

THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS

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Abstract

In the highly competitive hospital industry, increasing patient satisfaction through service quality and trust is an important priority. This research is important to understand how service quality, trust, and culture influence outpatient satisfaction at Teluk Bintuni Regional Hospital. Information shows that there has been a decrease in the number of new outpatient visitors at Teluk Bintuni Regional Hospital from 2017 to 2020, reaching around 29.5%. The problem is that Teluk Bintuni Hospital faces challenges in increasing new outpatient visits, where factors such as service quality, trust, culture and customer satisfaction can be the cause. Evaluation of service quality is crucial to identify dimensions that need improvement. The decrease in the number of outpatients indicates a decrease in patient trust and the influence of culture that is not conducive to quality services. Therefore, this research aims to contribute new knowledge that can be used to develop strategies to improve the quality of health services at Teluk Bintuni Hospital, so that it can provide a positive experience for outpatients. This research aims to determine the influence of Service Quality on Outpatient Satisfaction at Teluk Bintuni Regional Hospital which is mediated by culture and beliefs. Located at Teluk Bintuni Hospital, there are 100 (one hundred) people and all members of the population are also samples so this research is a census research. The results of this analysis show that all indicators used in this research are valid and reliable. This research uses a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) using SmartPLS 3.3 software. This research provides evidence of a positive and significant influence

Keywords :Service quality, satisfaction, patients, outpatient care, culture, trust

1. Introduction

In the highly competitive hospital industry, increasing patient satisfaction through service quality and trust is an important priority. The success of a hospital depends not only on its facilities and management systems, but also on its ability to build positive relationships with patients, provide quality services, and build trust. Patients are now free to choose hospitals based on the quality of the relationship, quality of service, and experience during treatment. Therefore, interpersonal relationships, service quality and service effectiveness are the main keys to increasing patient satisfaction. Serious attention to this aspect will make patients more confident and satisfied, which in turn improves the image and trust in the hospital. Teluk Bintuni Regional General Hospital (RSUD), for example, continues to improve to improve the quality of health services. Since being founded based on the Decree of the Regent of Teluk Bintuni Number 87 of 2010 and starting operations on 11 November 2011, this RSUD has achieved various improvements:

- Designated as a class D hospital in 2016
- Received Initial Accreditation and Intermediate Accreditation in 2016
- Upgraded to class C hospital in 2017

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Wiendo Syahputra Yahya¹, Saparso², Fushen³

- Designated as BLUD in 2017
- Achieving Plenary level Accreditation (2018-2020)
Received ISO 9001:2015 Certification in 2018 for nine services including general medical services, neonatal obstetric emergency, pharmacy, emergency care unit, medical records, laboratory, blood transfusion, radiology, nutrition, polyclinic and ambulance. Teluk Bintuni Hospital provides various specialist polyclinics such as Dental, Physiotherapy, Consultation, Surgery, Internal Medicine, Pediatrics, Obstetrics and Gynecology, Lungs, Heart and Eyes. Their commitment is to provide holistic and integrated health services for outpatients. Research shows that a hospital's image greatly influences patient perceptions and decisions. The positive image of Teluk Bintuni Hospital, formed through comprehensive and integrated services, can attract patients, strengthen relationships with customers, and build patient loyalty. However, there has been no research at Teluk Bintuni Hospital that examines the relationship between service quality, culture and trust on outpatient satisfaction. Therefore, this research is important to understand how service quality, trust, and culture influence patient satisfaction. This research aims to contribute new knowledge that can be used to develop strategies to improve the quality of health services at Teluk Bintuni Hospital, so that it can provide a positive experience for outpatients.

Information shows that there has been a decrease in the number of new outpatient visitors at Teluk Bintuni Hospital from 2017 to 2020 reaching around 29.5%. From 6781 new visitors in 2017 to 4791 new visitors in 2020. A decrease of this magnitude reflects significant changes in outpatient visit patterns during that period. The problem is that Teluk Bintuni Regional Hospital faces challenges in increasing new outpatient visits. Factors such as service quality, trust, culture, and customer satisfaction can play a role in attracting new patients and retaining existing ones. Even though there is a RENSTRA at Teluk Bintuni Regional Hospital which sets priorities for improving service quality and developing new service products, a decrease in outpatient visits can still occur. This shows that the implementation of the RENSTRA may not have been completely successful in overcoming the challenges faced by hospitals. Seeing the challenges faced by Teluk Bintuni Regional Hospital in increasing new outpatient visits, evaluation of service quality is crucial.

This evaluation is important to identify which dimensions of service quality need to be improved. On the one hand, it is understandable to see that with a decrease in the number of outpatients it can be said that patient trust is decreasing because patient trust in hospitals is the main foundation in establishing sustainable relationships. If there is a feeling of distrust or disappointment on the part of the patient regarding the services provided, this can have an impact on reducing outpatient visits. If we look at it from another perspective, the influence of culture at Teluk Bintuni Hospital is also a factor that causes a decrease in the number of outpatients due to health services. Culture that is not conducive or does not support quality services can be a factor causing a decrease in visits. Based on this, the decrease in the number of outpatients should raise questions regarding the level of patient satisfaction. Patient satisfaction is an important indicator in assessing the effectiveness and efficiency of health services provided by hospitals which can be influenced by several factors that have been mentioned, namely Service Quality, Culture and Patient Trust in Satisfaction.

Therefore, this research focuses on Service Quality, Satisfaction, Culture and Trust of Outpatients at Teluk Bintuni Hospital. Based on research that has been conducted, it also turns out that service quality influences satisfaction (Hidayat & Setiawardani, 2018), Service quality on organizational culture, service quality on student satisfaction with organizational culture moderation (Fajarini & Meria, 2020), Service Quality on Customer Trust and Loyalty is Mediated by Customer Satisfaction (Utomo & Supriyanto, 2020), The Influence of Service Quality and Work Culture on Satisfaction (Budiarti, 2018), The Influence of Service Quality, Culture, on Satisfaction, Service Quality, Trust on Customer Satisfaction at the Bmt Fajar Metro Pusat Branch (Japlani et al., 2020). Therefore, based on the results of previous research, the

researchers examined the influence of service quality on outpatient satisfaction at Teluk Bintuni Regional Hospital which was mediated by culture and belief.

1.1 Formulation of the problem

From the existing problem boundaries, a research problem can be formulated as follows:

1. Does Service Quality Influence Patient Satisfaction?
2. Does Service Quality Affect Patient Culture?
3. Does Service Quality Affect Patient Confidence?
4. Does culture influence patient satisfaction which is mediated by culture and beliefs?
5. Does trust have an influence on patient satisfaction which is mediated by culture and beliefs?
6. Does Service Quality Affect Satisfaction Patient Yang Mediated by Culture?
7. Does Service Quality Influence Patient Satisfaction Mediated by Trust?

2. Foundations Of Literature

2.1 Service Quality

According to Parasuraman (Hidayat & Setiawardani, 2018) divides the dimensions of the SERVQUAL method into five dimensions, namely: 1. Reliability Dimension: The ability of the service provider to provide services appropriately and accurately so that customers can trust and rely on them. 2. Assurance Dimension: The understanding and polite attitude of employees (contact personnel) is related to their ability to provide confidence to customers that the service provider is able to provide the best possible service. 3. Tangibles (Real) Dimensions The appearance and performance of physical facilities, equipment and communication materials used in the service delivery process. 4. Dimension of Empathy (Empathy) The level of individual attention or concern that the service provider can provide to customers 5. Dimension of Responsiveness (Responsiveness) The willingness or desire of the service provider to immediately provide service assistance that the customer needs quickly.

According to Zeithaml (Fajarini & Meria, 2020) describes service quality as a form of attitude, related but not exactly the same as satisfaction, which is obtained by comparing expectations with performance. Attitude is an expression of deepest feelings that shows whether a person is sympathetic or unsympathetic towards an object, for example towards the brand of a product and the services provided by a particular service. According to Tjiptono (NT Putri et al., 2021a), the concept of quality itself is often considered as a relative measure of the goodness of a product or service consisting of design quality and conformity quality. Design quality is a function of product specifications, while conformity quality is a measure of how far a product is able to meet predetermined quality requirements or specifications. Quality has more than one dimension and the level of importance of each dimension varies depending on the type of product. According to Djunaedi (Djunaedi & Muh. Akil Rahman, 2023) revealed that there are five main factors or indicators that determine the quality of services. These five factors include:

1. Tangible: Concerns physical appearance, equipment and good communication materials.
2. Empathy (Empathy): Involves the willingness of employees and entrepreneurs to care and provide personal attention to consumers, by trying to position themselves as consumers.
3. Responsiveness: Demonstrates the willingness of employees and employers to help consumers quickly, listen and resolve complaints swiftly.
4. Reliability: Implies the ability to provide services as promised, reliably, accurately and consistently. Examples include the ability of employees to provide the best service, handle consumer needs quickly and correctly, as well as the company's consistency in providing services according to consumer expectations.

According to Juhria (Juhria et al., 2021) Service quality is something that is felt by consumers. Consumers will judge the perceived quality of service based on what they picture in their minds. Consumers will turn to other service providers who can understand their specific needs better and provide

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Wiendo Syahputra Yahya¹, Saparso², Fushen³

better service. Another understanding of service quality comes from Helian's opinion (Ratnaningsih et al., 2023) which suggests that quality is the level of excellence expected to fulfill someone's desires. Meanwhile, service is defined as an action or performance provided by someone to another person which can be categorized as high contact service and low contact service.

2.2 Satisfaction

Maulidiah (Maulidiah et al., 2023) suggests that patient satisfaction or dissatisfaction is the result of a comparison between consumer expectations and their perceptions of the actual service experience. Fajarini also conveyed the same thing (Fajarini & Meria, 2020) which says that patient satisfaction is an emotional assessment or evaluation that involves feelings of pleasure, satisfaction, or disappointment felt by the patient after using or purchasing a particular product or service. It reflects the extent to which customers' hopes and expectations are met by their actual experiences with the products or services provided by a company or service provider.

Febyta (Febyta Aulia & Handayani, 2022) said that patient satisfaction is influenced by various factors such as the condition of the room environment, the availability of complete facilities and equipment, as well as the attitudes and behavior of service providers. Masitoh (Masitoh et al., 2019) Customer satisfaction is considered crucial for marketers because it is often considered the main factor influencing repeat purchases, positive testimonials, and customer loyalty. So from this it can be understood that patient or customer satisfaction is influenced by various factors, including the environmental conditions of the room, the availability of complete facilities and equipment, as well as the attitudes and behavior of service providers. This shows the importance of paying attention to physical and non-physical aspects in meeting customer needs and expectations. Overall, it emphasizes the importance of paying attention to various factors that influence customer satisfaction and implementing appropriate strategies to ensure that customer needs and expectations are met optimally.

According to Setiawan (Setiawan, 2022) suggests that consumer satisfaction occurs when consumers realize that what they need and want has been fulfilled according to their expectations and in a satisfactory way and according to Novitasari (Novitasari & Suhardi, 2020) Patient satisfaction can be explained as the extent to which a product or service meets the buyer's expectations. When the performance of a product or service is less than expected by customers, this leads to dissatisfaction. However, if the product or service exceeds expectations, customers will feel satisfied or even very happy. According to Kotler and Keller (Masitoh et al., 2019) Satisfaction is a person's emotional response after comparing the perceived product performance with their expectations. Satisfaction can also be considered an emotional reaction to an experience based on information obtained about a product or service.

According to Baan (Baan, 2020) Customer or patient satisfaction refers to feelings of pleasure or disappointment that arise in someone after comparing the results or performance received from a product or service with the hopes or expectations they have. Service quality is a crucial factor that influences the level of customer satisfaction. When patients receive optimal and quality service from a hospital, this will naturally create satisfaction for the patient. According to Baan (Baan, 2020) that indicators of patient satisfaction can be observed through several things, such as the friendliness of the staff, accuracy of information, responsiveness of the staff, availability of necessary facilities, and environmental cleanliness. Patients will feel satisfied when their experience with services exceeds expectations, where the expectations and reality in using the service meet or even exceed their expectations. According to Tjipto and Diana (Tjiptono & Diana, 2019), there are several benefits obtained by companies when they achieve this level of customer satisfaction:

1. Establishing a harmonious relationship between the company and customers.
2. Establishment of a strong basis for repeat purchases.
3. Encouraging the creation of customer loyalty towards products.

4. Encourage word of mouth recommendations to family and friends.
5. Increased company reputation in the eyes of customers.
6. Increased profits earned by the company.

According to Fadilah (Fadlilah & Listyorini, 2022)(Fadlilah & Listyorini, 2022)Patient satisfaction can be defined as a positive evaluation or feeling of satisfaction felt by a patient after receiving health services from a medical facility. This includes patient perceptions of various aspects of care, including service quality, reliability, responsiveness, assurance, and empathy provided by health care providers. Patient satisfaction is often influenced by the extent to which their hopes and expectations are met by their experiences during medical care. According to Utari(Utari & Firmansyah, 2021)There are two main factors that influence patient satisfaction including:

1. **Service:** This includes the friendliness of hospital staff and speed in providing services. The quality of a hospital is considered good if they provide services that pay good attention to the needs of patients and other visitors.
2. **Facilities:** The completeness of hospital facilities also determines patient satisfaction assessments, such as good health facilities, adequate facilities and infrastructure, sufficient parking, comfortable waiting rooms, and clean and comfortable inpatient rooms.

According to Chandra(Tjiptono & Chandra, 2020)There are four methods used to evaluate customer satisfaction:

1. **Complaint and Target Reporting System**

Customer-oriented companies provide opportunities for customers to submit complaints and suggestions through various means, such as suggestion boxes, cards comments, and hotline services. The information obtained from this system provides insights for companies to respond quickly and effectively to problems emerging.

3. **Mystery Shopping**

This method involves the use of “mystery shoppers” posing as customers to evaluate shopping experiences with both one's own company and competitors. Through this experience, information about the company's strengths and weaknesses can be obtained, and how complaints are handled can be observed.

4. **Lost Customer Analysis**

The company makes contact with customers who have stopped trading or switched to other suppliers to understand the reasons behind their decisions. In addition to exit interviews, customer attrition rates are also monitored to determine the extent to which the company has succeeded in maintaining customer satisfaction.

5. **Customer Satisfaction Survey**

This method involves survey research conducted by post, telephone, or personal interviews. These surveys provide customers with the opportunity to provide direct feedback to the company and demonstrate the company's commitment to customer satisfaction. Apart from that, companies can also retain customers by improving relationships with partners, building bonds and loyalty, and offering more competitive prices.

According to Tjiptono(Tjiptono, 2016)There are several strategies that can be used to increase satisfaction:

1. **Relationship Marketing Strategy**

This is an approach where the relationship between the seller and the buyer is established on an ongoing basis, and does not end after the sales transaction. This creates a sustainable partnership with customers.

THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS

Wiendo Syahputra Yahya¹, Saparso², Fushen³

2. Superior Customer Service Strategy
It is an approach where the company focuses on providing better service than its competitors. Although it requires a large investment in resources and effort, this strategy can provide significant benefits through superior service.
3. Unconditional Service Guarantee Strategy
This strategy emphasizes a commitment to provide satisfaction to customers through full guarantees for the products or services provided. This aims to reduce risks or losses for dissatisfied customers.
4. Effective Complaint Handling Strategy
Handling complaints is an opportunity to turn dissatisfied customers into satisfied customers. Speed and accuracy in responding to complaints are key in building customer trust in the company.
5. Company Performance Improvement Strategy
Involves continuous monitoring of customer satisfaction, providing training to management and employees regarding communications, sales, and public relations, and empowering employees to meet customer needs.
6. Implement Customer-Oriented Quality Improvement
This strategy aims to design processes based on customer needs, enabling companies to prioritize customer needs, find innovative solutions, and increase process effectiveness by involving customers in product development.

According to Ritonga(Ritonga, 2019)Patient satisfaction refers to the overall evaluation of a patient's experience in accessing health services at a medical institution. Factors that influence patient satisfaction include service quality, price, and emotional factors.

1. Service Quality: This is the level of satisfaction based on the patient's experience of the quality of service received at a hospital or medical institution. This includes the responsiveness of medical staff, speed of service, friendliness, and the adequacy of information provided to patients.
2. Price: This is an economic consideration that influences patient satisfaction. Affordable prices for medical services or in accordance with the value provided can increase patient satisfaction because it minimizes financial burden
3. Emotional/Feeling Factors (Emotion Factor): This is an emotional aspect that influences the patient's perception and experience. It includes the sense of trust, comfort, security, and emotional support received by the patient during medical treatment.
4. Returning to Use Services: This is the act of a patient returning to use health services at the same institution after a previous experience. This can be a strong indicator of patient satisfaction levels, because satisfied patients are more likely to use the same service again.

2.3 Culture

According to Utomo(Utomo & Supriyanto, 2020)The culture in an organization will specifically be influenced by the dynamics of working together, leadership style, type of organization, and the administrative processes implemented. This is important because organizational culture reflects the habits that exist within the hierarchical structure of the organization which reflects the behavioral norms adopted by organizational members. According to Putri(NT Putri et al., 2021b)Organizational culture refers to a set of norms, values, beliefs, assumptions, and attitudes shared by organizational members, which influence actions, achievements, and interactions with the environment outside the organization, and serve as a guide for the behavior of organizational members.

Based on what Utomo and Putri said, it can be understood that organizational culture in an entity is influenced by various factors, such as collaborative work dynamics, leadership style, type of

organization, and administrative processes. Organizational culture reflects the habits and norms of behavior followed by members of the organization. The definition from Utomo and Putri emphasizes that organizational culture includes the norms, values, beliefs, assumptions and attitudes shared by members of the organization. This culture plays an important role in shaping the actions, achievements and interactions of the organization with the external environment, as well as serving as a guide for the behavior of organizational members as a whole. According to Puspita (Puspita, 2020) Organizational culture, or organizational culture, refers to a collection of values, principles, traditions and work methods that are shared by members of a company and influence the behavior and actions of employees in the company. These mutually agreed values and practices usually develop over time and have a major impact on company operations. Organizational culture reflects the company's identity and characteristics that are well maintained. A strong culture serves as norms that guide behavior, helping employees carry out their duties more effectively. If so, organizational culture is a pattern or system consisting of attitudes, values, behavioral norms, language, beliefs and rituals that are formed, developed and passed on to members of the organization. This culture is part of the organization's personality that controls the behavior and actions of its members, and is a characteristic that differentiates the organization from others. According to Kumar (Upadhyay & Kumar, 2020) Culture has several indicators:

1. Team collaboration and conflict resolution
In an organizational context, working as a team is a necessity, where dynamics in a team can create conflict between individuals in the group.
2. Work atmosphere and ethics
Work atmosphere and ethics in an organization include how the organization motivates individuals to achieve the best performance, as well as how the work atmosphere is created and the ethical norms that are upheld in the organization.
3. Information flow
Information flow involves conveying information about changes clearly and ensuring consistent understanding among organizational members.
4. Participation
Participation in the organization gives employees a sense of appreciation and encourages them to contribute with positive ideas and innovations for the development of the organization.
5. Supervision
Effective leaders create a comfortable work environment for employees. This can include providing praise for good performance as well as providing constructive feedback to help employee development.
6. Meeting
Meetings involve effective decision making, ensuring discussions remain focused, and efficient use of time.
7. Data Based Decision Making
Data-driven decision making refers to the practice of making organizational decisions that are based on accurate and relevant data analysis.

According to Edward Burnett Tylor (IR Putri & Yusuf, 2020), culture is a holistic and complex system that includes various aspects, including knowledge, beliefs, art, morality, law, traditions and other skills acquired by individuals as members of society. Based on this, it can be understood that organizational culture is an important aspect in maintaining the continuity of an organization. Organizations that have a strong culture are considered able to face challenges better. According to Iramayanti (Irmayanti & Surya, 2020) explains that a culture that is well maintained in an organization will develop into a strong one, pushing the organization towards better improvement.

THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS

Wiendo Syahputra Yahya¹, Saparso², Fushen³

2.4 Trust

According to Prihatini, belief is a mental or verbal statement that reflects a person's special knowledge and judgment about some idea or thing. Trust involves a person's willingness to behave in a certain way because of the belief that a partner will provide what is expected and an expectation that a person generally has that another person's words, promises or statements will be true. (Prihatini & Luk, 2019). Belief is a descriptive idea that someone has about something. Trust is one of the psychological factors that influences consumer behavior. In online transactions, trust arises when one of the parties involved has received assurance from the other party, and is willing and able to fulfill his obligations according to Hidayat in (Rahmizal & Yuvendri, 2021). Based on what Prihatini and Hidayat said, it can be understood that trust involves a person's knowledge and assessment of certain ideas or things. This includes a person's willingness to act based on the belief that his or her partner will meet expectations. In a psychological context, trust plays an important role in influencing consumer behavior. In online transactions, trust arises when the parties involved feel confident and ready to fulfill their obligations.

Trust is all the knowledge a consumer has and all the conclusions consumers make about an object, its attributes and benefits. Belief in objects, attributes and benefits shows consumer perception and therefore, generally one consumer's trust is different from other consumers. These beliefs represent associations that consumers form between objects, attributes, and benefits based on cognitive learning processes (Mulyadi et al., 2018). Trust is one of the main assets in leading to the success of a business, including e-commerce based online businesses. From the definition above, it can be concluded that trust is a way of upholding the principles of trust between consumers and companies and can be accounted for in all forms of data confidentiality in order to produce positive perceptions and lead to loyal relationships between companies and consumers. (Agustina et al., 2019). Trust is an important factor when carrying out online transactions, because buyers trust the online seller's ability to guarantee security when buyers make online transactions (Yakup et al., 2023). Based on the above, it can be understood that trust involves consumers' knowledge, conclusions and perceptions of the objects, attributes and benefits of a product or service. This belief is subjective and can vary between consumers. In a business context, trust is the main capital for achieving success, especially in online business or E-commerce.

Trust includes confidence and confidentiality of data which can produce positive perceptions and build loyal relationships between companies and consumers. In online transactions, trust is also a key factor, where buyers believe in the online seller's ability to maintain transaction security. Trust is one party's belief in the reliability, durability and integrity of the other party in the relationship and the belief that their actions are in their best interests. (Dianita et al., 2022). Trust is a reflective or action that shows a person's special ability to evaluate some idea or thing (Ningsih & Magdalena, 2020). Trust is a number of specific beliefs regarding integrity (honesty of the trusted party and the ability to keep promises), benevolence (the concern and motivation of those trusted to act in accordance with the interests of those who trust them), competency (the ability of the trusted party to carry out the needs of those who trust them) and predictability (consistency of behavior of trusted parties) (Dewi et al., 2022).

2.5 Conceptual Framework

Patient satisfaction will be realized if service quality can be implemented well. This will be even better if culture and trust can also be implemented well. So the concept model built is as follows:

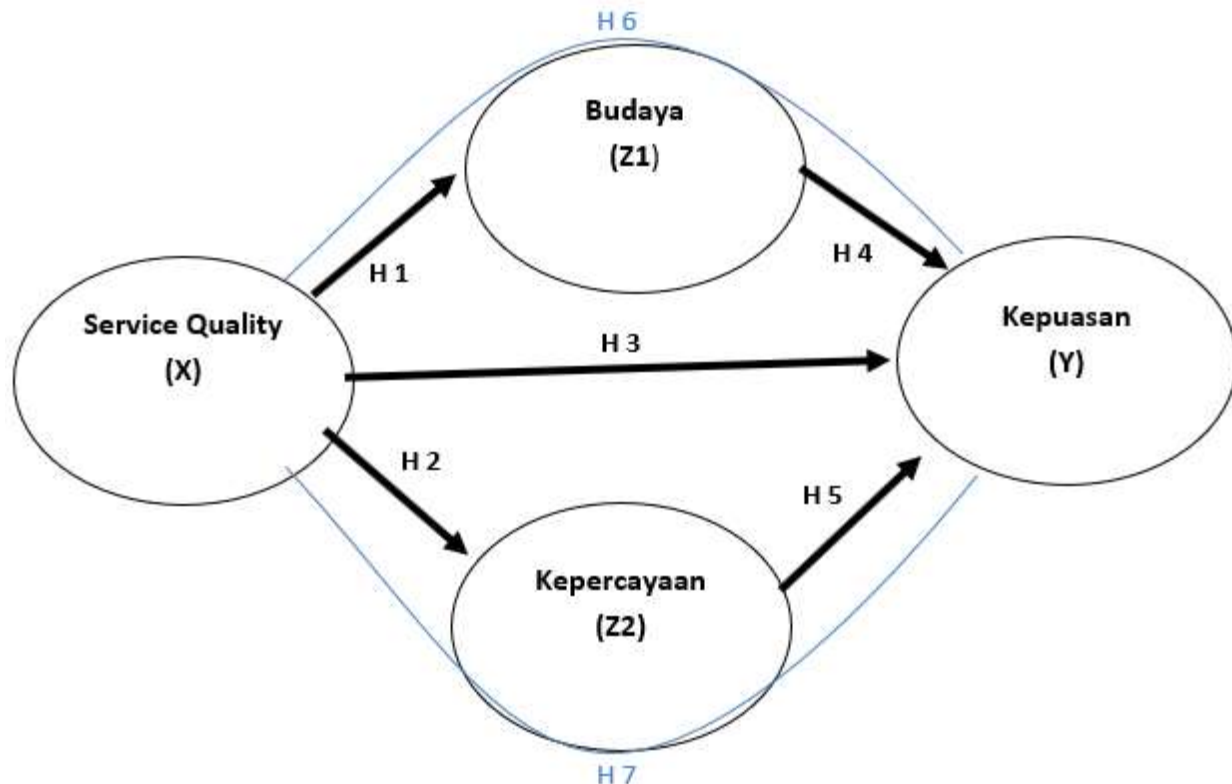


Figure 2.1 Research Concept Model

Information:

H1: Service Quality has a positive and significant effect on Patient Satisfaction

H2: Service Quality has a Positive and Significant influence on Culture

H3: Service Quality has a Positive and Significant effect on Trust

H4: Culture has a positive and significant effect on satisfaction

H5: Trust has a positive and significant effect on satisfaction

H6: Service Quality has a positive and significant effect on mediated satisfaction by Culture

H7: Service Quality has a positive and significant effect on mediated satisfaction by Trust

3. Research methodology

3.1 Research Population and Sample

The population studied was all outpatients at the Teluk Bintuni Regional General Hospital (RSUD), totaling 135 people and the sampling method used the Slovin formula. The Slovin formula is a formula used to determine the minimum sample size in research when the behavior of a population is not yet known with certainty. This research uses a guide prepared using the Slovin formula (Sugiyono, 2018) where the sample size in research using the Slovin formula is determined based on the error rate

THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS*Wiendo Syahputra Yahya¹, Saporso², Fushen³*

value. Based on calculations, the number of samples determined is 100 people. The greater the error rate value used, the smaller the number of samples that need to be taken. In this study, the respondents were in the Outpatient Department at Teluk Bintuni Regional Hospital, with an error rate of 5%. So, calculations can be done as follows:

$$\begin{aligned} n &= 135(1 + 135 \times (0.05)^2) \\ &= 1351 + 135 \times 0.0025 \\ &= 1351 + 0.25 \\ &= 1351.25 \\ &= 100 \end{aligned}$$

The total study population is calculated as follows:

$$n = 100$$

Based on the calculations above, the number of samples determined was 100 people. This number of respondents is considered representative for producing research data that reflects the condition of the population. In carrying out this research, questionnaires were distributed online via a form to outpatients at Teluk Bintuni Regional Hospital.

3.2 Data analysis technique

After the data for this research has been collected, data analysis is then carried out. Data analysis in this research used the structural equation method (SEM) via Smartpls V.3. SEM is a statistical technique that functions to analyze a pattern of relationships between latent constructs and their indicators, latent constructs with each other and can see measurement errors and directly determine Santoso ordered (Sugiyono, 2018). SEM itself can carry out analysis between dependent and independent variables directly. This technique is used to explain the relationship between variables in research. The main requirement in an SEM model is to develop a hypothesis model consisting of a structural model and a measurement model in a path diagram based on theory. Based on the results of the previously formulated hypothesis, this research used smart PLS (Partial Least Square) V3 software. The process starts from model measurement, model structure and hypothesis testing. The outer measurement model is used to assess validity and reliability, while the inner measurement model is used to assess the causal relationship between latent variables, either exogenous or endogenous.

3.2.1 Outer Model

- 1 Convergent Validity: In this research, convergent validity will assess the extent to which all questions in the questionnaire that measure service quality, patient satisfaction, culture and trust correlate with each other or lead to the same concept. For example, convergent validity will be checked by seeing whether the questions measuring service quality show a high correlation with each other, indicating that all the questions are indeed measuring the same aspect of service quality.
- 2 Discriminant Validity: Discriminant validity in this research will assess the ability to differentiate between different constructs, such as service quality, patient satisfaction, culture, and trust. For example, discriminant validity will ensure that scales measuring service quality are not mixed with scales measuring patient satisfaction, indicating that the measurement instrument differentiates between different concepts well.
- 3 Composite Reliability: Composite reliability will measure the reliability or consistency of each construct in this research, such as service quality, patient satisfaction, culture and trust. This will show how well all the items measuring each construct correlate with each other. For example,

composite reliability will measure how consistently questions measuring service quality produce similar results.

- 4 Cronbach Alpha: Cronbach alpha will be used to measure the internal reliability of the measurement instrument for each construct, such as service quality, patient satisfaction, culture, and trust. This will show the extent to which all items in the instrument are consistent with each other in measuring the same concept. A high Cronbach alpha value will indicate a high level of consistency between the items measured in the instrument for each construct.

3.2.2 Inner Model

- 1 R Square (Coefficient of Determination): R Square or coefficient of determination is a measure that indicates how well a linear regression model fits the observed data. The R Square value ranges between 0 and 1, where the closer the R Square value is to 1, the better the model is at explaining variations in the dependent variable. In the context of this research, R Square will show how well the regression model explains variations in outpatient satisfaction at Teluk Bintuni Regional Hospital which is explained by the variables service quality, culture and trust.
- 2 T Statistic (Parameter Coefficient): T Statistics, or often referred to as t value, is a measure of the statistical significance of parameter coefficients in a regression model. The t value shows how far the parameter coefficient value is different from zero in standard error units. The greater the absolute value of the t statistic, the more significant the parameter coefficient is in influencing the dependent variable. In this research, the T statistic will be used to evaluate the statistical significance of the parameter coefficients that link service quality, culture and trust variables with patient satisfaction.
- 3 P-Values: P-Values are the probability of a calculated (or more extreme) t value under the null hypothesis. A smaller p value indicates stronger evidence against the null hypothesis (i.e., that the parameter coefficient is zero). Generally, if the p value is less than a predetermined significance level (usually 0.05), we reject the null hypothesis and conclude that the parameter coefficient is statistically significant. In the context of this research, p-values will be used to evaluate the statistical significance of parameter coefficients in relation to patient satisfaction, related to service quality, culture and trust variables.

3.2.3 Hypothesis Testing

Hypothesis testing is used to carry out analysis of data processing using the results of the critical ratio and alpha or the error rate seen with the statistical limits of T-values and alpha values. T-values > 2.06 and alpha < 0.05. This test uses t-statistic values and P-Value (Ariyanto et al., 2023) Path analysis is used to determine the type of relationship between independent variables when explaining the relationship with the dependent variable. This relationship can be a correlational relationship or a dependency relationship according to Dachlan. There are two techniques used in data analysis, namely:

1. Create a path diagram in the SMART PLS program
2. Hypothesis testing of structural relations in SMART PLS.

In the data processing and data analysis process, several stages will be carried out as follows, namely, the first stage Examination of questionnaires that have been filled out by respondents to ensure the completeness of the questionnaire contents. second stage Carrying out tabulation tests related to calculations from the questionnaire results. The third stage of testing that has been carried out is related to validity testing to determine whether the questionnaire questions are appropriate and relevant to the objectives or not. The fourth stage of testing is related to reliability testing to determine whether the questionnaire still provides relatively the same results (consistency) if measurements are carried out on the same subject. The tests carried out are related to hypothesis testing to determine whether the model

THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS

Wiendo Syahputra Yahya¹, Saparso², Fushen³

built really has an influence or not.

4. Analysis and Discussion

4.1 Validity Testing

Validity testing was carried out on this research instrument using convergent validity, discriminant validity, and average variance extracted. The first validity test is carried out by looking at the convergent validity of an instrument. It can be said to be valid if it has a loading factor value greater than 0.5. If this value is greater than 0.5 then the instrument this time can be said to be valid and can explain the relationship between the indicators and latent variables in the hypothesis model. If in the calculation results there are indicators that are invalid or less than a value of 0.5, then these indicators will not be included in the analysis calculations that will be carried out. The results of the loading factor calculations can be seen as follows.

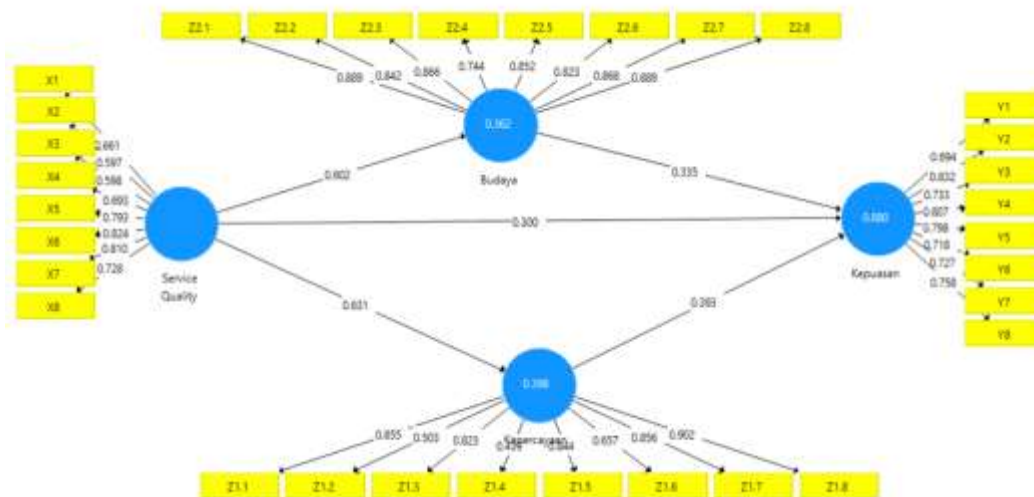


Figure 4.1 Research Model
(Source: Smart PLS Calculation)

Based on the research model that has been analyzed using Smart PLS, it can be said that all indicators are valid because they have a loading factor value greater than 0.5 with the data can be seen as follows. It can be concluded that all indicators can be included in the further analysis process because no indicators were removed with a value of less than 0.5.

Table 4.6 Loading Factor Value (1)

Service Quality	Loading Factor	Satisfaction	Loading Factor
X1	0.6600	Y1	0.6692
X2	0.6016	Y2	0.8152
X3	0.5969	Y3	0.7565
X4	0.6927	Y4	0.8167
X5	0.7921	Y5	0.7411
X6	0.8199	Y6	0.6506
X7	0.8093	Y7	0.6836
X8	0.7304	Y8	0.7362

(Source: Smart PLS Calculation)

From the loading factor values presented, it can be seen that all indicators of the Service Quality variable have quite high loading factors, which shows a significant contribution from each indicator to the Service Quality construct variable.

The indicator with the highest loading factor is X6 with a value of 0.8199, followed by X7 (0.8093), X5 (0.7921), and X8 (0.7304). This shows that indicators X6, X7, X5, and X8 make a significant contribution to the Service Quality variable, although perhaps not as strong as other indicators. Meanwhile, the indicator with the lowest loading factor is X2 with a value of 0.6016. Even though the value is lower compared to other indicators, the loading factor is still relatively high, indicating that this indicator still makes a significant contribution to the Service Quality variable, although perhaps not as strong as other indicators.

Overall, the high factor loading values for all indicators indicate that this research questionnaire has met the requirements for convergent validity, because all indicators of the Service Quality variable are significantly related to the construct variables being measured.

Based on the loading factor values given regarding satisfaction, it can be seen that all indicators of the satisfaction variable (Y) have relatively high loading factors, which shows a significant contribution from each indicator to the satisfaction construct variable. The indicator with the highest loading factor is Y2 with a value of 0.8152, followed by Y4 (0.8167), and Y3 (0.7565). This shows that indicators Y2, Y4, and Y3 have the largest contribution to the satisfaction variable, with factor loading values that are close to or even exceeding 0.8, which is a strong sign of the relationship between the indicators and the construct variable. Meanwhile, the indicator with the lowest loading factor is Y6 with a value of 0.6506. Even though the value is slightly lower compared to other indicators, the loading factor is still quite high, indicating that this indicator still makes a significant contribution to the satisfaction variable. Thus, based on the high loading factor values for all satisfaction variable indicators, it can be concluded that this research questionnaire has met the requirements for convergent validity, because all satisfaction variable indicators are significantly related to the construct variables being measured.

THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS

Wiendo Syahputra Yahya¹, Saparso², Fushen³

Table 4.7 Loading Factor Value (2)

Culture	Loading Factor	Trust	Loading Factor
Z1.1	0.8480	Z2.1	0.8882
Z1.2	0.6007	Z2.2	0.8413
Z1.3	0.8085	Z2.3	0.8660
Z1.4	0.5003	Z2.4	0.7471
Z1.5	0.8364	Z2.5	0.8516
Z1.6	0.6851	Z2.6	0.8205
Z1.7	0.8482	Z2.7	0.8676
Z1.8	0.9020	Z2.8	0.8903

(Source: Smart PLS Calculation)

Based on the factor loading values provided, it can be seen that all indicators of the cultural variable (Z) have quite high loading factors, which shows a significant contribution from each indicator to the cultural construct variable. The indicator with the highest loading factor is Z1.8 with a value of 0.9020, followed by Z1.7 (0.8482), and Z1.1 (0.8480). This shows that the indicators Z1.8, Z1.7, and Z1.1 have the largest contribution to the cultural variable, with factor loading values that are very high, which shows a strong relationship between indicators and construct variables. Meanwhile, the indicator with the lowest loading factor is Z1.4 with a value of 0.5003. Even though the factor loading value is lower compared to other indicators, the factor loading is still relatively high, indicating that this indicator still makes a significant contribution to the cultural variable, although perhaps not as strong as other indicators. Thus, based on the high factor loading values for all indicators of cultural variables, it can be concluded that this research questionnaire has met the requirements for convergent validity, because all indicators of cultural variables are significantly related to the construct variables being measured.

Based on the loading factor values given regarding trust, it can be seen that all indicators of the trust variable (Z2) have very high loading factors, which shows a significant contribution from each indicator to the trust construct variable. The indicator with the highest loading factor is Z2.1 with a value of 0.8882, followed by Z2.8 (0.8903), and Z2.3 (0.8660). This shows that indicators Z2.1, Z2.8, and Z2.3 have the largest contribution to the trust variable, with very high factor loading values, which shows a very strong relationship between the indicators and the construct variable. Meanwhile, the indicator with the lowest loading factor is Z2.4 with a value of 0.7471. Even though the loading factor value is slightly lower compared to other indicators, the loading factor is still quite high, indicating that this indicator still makes a significant contribution to the trust variable.

Thus, based on the very high loading factor values for all indicators of the trust variable, it can be concluded that this research questionnaire has met the requirements for convergent validity, because all indicators of the trust variable are very significantly related to the construct variables being measured. Next, the research instrument was analyzed using discriminant validity. Discriminant validity testing is carried out to see how large the variance of the observed variables is compared to the variance of other variable indicators. Discriminant validity testing is seen using the cross loading value which must be greater than 0.5 and the dependent variable must be greater than the indicators for other variables. The following is the discriminant validity data that has been processed in Smart PLS.

Table 4.8 Cross Loading

	Culture (Z1)	Trust (Z2)	Satisfaction (Y)	Service Quality (X)
X1	0.5395	0.5470	0.5305	0.6600
X2	0.3748	0.3705	0.3706	0.6016
X3	0.1987	0.2081	0.2850	0.5969
X4	0.3069	0.2654	0.3620	0.6927
X5	0.4380	0.3715	0.4806	0.7921
X6	0.4773	0.4502	0.4943	0.8199
X7	0.4749	0.4193	0.4968	0.8093
X8	0.6763	0.5888	0.7127	0.7304
Y1	0.5699	0.5296	0.6692	0.4970
Y2	0.7699	0.7733	0.8152	0.5067
Y3	0.7023	0.7347	0.7565	0.3613
Y4	0.6595	0.6878	0.8167	0.4503
Y5	0.7140	0.7211	0.7411	0.4281
Y6	0.4298	0.4179	0.6506	0.5181
Y7	0.5328	0.5082	0.6836	0.6410
Y8	0.6986	0.6216	0.7362	0.7036
Z1.1	0.8480	0.8369	0.6862	0.5185
Z1.2	0.6007	0.4982	0.4350	0.3797
Z1.3	0.8085	0.7921	0.6510	0.4679
Z1.4	0.5003	0.3745	0.5052	0.4034
Z1.5	0.8364	0.8516	0.7606	0.4961
Z1.6	0.6851	0.5954	0.6913	0.6691
Z1.7	0.8482	0.8702	0.7222	0.4780
Z1.8	0.9020	0.8903	0.8015	0.5366
Z2.1	0.8293	0.8882	0.7170	0.5464
Z2.2	0.7743	0.8413	0.6382	0.4904
Z2.3	0.7837	0.8660	0.6796	0.4732
Z2.4	0.7129	0.7471	0.8131	0.4650
Z2.5	0.8364	0.8516	0.7606	0.4961
Z2.6	0.7731	0.8205	0.6936	0.5809
Z2.7	0.8471	0.8676	0.7172	0.4863
Z2.8	0.9020	0.8903	0.8015	0.5366

(Source: Smart PLS Calculation)

Based on the data above, it can be seen that the overall value of the construct above is greater than 0.5 and meets the requirements which must be greater than the values of other variables. Therefore, it can be said that the instrument has good discriminant validity.

THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS

Wiendo Syahputra Yahya¹,Saparso², Fushen³

Validity testing can also be seen using average variance extracted (AVE). This value is used to determine the correlation between each latent construct and as a condition for validity it is 0.5. If the AVE value is smaller than 0.5, it can be said that the indicator has a fairly high average error rate.

Table 4.7 Cronbach'S Alpha, Composite Rability, and AVE

Variable	Cronbach 's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Culture (Z1)	0.8924	0.9070	0.9165	0.5858
Trust (Z2)	0.9436	0.9444	0.9532	0.7186
Satisfaction (Y)	0.8781	0.8855	0.9038	0.5417
Service Quality (X)	0.8657	0.8856	0.8934	0.5152

(Source: Smart PLS Calculation)

The results of calculating the AVE value using Smart PLS can be seen in table 4.7. These results show that all indicators have an AVE value greater than 0.5, therefore, the instrument shows fairly good validity results.

4.2 R-Square Test

R-Square testing is a step in regression analysis that measures how well the regression model explains the variation in the dependent variable (Y) by the independent variable (X). The R-Square value ranges from 0 to 1, where the closer it is to 1, the better the regression model is at explaining variations in the dependent variable. R-Square testing is carried out using Smartpls. The calculation results can be seen in the following table.

Table 4.8 R-Square Test

Variable	R Square
Culture (Z1)	0.4300
Trust (Z2)	0.3634
Satisfaction (Y)	0.8031

(Source: Smart PLS Calculation)

Based on the results of the R-Square test calculation above regarding the variables Culture (Z1), Trust (Z2), and Satisfaction (Y), as well as the R-Square value for each of these variables.

- Culture (Z1) has an R-Square of 0.4300. This means that 43% of the variation in the Culture variable can be explained by the independent variable or other variables in the regression model.
- Trust (Z2) has an R-Square of 0.3634. This means that 36.34% of the variation in the Trust variable can be explained by the independent variable or other variables in the regression model.
- Satisfaction (Y) has an R-Square of 0.8031. This means that 80.31% of the variation in the patient satisfaction variable can be explained by the independent variable or other variables in the regression model.

Thus, the higher the R-Square value, the better the regression model is at explaining variations in the dependent variable. In this case, the relatively high R-Square value for the Satisfaction (Y) variable indicates that the regression model is quite effective in explaining variations in patient satisfaction based on the independent variables used in the analysis. However, for the Culture (Z1) and Trust (Z2) variables, the explanation of variation may not be as good as the Satisfaction variable (Y), but it is still quite significant. Meanwhile, to measure how well the model is built from existing data required The Q2 method is a cross validation method used in statistics.

$$\begin{aligned}
 Q2 &= 1 - 1 - [(1 - R12)(1 - R22)] - (1 - R33) \\
 &= 1 - 1 - [(1 - 0.430)(1 - 0.363)(1 - 0.803)] \\
 &= 1 - [(0.362) * (0.636) * (0.196)] \\
 &= 0.954
 \end{aligned}$$

Based on the results of calculations using (Q^2) then it can be concluded that the value is above 0 with a value of 0.956 or 95% (predictive relevance). which shows how well your model fits the test data.

4.3 Hypothesis testing

Hypothesis testing is carried out by looking at the P-Value value using the Goodness of Fit Model. P-Value is a measure used in statistics to evaluate the significance of hypothesis testing results. In the context of Goodness of Fit Model, P-Value is used to determine how well the model being tested fits the observed observational data. In this study there are five relationships tested in the Goodness of Fit model:

Table 4.9 Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Culture (Z1) -> Satisfaction (Y)	0.3897	0.3850	0.1391	2.8010	0.0053
Trust (Z2) -> Satisfaction (Y)	0.3578	0.3860	0.1324	2.7017	0.0071
Service Quality (X)-> Culture (Z1)	0.6558	0.6731	0.0855	7.6659	0.0000
Service Quality (X) -> Trust (Z2)	0.6028	0.6227	0.1084	5.5609	0.0000
Service Quality (X)-> Satisfaction (Y)	0.2208	0.2003	0.0879	2.5110	0.0124

(Source: Smart PLS Calculation)

A P-Value that is smaller than the specified significance level (usually 0.05) indicates that the relationship is statistically significant. In this case, the relationship between Culture (Z1) -> Satisfaction (Y) and Trust (Z2) > Satisfaction (Y) is proven to be significant at the 0.05 level of significance because the P-Value is less than 0.05. To measure the total effect of one variable on another variable, you need the results of the total effect between the two variables. Total influence is the overall influence of one independent variable on the dependent variable, including direct influence and indirect influence carried out through mediator variables.

THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS

Wiendo Syahputra Yahya¹, Saparso², Fushen³

Table 4.10 Total Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)	P Values
Culture (Z1) -> Satisfaction (Y)	0.3897	0.3850	0.1391	2.8010	0.0053
Trust (Z2) -> Satisfaction (Y)	0.3578	0.3860	0.1324	2.7017	0.0071
Service Quality (X) -> Culture (Z1)	0.6558	0.6731	0.0855	7.6659	0.0000
Service Quality (X) -> Trust (Z2)	0.6028	0.6227	0.1084	5.5609	0.0000
Service Quality (X) -> Satisfaction (Y)	0.6920	0.7033	0.0586	11.8072	0.0000

(Source: Smart PLS Calculation)

From the results of the total effect of several independent variables on the dependent variable, namely Satisfaction (Y), using the Goodness of Fit Model method and the research results show that the P-Value value is smaller than the specified significance level (usually 0.05) indicating that the total effect is statistically significant. In this case, the total effect of Service Quality (X) on Culture (Z1), Trust (Z2), and Satisfaction (Y) are all significant at the 0.05 significance level because the P-Value is less than 0.05. Next is the influence test, Influence Test refers to the process of analyzing the impact of independent variables on the dependent variable in a model. In this analysis, we are often interested in understanding the direct contribution of the independent variable to the dependent variable, as well as the indirect contribution through mediator variables between them. Direct influence refers to the directly observed impact of the independent variable on the dependent variable without going through the mediator variables. This is often measured by a path coefficient that provides a direct link between the two variables in the model. Indirect influence is an impact that occurs through an indirect path involving one or more mediator variables between the independent and dependent variables. This is an effect that is not seen directly, but through additional variables in the model.

Indirect effects are often calculated by summing the contributions of all paths linking variables via a mediator. "Total effect" is the sum of the direct and indirect effects of the independent variable on the dependent variable. This provides a complete picture of how much the independent variable influences the dependent variable in the model, including direct effects and indirect effects through mediators. Thus, in research, influence tests are used to analyze how variables are related to each other in a model, and understand the direct and indirect contribution of independent variables to the dependent variable in the context of the research being conducted.

Table 4.11 Effect Test

Influence Test	Direct Influence	Indirect Influence	Total
Service Quality (X) -> Satisfaction (Y)	0.692		
Service Quality (X) -> Culture (Z1)	0.655		
Service Quality(X) -> Trust (Z2)	0.602		
Culture (Z1)-> Satisfaction (Y)	0.389		
Trust (Z2) -> Satisfaction (Y)	0.357		
Service Quality (x) -> Teacher Satisfaction (Y) mediated by Culture (z1)	0.692	$0.655 \times 0.389 = 0.254795$	0.946795
Service Quality (x) and Teacher Satisfaction (Y) are mediated by Trust (z)	0.692	$0.602 \times 0.357 = 0.214914$	0.906914

(Source: Calculations)

Based on the results of the analysis carried out above, the results of the calculations are divided into two results, namely direct and indirect research and the following is the explanation of the results of the calculations above:

Direct influence:

- The direct effect of Service Quality (X) -> Satisfaction (Y) is 0.692. This shows that each unit of increase in Service Quality contributes 0.692 units of increase in Satisfaction directly, without going through mediator variables.
- The direct effect of Service Quality (X) -> Culture (Z1) is 0.655. This shows that each unit of improvement in Service Quality contributes 0.655 units of improvement in Culture directly.
- The direct effect of Service Quality (X) -> Trust (Z2) is 0.602. This shows that every unit increase in Service Quality contributes 0.602 units of increase in Trust direct.

Indirect influence:

- The indirect effect of Service Quality (X) -> Satisfaction (Y) through Culture (Z1) is 0.946. This shows an indirect influence from Service Quality to Satisfaction through the mediator Culture. This effect is calculated by multiplying the Service Quality -> Culture path coefficient by the Culture -> Satisfaction path coefficient.
- Indirect influence of Service Quality (X) -> Satisfaction (Y) through Confidence (Z2) is 0.906. This shows no influence directly from Service Quality to Satisfaction through the mediator Trust.

Thus, the conclusion from these influences is that Service Quality (X) has a significant direct influence on Satisfaction (Y), Culture (Z1), and Trust (Z2). Apart from that, Service Quality also has a significant indirect influence on satisfaction through two mediators, Culture and Trust. Therefore, in

THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS

Wiendo Syahputra Yahya¹, Saparso², Fushen³

increasing satisfaction, it is important to pay attention not only to service quality directly, but also to indirect effects through mediating factors such as culture and trust.

5. Conclusions and recommendations

5.1 Conclusion

Based on the research results, it can be concluded that:

1. Service Quality influences Patient Satisfaction (H1): Test results show that Service Quality has a positive and significant influence on Patient Satisfaction. This means that every improvement in Service Quality will contribute to increased Patient Satisfaction.
2. Service Quality influences Culture (H2): It is found that Service Quality also has a positive and significant influence on Culture. This shows that improving Service Quality has the potential to improve or influence organizational culture.
3. Service Quality influences Trust (H3): The test results show that Service Quality has a positive and significant influence on Trust. This confirms that improving Service Quality can increase the level of patient trust in service providers.
4. Culture influences satisfaction (H4): It was found that organizational culture also has a positive and significant influence on patient satisfaction. This shows that the cultural characteristics of an organization can influence the level of Patient Satisfaction.
5. Trust influences satisfaction (H5): The results of the study show that patient trust also has a positive and significant influence on patient satisfaction. This confirms that a high level of Trust can increase Patient Satisfaction.
6. Service Quality influences Satisfaction mediated by Culture (H6): It is found that Service Quality has a positive and significant influence on Patient Satisfaction mediated by organizational culture. This shows that organizational culture can be a mediator in the relationship between Service Quality and Patient Satisfaction.
7. Service Quality influences Satisfaction mediated by Trust (H7): The research results show that Service Quality also has a positive and significant influence on Patient Satisfaction mediated by Trust. This confirms that patient trust can act as a mediator in the relationship between Service Quality and Patient Satisfaction.

5.2 Suggestion

5.2.1 Theoretical

1. Further Research on Determinants of Patient Satisfaction: Conduct further research to understand the factors that influence patient satisfaction more comprehensively, including aspects such as price, accessibility, and perceptions of service quality.
2. Study on the Influence of Organizational Culture on Patient Satisfaction: Further examining how organizational culture influences patient perceptions and experiences in receiving health services, as well as strategies for building a culture that supports service quality.
3. Analysis of the Mediating Role of Culture and Trust: Explores the role of mediators such as organizational culture and patient trust in the relationship between health services and patient satisfaction, as well as strategies to optimize their role.

5.2.2 Practical

1. Improving Service Quality: Conduct employee training and development in interpersonal skills, clinical expertise, and time management to ensure quality service. Implement a performance measurement system and regular patient feedback to evaluate and improve services.

2. Establishing a Positive Organizational Culture: Encourage open communication, teamwork, and inclusive leadership to strengthen a positive organizational culture. Ensure all staff understand and apply organizational values in every interaction with patients.
3. Developing Patient Trust: Building strong, trusting relationships between patients and providers by providing clear, consistent, and transparent information. Implement privacy and data security policies to increase patient confidence in the confidentiality of their personal information.

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THE INFLUENCE OF SERVICE QUALITY ON OUTPATIENT SATISFACTION AT THE TELUK BINTUNI HOSPITAL WHICH IS MEDIATED BY CULTURE AND BELIEFS

Wiendo Syahputra Yahya¹, Saparso², Fushen³

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