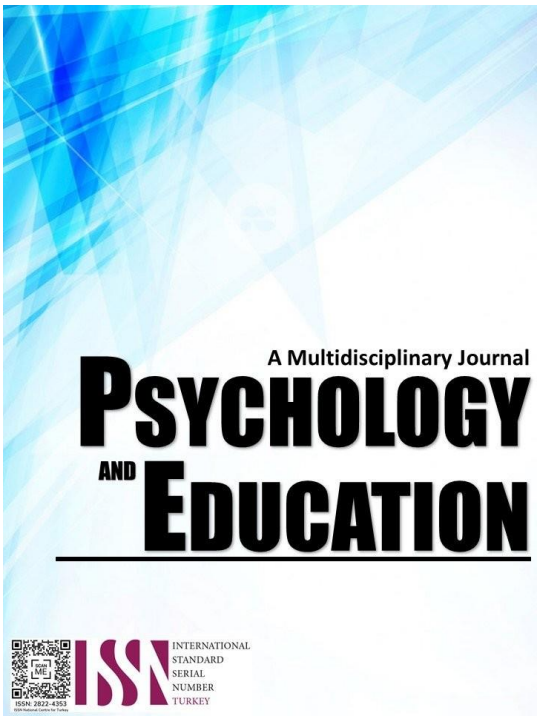
HOSPITAL SERVICE, STAFF PERFORMANCE, AND CLIENT SATISFACTION IN A GOVERNMENT HOSPITAL IN CAMIGUIN



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Research Article

Hospital Service, Staff Performance, and Client Satisfaction in a Government Hospital in Camiguin

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Abstract

This study explored the relationship between hospital service quality, staff performance, and client satisfaction in a government hospital focusing on admitted patients, with challenges like limited resources and high patient numbers. Using the upgrading from Level 1 to Level 2 of Camiguin Hospital, this study aimed to identify strategies for improving patient experiences and staff effectiveness. Data were collected using descriptive correlational and causal design, with a structured survey based on the SERVQUAL model and the Department of Health's Client Experience Survey. A total enumeration sampling method was used, and statistical techniques like descriptive statistics, Pearson correlation, and multiple regression analyzed relationships and predictors of patient satisfaction. Findings revealed that hospital services excel across various aspects. Tangibles, reliability, responsiveness, assurance, and empathy show strong performance, reflecting a well-rounded and effective approach to patient care. The study found high ratings in empathy, professionalism, and patient safety practices, with assurance and patient safety practices being key predictors of satisfaction. Hospital services and staff performance significantly influence client satisfaction, highlighting the importance of maintaining high standards in infrastructure, patient safety, and empathy to boost satisfaction in government hospitals. Recommendations include personalized care, staff training, improved communication, and infrastructure upgrades to enhance patient satisfaction and hospital performance.

Keywords: *client satisfaction, hospital service quality, staff performance, government hospital*

Introduction

Government hospitals were crucial for delivering essential healthcare to people. However, issues like limited resources, bureaucracy, and high patient numbers often led to questions about service quality, staff performance, and client satisfaction. Despite the critical importance of these factors, there was a noticeable gap in the comprehensive assessment of how they interrelated and impacted overall healthcare outcomes. Previous studies focused on either client satisfaction or staff performance in isolation, leaving a gap in understanding the synergy between these elements within government hospitals.

This aimed to fill that gap by examining the links between service quality, staff performance, and client satisfaction in government hospitals. The goal was to uncover the factors that shaped these relationships and offer practical suggestions to improve client experiences and staff effectiveness, leading to better care in these institutions. Understanding these relationships was essential for developing strategies to enhance the quality of care provided in government hospitals, ensuring to meet the expectations and needs of the communities they served.

Every patient deserved treatment and care that went above and beyond expectations. This idea was a goal for healthcare systems worldwide, yet remains unrealized. Dissatisfaction with hospitals was a widespread problem worldwide, with almost 20% of patients reporting dissatisfaction with the care received (World Health Organization, 2023). This problem was particularly pronounced in government hospitals, which faced limited resources and an overwhelming patient load.

The COVID-19 pandemic only exacerbated these challenges. The World Health Organization (2020) revealed that patient dissatisfaction worldwide increased by 15% during the pandemic. This rise was due to healthcare systems being overwhelmed, which made patients feel less safe and less confident in the care they were receiving.

Healthcare in the Philippines faced notable challenges. This data underscores a gap that needs to be addressed to ensure all Filipinos receive high-quality healthcare. A recent study by Bautista et al. (2022) found that clients were unhappy due to untrained staff and limited resources of hospitals to provide good care. The Department of Health (2022) also reported a 20% rise in hospital complaints during the pandemic. Patients pointed out that long waiting times and poor-quality care were the main problems.

An example was a Level 1 public hospital in Camiguin. While it provided basic health services and could perform major surgeries, it could not deliver complex and specialized care. In contrast, more advanced hospitals were equipped to conduct specialized surgeries and offer comprehensive treatments for serious conditions. Although the Camiguin Hospital could manage some major surgeries, it did not have the general equipment and specialized departments required to handle complex procedures typical of high-end hospitals.

Additionally, the hospital's admission process in the emergency room had a turnaround time of 4 hours, which was sometimes delayed due to limited staff and resources. This made it difficult to manage the high volume of patients, and the resulting backlog further hindered the hospital's ability to provide prompt medical care.

Therefore, one of the public hospitals in Camiguin planned to upgrade from a level 1 to a level 2 hospital and expand its capacity to 200 beds, a strategic response to the growing healthcare demands and evolving service expectations on the island. With Camiguin's

rising population, the necessity for more comprehensive healthcare services became increasingly urgent. Transitioning to a level 2 facility enabled the hospital to offer a wider array of services, including specialized surgeries, intensive care units, and advanced diagnostic capabilities, which were crucial for addressing complex medical conditions. This upgrade was not just focused on increasing the number of available services; it primarily aimed at improving patient outcomes by offering faster and more effective treatment options (Department of Health, 2018; Bhati, 2023).

Conducting a thorough study was essential to ensure the successful implementation of this transition, providing a detailed need assessment and evaluating the potential impact of the upgrade. Such a study identified current gaps in how services were provided and resources were distributed, ensuring that the expansion of healthcare services was carefully planned to meet the specific community needs (Bhatt & Bathija, 2020). Furthermore, engaging stakeholders through research generated support for the initiative, assisting policymakers in crafting regulations and policies that facilitated the hospital's evolution. The study measured patient care and service improvements by assessing the hospital's performance following the upgrade. It also encouraged a mindset of ongoing improvement and the ability to adapt to the constantly changing healthcare environment (Mistri et al., 2023).

Recognizing the interplay among hospital service quality, staff performance, and patient contentment was vital for enhancing healthcare delivery. Dela Cruz and Santos (2023) emphasized that despite efforts to improve services, many government hospitals continued to thrive because of problems like staff inefficiency. Furthermore, Garcia and Reyes (2021) suggested that patient satisfaction depended on the results of their treatment and the quality of their interactions with healthcare workers.

Thus, this thesis aims to bridge these gaps by thoroughly examining the relationship between hospital service quality, staff performance, and client satisfaction in a government hospital. Through detailed data analysis, this research pinpointed critical areas for improvement and suggested practical strategies to enhance patient experiences. The ultimate goal was to support ongoing efforts to develop more efficient, patient-centered healthcare services in the Philippines, aligning with global health standards.

Research Questions

The study aimed to determine the relationship between hospital services, staff performance, and client satisfaction in a government hospital setting. Specifically, it sought answers to the following specific questions:

1. What is the level of hospital services rendered in a government hospital in terms of:
    1.1. tangible;
    1.2. reliability;
    1.3. responsiveness;
    1.4. assurance; and
    1.5. empathy?
2. What is the level of staff performance of the government hospital in terms of:
    2.1. knowledge;
    2.2. expertise;
    2.3. professionalism; and
    2.4. patient safety practices?
3. What is the level of clients' satisfaction admitted in a government hospital in terms of:
    3.1. infrastructure and process;
    3.2. client engagement and empowerment; and
    3.3. culture of responsiveness?
4. Is there a significant relationship between clients' satisfaction and their hospital services, and staff performance in a government hospital?
5. Which variable, singly or in combination, best predicted clients' level of satisfaction?

Methodology

Research Design

This study employed a descriptive correlational research design and a Causal research design using a questionnaire as the primary tool for data collection. This design was one of the most widely utilized in research, frequently appearing in thesis dissertations and non-academic studies. Its main objective was to describe existing beliefs, opinions, or conditions within social groups. It provided a static picture of the current situation by allowing researchers to compare subgroups concerning hospital service, staff performance, and client satisfaction. Additionally, this design facilitated examining relationships between different variables, helping to identify patterns and correlations, such as those between healthcare quality and patient satisfaction.

The descriptive correlational approach was particularly advantageous for this study because it enabled an in-depth analysis of interactions between healthcare providers and patients at Camiguin General Hospital. By identifying and understanding these relationships, the study offered valuable insights into areas for improvement. This method provided a comprehensive understanding of the hospital dynamics, making it a suitable design for achieving the study's objectives and informing potential enhancements in

healthcare delivery. Ultimately, the findings guided strategies to improve patient satisfaction and overall care quality.

Respondents

The population included all 150 patients admitted aged 18-59 years old and the caregivers or family members of patients below 18 years old at Camiguin General Hospital from November to December 2024. The recruitment process for this research focused on patients and caregivers aged 18-59 years who were alert, capable of understanding and answering questions, and willing to provide informed consent to participate. To achieve a representative sample, the study employed proportionate stratified sampling. Using Total enumeration sampling, the Raosoft Sample Size Calculator was used to determine the appropriate sample size.

Instrument

This study used a structured survey questionnaire to assess Camiguin General Hospital's service quality. The SERVQUAL model of Ali et al. (2017) and the Department of Health Hospital Client Experience Survey were included in the questionnaire to guarantee a thorough evaluation. It compared hospital services and staff performance with five key service dimensions: tangibles, responsiveness, assurance, empathy, and reliability.

The survey was divided into four parts. In the first section, respondents' demographic information was gathered. The second section was devoted to assessing the quality of hospital services, specifically the accessibility, availability, and sufficiency of medical care. In the third section, staff performance was evaluated according to their professionalism, communication abilities, and adherence to moral principles. Through a comparison of expectations and actual experiences, the final section assessed patient satisfaction.

The research tool underwent validation and testing to confirm its accuracy and reliability. Three hospital specialists evaluated the survey indicators and also offered recommendations to improve their relevance and clarity. Strong internal consistency was shown in a pilot test with 30 participants; Cronbach's alpha values exceeded the 7 thresholds in every category. Tangibles (.969), Patient Safety Practices (.946), and Culture of Responsiveness (.966) had the highest reliability scores, indicating exceptional dependability. These results confirmed that the survey successfully measured hospital service quality, enabling the study to proceed with assurance.

Procedure

The data collection followed a structured protocol to ensure systematic and ethical research practices. Ethical clearance was obtained from the Liceo de Cagayan University Research and Ethics Board (LREB) and the dean of Nursing Graduate Studies. Permissions were obtained from academic advisors and hospital officials, including the Camiguin General Hospital chief nurse.

One hundred fifty participants answered the survey questionnaires. Before giving their voluntary consent, participants were briefed on their rights, procedures, risks, and rewards. Ethical norms guarantee confidentiality, validity, and fairness. With proper distribution and clear informed consent presentation, the participants joined and became part of this research. Before answering the survey, they were completely aware and informed about their rights and responsibilities.

The survey questionnaires were translated into the participants' mother tongues for easy understanding. Then, the questionnaires were retrieved to and from the respondents. After this, the completed questionnaires were tallied in MS Excel. The data were forwarded to the statistician for SPSS computation, analysis, and interpretation of the results.

Research methods were described in detail, avoiding any conflicts of interest, whether financial or personal. Respondents were free to discontinue participation at any moment, and there were no financial incentives. Confidentiality was preserved through anonymized records and adherence to the Data Privacy Act of 2012.

Data Analysis

This study used appropriate statistical techniques to guarantee significant and reliable results for each research problem. To assess the quality of healthcare services, employee performance, and patient satisfaction in a government hospital, descriptive statistics—especially the mean and standard deviation—were used to analyze Problems 1 to 3.

Inferential statistics were employed for Problem 4, and the relationship between hospital services, employee performance, and patient satisfaction was evaluated using the Pearson product-moment correlation (Turney, 2024). This method is useful for predictive analysis since it successfully found correlations between variables without changing them directly (Wilson & Joye, 2017).

Multiple Regression Analysis assisted in identifying the factors that had the greatest impact on patient satisfaction in Problem 5. When examining the combined effects of several variables on a single outcome, this statistical tool was especially helpful in revealing the most reliable indicators of client satisfaction (De Santo et al., 2020).

Results and Discussion

The study evaluated hospital services, staff performance, and client satisfaction at a government hospital. It examined areas of services such as Tangibles, Reliability, Responsiveness, Assurance, and Empathy. It also evaluated staff performance in Knowledge, Expertise, Professionalism, Patient Safety Practices, and client satisfaction with Culture of Responsiveness, Client Engagement, and

Infrastructure.

The overall average score for hospital services is M= 4.253 and SD=0.554, showing that most respondents agree that the hospital provides high-quality services. This revealed that empathy ranked highest (M= 4.33, SD=.578), followed by tangibles at M=4.29, SD= .616, indicating that these received the strongest positive responses. Participants responded most favorably to these two elements. Responsiveness at M= 4.23, SD= .595, Reliability at M= 4.20, SD=.626, and Assurance at M= 4.20, SD= .684 all had mean scores in the same range, reinforcing the perception of high-quality services. The high empathy score suggested that people particularly appreciated the emotional understanding or compassionate care they experienced, making it stand out as a key factor in their satisfaction. Similarly, the strong score for tangibles showed that participants valued the physical aspects, such as facilities, appearance, or equipment, contributing to a positive impression.

This finding aligned with the study of Liu et al. (2018), which stressed that empathy is crucial in improving communication between patients and healthcare providers. It helps build trust and contributes to better healthcare outcomes. Wu et al. (2021) further stated that in a qualitative study in China, most participants mentioned that having proper facilities and equipment in hospital departments helped boost patients' morale. Nadi et al. (2016) reported from a study conducted at a surgical hospital that empathy was considered the most important factor, followed by the quality of physical facilities

Overall, the staff performance is rated high, with a mean score of 4.29 and a standard deviation of .534. Patient Safety Practices ranked the highest at (M=4.35, SD=.558), followed by Professionalism (M=4.32, SD=.566), Knowledge (M=4.26, SD=.600), and Expertise (M=4.24, SD=.598). The high-performance ratings indicate that healthcare personnel value patient safety, professionalism, and expertise. These attributes are essential for providing high-quality care and upholding a secure environment. The finding aligns with Hoffmann et al. (2014), who emphasized that assessing patient safety measures is essential in enhancing healthcare services. Similarly, Quaife et al. (2021) highlighted the critical role that professionalism and expertise play in attaining favorable patient outcomes by highlighting the close relationship between the motivation and knowledge of healthcare professionals and the quality of care provided.

The overall client satisfaction mean score is 4.21, and a standard deviation of .559, indicating High Patient' Satisfaction. Culture of Responsiveness scored the highest at M= 4.28, SD=.611, indicating that patients were very satisfied with how staff related to them. Client Engagement and Empowerment ranked second with a score of M= 4.25 and SD=.588, suggesting that patients felt involved in their care. Infrastructure and Process received the lowest score (M=4.09, SD=.666) but still reflected positive feedback, indicating room for improvement in the hospital's infrastructure or processes. Mirti and Martin (2014) concluded that hospital infrastructure problems, like quality standards, were considered less important than the activities happening within the hospitals. Although patients were generally satisfied, there was an opportunity to enhance the experience and improve efficiency by addressing the hospital's infrastructure and processes.

Overall, the hospital offered good services, but some aspects required improved infrastructure and communication. The results implied that hospitals ensured patient safety and satisfaction by offering high-quality care through skilled and competent personnel. Nonetheless, processes and infrastructure could have been improved, which could have raised overall service quality and operational effectiveness.

In terms of the relationship between client satisfaction, hospital services, and staff performance, there was a very strong positive relationship between client satisfaction and hospital services, with a correlation of 0.837 (p-value = 0.000). This finding showed that client satisfaction was strongly tied to the quality of hospital services, with a significant positive relationship between the two. It emphasized that enhancing hospital services was key to improving overall client satisfaction.

Service quality factors like tangibles (M=0.685), reliability (M=0.737), responsiveness (M=0.784), assurance M=(0.797), and empathy (M=0.734) were significantly related to satisfaction. Enhancing service quality, especially responsiveness and assurance, enhanced satisfaction. This indicated that client satisfaction was significantly impacted by several service quality factors, with responsiveness and assurance having the greatest influence. These factors included tangibles, reliability, responsiveness, assurance, and empathy. This implied that enhancing these facets of service quality could have resulted in increased customer satisfaction.

In addition, staff performance factors like knowledge (M=0.768), expertise (M=0.745), professionalism (M=0.781), and patient safety practices (M=0.791) also significantly influenced satisfaction, indicating that the better the staff performance, the higher the client satisfaction. The results showed that client satisfaction greatly influenced staff performance elements like professionalism, knowledge, and patient safety procedures. This indicated that improving employee performance in these areas directly raised client satisfaction.

Furthermore, the major predictors of client satisfaction were Assurance (B = 0.372), Patient Safety Practices (B = 0.341), Tangibles (B = 0.189), Responsiveness (B = 0.201), Professionalism (B = 0.193), and Empathy (B = -0.174). Assurance and Patient Safety Practices had the highest influence, with the former having the highest effect. The model accounted for 79.9% of client satisfaction and was statistically significant at the p-value = 0.000. Hospitals should focus on improving Patient safety practices and enhancing client satisfaction. The finding implies that hospitals may prioritize enhancing assurance and patient safety practices to maximize patient satisfaction. It also emphasized the significance of addressing tangibles, professionalism, and responsiveness while prioritizing the nuanced role of empathy in influencing patient perceptions.

Conclusions

The hospital service received a high result, specifically tangibles, reliability, responsiveness, assurance, and empathy. This implies that respondents perceived the hospital as delivering high-quality care, effectively meeting patient needs, and upholding high service standards. Such recognition not only enhances the hospital's reputation and fosters trust but also positions it as a leader in healthcare.

The knowledge, expertise, professionalism, and patient safety practices of staff performance obtain a high result, implying that the hospital nurtures a skilled and deeply committed workforce. The hospital creates an environment where staff thrives by prioritizing professionalism, ethical behavior, and continuous learning. Their commitment to patient safety and high-quality care highlights their adaptability in addressing the evolving challenges of healthcare.

Client satisfaction with infrastructure and processes, client engagement and empowerment, and the culture of responsiveness also yield high results. This indicates that the hospital builds trust and consistently delivers quality care. Positive feedback strengthens the hospital's reputation, attracts new patients, and fosters loyalty among existing ones. It also boosts staff morale, supporting better health outcomes and institutional growth.

There is a significant relationship between client satisfaction, hospital services, and staff performance in a government hospital. This indicates that the better the quality of hospital services and staff performance, the more satisfied the clients are. Prioritizing enhancements in infrastructure, patient safety, and empathy further elevates satisfaction levels in government hospitals.

The best predictors of client satisfaction in Camiguin Hospital are Assurance and Patient Safety Practices, with Assurance having a slightly greater influence. The results indicate that healthcare organizations should focus on enhancing Assurance and Patient Safety Practices, as these impact client satisfaction most. Prioritizing these areas directly improves the patient experience and fosters higher satisfaction levels.

Therefore, the hospital provides high-quality services with a competent, well-trained staff, positively influencing client satisfaction. While it excels in Empathy, Professionalism, and Patient Safety Practices, there are areas for improvement in communication and infrastructure. The study emphasizes the importance of prioritizing Assurance and Patient Safety Practices to enhance client satisfaction further

Based on the findings and drawn conclusions, the researcher recommends the following:

Hospital Administrators. They may consider improving the hospital's services and providing workshops and training to the staff to improve their skills and client satisfaction. They may also focus on upgrading communication systems to streamline interactions between staff and patients while also investing in infrastructure improvements to increase operational efficiency.

Nurses. They may undergo targeted training in communication, particularly for complex cases, active listening, emotional intelligence, and effective communication in high-pressure situations. Additionally, they may focus on improving time management and prioritization skills to address patient needs more quickly, reduce turnaround time, and enhance overall patient outcomes.

Doctors. Doctors may improve client satisfaction by enhancing communication skills, maintaining professionalism, and prioritizing patient safety. They may focus on building stronger relationships, increasing empathy, and actively involving patients in treatment plans.

Hospital Clients. Hospital clients may actively communicate their needs and preferences clearly to healthcare providers. They may expect reduced waiting times, personalized care, and attentive providers. By voicing their concerns, patients may help create a more efficient and empathetic healthcare environment, leading to better outcomes and higher-quality care.

Future Researchers. Future research may help widen the view of this work by investigating how different aspects affect patient outcomes with other hospitals. Researchers could learn more about the ways that staff performance influences patient satisfaction, providing insights that improve hospital management practices.

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