_engagement	.225	.108	.235	2.078	.042
OCB	.585	.102	.649	5.742	.000

Source: Data Processed (2024)

Dependent Variable: Patient Satisfaction

From this table, it is then classified and formulated in the following equation:

$$Y = 7.443 + 0.225X_1 + 0.585X_2 + \text{and}$$

Then, the calculation equation produces when work engagement and organizational citizenship behavior mutual influence on patient satisfaction

Patient satisfaction is worth 7.443 if variable work engagement and organizational citizenship behavior constant value

Variable work engagement of 0.225, which means that there is an increase in the variable score work engagement. If it reaches one unit, patient satisfaction will increase by 0.225 units.

Variable organizational citizenship behavior reached 0.585 which shows the results that an increase in the score on the variable appears organizational citizenship behavior by one unit, so that patient satisfaction increased to 0.585 units.

In connection with these results, it can be concluded that the results of the regression coefficient work engagement > from work engagement as well as organizational citizenship behavior on patient satisfaction at Pasar Ambon Community Health Center.

2. Test T

The T test functions as data that can provide a statement that an individual independent variable can have an influence on the dependent variable (Sugiyono, 2011). Then, the hypotheses used in this research include:

H0: $b_i < 0$, an independent variable has no influence on the dependent variable.

H1: $b_i > 0$, an independent variable has a positive influence on the dependent variable.

The characteristics of the testing process at the significance level (α) = 0.05 can be classified, among others.

If $t_{\text{count}} > t_{\text{table}}$, then H0 will be rejected and H1 will be accepted.

If $t_{\text{count}} < t_{\text{table}}$, then H0 will be accepted and H1 will be rejected.

After calculating the data, the results were obtained as follows:

Table 6. T-Test Result
TABLE 2
TEST T

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.443	2.438		3.053	.003
Work_engagement	.225	.108	.235	2.078	.042
OCB	.585	.102	.649	5.742	.000

Source: Data Processed (2024)

Dependent Variable: Patient Satisfaction

In connection with the existence of Table 2, it is known that this exists

T test results_{count} on variables work engagement reached 4,952 ($t_{count} = 4,952 > t_{table} = 1.667$) thus indicating an influence work engagement on patient satisfaction at Pasar Ambon Community Health Center.

T test results_{count} for variables organizational citizenship behavior amounted to 5,927 ($t_{count} = 5,927 > t_{table} = 1.667$) thus indicating an influence organizational citizenship behavior on patient satisfaction at Pasar Ambon Community Health Center.

3. F-Test

The F test aims to indicate whether there are independent variables as a whole that have been included in the model in a simultaneous or collective way that have an influence on the dependent variable (Sugiyono, 2011). This statement is supported by the following hypothesis results:

Providing hypothesis data in testing the F-test includes, among other things.

H0: does not have a definite influence on the independent variable, namely work engagement (X_1) and organizational citizenship behavior (X_2) simultaneously on the dependent variable, namely patient satisfaction (Y).

H1: a significant influence appears on the independent variable, namely work engagement (X_1) and organizational citizenship behavior (X_2) simultaneously on the dependent variable, namely patient satisfaction (Y).

Providing a determination of the F table and F calculation through a confidence level reaching 95% or a significance level reaching 5%, so

If $F_{count} > F_{table}$, then H0 is rejected, in this case each means that each independent variable collectively has a significant influence on the dependent variable. If $F_{count} < F_{table}$, then H0 will be accepted, so that all independent variables collectively do not produce a significant influence on the dependent variable.

Table 7. F-Test Result**TABLE 3****TEST F****ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1643.164	2	821.582	89.855	.000 ^b
Residual	612.607	67	9.143		
Total	2255.771	69			

Source: Data Processed (2024)

a. Dependent Variable: Patient Satisfaction

b. Predictors: (constant), OCB, *Work Engagement*

In connection with the results of the F test, $F_{\text{count}} = 77,808 > F_{\text{table}} = 3.1504$ this shows the emergence of influence work engagement and organizational citizenship behavior on patient satisfaction at Pasar Ambon Community Health Center.

4. Coefficient of Determination (R^2)

The aim of the coefficient of determination is to be able to calculate the model's ability to explain the types of dependent variables. The score on the coefficient of determination reaches $0 < R^2 < 1$. The coefficient of determination closest to one means that the independent variable provides all the data needed to be able to provide predictions on the dependent variable. Utilization R square is a form of bias in the total of the independent variable that has been substituted in the model. When additional independent variables are added to the model, the R Square increases regardless of whether the independent variable has an influence or not at all. Not like the r square score adjusted R square can experience an increase or decrease if there are additional independent variables in the model (Sugiyono, 2011).

Table 8. Coefficient of Determination (R^2) Result**TABLE 4****Coefficient of Determination of the Effect of Work Engagement and Organizational Citizenship Behavior on Patient Satisfaction****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.728	.720	3.02380

Source: Data Processed (2024)

Regarding Table 4, it can be concluded that the R value² = $0.728 \times 100\% = 72.8\%$ so the magnitude of the influence work engagement and organizational citizenship behavior, Patient satisfaction at Pasar Ambon Community Health Center reached 72.8% while the remainder reached 27.2% which was influenced by other factors and aspects.

DISCUSSION

Influence work engagement on employee performance on patient satisfaction

T test calculation results_{count} on variables work engagement amounting to 4,952 ($t_{\text{count}} = 4,952 > t_{\text{table}} = 1.667$) shows that there is an influence work engagement on patient satisfaction at Pasar Ambon Community Health Center. Work engagement as good energy with high values and has a system of mental resilience at work, has the value of being diligent and has involvement in every job. This can then create enthusiasm and pride in the work they are responsible for, thereby creating satisfaction at work.

This is in line with studies produced by Moura, Ramos and Go Alves (2014) which explain that work engagement has a close bond with positive energy in the work system which will create good results, for example job satisfaction. In results mean Empirical job satisfaction that produces a score of 57.62 which is found in the moderate classification because there is hope in the job that has not yet been fulfilled by the officers. Based on the opinion of Yakub (2017), job satisfaction is obtained when the expectations from the work system can be met. The opinion of Merah (2015) will bring up many factors on the job that feel very suitable to a person's expectations so that more and more levels of satisfaction will be caused.

Influence organizational citizenship behavior on employee performance on patient satisfaction

T test results_{count} for variables organizational citizenship behavior amounted to 5,927 ($t_{\text{count}} = 5,927 > t_{\text{table}} = 1.667$) which means that there is an influence organizational citizenship behavior on patient satisfaction at Pasar Ambon Community Health Center.

OCB is an action that contributes more than an employee's job requirements, while a sense of job satisfaction is a positive emotional condition that arises from assessment and experience work for an employee (Kaswan, 2012). OCB has a very important role for the success and sustainability of the organization. OCB must always be presented and improved in the work environment. Job satisfaction is defined as employees' understanding of the subject of work and their responsibilities in a job. One person's job satisfaction and another person will experience differences. A sense of job satisfaction can be manifested in income, facilities in the world of work, relevance to co-workers, and so on (Belo, Riana, & Priartini (2014); Nurbahar (2015); Pratama & Sriathi (2015); Weiss & Merlo (2015)). Many previous studies have stated that OCB is the most important outcome variable in job satisfaction (Cohen & Vigoda (2000); Todd (2003).

There is influence work engagement and organizational citizenship behavior on patient satisfaction

In connection with the results of the F test, F was obtained_{count} = 77,808 > $F_{\text{table}} = 3.1504$ can be interpreted as meaning that there is an influence work engagement as well as organizational citizenship behavior on patient satisfaction at Pasar Ambon Community Health Center. Creating good service for patients will certainly create satisfaction. The level of satisfaction felt by

patients is a sign of whether they like or dislike the services provided by health facilities, so that consumer behavior can provide an understanding of the existence of a buyer behavior model (Ilyas, 1999). If an employee's work ability is greater than expectations, then consumers feel high satisfaction (Kotler, 2014). Aspects that have an influence on customer satisfaction include the quality of the products and services offered, the price and financing that must be paid by consumers, as well as feelings and emotions in the form of customer confidence so that they can feel pride in the products or services they receive (Lupiyoadi, 2008) . The quality of service that can provide benefits includes harmonious relevance between the service owner and the patient being treated, building patient loyalty when carrying out treatment. Apart from that, it is able to generate referrals to the wider community about the best services of service owners. On this, just rely work engagement dan organizational citizenship behavior It just feels like it's not enough. An employee must maximize their level of self-confidence. administrative employees must masterwork engagement, employees must be able to build interaction and communication with all patients without exception.

CONCLUSIONS AND RECOMMENDATIONS

After carrying out the review process, data processing and analysis, the researcher then drew conclusions in this study. The contribution of this research is that the results of this research can become input for research objects as material for reflection, support and reflection to improve the quality of services which can influence the scope of research on outpatient visits every year. The conclusions in this research include: The conclusions in this research include: There is a positive influence after applying it work engagement, where after employee performance increases, it will lead to patient satisfaction through the services provided.

There is a positive influence after upgrading organizational citizenship behavior because employees contribute more to their work beyond actual job demands, so that patient satisfaction increases through the services provided by employees. How the head of the Pasar Ambon Community Health Center can improve organizational citizenship behavior, namely by creating a good environment between employees, providing adequate facilities needed by employees, and ensuring that the salary given is commensurate with the work performed.

The emergence of positive influences work engagement as well as organizational citizenship behavior on patient satisfaction is greater than the contribution of other work because the research results show the magnitude of the influence work engagement and organizational citizenship behavior patient satisfaction at Pasar Ambon Community Health Center was 72.8%, while the remaining 27.2% was influenced by other factors not examined in this study.

ADVANCED RESEARCH

Regarding the results of the analysis, discussion of the study and drawing conclusions, the researcher then provided suggestions regarding the study, among other things.

For related institutions, namely the Bandar Lampung City Health Service, as input to produce policies at the Pasar Ambon Community Health Center to be able to improve the quality of superior services to fulfill patient satisfaction standards.

The Health Service must be able to provide outreach and training for community health centers located in Bandar Lampung to be able to provide improvements in the quality of health services.

For the Pasar Ambon Community Health Center to be able to maintain and provide improved superior services for patients. This aims to ensure that patients feel satisfaction when seeking treatment or having a health check. Puskesmas are expected to be able to conduct surveys regarding patient satisfaction at least once a year to determine developments in employee performance.

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