

## The Effect of Service Quality and Facility Completeness on User Satisfaction of Image-Mediated Services Institutions at Bojong Nangka Community Health Center, Tangerang Regency

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**Abstract.** *This study aims to analyze the influence of service quality and completeness of facilities on institutional image and user satisfaction at the Bojong Nangka Community Health Center, Tangerang Regency. This study uses an associative explanatory research type to determine the relationship between variables. The study population was users of the Bojong Nangka Community Health Center services, with a sampling technique of 126 respondents using accidental sampling. Data were obtained through a questionnaire that measured the variables of service quality, completeness of facilities, institutional image and user satisfaction. Data collection was carried out on an interval scale of 1-5, from Strongly Disagree (STS) to Strongly Agree (SS). Data analysis was carried out using the Structural Equation Modeling (SEM) method with SmartPLS software. The results of the study indicate that user satisfaction can be achieved through service quality, completeness of facilities and institutional image. The conclusions of this study are: (1) service quality has a positive effect on institutional image; (2) service quality has an effect on user satisfaction; (3) completeness of facilities has a positive effect on institutional image; (4) completeness of facilities has a positive effect on user satisfaction; (5) institutional image has a positive effect on user satisfaction.*

**Keywords:** *Completeness of Facilities; Institutional Image; User Satisfaction; Quality of Service.*

### 1. Introduction

Healthcare services are designed to provide legal certainty and ensure public access to healthcare services provided by healthcare facilities. However, healthcare facilities such as community health centers (Puskesmas) still provide suboptimal services and fail to meet patient expectations. Puskesmas must continuously improve the quality of their services to

meet patient needs and keep pace with rapid technological developments.(Indonesian health profile, 2018)

According to the National Health System, the goal of health development is to ensure that everyone has the opportunity to live a healthy life and to achieve optimal health as part of the general welfare. To achieve this goal, comprehensive, integrated, and equitable health efforts are undertaken, and these efforts are made accessible and affordable to all levels of society through active participation.(Indonesian health profile, 2018).

In the context of public services, health care must be implemented effectively by the government. For healthcare delivery to achieve its intended goals, it must meet various requirements, such as available facilities and infrastructure, the relationship between patients and providers, ease of access, and user satisfaction.

Providing optimal healthcare services is the responsibility of healthcare facilities, including community health centers (Puskesmas). Puskesmas aim to improve public health and contribute to maintaining and improving public health. It is crucial for Puskesmas to improve their performance and the quality of their services to patients.(Herawati & Qomariyah, 2015).

In Indonesia, Community Health Centers (Puskesmas) are the primary healthcare facilities. They are crucial for improving public health (Indonesian Health Profile, 2015). According to Minister of Health Regulation No. 44/2016 concerning Guidelines for Community Health Center Management, a puskesmas is a first-level healthcare facility responsible for public health within its jurisdiction.

As the backbone of primary health care services for the community within its jurisdiction, community health centers (Puskesmas) are responsible for implementing health initiatives to increase the awareness, desire, and ability of each individual to live a healthy life. To achieve this goal, both primary public health efforts and primary individual health efforts require effective management.(Indonesian health profile, 2018)

Quality, affordable, effective, efficient, equitable, and sustainable healthcare services can only be achieved through improvements and refinements in community health center management. Community health centers need to improve their performance and quality in patient care over time, as healthcare science and technology are advancing rapidly.

Good service quality will certainly make customers feel satisfied. Ultimately, this service quality can provide several benefits, such as building a positive relationship between goods and service providers and customers, providing a basis for customer loyalty, and generating positive word-of-mouth recommendations for service providers. Overall health center management will be related to the quality of service levels related to user satisfaction. The concept of a health center must be continuously updated and refined to provide quality, efficient, and sustainable health services. To provide the best service. (Sarumaha, 2018)

Quality is a standard measure desired by consumers; a company is considered to be of quality if it meets the standards desired by consumers, or even exceeds their expectations. According to(Tjiptono, 2014)Quality is a combination of properties and characteristics that

determine the extent to which output can meet customer requirements. Therefore, it is the customer who determines and assesses the extent to which a company's properties and characteristics meet customer requirements.

One factor that increases competitiveness is service quality. Customer expectations are constantly changing, so service quality must also change. Customers will evaluate the services of other similar companies and compare them to their expectations. The extent to which a service provider can deliver services that meet customer expectations is known as service quality.

With the advancement of information technology today, patients are becoming more discerning when choosing which healthcare facility they choose. Patients can use the wealth of information available about healthcare services at various facilities as a basis for choosing where to seek treatment. With this wealth of choice, patients can determine how loyal they are to a particular service, consistently and consistently, even if cheaper options are available elsewhere.

Besides service quality, facility factors are also related to customer satisfaction because facilities play an important role in customer perceptions resulting from their interactions with the facilities. (Kotler, 2021) said that facilities are physical equipment provided by service providers to make patients feel comfortable, and Tjiptono (2020) said that facilities are physical resources that must be provided before services can be provided to consumers.

In healthcare, diverse and often highly specialized facilities, such as medical waste and medical equipment, are often difficult to manage from start to finish. Creating a consistently relevant and acceptable experience is very difficult. Facilities within healthcare include buildings, equipment, power, communications, and security. (Arifin et al., 2016)

To increase customer satisfaction, companies use facilities. The better the facilities provided to consumers, the higher the consumer satisfaction, according to (Kotler, 2021) efforts that can be made by organizations or management that are directly related to patient satisfaction to retain consumers by providing the best facilities.

The quality of healthcare services can be assessed based on the level of public utilization of healthcare facilities or the level of patient loyalty to those facilities (Prakash 2019). Customer or patient loyalty to services varies widely. According to (Hamid et al., 2023) There are five main factors that influence customer loyalty: quality of goods and services, customer satisfaction, price, image, convenience, and customer characteristics, such as education, economic status, and distance from health facilities.

According to (Kotler, 2021) Image is the perception a person has of an object, product, or organization as a whole, which is then embedded in the customer's memory. Building an image is crucial for the future survival of an organization, as it influences customer satisfaction. A good image allows a company to benefit from a good reputation and competitive advantage. A good image will also increase patient satisfaction. Facilities are something that accompanies the service of a product or service provided by the management of a service, trading, or industrial company. Good service, facilities, and a good

company image can satisfy and make patients happy. Gul(Gül et al., 2023), Hamida(Hamidah et al., 2023), Siregar(Siregar & Toni, 2024)and Al Omari(AlOmari, 2022)conduct research on patient satisfaction.

Good quality of service can make patients feel satisfied with the services provided and can create a harmonious relationship between the health center and patients, so that it can provide good feedback for patients in the form of repeat visits.

Dewi and Sukes'i's research results(Dewi & Sukes'i, 2022)at Bhakti Dharma Husada Regional General Hospital, Surabaya, showed that brand image and service quality influence patient loyalty and satisfaction; patient satisfaction influences patient loyalty and satisfaction, and research by Girman et al.(Girman et al., 2022)Research at Sunan Kudus Islamic Hospital (RSI) showed that brand image and service quality influence patient satisfaction. Loyalty is influenced by patient satisfaction.

Therefore, health centers must continue to improve the quality of service to ensure patient satisfaction and foster patient loyalty. Kotler stated in Tjiptono (2014) that it consists of five dimensions of service, one of which is Reliability, which relates to the ability of the health center to deliver promised services accurately from the start. Responsiveness, which refers to the willingness and ability of service providers to assist patients and respond to their requests promptly. Assurance, which refers to the knowledge of officers regarding their courtesy and ability to foster patient trust. Understanding and caring for patients, empathy, and giving special attention to patients Physical evidence, also known as tangibles, is the physical form of service facilities, equipment, or supplies.

## 2. Research Methods

The type of research in this study is explanatory research which is associative in nature and aims to identify the relationship between two or more variables.(Sugiyono, 2020)The purpose of this study is to provide an explanation of the hypothesis testing conducted to prove or strengthen the hypothesis. In this study, the influence of service quality, institutional image, facilities, and user satisfaction will be examined.

## 3. Results and Discussion

### 3.1. The Influence of Service Quality on Institutional Image

*H1: Service quality has a positive effect on institutional image.*

The analysis results show that service quality has a positive and significant influence on institutional image, as evidenced by the path coefficient ( $\beta$ ) value of 0.565, T-statistics of 7.035, and p-value of 0.000. Considering that the T-statistics is far above 1.96 and the p-value is below 0.05, Hypothesis 1 (H1) is accepted. This finding confirms that the quality of service provided by the Bojong Nangka Community Health Center substantively shapes how the institution is perceived in the minds of the public.

Theoretically, these results fundamentally affirm the principles of Service-Dominant Logic (SD Logic), which views service as the foundation of value creation and the primary

determinant of organizational perception and image. In the healthcare context, every interaction between provider and patient is a moment of truth that collectively builds reputation. Descriptive data (Table 4.2) underscores this, with overall service quality rated highly (mean 4.20), with the dimensions of Empathy (mean 4.21, loading factor 0.936) and Assurance (mean 4.22, loading factor 0.921) showing the highest ratings and the strongest contributions. This indicates that the care, friendliness, and assurance of competence of healthcare workers are crucial pillars that shape positive perceptions, which then accumulate into a positive institutional image. Although there is a standard deviation indicating variation in respondents' perceptions, the strong influence ( $F^2 = 0.626$ ) of service quality on image cannot be ignored.

These results directly address the research gap emerging from previous studies that suggested institutional image had no direct influence on other variables such as satisfaction (e.g., Triandewo & Yustine, 2020; Agustin Setyawati et al., 2018). Although this study did not directly test image on satisfaction at this stage, the strong significance of the influence of service quality on image implicitly refutes the view that image can stand alone without a solid foundation of service quality. This highlights that efforts to build a good image must begin with improving the quality of service directly perceived by the public, providing empirical evidence that service quality is a primary determinant in image formation.

Furthermore, these findings provide a concrete and in-depth explanation of the gap phenomenon observed at the Bojong Nangka Community Health Center. It was noted that the Bojong Nangka Community Health Center's Google Review rating as of 2024 was low (3.1 out of 5.0) with 55 "1-star" reviews specifically complaining of unsatisfactory service. Furthermore, the Community Satisfaction Survey (IKM) score decreased from 89.22 (2023) to 88.75 (2024), with the indicators "Implementer Behavior" and "Complaint Handling" also showing a decline.

*Rating* and these negative reviews are a direct reflection of the institution's troubled public image. The finding that service quality has a significant and strong influence on institutional image ( $F^2 = 0.626$ ) indicates that the decline in service quality complained about by users is the primary cause behind the negative image reflected in Google Reviews and the decline in IKM. This phenomenon suggests that although the Community Health Center may internally assess its service quality as quite good, there is a gap between management perceptions and actual patient experiences that leads to a less favorable image. This suggests that complaints or negative perceptions that arise in the public can be addressed by prioritizing improvements in service quality, as excellent service not only increases immediate satisfaction but also fundamentally strengthens the institution's image in the long term, as a concrete response to the observed image problems.

From a managerial perspective, these results confirm that the Bojong Nangka Community Health Center needs to make improving and maintaining service quality a fundamental and sustainable strategy to build and maintain a positive public image. Investment in human resource (HR) training programs focused on improving interpersonal skills, service ethics, and developing empathy will be crucial.

### 3.1.1. The Influence of Service Quality on Service User Satisfaction

*H2: Service quality has a positive effect on service user satisfaction.*

The analysis results show that service quality has a positive and significant influence on service user satisfaction, with a path coefficient ( $\beta$ ) of 0.326, a T-statistic of 2.135, and a p-value of 0.016. With a T-statistic exceeding 1.96 and a p-value below 0.05, Hypothesis 2 (H2) is accepted. This indicates a significant relationship, where improving the quality of service provided by the Bojong Nangka Community Health Center contributes directly to increasing satisfaction felt by patients or service users.

Theoretically, these findings strongly confirm the ServQual theory (Parasuraman, Zeithaml, & Berry, 1988), which fundamentally positions service quality as the primary predictor of customer satisfaction. In the context of healthcare, where personal interaction and trust are essential, service quality becomes a crucial determinant. Descriptive analysis (Table 4.2) shows that overall service quality at the Bojong Nangka Community Health Center was highly rated by respondents (average score of 4.20). When examining the service quality dimensions more closely, Empathy (average score of 4.21, loading factor 0.936) and Assurance (average score of 4.22, loading factor 0.921) again emerged as the factors with the highest ratings and the strongest contribution to the service quality construct. This confirms that warm personal interaction, caring, and assurance of competence from healthcare workers are the most valued and influential elements in shaping patient satisfaction at the Bojong Nangka Community Health Center.

The results of this study directly address the research gap identified in Hasrianty et al.'s (2020) study, which stated that service quality had no effect on patient satisfaction in the Dolo Community Health Center (Puskesmas) area. This study, conducted at the Bojong Nangka Community Health Center, clearly demonstrated a contrasting finding, indicating that service quality had a significant and positive effect on satisfaction. The inconsistency in findings across these studies can be explained by several factors, including differences in the demographic characteristics of respondents (majority women, of productive age, varying levels of education, and many unemployed), differences in geographic and socioeconomic contexts, and even differences in the implementation of operational standards and service policies at each community health center. This study provides strong empirical evidence that service quality is a significant determinant of satisfaction in the research location.

Regarding the gap phenomenon, the decline in the Community Satisfaction Survey (CSI) score from 89.22 (2023) to 88.75 (2024), particularly in the indicators "Performer Behavior" and "Complaint Handling," which also showed a decline, provides a very relevant and concrete explanation. Although overall service quality was rated "high," the decline in the CSI indicates gaps or inconsistencies perceived by some users, which impact aggregate satisfaction. The effect of service quality on user satisfaction showed a "small-to-medium" effect ( $F^2=0.091$ ), meaning that although not as dominant as the influence on image, its role remains significant. This directly explains why satisfaction levels at the Bojong Nangka

Community Health Center declined: if there is a decline in the behavior of the implementer (for example, a lack of empathy or assurance) or less responsive complaint handling, this will directly erode patient satisfaction. Therefore, focusing on improving service quality, particularly on the interpersonal and responsiveness dimensions, is a key response to reversing the downward trend in satisfaction recorded in the CSI.

Practically, these results recommend that the management of the Bojong Nangka Community Health Center continue to improve the dimensions of service quality, particularly empathy and assurance, as these dimensions are strong determinants of user satisfaction. This improvement effort can be achieved through in-depth interpersonal communication training programs, professional ethics development that emphasizes patient-oriented services, and a service quality monitoring system that ensures empathy and assurance standards are consistently met.

### **3.1.2. The Influence of Complete Facilities on Institutional Image**

*H3: Completeness of facilities has a positive effect on the image of the institution.*

The analysis results show that the completeness of facilities has a positive and significant influence on the image of the institution, with a path coefficient ( $\beta$ ) of 0.395, a T-statistic of 4.859, and a p-value of 0.000. With a very high T-statistic value and a p-value below 0.05, Hypothesis 3 (H3) is accepted. This indicates that the availability and quality of physical facilities at the Bojong Nangka Community Health Center have a substantial contribution in shaping how the institution is perceived by the public.

Theoretically, these findings are consistent with the literature emphasizing the importance of physical or tangible aspects in shaping public perceptions of an organization's credibility, professionalism, and quality. In the healthcare sector, facilities serve not only as supporting infrastructure but also as a tangible reflection of the institution's commitment to service standards. Descriptive analysis data (Table 4.3) indicates that the overall completeness of facilities at the Bojong Nangka Community Health Center was deemed adequate and supportive (average score of 4.16). Examining the indicators, Communication (average score of 4.27, loading factor 0.814) and Electrical Power (average score of 4.19, loading factor 0.885) had the highest average ratings and significant contributions. This suggests that easy access to information and a stable electricity supply are highly valued, contributing to the Community Health Center's image as a reliable institution.

Although the research gap in Chapter 1 does not specifically address the influence of facilities on institutional image, these findings implicitly fill a gap in understanding how investment in facilities can contribute to image. This reinforces the view that a positive image is built not only on interactive, soft services but also on adequate and well-functioning physical infrastructure. Complete and well-maintained facilities indirectly enhance public perceptions of an institution's professionalism and credibility.

In relation to the observed gap phenomenon, namely the low Google Review rating (3.1) and the decline in the Community Satisfaction Survey (IKM) score for the "Infrastructure" indicator at the Bojong Nangka Community Health Center, the results of this study provide a

very important and relevant explanation. The decline in the "Infrastructure" indicator in the IKM, even though the facilities were descriptively rated "high," indicates a discrepancy between the general availability of facilities and the expectations or actual experiences of users who are less than satisfactory at certain points. There may be issues related to maintenance, cleanliness, or the availability of key facilities when needed. The effect of completeness of facilities on institutional image shows a "large" effect ( $F^2=0.305$ ), which means that investment in facilities has a substantial impact on public perception. This confirms that the infrastructure issues recorded in the IKM and complaints in Google Reviews are not just minor issues, but significant factors contributing to the overall negative image of the Community Health Center.

From a managerial perspective, the implications of these findings highlight the importance of strategic and sustainable planning, procurement, and maintenance of facilities at the Bojong Nangka Community Health Center. Priority should be given to improving the quality and continuity of technical facilities, such as readily available medical equipment, a stable and secure electrical power system, and modern and responsive communications infrastructure.

### **3.1.3. The Influence of Completeness of Facilities on User Satisfaction**

#### *H4: Completeness of Facilities has a positive effect on User Satisfaction of Services*

The test results between Completeness of Facilities and User Satisfaction of Services show that this variable has a significant positive influence with a path coefficient ( $\beta$ ) value of 0.201 and a p-value of 0.044. Although the t-statistics value of 1.710 is slightly below the general threshold of 1.96 for a two-tailed test, it still meets the significance requirements at the 95% confidence level (one-tailed test) which is relevant for the directional hypothesis. Therefore, Hypothesis 4 (H4) is accepted. This indicates that improving the provision and quality of facilities at the Bojong Nangka Community Health Center has a real contribution to public perception and satisfaction with the services received.

Theoretically, these findings support the concept that physical or tangible aspects of services, including facilities, play a significant role in shaping customer satisfaction, although their influence may not be as strong as the interactive service dimension. Descriptive analysis data (Table 4.3) shows that the completeness of overall facilities at the Bojong Nangka Community Health Center was highly rated by respondents (average score of 4.16). The Equipment (average score of 4.07, loading factor 0.916), Electrical Power (average score of 4.19, loading factor 0.885), and Communication (average score of 4.27, loading factor 0.814) indicators had very high loading factors. This indicates that health service users at the Bojong Nangka Community Health Center place greater emphasis on the functionality and reliability of technical facilities that support the service process.

This study directly addresses the research gap identified in studies by Novitasari & Suhardi (2020) and Wadhwa & Jaya (2022), which stated that facilities had no effect on patient satisfaction. The results significantly indicate that at the Bojong Nangka Community Health Center, the completeness of facilities does have a positive effect on user satisfaction. This

confirms that the context of primary healthcare services in Indonesia can vary, and that in this study location, facilities are a relevant factor in satisfaction.

In relation to the observed gap phenomenon, namely the decline in the IKM value in the "Infrastructure" indicator at the Bojong Nangka Community Health Center, this finding directly explains why this infrastructure problem impacts user satisfaction. If there are public complaints about malfunctioning medical equipment, power outages, or difficult communication, this finding confirms that these are not just minor complaints, but significant factors that influence satisfaction. The effect of completeness of facilities on user satisfaction shows a "small approaching medium" effect ( $F_2 = 0.043$ ), which means that its role, although not dominant, still makes a significant contribution.

From a managerial perspective, the Bojong Nangka Community Health Center (Puskesmas) management needs to prioritize the ongoing provision and maintenance of technical facilities. This includes not only procurement but also routine maintenance and prompt repairs to ensure the availability of medical equipment, stable electrical power, and reliable communication systems.

### 3.2. The Influence of Institutional Image on Service User Satisfaction

*H5: Institutional image has a positive effect on service user satisfaction.*

Based on the results of the path test, the institutional image has a positive and significant influence on service user satisfaction, as evidenced by the path coefficient ( $\beta$ ) of 0.400, T-statistics of 2.483, and p-value of 0.007. With T-statistics exceeding 1.96 and p-value below 0.05, Hypothesis 5 (H5) is accepted. This indicates a significant relationship, where the public's positive perception of the image of the Bojong Nangka Community Health Center contributes directly to increasing satisfaction felt by service users.

Theoretically, these findings support the conceptual model that institutional image serves as a powerful social expectation, which in turn shapes service evaluations and satisfaction levels. A good image creates a kind of "halo effect" where positive perceptions of the institution as a whole will influence how individuals evaluate their specific experiences. Descriptive analysis data (Table 4.4) shows that the overall institutional image at the Bojong Nangka Community Health Center is rated high (mean 4.13). The Social Responsibility indicator (mean 4.25, loading factor 0.836) has the highest mean value, followed by Innovation (mean 4.09, loading factor 0.951) and Public Trust (mean 4.10, loading factor 0.851). This suggests that positive public perceptions of social responsibility, innovation, and trust will shape positive expectations of the services to be provided.

This study directly addresses the research gap identified in the studies of Triandewo & Yustine (2020) and Agustin Setyawati et al. (2018), which stated that institutional image has no direct or simultaneous influence on user satisfaction. The results of this study strongly contradict these findings, showing that at the Bojong Nangka Community Health Center, institutional image has a positive and significant influence on satisfaction. This confirms that in the context of primary healthcare, how people perceive the institution as a whole (not just individual service experiences) is crucial in shaping their satisfaction.

In relation to the observed gap phenomenon, namely the decline in the IKM value of the Bojong Nangka Community Health Center and a poor Google Review rating of 3.1 with 55 "1-star" reviews complaining about the service, this finding provides a very comprehensive explanation. If the image of the institution in the eyes of the public is not good (as reflected in negative reviews), even though the quality of service or facilities may have been attempted, it can hinder the formation of positive expectations that ultimately affect satisfaction. The effect of institutional image on user satisfaction shows a "moderate" effect ( $F_2 = 0.113$ ), indicating its significant role. Negative reviews on Google Reviews are a manifestation of a bad image that then has a direct impact on low satisfaction.

From a managerial perspective, for the Bojong Nangka Community Health Center (Puskesmas) management, strengthening the institution's image can be a key strategy for increasing user satisfaction, which in turn leads to repeat visits and increased service coverage. Strategic efforts should focus on improving management quality, implementing visible social responsibility programs, and innovating services that are responsive to needs.

### 3.2.1. Discussion of Simultaneous Hypothesis Testing

The results of the indirect effect analysis (mediation test) provide a more comprehensive understanding of how service quality and facility completeness influence user satisfaction, with institutional image playing a central role. These findings indicate that institutional image significantly mediates the relationship between facility completeness and service quality on user satisfaction.

Specifically, the research results are as follows:

- The path Completeness of Facilities  $\rightarrow$  Institutional Image  $\rightarrow$  Service User Satisfaction has a path coefficient value ( $\beta$ ) of 0.158, T-statistic of 2.006, and p-value of 0.022.
- The path Service Quality  $\rightarrow$  Institutional Image  $\rightarrow$  Service User Satisfaction has a path coefficient ( $\beta$ ) of 0.226, T-statistic of 2.393, and p-value of 0.008.

These two values meet the significance criteria ( $T \geq 1.96$  and  $p \leq 0.05$ ), so that both mediation paths are declared to be significant.

Theoretically, this mediation finding is crucial because it provides deeper insight and rich nuances into the relationship mechanisms between variables. This indicates that both service quality and facility completeness not only directly impact user satisfaction but also indirectly influence satisfaction through the intermediary role of public perception of the institution's image. This means that quality service and adequate facilities will create a positive image in the public eye, and this positive image will then significantly increase user satisfaction levels. Institutional image serves as a cognitive and affective bridge connecting the quality of service inputs with users' final satisfaction evaluations.

This mediation test specifically addresses the research gap identified by inconsistencies in previous research (e.g., some studies show a direct effect, while others do not). This mediation model suggests that institutional image is an important explanatory factor, which may have been overlooked or not explicitly tested in previous studies that focused solely on direct relationships. It also provides a more comprehensive answer to the research question,

namely, "How to increase user satisfaction through service quality and completeness of facilities mediated by institutional image?" This suggests that image is not only an outcome but also an important mediator in the process of satisfaction formation.

In the context of the gap phenomenon observed at the Bojong Nangka Community Health Center, namely a decline in the IKM score and a low Google Review rating, this mediation result provides a profound strategic explanation. Although the Community Health Center may have attempted to improve the quality of services and facilities, if the institution's image is not well-established in the eyes of the public (as reflected in the low Google Review rating and the decline in the IKM), the impact on satisfaction may be suboptimal or even hampered.

These findings confirm that the observed negative image problem is not merely superficial, but serves as a barrier to service improvement efforts aimed at achieving optimal satisfaction. Communities with negative perceptions of the Community Health Center (negative image) will find it more difficult to feel satisfied, even if their individual service experiences are quite good. This explains the importance of building an institution's overall image as part of a satisfaction improvement strategy, as a positive image can reinforce the positive effects of service and facility quality. Without a strong image, efforts to improve service and facility quality may not fully translate into significant increases in satisfaction.

Practically, these findings underscore the importance of building a strong and professional institutional image in the delivery of healthcare services at the Bojong Nangka Community Health Center. Strategies to improve service quality should not only focus on technical aspects of service or facility provision, but also on strengthening public perception of the institution's credibility, trustworthiness, and reputation holistically. This means the Community Health Center needs to adopt an integrated approach that improves not only what it "does" (the quality of services and facilities) but also how it is "perceived" (the institutional image).

Community Health Center management needs to invest in a proactive public communications program to communicate quality and facility improvement initiatives, as well as the successes achieved. Awareness campaigns, community engagement, and transparent responses to public input and complaints can significantly improve the public's image.

By building a positive image, the Community Health Center can create better expectations in the minds of patients, which will strengthen the positive impact of service quality and completeness of facilities, resulting in a higher level of overall user satisfaction. This is key to addressing the issues raised in the study, namely suboptimal service that does not meet patient expectations, as well as addressing a negative image and increasing patient loyalty.

#### 4. Conclusion

Based on the results of research on the influence of service quality and completeness of facilities on service user satisfaction, with institutional image as a mediator at the Bojong

Nangka Community Health Center, the following conclusions can be drawn: 1. Service quality has a positive influence on the image of the institution: This study empirically demonstrates that service quality has a positive and significant impact on institutional image. This finding reinforces the concept that every service interaction is fundamental in building public perception. The data show that respondents' high ratings of service quality dimensions such as empathy and assurance, as reflected by high descriptive mean scores and dominant factor loadings, are directly correlated with positive perceptions of the institution as a whole. The strong effect of service quality on image indicates that the Bojong Nangka Community Health Center can substantially improve its reputation by prioritizing improvements in interaction quality and service reliability. 2. Service quality has a positive effect on service user satisfaction: The study results confirmed that service quality has a positive and significant effect on user satisfaction. This aligns with ServQual theory, which positions service quality as a primary predictor of satisfaction. Respondents' high ratings of empathy and assurance in service quality, combined with the significant effect found, indicate that patients are more likely to be satisfied when they perceive caring, professionalism, and a sense of security during service. 3. Completeness of facilities has a positive influence on the image of the institution: This study found that the completeness of facilities has a positive and significant influence on the institution's image. This indicates that public perception of the Community Health Center is shaped not only by the quality of personal interactions, but also by the availability and condition of physical infrastructure and supporting equipment. The strong influence of completeness on image underscores the importance of tangible aspects in shaping the reputation of healthcare institutions. 5. Completeness of facilities has a positive effect on user satisfaction of services: The analysis shows that the completeness of facilities has a positive and significant impact on user satisfaction. While its influence may not be as strong as service quality, it remains essential in shaping the patient experience. Technical facility indicators such as medical equipment, electrical power, and communications, which received high ratings from respondents, demonstrate that users place a higher value on the functionality and reliability of service support facilities. 6. Institutional image has a positive influence on service user satisfaction: This study concludes that institutional image has a positive and significant influence on service user satisfaction. This conclusion underscores the important role of image as a social expectation that shapes service evaluations. When the public has a positive perception of the Community Health Center (for example, as a socially responsible, innovative, and trustworthy institution), these positive expectations tend to result in higher satisfaction after the service experience.

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