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Increasing Public Satisfaction Based on Service Quality and Institutional Imagecustoms and Excise Service and Supervision Office, Kudus Excise Type, Medium

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Abstract. *This study aims to analyze the influence of service quality and institutional image on public satisfaction at the Kudus Customs and Excise Supervision and Service Office (KPPBC) of the Middle Type. The main focus of the study is to evaluate how the dimensions of service quality and public perception of the institution's reputation can encourage satisfaction among users of customs and excise services. The research method used was explanatory research with an associative quantitative approach. The study population included all 260 users of the Kudus TMC KPPBC service, with 140 respondents being selected using a random sampling technique. Data analysis was performed using a Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) with the assistance of SmartPLS 4 software. The results of the study indicate that: (1) Service quality has a positive and significant effect on public satisfaction (coefficient 0.413; p-value 0.000); (2) Service quality has a positive and significant effect on institutional image with a very large impact (coefficient 0.782; p-value 0.000); (3) Institutional image has a positive and significant effect on public satisfaction (coefficient 0.494; p-value 0.000); and (4) Institutional image is proven to partially mediate the effect of service quality on public satisfaction (coefficient 0.386; p-value 0.000). This research model has a high predictive ability with an R-Square value of the public satisfaction variable of 73.5%. The implications of this study emphasize the importance of improving physical facilities and speed of service response time to strengthen the positive image of the institution and ensure the achievement of maximum public satisfaction.*

Keywords: *Institutional; Quality; Public; Satisfaction; Service.*

1. Introduction

Quality public service is the main foundation in building public satisfaction and trust in government institutions.(Bisri & Asmoro, 2019). Service quality is not only related to speed and accuracy in the service process, but also reflects professionalism, transparency, and the organization's commitment to providing a fair and accountable service experience.(Ferlan Farhanuddin et al., 2022). Amidst increasingly critical and dynamic public demands, Customs

and Excise is required to continuously improve the quality of its services to meet public expectations and provide certainty in every custom and excise service process.

The Directorate General of Customs and Excise is an institution that plays a strategic role in maintaining national economic stability through its service, oversight, and state revenue functions. As the vanguard of the flow of goods into and out of Indonesia, Customs and Excise is not only responsible for ensuring compliance with customs and excise regulations, but also plays a crucial role in supporting trade facilitation, public protection, and increasing national economic competitiveness. With such complex duties, this institution is required to provide effective, professional, and high-integrity public services.(Fachrudin, 2018).

Public satisfaction is the result of the interaction between the quality of service provided and the image held by the institution.(Embi & Widyasari, 2013)When people are satisfied with the quality of service they receive, they tend to be more positive towards the institution.(Ratnaningsih et al., 2023)This satisfaction encompasses not only immediate satisfaction with the service but also a sense of confidence that the institution meets or even exceeds their expectations. Furthermore, a positive image can also strengthen customer loyalty to the institution, making them more likely to continue using the service offered even when other options are available.(Thalib, 2021).

In the era of digital transformation and rising public expectations, the quality of Customs and Excise services has become one of the most sought-after aspects by the public and businesses. Fast, transparent, consistent, and technology-based services are the new standards that must be met to achieve excellent public service.(Sunardiyah et al., 2022)As service quality improves, public satisfaction with customs and excise processes tends to improve, thereby strengthening the institution's image as a modern, responsive, and trustworthy institution.

Research shows that some dimensions of service quality do not have a significant influence against public trust(Zia Ibhar et al., 2022). This finding is in line with(Rahmasari et al., 2022)which also stated that service quality does not affect public trust. However, other studies have yielded different results, showing that good service quality significantly influences public trust.(Alghfeli et al., 2020; Boonlertvanich, 2019).

In addition to service quality, institutional image is a crucial factor influencing how the public assesses the performance of Customs and Excise. Institutional image is not solely shaped by the quality of formal services provided, but also by public perception of employee integrity, accountability of oversight processes, and the organization's commitment to preventing practices that deviate from bureaucratic ethics.(Syahrini & Ahmad Fadili, 2022). A mismatch between expectations and service experiences can lead to negative perceptions that can lead to a decline in public trust.(Engkur & Rianti Nia, 2019)Challenges such as bureaucratic processes that are considered complicated, limited access to information, and cases that tarnish the integrity of civil servants can become obstacles in building a positive image of the institution.(Budiastuti et al., 2022).

Institutional image also plays an important role in shaping public perception and satisfaction with the services provided.(Syahrini & Ahmad Fadili, 2022). Institutions with a positive image tend to be more trusted and valued by the public, which can contribute to increased public satisfaction.(Syahrini & Ahmad Fadili, 2022)Conversely, a negative image can reduce levels of trust and satisfaction, even if the service provided is high quality.

An institution's image reflects its reputation and public perception of it. A positive image can be formed through various factors, such as integrity, transparency, commitment to quality service, and contribution to the community or surrounding environment.(Sulistyan et al., 2017)Institutions with a positive image are generally perceived as more trustworthy, more respected, and more likely to attract public interest in using their services. Conversely, a negative image can undermine public trust, reduce interest in using services, and even influence perceptions of the institution's values.

Amidst efforts to improve service quality and institutional image nationally, in practice, there remains a gap between public expectations and the reality of operational services. This can be observed at the Kudus Customs and Excise Supervision and Service Office (KPPBC) of the Middle Excise (TMC) type. Based on the recapitulation of the Public Satisfaction Survey (SKM) evaluation and monitoring of the e-SKPL system for the first quarter of 2026, although service performance was generally assessed as good, several aspects still did not fully meet service user expectations. Specifically, the public highlighted the need for improvements in the physical facilities dimension (tangibles), such as the arrangement of parking areas to be more representative and comfortable. Furthermore, in the responsiveness dimension, there was crucial input regarding the speed of service response times, which were deemed necessary to be accelerated to align with the high dynamics of the industry. Complaints regarding infrastructure and service speed in early 2026 indicate that efforts to optimize services at the Kudus TMC KPPBC still need to be explored to prevent a decline in positive image and ensure maximum public satisfaction.

Based on the description of the background and the gap phenomenon, the researcher is interested in conducting research with the title Increasing Public Satisfaction Based on Service Quality and Institutional Image of the Kudus Customs and Excise Intermediate Type Supervision and Service Office.

2. Research Methods

The type of research used in this study is explanatory research, which is associative in nature, aiming to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain and test hypotheses with the aim of confirming or strengthening the hypotheses, with the hope that this will ultimately strengthen the theory used as a basis. In this case, the study examines the influence of service quality, institutional image, and customer satisfaction. Source The data in this study includes primary and secondary data. Primary data is data that obtained directly from the object (Widodo, 2017). The primary data of the study includes: Service Quality; Institutional Image and Public Satisfaction. Secondary

data is availableis data obtained from other parties. This data includes literature data, data and references related to this study.

3. Results and Discussion

3.1. Respondent Description

The respondents for this study were 140 users of the Kudus TMC KPPBC service. The distributed questionnaires were collected and completed, resulting in 140 data points suitable for further analysis. The following is a descriptive analysis of the respondents' demographic characteristics:

1) Respondent Characteristics Based on Gender

Respondent characteristics based on gender are presented to determine the proportion of male and female service users. The results of the data tabulation can be seen in Table below:

Table Respondent Characteristics Based on Gender

No.	Gender	Number of people)	Percentage (%)
1	Man	109	77.9%
2	Woman	31	22.1%
Total		140	100%

Source: Processed primary data (2026)

Based on Table, it can be seen that of the total of 140 respondents, the majority of service users at the Kudus TMC KPPBC were men, namely 109 people (77.9%), while female respondents numbered 31 people (22.1%). This indicates that customs, excise, and industrial activities related to the agency are predominantly carried out or represented by male workers.

2) Respondent Characteristics Based on Age

Respondent characteristics based on age were analyzed to determine the maturity level and generational range of service users who interact with Customs and Excise services. The age distribution of respondents is presented in Table below:

Table Respondent Characteristics Based on Age

No.	Gender	Number of people)	Percentage (%)
1	21 – 30 years old	10	7.1%
2	31 – 40 years old	51	36.4%
3	41 – 50 years old	25	17.9%
4	51 – 60 years old	54	38.6%
Total		140	100%

Source: Processed primary data (2026)

Based on Table, the age range of respondents is dominated by the 51-60 year age group with a total of 54 people (38.6%), followed by respondents aged 31-40 years as many as 51 people (36.4%), aged 41-50 years as many as 25 people (17.9%), and the least is aged 21-30 years as many as 10 people (7.1%). This data indicates that the majority of KPPBC TMC Kudus service

users are individuals in the senior productive age to pre-retirement who are believed to have a lot of experience related to administrative procedures and government bureaucracy.

3) Respondent Characteristics Based on Last Education

Respondents' highest educational level was examined to provide insight into the intellectual background of service users, which is closely related to their ability to process information, respond to services, and provide objective assessments of the questionnaire. The distribution of educational levels can be seen in Table below:

Table Respondent Characteristics Based on Last Education

No.	Gender	Number of people)	Percentage (%)
1	High School/Vocational School	57	40.7%
2	Diploma	33	23.6%
3	Bachelor	50	35.7%
4	Postgraduate (S2/S3)	0	0.0%
Total		140	100%

Source: Processed primary data (2026)

Based on Table, the majority of respondents had a high school/vocational high school education, totaling 57 people (40.7%). The second largest group was bachelor's degree graduates, with 50 people (35.7%), followed by diploma graduates with 33 people (23.6%). There were no respondents with postgraduate degrees (S2/S3). This educational level overview indicates that users of Kudus Customs services have adequate educational backgrounds, ranging from high school to undergraduate level. Therefore, they are assumed to be able to understand all applicable operational procedures and customs and excise policies.

3) Descriptive Analysis of Research Data

Descriptive analysis was used to provide a general overview of respondents' responses to the variables studied, namely Service Quality (X1), Institutional Image (Y1), and Public Satisfaction (Y2). Measurements were made based on the average (mean) value of the answers of 140 respondents to the question indicators in the questionnaire.

Before presenting the data, a scale range (interval) criteria is generally included to categorize respondents' assessments. Using a 1-5 Likert scale, the class interval range is calculated using the formula (5 - 1) / 5 = 0.8. Thus, the assessment categories are:

a. 1.00 – 1.80: Very Poor / Very Low

b. 1.81 – 2.60: Not Good / Low

c. 2.61 – 3.40: Good Enough / Adequate

d. 3.41 – 4.20: Good / High

e. 4.21 – 5.00: Very Good / Very High

Reliability measurement in quantitative research, especially in measurement models based on Structural Equation Modeling (SEM), can be done using three main methods, namely (Ghozali & Latan, 2015):

1) Cronbach's Alpha

*Cronbach's Alpha*Used to assess the internal consistency of a construct or latent variable. This value indicates the extent to which the indicators used are able to consistently measure the same concept. Generally, a Cronbach's Alpha value ≥ 0.70 is considered to indicate good reliability, although in exploratory research, a value ≥ 0.60 is still acceptable.

2) Composite Reliability (CR) Rho_C

*Composite Reliability*Measures internal reliability by considering the weight (loading) of each indicator on the construct. Unlike Cronbach's Alpha, which assumes all indicators have the same contribution, CR provides a more accurate assessment of the SEM model because it takes into account the relative contribution of each indicator. A CR value ≥ 0.70 generally indicates that the construct has adequate internal consistency.

3) Composite Reliability (CR) Rho_A

*Composite Reliability Rho_A*is a reliability or internal consistency measurement metric that was specifically developed for Partial Least Squares (PLS) based measurement models.

A construct is said to have a good and consistent level of reliability if it meets the CR Rho_A value limit criteria ≥ 0.70 (Dijkstra & Henseler, 2015; Hair et al., 2021).

The results of Cronbach's Alpha, Composite reliability Rho_C and Composite reliability Rho_A between constructs and their indicators can be seen in the following table:

Table Reliability Test Results

	Cronbach's alpha	***Composite reliability (rho_c)***	***Composite reliability (rho_a)***
Quality of Service	0.896	0.924	0.900
Institutional Image	0.930	0.950	0.932
Community Satisfaction	0.924	0.943	0.927

Source: Processed primary data (2026)

Based on the table above, the reliability test results for each construct show that the Cronbach's Alpha value is above 0.7, and the Composite reliability Rho_C and Composite reliability Rho_A also exceed 0.7. Thus, it can be concluded that this research instrument has a good level of reliability.

Based on the results of the evaluation of convergent validity and discriminant validity as well as variable reliability, it can be concluded that the indicators as measures of each variable are valid and reliable measures.

Research hypothesis testing is conducted to determine whether a hypothesis is accepted or not by comparing the calculated t with the t table with the condition that if the calculated t > t table, then the hypothesis is accepted. The critical value used when the sample size is greater than 30 and the two-tailed test is 1.65 for a significance level of 10%, 1.96 for a significance level of 5% and 2.57 for a significance level of 1% (Marliana, 2019). In this case, to test the hypothesis, a significance level of 5% is used where the t table value is 1.96, in addition to the comparison of T statistics, the hypothesis is also declared accepted and significant if the P-value is smaller than the alpha value of 0.05 (P-values <0.05) (Ghozali & Latan, 2015). The results of testing the influence of each variable in this study can be presented in the following table:

Table Bootstrapping results in SEM-PLS analysis

	Influence	Original sample (O)	T statistics (|O/STDEV|)	P values	Information
H1	Service quality -> Customer satisfaction	0.413	3,668	0.000	Accepted
H2	Service quality -> Institutional image	0.782	19,887	0.000	Accepted
H3	Institutional Image -> Public Satisfaction	0.494	4,494	0.000	Accepted
H4	Service Quality -> Institutional Image -> Public Satisfaction	0.386	4,334	0.000	Accepted

Source: Processed primary data (2026)

1) Hypothesis Testing 1 (H1)

H1: The higher the quality of service, the higher the public satisfaction.

In testing hypothesis 1, the original sample estimate value was obtained at 0.413. This value indicates that service quality has a positive effect on public satisfaction. This result is supported by the calculated t value of 3.668 > t table (1.96) and the p value of 0.000 < 0.05. Thus, it can be said that the influence of service quality on public satisfaction is positive and significant. Therefore, the first hypothesis stating that "The higher the service quality, the higher the public satisfaction" can be accepted.

2) Testing Hypothesis 2 (H2)

H2: The better the quality of service, the better the image of the institution.

In testing hypothesis 2, the original sample estimate value was obtained at 0.782. This value indicates that service quality has a positive effect on institutional image. This result is supported by the calculated t value of 19.887 > t table (1.96) and the p value of 0.000 < 0.05. Thus, it can be said that the effect of service quality on institutional image is positive and significant. Therefore, the second hypothesis stating that "The better the service quality, the better the institutional image" can be accepted.

3) Testing Hypothesis 3 (H3)

H3: The better the institutional image, the better public satisfaction.

In testing hypothesis 3, the original sample estimate value was obtained at 0.494. This value indicates that institutional image has a positive effect on public satisfaction. This result is supported by the calculated t value of 4.494 > t table (1.96) and the p value of 0.000 < 0.05. Thus, it can be said that the influence of institutional image on public satisfaction is positive and significant. Therefore, the third hypothesis stating that "The better the institutional image, the better public satisfaction" can be accepted.

4) Testing Hypothesis 4 (H4)

H4: Institutional image mediates the influence of service quality on public satisfaction.

Based on Table 28, the analysis results show that service quality has a significant indirect effect on public satisfaction through institutional image, with a coefficient value of 0.386, a T statistic of 4.334 (>1.96), and a P value of 0.000 (<0.05). This means that effective service quality can improve institutional image, which in turn contributes to increased public satisfaction. Since the direct relationship between service quality and public satisfaction is also significant, institutional image acts as a partial mediator, meaning that institutional image strengthens the influence of service quality on public satisfaction.

3.2. Discussion of Hypothesis Testing Results and Structural Model

This section provides a more in-depth discussion of the results of the hypothesis testing and structural model conducted in the previous subchapter. This discussion aims to confirm, interpret, and link the empirical findings—in the form of statistical data processing results using the SmartPLS instrument with the empirical theoretical foundation and findings from various previous studies. Specifically, the description in this section will focus on four main aspects, namely: the direct influence of service quality on public satisfaction, the influence of service quality on institutional image, the influence of institutional image on public satisfaction, and how the mediating role of institutional image in bridging the influence of service quality on public satisfaction in the Kudus Customs and Excise Supervision and Service Office (KPPBC) Type Madya Cukai.

1) The Influence of Service Quality on Public Satisfaction

Based on the results of the first hypothesis test (H1), the original sample estimate value was obtained at 0.413. This positive value indicates that service quality has a unidirectional relationship and has a positive effect on public satisfaction. This result is also supported by statistical testing where the t-value is 3.668 (greater than the t-table of 1.96) and the P-value is 0.000 (smaller than the significance level of 0.05). Thus, it can be concluded that the effect of service quality on public satisfaction is positive and significant, so that the first hypothesis

(H1) which states that "The higher the quality of service, the higher the public satisfaction" can be empirically accepted.

These empirical findings demonstrate that improving the quality of services provided by the Kudus Customs and Excise Supervision and Service Office (KPPBC) has a direct and tangible impact on increasing public satisfaction. Service quality plays a central and crucial role in increasing public satisfaction because it reflects the extent to which the institution's services meet public expectations and needs. Quality public services lead to positive service experiences for users. When the public experiences fast, fair, and friendly service, accompanied by a professional attitude from bureaucratic officials, their satisfaction levels tend to increase.

The results of this study align with and confirm the findings of several previous studies. Research conducted by Nurhidayat et al. (2021) and Özkan et al. (2020) consistently shows that service quality has a significant impact on public satisfaction. Similarly, these findings support the research of Firmansyah & Rosy (2021) and Mayasari (2020), which emphasized that public service quality directly contributes to public satisfaction. The alignment of these findings with previous literature reinforces the Service Quality (SERVQUAL) theory, which posits that satisfaction occurs when perceived service (the service received) matches or even exceeds expected service.

Practically, within the Kudus TMC KPPBC environment, the embodiment of service quality is reflected through five main dimensions of service, namely tangible evidence (tangibility), reliability (reliability), responsiveness (responsiveness), assurance (assurance), and empathy (empathy). The high level of public satisfaction in this study indicates that the institution is considered to have succeeded in providing clear procedures, timely service completion, and consistent implementation of fair and transparent customs and excise regulations. In addition, public satisfaction is also built on the competence of service implementers and the ability of officers to respond quickly to all complaints, suggestions, and input from service users. The better and more responsive the Kudus TMC KPPBC in providing representative infrastructure and competent and reliable officers, the more satisfied the public will be with the procedures and bureaucratic system they go through.

2) The Influence of Service Quality on Institutional Image

Based on the results of the second hypothesis test (H2), the path coefficient value (original sample estimate) was obtained at 0.782. This positive value indicates that service quality has a unidirectional influence on institutional image; meaning, the better the quality of service provided, the better the institution's image in the eyes of the public. This result is statistically supported by a t-value of 19.887 which is far above the t-table value (1.96), and a P-value of 0.000 which is smaller than the significance level of 0.05. Thus, the influence of service quality on institutional image is declared positive and significant, so that the second hypothesis (H2) can be accepted.

Furthermore, the f2 effect size evaluation for this relationship path showed a value of 1.570. This value is categorized as a very large influence. This finding proves that service quality is not merely a supporting factor, but rather a primary determinant that has a very significant impact on building and improving the image of the Kudus Customs and Excise Supervision and Service Office (KPPBC) Type Madya Cukai.

Theoretically, the results of this study align with and reinforce the findings of Kipkirui Langat et al. (2021), who stated that service quality has a strong and direct influence on an institution's image. Reliable, responsive, and friendly service, supported by high levels of staff competence and integrity, has been shown to foster positive public perceptions. When the Kudus TMC KPPBC is able to provide consistent, transparent, and user-oriented services, public trust will increase, and the institution will be viewed as much more professional and credible. Conversely, if service quality is inadequate, this can result in a decline in public trust and damage the institution's overall image.

In the practical operational context of the Kudus Customs and Excise Office (KPPBC TMC), the institution's image—which encompasses professionalism, reputation, values, and identity—is highly dependent on the direct experience (services received) of the community using the service. Excellent service quality, such as clear customs procedures, timely resolution, and responsiveness of officials in handling complaints, are a clear reflection of the level of accountability in public service delivery. This positive institutional image ultimately becomes a very important strategic asset for increasing service user compliance with customs and excise regulations, as well as strengthening the legitimacy of Kudus Customs and Excise in carrying out its supervisory and trade facilitation functions harmoniously with the community.

3) The Influence of Institutional Image on Public Satisfaction

Based on the results of the third hypothesis test (H3), the path coefficient value (original sample estimate) was obtained at 0.494. This positive value indicates that institutional image has a positive and unidirectional effect on public satisfaction. This result is statistically strengthened by the calculated t-value of 4.494, which is above the t-table threshold (1.96), and the P-value of 0.000, which is smaller than the significance level of 0.05. Thus, it can be concluded that the influence of institutional image on public satisfaction is positive and significant. Therefore, the third hypothesis (H3), which states that "The better the institutional image, the better the public satisfaction" is empirically accepted. In addition, based on the evaluation of the effect size f2, the path relationship between institutional image and public satisfaction recorded a value of 0.358. This figure falls into the category of a large influence, indicating how crucial the role of institutional image in driving public satisfaction.

In practical terms, these findings demonstrate that the institutional image of the Kudus Customs and Excise Supervision and Service Office (KPPBC) plays an essential role in shaping and enhancing the level of user satisfaction. A positive institutional image is crucial because it shapes the public's initial perception of the quality, credibility, and professionalism of the

services they will receive. When the Kudus Customs and Excise Supervision and Service Office (KPPBC TMC) is perceived by the public as having a stellar reputation, upholding professionalism, and adhering to the values of integrity and fairness, the public will feel much safer, more valued, and confident that their bureaucratic needs are being served well. This positive perception, fostered in the public's mind, not only strengthens their objective assessment of service outcomes but also directly boosts their overall satisfaction.

Theoretically, the results of this study are consistent and in line with various literature and previous research findings. Research conducted by Agustin Setyawati et al. (2018) and Engkur & Rianti Nia (2019) also confirmed that institutional image has a significant impact and influence on public satisfaction levels. This is also supported by the findings of Ratnasari (2016) and Nasution et al. (2022), which emphasized that institutional image contributes directly to the satisfaction of the communities it serves. Furthermore, research by Özkan et al. (2020) demonstrated the importance of organizational image in influencing public satisfaction in the public service environment. In other words, the positive image and reputation built by KPPBC TMC Kudus are not merely complementary organizational attributes, but rather the main catalyst that ensures the creation of the highest level of satisfaction in the eyes of the public.

4) The Influence of Service Quality on Public Satisfaction through Institutional Image

Based on the testing of the fourth hypothesis (H4), the results obtained show that service quality has a significant indirect influence on public satisfaction through institutional image. This is empirically proven by the path coefficient value of 0.386, the T-statistic value of 4.334 which is much greater than the t-table (1.96), and the P-value of 0.000 which is smaller than the significance level of 0.05. Considering that the direct relationship between service quality and public satisfaction was also proven significant in the previous test, the role of institutional image in this model is a partial mediation. This means that institutional image serves to strengthen the influence of perceived service quality on public satisfaction. Thus, the fourth hypothesis (H4) which states that institutional image mediates the influence of service quality on public satisfaction can be convincingly accepted.

In practical terms, these findings indicate that the high-quality service performance provided by the Kudus Customs and Excise Supervision and Service Office (KPPBC)—such as punctuality, clear procedures, and responsiveness of officers—is not merely perceived as a momentary satisfaction by service users. Furthermore, this good service will cumulatively build a very positive reputation and image of the institution in the eyes of the public. In other words, effective service quality has been proven to improve the institution's image, which in turn will make a real contribution to increasing wider public satisfaction.

4. Conclusion

Based on the results of research on increasing public satisfaction through service quality and institutional image at the Kudus Customs and Excise Supervision and Service Office (KPPBC)

of the Middle Type, the following main conclusions can be drawn:Service quality has a positive and significant impact on customer satisfaction. The results of testing the first hypothesis (H1) indicate that any improvement in service quality, encompassing the dimensions of tangibility, reliability, responsiveness, assurance, and empathy, will be followed by a significant increase in customer satisfaction. This demonstrates that clear procedures, staff competence, and responsiveness in handling complaints are the primary determinants of customer satisfaction. Service quality has a positive and significant impact on institutional image. The findings in the second hypothesis (H2) indicate a very strong and dominant influence, where excellent public service quality directly reflects the institution's professionalism and integrity. Consistent and transparent service has been proven to effectively build the Kudus TMC KPPBC's positive reputation in the public eye. Based on the results of testing the third hypothesis (H3), a positive institutional image, which reflects the organization's reputation, values, and identity, can create positive initial perceptions and increase public trust. The better an institution's reputation, the more valued and satisfied the public will feel with the services they receive.

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