

Analysis of Suppliers' Satisfaction with the Procurement Process for Goods and Services at RSUD Dr. R. Goeteng Taroenadibrata Purbalingga

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ABSTRACT

This research focuses on the crucial role of procurement of goods and services in the operation of hospitals to support effective and efficient healthcare services. The objective of this study is to analyze suppliers' satisfaction with the procurement process at Dr. R Goeteng Taroenadibrata Purbalingga General Hospital, through the evaluation of communication effectiveness and procurement procedure quality. The research employs a quantitative approach with a cross-sectional method. The population consists of 218 suppliers who collaborated with Dr. R Goeteng Taroenadibrata Purbalingga General Hospital in 2022. A sample of 69 respondents was selected, with a 10% margin of error and 90% confidence level. The results indicate that the communication process and procurement procedure quality significantly influence supplier satisfaction at Dr. R. Goeteng Taroenadibrata Purbalingga General Hospital. Good communication and high-quality procurement procedures positively contribute to supplier satisfaction, underscoring the importance of maintaining strong supplier relationships and improving procurement processes. The implications of this study suggest that hospitals should focus on communication and procurement procedures to enhance the efficiency of procuring goods and services, providing a foundation for further research in improving supplier relationships in the healthcare sector.

Keywords: Hospital, Procurement of Goods and Services, Supplier Capability

1. Introduction

The procurement of goods and services plays a central role in the operational continuity of an organization, and hospitals are no exception to this. As entities focused on healthcare services, hospitals have diverse needs for various goods and services that support their entire spectrum of services (Bekmezci, 2018; Rahmani et al., 2022). The effectiveness and efficiency in the procurement process have a significant impact on hospital management. Timely and well-planned procurement contributes to the smooth flow of patient care processes (Hikmawati & Sonjaya, 2022). The procurement process must be carried out carefully, involving in-depth evaluation of potential suppliers, product quality testing, and ensuring that medical regulations and ethics are maintained (G. N. Nyaga et al., 2015).

The procurement of goods and services requires effective collaboration between the buying organization and suppliers (Patrucco et al., 2019). Suppliers play a crucial role in the procurement process, significantly impacting the operational smoothness of an organization, particularly in the context of hospitals. The quality and reliability of suppliers affect the quality and effectiveness of the procurement process and the services provided to end customers, especially hospital patients (Alshahrani et al., 2018).

The Regional General Hospital (RSUD) Dr. R Goeteng Taroenadibrata Purbalingga is a crucial healthcare facility that serves the people of Purbalingga and its surrounding areas. Located in the Purbalingga Regency of Central Java, this hospital holds a strategic responsibility in providing medical and healthcare services to the residents (Wahid, 2023). To deliver the best possible care to patients, RSUD Dr. R Goeteng Taroenadibrata Purbalingga must ensure a continuous and high-quality supply of goods and services. Moreover, throughout the year 2022, there were a total of 218 companies serving as suppliers of goods and services to RSUD Dr. R Goeteng Taroenadibrata Purbalingga. Such a significant number necessitates well-functioning procurement procedures.

The primary issue to address is assessing the extent to which suppliers of goods and services are satisfied with the existing procurement process. Supplier satisfaction levels can impact the quality and continuity of the supply chain, subsequently affecting patient care and hospital operations. Supply, communication, and collaboration procedures with suppliers influence the smoothness of the procurement process, which, in turn, affects the quality of patient care. Quality of communication plays a pivotal role in supplier engagement during procurement planning in hospitals (Klassen & Verecke, 2012). Additionally, supplier satisfaction depends on the execution of procurement procedures (Lewin et al., 2003). This research will provide deeper insights into how communication quality and procurement procedures impact supplier satisfaction in the procurement of goods and services in a hospital. This study will also contribute valuable insights to enhance procurement efficiency and effectiveness.

Previous research on procurement of goods and services in hospitals has been conducted by Liewarnata et al. (2019). They focused on legal issues in procurement, and their findings encompassed six Van Meter and Van Horn variables, revealing the potential criminalization by the Government Internal Supervisory Apparatus (APIP) related to audit results. Meanwhile, Adusei (2018) in his research focused on public procurement as a strategic partner for public welfare. His findings indicated bureaucracy as a challenge, where hospital heads and administrators influence policy approval and oversight.

Another perspective was examined by Matunga et al. (2013), who assessed the impact of e-procurement on efficiency, revealing funding constraints and system usage as hurdles. Meanwhile, Ondigi & Muturi (2015) evaluated factors influencing public procurement in healthcare institutions, highlighting the importance of IT, internal ethics, and accountability. In line with J. N. Nyaga & Kihara (2017), who noted that factors affecting procurement plan implementation in Kenyan hospitals vary.

Despite prior research, including in the healthcare sector, no studies have examined supplier satisfaction in procurement at RSUD Dr. R Goeteng Taroenadibrata Purbalingga. This research aims to fill this gap by analyzing providers' perspectives and satisfaction with the procurement process, providing insights for hospital management to enhance efficiency, effectiveness, and supplier relationships.

2. Literature Review

2.1 Business Communication in Procurement of Goods and Services in Hospitals

Business communication is a crucial concept related to an organization's capacity to efficiently convey messages, information, and objectives to achieve desired outcomes (Cano et al., 2013). Several key elements in the theoretical framework can help understand factors influencing the effectiveness of communication in Business to Business (B2B) contexts. These elements include the intensity of communication, the quality of exchanged information, responsiveness, and the presence of equitable discussion forums (Mohr & Spekman, 1994).

In the procurement of goods and services in a hospital, the communication process plays a central role in maintaining the smooth flow of ordering, delivery, and provision of necessary materials and services. Effective communication between the hospital and suppliers can impact supplier satisfaction alongside operational aspects. In the context of procurement, the factors outlined by Mohr and Spekman (1994) have significant influence:

First, the Availability of Channels and Communication Intensity refers to how extensively companies engage in information exchange with their business partners. Higher communication intensity implies more frequent and in-depth interactions between companies (Arain et al., 2018; Ye et al., 2022). Second, Alignment and Quality of Information Between the Hospital and Suppliers. Timely and relevant information can assist companies in making better decisions. Information quality also involves transparency and honesty in information exchange (Halinen & Törnroos, 1998; Barsade 2020). Third, Responsiveness to Changing Needs or Specifications. Mohr and Spekman (1994) state that this is measured by a company's ability to respond, including how quickly and effectively it can address requests, inquiries, or issues that arise during company communication (Lambert & Pohlen, 2001).

Finally, the Existence of Ongoing Discussion Forums. Mohr and Spekman (1994) define discussion forums as places or platforms where inter-company communication occurs. Choosing the right forum can influence how effectively messages are conveyed and received (Kumar, M. et al. 2017).

2.2 The Quality of Procurement Procedures for Goods and Services

The Total Quality Theory is the foundational theory underlying the understanding of the quality of procurement procedures. According to Hackman and Wageman (1995), quality is conformity to specifications. To achieve quality in procurement procedures, there needs to be a focus on providing procedures that are easy, consistent with agreements, transparent, and committed to procurement deadlines. First, Ease of Procedures is essential in the procurement process, encompassing aspects such as a clear understanding of the steps to be followed, simple forms, and easily accessible guidelines (Sánchez-Rodríguez et al., 2006).

Second, Consistency, marked by rules, methods, and practices applied at every stage of the procurement process, is maintained to remain the same each time procurement is conducted. Consistency can significantly impact the final procurement outcome and create a fair and reliable environment for both suppliers and buyers (Akaninyene & Mark, 2015). Third, Transparency means that all parties involved have clear and open access to information related to the procurement process, including evaluation criteria, vendor bids, and procurement decisions (Yuslinda et al., 2022). Fourth, Timeliness reflects the extent to which the process meets or exceeds the established deadlines. Consistent deadline enforcement and commitment to time can enhance the quality of procurement procedures (Liu et al., 2011).

The level of supplier satisfaction is influenced by several factors such as the supplier's perception of the quality and ease of services, timeliness of completion, consistency with procurement agreements, and transparency during the procurement process (Lai & Cheng, 2017; Crosby et al., 1990). Thus, supplier satisfaction contributes to better collaboration and the implementation of sustainable business practices (Flynn et al., 2010).

2.3 Satisfaction of Suppliers of Goods and Services in Hospitals

In the context of Business to Business (B2B), supplier satisfaction refers to the level of satisfaction of a company or entity that provides products or services to another company or entity (Thompson & Fahy, 1998). Thompson and Fahy (1998) also stated that supplier satisfaction is strongly influenced by factors related to how the procurement process is perceived, satisfaction with the services provided, added value received, recommendations to others, and mutual commitment.

The assessment of the procurement process includes the supplier's evaluation of the efficiency, transparency, and ease of the procurement process conducted with the hospital (M. H. C. Tan et al., 2015). Additionally, providing excellent services to suppliers can enhance their level of satisfaction (Angelova & Zekiri, 2011). The added value provided by the hospital to suppliers can also influence supplier satisfaction, encompassing aspects such as training, technical guidance, or opportunities to participate in product or service innovation (Battaglia et al., 2014). Supplier satisfaction can then motivate them to have positive testimonials about the hospital and recommend it to others (Whyles et al., 2015).

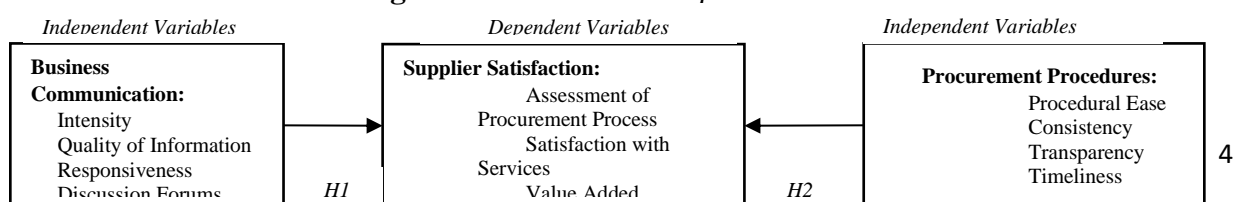
Lastly, supplier satisfaction is significantly determined by commitment. The level of supplier commitment to the hospital also reflects their level of satisfaction. Satisfied suppliers tend to be more involved in long-term business relationships, contributing to the stability of the hospital's supply chain (Tellefsen, 2002). Therefore, the procurement process and supplier satisfaction in the hospital context are interconnected aspects that have a significant impact on operational efficiency and the quality of healthcare services (Hofstede et al., 2019; Fahmi et al., 2017).

3. Research Methodology

This research is a quantitative study with a population of 218 suppliers who partnered with RSUD Dr. R. Goeteng Taroenadibrata Purbalingga in 2022. The study used quota sampling method to select 69 respondents as the sample. The data collection instrument was an online questionnaire covering respondent characteristics as well as independent variables (communication and quality of procurement procedures) and the dependent variable (supplier satisfaction). Data were analyzed using linear regression to identify the independent variable that has the most significant impact on supplier satisfaction. The results of this research are expected to provide insights for RSUD in improving supplier relationships and procurement efficiency.

The theoretical framework used in this study refers to three concepts: first, Communication in Procurement of Goods and Services, referring to Mohr & Spekman (1994). Second, the quality of procurement procedures for goods and services, referring to Hackman and Wageman (1995). Finally, supplier satisfaction with goods and services in the hospital context, referring to Thompson & Fahy (1998). This framework results in the following conceptual model:

Figure 1. Research Conceptual Model



4. Results

4.1. Descriptive Statistics

Descriptive analysis of 69 suppliers of Dr. R. Goeteng Taroenadibrata Purbalingga Hospital regarding communication, quality of procurement procedures, and satisfaction. Data is obtained from questionnaires and used to look at variability and data centers. Standard deviation measures the deviation of data from the mean.

Table 1. Descriptive Statistics

Variabel	N	Minimal	Maximal	Average	Standard Deviation
Communication	69	26	56	46.97	6.186
Quality Level of Procurement Procedures	69	19	36	29.12	4.895
Supplier Satisfaction Rate	69	22	44	34.14	5.768

Source: Primary Data (2023)

A total of 69 respondents on the communication variable had a minimum score value of 26 with a maximum value of 56. Then obtained an average score of 46.97 with a standard deviation of 6.186. *Second*, as many as 69 respondents on the variable level of quality of procurement procedures have a minimum score value of 19 with a maximum value of 36. Then obtained an average score of 29.12 with a standard deviation of 4.895. *Third*, as many as 69 respondents on the variable level of supplier satisfaction have a minimum score value of 22 with a maximum value of 44. Then obtained an average score of 34.14 with a standard deviation of 5.768.

4.2. Instrument Validity and Reliability Testing

4.2.1 Validity Test

The results of the Validity Test can be shown in the following table:

Table 2. Validity Test Results

Variabel	Item	R-Count	R-Label	Description
communication	Item 1	0,658	0,236	Valid
	Item 2	0,698	0,236	Valid
	Item 3	0,729	0,236	Valid
	Item 4	0,792	0,236	Valid
	Item 5	0,793	0,236	Valid
	Item 6	0,668	0,236	Valid
	Item 7	0,726	0,236	Valid
	Item 8	0,693	0,236	Valid
	Item 9	0,792	0,236	Valid
	Item 10	0,711	0,236	Valid
	Item 11	0,773	0,236	Valid
	Item 12	0,648	0,236	Valid
	Item 13	0,751	0,236	Valid
	Item 14	0,552	0,236	Valid
Quality Level of Procurement Procedures	Item 1	0,793	0,236	Valid
	Item 2	0,831	0,236	Valid
	Item 3	0,784	0,236	Valid
	Item 4	0,831	0,236	Valid
	Item 5	0,798	0,236	Valid

	Item 6	0,783	0,236	Valid
	Item 7	0,822	0,236	Valid
	Item 8	0,702	0,236	Valid
	Item 9	0,724	0,236	Valid
	Item 1	0,827	0,236	Valid
	Item 2	0,856	0,236	Valid
	Item 3	0,811	0,236	Valid
	Item 4	0,711	0,236	Valid
	Item 5	0,734	0,236	Valid
Supplier Satisfaction Rate	Item 6	0,721	0,236	Valid
	Item 7	0,743	0,236	Valid
	Item 8	0,791	0,236	Valid
	Item 9	0,821	0,236	Valid
	Item 10	0,744	0,236	Valid
	Item 11	0,852	0,236	Valid

Source: Primary Data (2023)

Based on Table 2 shows the magnitude of the r-count value of all question items, the value is greater than r table 0.236. Thus, it can be concluded that all items are declared valid and the questionnaire in this study can be used for further analysis, namely multiple linear regression.

4.2.1. Reliability Test

The results of reliability testing can be shown in the following table:

Table 3. Reliability Test Resultss

Variabel	Alpha Crobach	Critical value	Description
Communication	0,924	0,6	Reliabel
Quality Level of Procurement Procedures	0,923	0,6	Reliabel
Supplier Satisfaction Rate	0,937	0,6	Reliabel

Source: Primary Data (2023)

Based on the summary of reliability test results as summarized in table 4.3 above, it can be seen that the value of *the Cronbach Alpha* coefficient of all research variables is greater than 0.6. By referring to the opinions expressed by Ghozali (2018), all question items in the research variables are reliable.

4.3. Hypothesis Analysis 1

4.3.1. Relationship between Communication and Supplier Satisfaction Levels

Bivariate analysis with the Pearson Correlation test can be seen as follows:

Table 4. Relationship between Communication and Supplier Satisfaction Levels

Variabel	<i>Pearson Correlation</i>	Sig	Description
Communication* Supplier Satisfaction Rate	0,539	0,000	There is a connection

Source: Primary Data (2023)

Table 4 above states that there is a communication relationship with the level of supplier satisfaction, with *the significancy* value in the results showing ($p = 0.000 < 0.10$). The value of *Pearson Correlation* in this analysis is positive, which proves the relationship between the two variables is positive or in other words the better the communication, the level of supplier satisfaction will increase.

4.3.2. The relationship between the quality level of procurement procedures and the level of supplier satisfaction

Bivariate analysis with the *Pearson Correlation test*, can be known as follows:

Table 5. The relationship between the quality level of procurement procedures and the level of supplier satisfaction

Variabel	<i>Pearson Correlation</i>	Sig	Description
Quality Level of Procurement Procedures * Supplier Satisfaction Level	0,733	0,000	There is a connection

Source: Primary Data (2023)

Table 5 above states that there is a relationship between the level of quality of procurement procedures and the level of supplier satisfaction, with the value of *significance* in the results showing ($p = 0.000 < 0.10$). The value of *Pearson Correlation* in this analysis is positive which proves the relationship between the two variables is positive or in other words, the better the level of quality of the procurement procedure, the level of supplier satisfaction will increase.

4.4. Classical Assumption Analysis

4.4.1. Normality Test

The results of the Normality test can be seen in the table below:

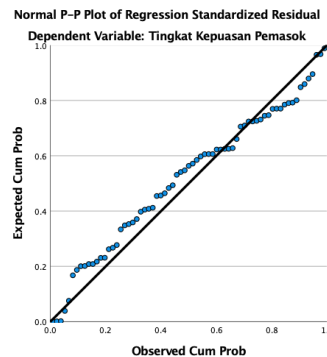
Table 6. Normality Test

Unstandar_residual	Border	Description
0,183	0,05	Normal

Source: Primary Data (2023)

Based on Table 4.6, it can be known that *the value of asymp.sig* is $0.183 > 0.05$ so that it can be concluded that the data is normally distributed.

Figure 2. P-plot



Source: Primary Data (2023)

Based on the figure above, it can be concluded that the data (points) spread out following a diagonal line so that it can be concluded that the data is normally distributed or meets the assumption of normality.

4.4.2. Multicollinearity Test

The multicollinearity test aims to determine whether in the regression model there is a correlation between independent variables. A good regression model should not have correlations between independent variables. To determine the presence or absence of multicollinearity, it can be seen from the value of *Inflation Factor Variance (VIF)* and *tolerance* (α).

Table 7. Multicollinearity Test

Variabel	Tolerance	VIF	Description
Communication	0,831	1,203	Multicollinearity does not occur

Quality Level of Procurement Procedures	0,831	1,203	Multicollinearity does not occur
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Source: Primary Data (2023)

The results of the multicollinearity test showed that the data did not occur multicollate, *the tolerance value* > 0.10 or the VIF value < 10 so that there was no correlation between independent variables.

4.4.3. Heteroscedasticity Test

The results of the Heteroscedasticity test can be seen in the following table:

Table 8. Heteroscedasticity Test

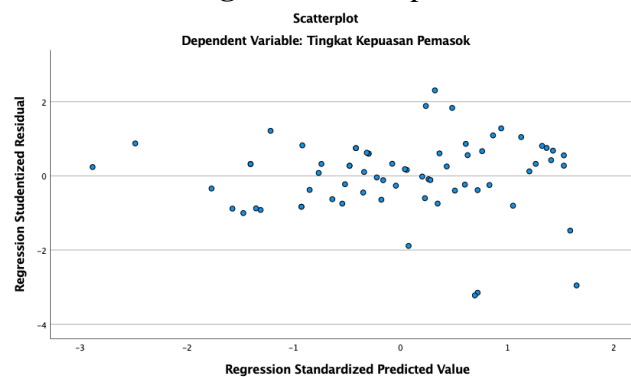
Variabel	sig	border	Description
Communication	0,920	>0,05	No heterokedacity occurs
Quality Level of Procurement Procedures	0,098	>0,05	No heterokedacity occurs

Source: Primary Data (2023)

The criteria for the Glejser test is that if the sig value < 0.05 then it indicates heteroscedasticity, on the other hand if the sig > 0.05 then it indicates that heteroscedasticity does not occur (Ghozali, 2018). Based on table 4.8 it can be seen that the probability value is greater than 0.05. Thus, the variables proposed in this study did not occur heterokedasticity.

Testing of heterokedasticity is carried out residual plots, namely by looking at the residual distribution for each observation of the predicted value of Y. If a residual plot is found to form a certain pattern, heterokedasticity symptoms occur.

Figure 3. Scatterplot



In the figure above, the dots on the scatterplot chart do not form a certain pattern and spread around point 0 (zero). This indicates that the data does not occur symptoms of heteroscedasticity.

4.5. Hypothesis Analysis 2

4.5.1. Multiple Linear Regression Analysis Results

In analyzing multiple linear regression, the authors use the SPSS series of statistical programs, as shown in the following table:

Table 9. Multiple Linear Regression Test Results

Variabel	B	beta	t count	Sig t	Description
(Constant)	.496				
Communication	.267	.286	3.375	.001	Significant
Quality Level of Procurement Procedures	.725	.615	7.249	.000	Significant
F count	0,574				
Sig F	0,000				
R square	0,605				

Variabel Depend

: Supplier Satisfaction Rate

Source: Primary Data (2023)

Based on Table 4.9 above, multiple linear regression calculations using the SPSS program obtained the following results:

$$Y = 0,496 + 0,267 X_1 + 0,725 X_2$$

- Constant = 0.496. This means that if there are no communication variables and the quality level of procurement procedures that affect the level of supplier satisfaction, then the level of supplier satisfaction is 0.496 units.
- B1 = 0.267. This means that if the communication variable increases by one unit, the level of supplier satisfaction will increase by 0.267 assuming that another independent variable is fixed.
- b2 = 0.725. This means that if the variable level of quality of the procurement procedure increases by one unit, the level of supplier satisfaction will increase by 0.725 if another independent variable remains.

4.5.2. Partial Hypothesis Testing (t-Test)

The test results of multiple linear regression analysis showed that there was a significance value of 0.001 (**0.001 < 0.10**). This value can prove the hypothesis accepted, which means that "There is an influence of communication on the level of supplier satisfaction in the procurement process of goods and services at Dr. R Goeteng Taroenadibrata Purbalingga Hospital".

The test results of multiple linear regression analysis show that there is a significance value of 0.000 (**0.000 < 0.10**). This value can prove the hypothesis accepted, which means that "There is an influence on the level of quality of procurement procedures on the level of supplier satisfaction in the procurement process of goods and services at Dr. R Goeteng Taroenadibrata Purbalingga Hospital".

4.5.3. Simultaneous Hypothesis Testing (Test f)

The test results of multiple linear regression analysis show that there is a significance value of 0.000 (**0.000 < 0.05**). This value can prove the hypothesis accepted, which means that "There is an influence of communication and quality level of procurement procedures simultaneously on the level of supplier satisfaction in the procurement process of goods and services at Dr. R Goeteng Taroenadibrata Purbalingga Hospital".

4.5.4. Coefficient of Determination (r square)

Based on multiple linear regression analysis shows the magnitude of the coefficient of determination (r^2 square) = 0.605; This means that the independent variables together affect the non-free variable by 60.5%, the remaining 39.5% is influenced by other variables that are not included in the research model.

5. Discussion

From the results of the descriptive analysis, the average scores for the three variables have significant differences, with communication having the highest average, followed by the level of supplier satisfaction, and the level of quality of procurement procedures. Furthermore, validity and reliability tests provide confidence that the questionnaire used in this study is a good tool to measure these variables. Valid results indicate that the questions in the questionnaire effectively measure the concept under study. Meanwhile, high reliability indicates that the questionnaire is consistent in measuring the same concept.

The results of the first hypothesis analysis show that communication and quality of procurement procedures have a significant positive influence on supplier satisfaction. These results

are consistent with the theory supporting the importance of good communication and quality procurement procedures in influencing supplier relationships. The classical assumption test and normality test show the absence of multicollinearity and heteroscedasticity problems also ensure the reliability of the regression analysis results.

The results of the second hypothesis analysis confirm that communication and quality of procurement procedures together contribute significantly to the level of supplier satisfaction. A relatively high coefficient of determination ($R^2 = 0.605$) indicates that regression models can account for most of the variation in supplier satisfaction levels.

Based on these findings, hospitals need to prioritize effective communication and quality improvement of procurement procedures in an effort to improve relationships with suppliers and increase their satisfaction levels.

6. Conclusion

The ongoing business communication process and the quality of procurement procedures have a significant role in influencing the level of supplier satisfaction at Dr. R. Goeteng Taroenadibrata Purbalingga Hospital. The results of the analysis showed that the better the communication between the hospital and the supplier and the higher the quality of procurement procedures, the higher the level of supplier satisfaction. This illustrates the importance of maintaining good relationships with suppliers and improving procurement procedures for goods and services to meet high standards. The results also showed that the multiple linear regression models used could explain most of the variation in supplier satisfaction levels. The practical implication of this research is that Dr. R. Goeteng Taroenadibrata Purbalingga Hospital needs to continue to pay attention to the communication aspects and quality of procurement procedures in managing relationships with suppliers.

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