

Improving Patient Satisfaction in Hospitals Through Customer-Based Services Islamic Values

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Abstract. *Hospital management is a crucial aspect in providing effective and efficient healthcare services. One key indicator of management effectiveness is patient satisfaction. Hospital management based on Islamic values plays a crucial role in improving patient satisfaction, an indicator of healthcare service effectiveness. This study aims to analyze the influence of Sharia-based services on patient satisfaction at Annisa Pekanbaru Women's and Children's Hospital (RSIA Annisa Pekanbaru). The research method used qualitative and quantitative qualitative approaches using a Likert-scale questionnaire and SWOT analysis. The results indicate that patient satisfaction is influenced significantly by service quality, particularly physical aspects, empathy, human resource performance, and the implementation of Islamic values. This is supported by a strong internal hospital environment and a strong ability to respond to opportunities for Sharia-based services. Therefore, strengthening Sharia-based service standard operating procedures (SOPs) through ongoing training and coaching is recommended to improve service quality.*

Keywords: *Management; Satisfaction; Services; Values.*

1. Introduction

Hospital management is a crucial aspect in providing effective and efficient healthcare services. The World Health Organization (WHO) (2023) shows that hospitals that implement sound management principles tend to have higher levels of patient satisfaction. One important indicator in measuring management effectiveness is patient satisfaction. Hospitals that implement Islamic principles in their management have patient satisfaction rates reaching 90%. This study demonstrates that the integration of Islamic values not only impacts patient experiences but also their perceptions of the quality of care provided. (WHO, 2023).

In Indonesia, with a predominantly Muslim population, the application of Islamic values in healthcare services is expected to improve patient satisfaction. According to the Indonesian Ministry of Health (2023), patient satisfaction rates in hospitals continue to vary. Public

hospitals in Indonesia remain at 70%, necessitating urgent improvements to enhance service quality and better meet public expectations. The application of Islamic values in healthcare services not only fulfills religious needs but also strengthens the relationship between medical personnel and patients, as well as increasing patient loyalty to the hospital. (Ministry of Health of the Republic of Indonesia, 2023).

In recent years, attention to patient satisfaction in hospitals has increased, particularly in countries with large Muslim populations. This phenomenon reflects changing societal expectations for healthcare services. Patients are seeking not only effective medical care but also services that align with their religious values. Sharia-compliant hospitals, or those that implement Islamic values, are becoming increasingly relevant. Research shows that hospitals that integrate Islamic principles into healthcare services can improve patient satisfaction. (Rahman et al., 2023).

A study by Hidayah et al. (2024) also supports these findings by showing that hospitals that integrate Islamic values into their Balanced Scorecards achieve better patient satisfaction outcomes. The study found that hospitals that utilize Islamic principles have higher patient satisfaction rates compared to hospitals that do not. Data shows that 80% of patients feel that the services they receive align with their values, which ultimately leads to increased patient loyalty. (Hidayah et al., 2024).

Research by Adilla and Armel (2024) shows that implementing an accounting information system that complies with Sharia principles not only improves hospital management efficiency but also positively impacts patient satisfaction. A survey conducted at the hospital showed that 90% of patients were satisfied with the transparency and accountability of the services they received, indicating that implementing Islamic values can increase patient trust in the hospital. (Adilla and Armel, 2024) Research by Widiastuti et al. (2024) highlights the importance of service quality, particularly in Islamic hospitals. The study found that 70% of patients stated that good service quality, based on Islamic values, significantly contributed to their satisfaction. (Widiastuti et al., 2024).

One of the key values in Islam is the concept of "ihsan," which means giving one's best in every action. This translates into a commitment to providing high-quality, humane care. Ferreres et al. (2021) emphasize the importance of patient-centered care, where nurses and other healthcare professionals are trained to provide care that is not only medically effective but also considers the emotional and spiritual aspects of patients. This allows patients to feel more valued and cared for. (Ferreres et al., 2021).

According to research by Abdurrouf et al. (2024), factors influencing patient satisfaction in healthcare services, such as good communication, patient attention, and clear service standards, can improve patient satisfaction. Furthermore, integrating Islamic values into every aspect of service, from patient admission to treatment, can create a more supportive and comfortable environment for patients. (Abdurrouf et al., 2024).

One relevant approach is the Maqasid al-Shariah theory, which focuses on the goals and interests of society within the context of sharia. According to Haque et al. (2024), Maqasid al-Shariah can be used as a framework for designing healthcare services that address not only the physical needs of patients but also their spiritual and emotional aspects. (Haque et al., 2024) According to Andini and Sulistiadi (2023), spiritual-based marketing in Islamic hospitals demonstrates that Islamic values can be applied in service strategies to improve patient satisfaction. This aligns with Islamic principles, recognizing the importance of good intentions in every action, including healthcare. (Andini and Sulistiadi, 2023).

According to David and Chairiza (2024), strong brand equity in Islamic hospitals can increase patient satisfaction and loyalty, which impacts the sustainability of healthcare services. Integrating Islamic values is not merely a concept but also an effective strategy for increasing hospital competitiveness. (David and Chairiza, 2024) Hospitals in countries with Muslim populations have successfully implemented Islamic principles in their management, for example, in Malaysia. Jamaludin et al. (2023) noted that this success was driven by a commitment to providing services that were not only of high quality but also in accordance with Islamic values. (Jamaludin et al., 2023).

2. Research Methods

This study used qualitative and quantitative approaches to explore how Islamic values can be applied in hospital healthcare services and their impact on patient satisfaction. The qualitative approach was used to determine patients' understanding and perceptions of the services they received, while the quantitative approach was used to statistically measure patient satisfaction levels. The data used in this study is primary data, namely data obtained directly from the object (Widodo, 2022). The primary data of this study is a questionnaire given to respondents using the following variables: Patient satisfaction, namely: tangibles (5 questions), EMPATHY / EMPATHY job satisfaction, human resource performance, with 200 respondents. This research uses a direct data collection method, carried out by filling out a questionnaire containing questions and maintaining confidentiality.

3. Results and Discussion

3.1. General description

Annisa is a private maternity hospital (RSIA) specializing in maternal and child care, located in Pekanbaru, Riau. It was founded by Mrs. Kartini, SKM, and has been serving mothers and children in Pekanbaru for over 28 years. Mrs. Kartini, SKM, is the founder of PT. Kartini Bangun Bangsa (PT. KBB). Armed with her midwifery knowledge, having assisted over 2,000 deliveries, and a strong desire to grow, she pioneered Annisa Maternity and Child Hospital with her family and a competent team.

Drs. H. Milyono, M.Kes is the husband of the founder who has been involved in developing PT. KBB since 2016. His career in the bureaucracy for more than 20 years has also made him master the science of management and organization. Currently he serves as the main director of PT. KBB. Salman Alfarisyi, the youngest son of Mr. Milyono and Mrs. Kartini, serves as the Business Development Manager at PT. KBB. Armed with a graduate of the YEA Business Academy, he actively participates in various entrepreneurship workshops and becomes a mentor for MSMEs in Pekanbaru.

In 1997, Mrs. Kartini, a civil servant midwife who ventured to establish the Midwife Clinic as a manifestation of her concern for the health of pregnant women. Thanks to God Almighty and the trust of the community, in 2002 the Midwife Clinic was transformed into a Maternity Hospital (RB) with 4 beds. To expand its benefits, in addition to serving pregnant women, it realized the importance of health services for mothers and children as well. Therefore, in 2009, the RB health service was expanded with a Treatment Center (BP). In 2011, RB and BP, which continued to grow and gained public trust, transformed into the Annisa Maternity Hospital (RSB).

Improving patient satisfaction in hospitals is an important indicator in assessing the quality of healthcare services. This descriptive analysis was conducted to obtain an overview of respondents' answers to each question in the research instrument, specifically the indicators of the research variables. Respondents in this study were patients or their families who received services at Annisa Pekanbaru Hospital for Women and Children (RSIA Annisa Pekanbaru). The number of respondents involved was 200 people. Qualitative data were analyzed using coding techniques to identify key themes emerging from the questionnaire, namely respondent characteristics that provide a general overview of the respondents' backgrounds as a basis for interpreting patient satisfaction levels.

Table Distribution of Respondents by Gender

Gender	Amount (Person)	Percentage (%)
Man	52	26
Woman	148	74
Amount	200	100

Table distribution of respondents by gender, shows that the majority were female, namely 148 people (74%). There were 52 male respondents (26%).

Table Distribution of Respondents by Education Level

Education	Amount (Person)	Percentage (%)
Elementary-Middle School	37	19

High School-Bachelor's Degree	114	57
S2-S3	49	25
Amount	200	100

Table distribution of respondents according to education level: high school–bachelor's degree, namely 114 people (57%), master's–doctoral degree 49 people (25%), while elementary–junior high school 37 people (19%).

Table Distribution of Respondents by Age Group

Age (year)	Amount (Person)	Percentage (%)
0-5	57	29
6-10	52	26
10-18	27	14
18-59	63	32
≥ 60	1	1
Amount	200	100

Table distribution of respondents according to age group 18–59 years old is the largest respondent, namely 63 people (32%), aged 0–5 years old is 57 people (29%), aged 6–10 years old is 52 people (26%). Respondents aged 10–18 years old are 27 people (14%), aged ≥ 60 years old is the least, namely 1 person (1%).

3.2. Discussion

The results of the study on the distribution of respondents by gender show that the majority of respondents were female (74%), with only 26% being male. This predominance of female respondents is due to the fact that RSIA Annisa Pekanbaru is a maternity and children's hospital. However, various health studies report that women tend to be more active in utilizing health services than men, both for promotive, preventive, and curative purposes. Women generally have a higher level of health awareness and are more compliant with routine health care visits.

Differences in social roles and health-seeking behavior also influence the distribution of respondents by gender. Men often delay access to healthcare services and seek treatment only when their condition has worsened, resulting in relatively lower participation in facility-based research. This research aligns with reports from the WHO and the Indonesian Ministry of Health, which state differences in access to and utilization of healthcare services between men and women (Ministry of Health, 2022; WHO, 2019).

The results of the study, based on the distribution of respondents by education level, show that the majority of respondents had a high school–bachelor's degree (57%), followed by a master's–doctoral degree (25%), and elementary–junior high school (19%). This distribution indicates that the majority of respondents had a secondary to higher education level, which is generally associated with better health literacy skills. Education level plays a significant role in understanding health information, decision-making skills, and utilization of health services. Individuals with higher education tend to have better health knowledge, are more critical of service quality, and are more active in interacting with health professionals. Respondents with lower education levels may experience limitations in understanding medical information, which can affect their perceptions and satisfaction with health services. This study aligns with the WHO report stating that education is a major social determinant influencing health behavior and access to health services (WHO, 2018).

The results of the study on the distribution of respondents by age group showed that the 18–59 age group comprised the largest number of respondents (32%), followed by 0–5 years (29%), and 6–10 years (26%). This distribution illustrates that respondents are predominantly of productive age and children, as Annisa Maternity and Child Hospital (RSIA Annisa) is a maternal and child hospital and is also a group with relatively high health service needs. The 18–59 age group generally has better mobility and health awareness, so they are more active in utilizing health services, both for routine check-ups and treatment. The high proportion of children reflects this group's dependence on health services due to their vulnerability to disease and the need for growth and development monitoring. This study aligns with the age group classifications according to the Ministry of Health of the Republic of Indonesia and the WHO, which state that productive age and children are priority groups in utilizing health services (Ministry of Health of the Republic of Indonesia, 2022; WHO, 2021).

The analysis of patient complaints revealed that the highest number of complaints was in the waiting time category (27.1%), followed by facilities (21.9%), and BPJS administration (19.2%). These three categories accounted for 68.2% of the total complaints, thus categorizing them as top priority issues. Trends show an annual increase in the number of complaints across all categories, particularly in the areas of waiting time and facilities. This indicates an increase in the service burden that has not been matched by optimization of the hospital's operational management system. Long waiting times correlate with low patient satisfaction and potentially degrade the hospital's image. Similarly, BPJS facilities and administration reflect the quality of the service support system. Therefore, managerial interventions need to focus on improving service flows, digitizing administration, and increasing the capacity of facilities and infrastructure.

The results of the study based on the tangibles dimension questionnaire showed that all tangibles dimension indicators were in the high category, reflecting respondents' positive perceptions of the physical aspects of health services. The service room cleanliness indicator obtained the highest index value (176), followed by waiting room comfort (174) and staff

tidiness (172), while the completeness of facilities and supporting infrastructure also showed high index values.

The physical environment, staff appearance, and facility availability play a significant role in shaping perceptions of service quality. The tangible dimension is the initial component directly perceived by patients and often serves as the basis for assessing overall service quality. A clean, comfortable, and well-organized environment can enhance patients' sense of security, trust, and satisfaction with healthcare services. This research aligns with the Service Quality (SERVQUAL) model, which states that the tangible dimension significantly contributes to perceived quality and patient satisfaction (Parasuraman et al., 1988). Good facility and hygiene standards are also part of efforts to improve quality and patient safety, as recommended by the WHO and the Indonesian Ministry of Health. An adequate service environment not only enhances patient comfort but also supports service effectiveness and the image of healthcare institutions (Indonesian Ministry of Health, 2022; WHO, 2020).

The results of the research based on the empathy dimension questionnaire showed that all indicators of the empathy dimension were in the high category, with the highest index values for officer politeness (180), Islamic service (179), officer attention (178), respectful attitude (177), and willingness to help (176). This study reflects that respondents assessed interpersonal interactions between officers and patients as positive and humanistic. The ability of officers to provide individual attention, polite attitude, and concern for patient needs. High officer politeness and attention play an important role in building a sense of respect and trust in patients, which ultimately increases the perception of service quality. This study is in line with the SERVQUAL model which places empathy as the main determinant of patient satisfaction, especially in health services that are personalized and oriented towards long-term relationships (Parasuraman et al., 1988).

The high index for the Islamic service indicator indicates that the application of religious values in healthcare positively impacts the patient experience. Services aligned with patients' spiritual values can enhance psychological comfort, a sense of security, and satisfaction with the care provided. This study aligns with previous research that found the integration of spiritual and ethical values in healthcare significantly impacts perceived service quality and patient satisfaction, particularly in religiously based healthcare facilities (WHO, 2019; Ministry of Health of the Republic of Indonesia, 2022).

The results of the study showed that all indicators in the HR performance dimension were in the high category. The responsibility indicator obtained the highest index value (176), followed by professionalism (175), staff competence (174), and action accuracy (173), while service speed showed the lowest index value although still in the high category (172). Staff performance was perceived well by respondents. High ratings on the responsibility and professionalism indicators reflect staff commitment to carrying out their duties according to service standards and professional ethics. High competence and action accuracy indicate that staff have adequate technical and clinical capabilities, thereby increasing patient safety

and confidence. Human resource performance is a key factor in the quality of health services and directly influences patient satisfaction and safety (Donabedian, 2003; WHO, 2016).

A relatively lower service speed index compared to other indicators may indicate operational challenges, such as workload, limited staff, or suboptimal service flow. Nevertheless, these results still demonstrate a positive perception of service efficiency. This finding aligns with previous research, which found that service speed and responsiveness are often the most sensitive aspects in assessing health human resource performance and require continuous improvement through effective human resource management and work system arrangements (Ministry of Health, 2022).

The SWOT analysis shows that Annisa Pekanbaru's primary strength lies in its strong public trust and the implementation of services that align with Islamic principles, supported by the ethics and empathy of its staff. Public trust is a strategic asset in healthcare, as it plays a crucial role in shaping the institution's image and increasing patient satisfaction and loyalty. Services aligned with Islamic values also provide a sense of security and spiritual comfort for patients, strengthening the relationship between the hospital and its users.

In terms of opportunities, increasing public awareness of Sharia-based healthcare services opens up space for the development of services oriented toward Islamic religious and ethical values. Services consistent with Sharia principles have the potential to increase patient loyalty and hospital competitiveness, particularly amidst the growing demand for healthcare services that focus not only on clinical aspects but also on spiritual aspects. This research aligns with studies suggesting that integrating religious values into healthcare services can increase patient satisfaction and trust (Alserhan, 2011; WHO, 2019).

The SWOT analysis identified a weakness in the form of an uneven understanding of Sharia values among all staff. This condition could impact the consistency of Islamic service delivery and degrade the quality of the patient experience if not addressed systematically. The threat of competition from more established conventional hospitals requires Annisa Pekanbaru Hospital to continuously improve service quality, strengthen human resources, and establish Islamic value-based differentiation as a competitive advantage. Human resource development strategies and standardization of Islamic services are crucial to ensure the hospital's sustainability and competitiveness (Porter, 2008; Ministry of Health, 2022).

The Internal Factor Evaluation (IFE) Matrix analysis results show that Annisa Pekanbaru Maternity Hospital (RSIA) obtained a total score of 2.93, indicating that the hospital's internal conditions are in the strong category. This score is above the threshold of 2.5, indicating that the hospital's internal strengths are able to offset and overcome existing weaknesses. A strong internal condition is a crucial prerequisite for hospitals to maintain competitiveness and service sustainability.

The main strength of Annisa Pekanbaru Hospital and Women's Hospital (RSIA Annisa Pekanbaru) stems from its high level of public trust (weighted score of 0.80) and its

implementation of services in accordance with Islamic principles (0.72). Public trust is a strategic asset that directly impacts patient loyalty and the healthcare institution's image. Meanwhile, Islamic-based services are a key differentiator that strengthens the hospital's position, particularly amidst the growing demand for healthcare services that integrate clinical and spiritual aspects. This finding aligns with strategic management concepts that emphasize the importance of internal strengths as a source of sustainable competitive advantage (David and David, 2017; Porter, 2008).

The most prominent internal weaknesses are the unequal understanding of Sharia values across staff (weighted score 0.50) and the suboptimal internal Sharia-based standardization (0.40). This situation has the potential to impact the consistency of Islamic service delivery if not addressed systematically. The literature indicates that the success of a values-based organization depends heavily on the alignment of the understanding and behavior of all human resources with the institution's vision and values. Strengthening training, human resource development, and developing Sharia-based standard operating procedures are important internal strategies for improving hospital performance and service quality (WHO, 2016; Ministry of Health, 2022).

The External Factor Evaluation (EFE) Matrix analysis results show that Annisa Pekanbaru Maternity Hospital (RSIA) obtained a total score of 2.85. This score is above the average (2.5), indicating that the hospital has a good ability to respond to opportunities and face threats from the external environment. This condition demonstrates the hospital's strategic readiness to utilize external environmental dynamics to support sustainable services.

The greatest external opportunity stems from increasing public awareness of Sharia-based healthcare services, which received the highest weighted score (1.20). Public preferences emphasize more than just clinical aspects, but also consider ethical and spiritual values when choosing healthcare services. Furthermore, the potential for increased patient loyalty through Islamic services also presents a significant strategic opportunity. Services consistent with Islamic values can strengthen long-term relationships between hospitals and patients, thereby increasing patient retention and institutional competitiveness. This finding aligns with the literature suggesting that differentiation based on religious values can be an effective strategy for building customer loyalty in the service sector, including healthcare (Alserhan, 2011; David and David, 2017).

The main threats faced by Annisa Pekanbaru Maternity Hospital (RSIA) are competition from more established conventional hospitals (weighted score 0.60) and the public perception that Sharia-based healthcare services tend to be more expensive (0.30). These threats require the hospital to implement effective communication and marketing strategies to educate the public that Islamic services do not always equate to higher costs. Improving operational efficiency and service quality is crucial for the hospital to compete sustainably. This aligns with the concept of strategic management, which emphasizes the importance of

an organization's ability to respond to external pressures through innovation and strengthening service value-added (Porter, 2008; WHO, 2019).

The gap analysis results indicate that service practices at Annisa Pekanbaru Hospital and Women's Hospital are generally aligned with Islamic values-based healthcare theory, particularly in terms of empathy, service ethics, and staff professionalism. This alignment is reflected in staff behavior that emphasizes politeness, patient care, and responsibility in providing services. From an Islamic service perspective, the values of empathy (rahmah), ethics (akhlaq), and professionalism (itqan) are fundamental principles that must be reflected in interactions between healthcare workers and patients. This finding aligns with literature confirming that integrating moral and spiritual values into healthcare can increase patient trust and satisfaction (Alserhan, 2011).

However, the analysis also identified gaps in the standardization and equitable understanding of Islamic values across staff. Some sharia principles have not been consistently applied across service units, potentially leading to variations in the quality of Islamic services across units. According to values-based service management theory, the successful implementation of organizational values depends heavily on a uniform understanding, commitment, and internalization of these values by all human resources. Without clear standards and ongoing training, the implementation of Islamic values tends to be individual and unsystematic (David and David, 2017; WHO, 2016).

Internal strengthening efforts are being implemented through integrated training, the dissemination of Islamic values, and the development of Sharia-based standard operating procedures integrated into the hospital's work culture. This approach aims not only to bridge the gap between theory and practice but also to ensure the sustainability and consistency of Islamic-based healthcare services as a competitive advantage for Annisa Pekanbaru Hospital and Maternity Hospital. This strategy of strengthening an Islamic work culture is considered crucial for improving the quality of service and the competitiveness of Sharia-based healthcare institutions (Porter, 2008; Ministry of Health of the Republic of Indonesia, 2022).

4. Conclusion

Based on the results of the research and discussion that has been carried out, it can be concluded: Increasing patient satisfaction, which is an important indicator in assessing the quality of health services at RSIA Annisa Pekanbaru, is significantly influenced by the quality of services that include physical aspects of service (tangibles), staff empathy, human resource performance, and the application of Islamic values in every service process. The implementation of sharia service standards in hospitals can increase patient satisfaction at RSIA Annisa Pekanbaru in general and has been running well, especially in the dimensions of empathy, service ethics, and staff professionalism. Integration of Islamic values in every aspect of service to increase patient satisfaction by strengthening internal systems through standardization, training, and continuous coaching is a key factor in optimizing patient satisfaction based on sharia services.

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