

THE EFFECT OF SERVICE QUALITY AND DOCTOR COMPETENCE ON PATIENT SATISFACTION MEDIATED BY THE IMAGE OF ROSELA HOSPITAL

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Abstract

Background: Digital transformation in the health sector requires hospitals to carry out continuous innovation to improve service standards. Rosela Hospital faces the challenge of patient satisfaction levels that have not reached the minimum standard of the Ministry of Health of 95%. **Objective:** To analyze the effect of service quality and doctor competence on patient satisfaction with hospital image as a mediating variable. **Method:** Associative quantitative research using the SEM-PLS approach with a sample of 150 outpatient, emergency room, and inpatient respondents. The research instrument used a structured questionnaire with a five-point Likert scale. **Results:** All hypotheses were accepted with a significance of $p < 0.05$. Service quality has a positive effect on hospital image ($\beta = 0.426$; $t = 5.493$) and patient satisfaction ($\beta = 0.172$; $t = 2.213$). Doctor competence has a positive effect on hospital image ($\beta = 0.535$; $t = 7.318$) and patient satisfaction ($\beta = 0.225$; $t = 3.067$). Hospital image has a positive effect on patient satisfaction ($\beta = 0.538$; $t = 5.323$) and acts as a partial mediator with a coefficient of 0.229 for the service quality pathway and 0.288 for the doctor's competence pathway. **Conclusion:** The structural model shows an explanatory power of 77.2% for patient satisfaction, indicating the importance of simultaneous optimization of service quality and doctor's competence through strengthening institutional image.

Keywords: *service quality, doctor competence, patient satisfaction*

Introduction

The health sector is a fundamental domain that plays a vital role in the lives of modern society. The massive digital transformation has changed the competitive landscape in the health industry, requiring hospital institutions to carry out continuous innovation in improving service standards. (Mahfudhoh & Muslimin, 2020). The dynamics of health services involve three main entities that interact in a complex manner, namely service providers, professional service providers, and service users. Consequently, the evaluation of the quality of health services cannot be viewed unidimensionally from the perspective of service providers alone, but must integrate the perspective of service users as the main beneficiaries. (Khainuddin et al., 2020). Contemporary societal expectations of hospital institutions have undergone significant evolution towards the concept of integrated services or "one stop services". The implementation of this concept aims to optimize patient satisfaction through comprehensive treatment that includes professional services from medical personnel, nursing staff, and support staff, as well as the provision of adequate facilities and infrastructure by considering environmental safety aspects holistically. Increasing patient satisfaction requires the implementation of optimal service quality so that patients get comfort during the treatment process and effective complaint resolution, which ultimately contributes to the formation of a positive institutional image (Listyorini et al, 2021). Rosela Hospital is a public health service institution located at Jalan Interchange West Karawang No.3, Wadas, Teluk Jambe Timur, Karawang, West Java. This health facility provides eleven specialist services with a capacity of 90 beds and three High Care Unit (HCU) units, and has been operating since October 28, 2013. Statistical data shows that the number of patients receiving services at Rosela Hospital in 2024 reached 23,139 individuals, indicating a significant volume of services.

Measurement of service quality can be done through indicators that have been set by the government in the form of Minimum Service Standards. Based on the Regulation of the Ministry of Health of the Republic of Indonesia Number 43 of 2016, the patient satisfaction standard set for Indonesia is a minimum of 95% (Ministry of Health of the Republic of Indonesia, 2019). If a health service institution shows a level of patient satisfaction below the

THE EFFECT OF SERVICE QUALITY AND DOCTOR COMPETENCE ON PATIENT SATISFACTION MEDIATED BY THE IMAGE OF ROSELA HOSPITAL

Ester Rita et al

threshold, then the service is categorized as not meeting the minimum standards or having inadequate quality. The results of a survey of patient and family satisfaction with services at Rosela Hospital in 2022 revealed an average patient satisfaction of 77% (Arfina, 2023). This finding indicates that the level of patient satisfaction at the institution has not reached the minimum standards set by the Ministry of Health. One of the determinants of organizational success is the capability to provide quality services to customers. Service quality refers to the desired quality standards and the monitoring system for those standards to ensure customer needs are met.(Indahingwati et al., 2019). Evaluation of Rosela Hospital customer satisfaction through the Google Review platform shows that 61 out of 521 respondents (12%) gave a rating of 1 out of 5 stars, and 13 out of 521 respondents (2%) gave a rating of 2 out of 5 stars. Meanwhile, the patient satisfaction report in the first semester of 2023 showed an average patient satisfaction of 14%, which is still below the set standard of 77% based on national quality standard number 12 regarding patient satisfaction. Patient complaints regarding inadequate hospital services are not only related to medical equipment, physical building facilities, administration, time and service efficiency, and the availability of specialist doctors, but also concern the communication patterns of hospital employees with patients to ensure patient comfort with the services received. Data analysis shows that the lowest percentage of patient satisfaction is in the aspect of behavior or attitude of medical personnel.

The competence factor of medical personnel is one of the significant determinants that affect patient satisfaction. The implementation of medical practice requires the competence and authority of doctors in providing medical services. Competence is defined as an individual's ability based on scientific knowledge, technical skills, and professional attitudes to carry out practice, while authority has a legal meaning in the form of authority given by the authorized party to the doctor to carry out practice. The doctor's competence is proven through the competency certificate held, while authority is proven by the Registration Certificate (STR)(Komalawati & Kurniawan, 2018). Doctors who have STR means that they are officially registered by the state that the person concerned has certain qualifications and has been legally recognized to carry out their professional actions. In carrying out medical practice, doctors must operate in accordance with their competence, medical code of ethics, and the authority they have. If a patient comes with a health problem that is beyond the competence or authority of the doctor, then the doctor has an obligation to refer the patient to another doctor who has the appropriate competence and authority.(Komalawati & Kurniawan, 2018). Corporate image is a manifestation of individual commitment and perception towards an organization. The corporate image that has been formed has added value that goes beyond the function and service of the product. There are three components in assessing corporate image, namely value, quality that is realized, and uniqueness. The dominance of patient satisfaction with health services is how to obtain services from several aspects that cannot be controlled by the company that must always be observed and corrective actions taken.(Mardyawati & Akhmadi, 2016). Based on the phenomena and problems that have been described, this study aims to analyze the influence of service quality and doctor competence on patient satisfaction with hospital image as a mediating variable. This study is expected to provide theoretical contributions in the development of health management science, especially in understanding the causal relationship between service quality, medical personnel competence, institutional image, and patient satisfaction. Practically, the results of this study can be the basis for strategic decision making for hospital management in improving service quality and patient satisfaction through optimizing medical personnel competence and forming a positive institutional image.

Research methods

This study uses a quantitative approach with an associative research type that aims to analyze the causal relationship between independent and dependent variables. The research design was designed to identify the effect of service quality and doctor competence on patient satisfaction with hospital image as a mediating variable at Rosela Hospital. The object of the study focused on patients who received services at the polyclinic, emergency installation, and inpatient care with a data collection period starting in March 2025 until reaching the minimum required sample size. The study population consisted of all patients who visited Rosela Hospital in 2024 with a total of 23,139 patients. The determination of the sample refers to the criteria of Hair et al which requires a minimum ratio of 1:10, namely a minimum of 10 respondents per questionnaire question.(Latan & Ghozali, 2019). Based on 25 questions in the research instrument and 20 indicators used, the number of samples was set at around 100-200 respondents with the assumption of 5-10 times the number of indicators according to the established criteria.(Hair et al., 2019).

The operationalization of the research variables includes four main constructs. The service quality variable is measured based on Parasuraman's dimensions (Cannon et al, 2011) which include tangible, responsiveness, reliability, assurance, and empathy. The doctor's competency variable refers to the Indonesian Doctor's Competency Standards (SKDI 2012) with seven dimensions, namely effective communication, clinical skills, application of basic biomedical science, comprehensive health problem management skills, patient care information management,

THE EFFECT OF SERVICE QUALITY AND DOCTOR COMPETENCE ON PATIENT SATISFACTION MEDIATED BY THE IMAGE OF ROSELA HOSPITAL

Ester Rita et al

lifelong self-development, and ethics and professionalism in practice. The hospital image variable based on the concept (Enggel, 1995) includes the dimensions of location, good impression, general service, reputation, and recommendations. The patient satisfaction variable adopts the theory (Kotler & Keller, 2018) with a service index that includes feelings of satisfaction, product purchasing loyalty, and fulfillment of customer expectations.

The data collection technique used a survey method with a closed questionnaire and document review as the primary data source. The questionnaire instrument used a five-point Likert scale with a gradation ranging from strongly disagree (1) to strongly agree (5) to measure respondents' perceptions of the variables of service quality, hospital image, and patient satisfaction. Meanwhile, the doctor's competence variable was evaluated through document analysis including the completeness of the certificate, Registration Certificate, CPPT documentation, and Professional Credit Units. Data analysis used the Structural Equation Modeling - Partial Least Squares (SEM-PLS) approach with the SmartPLS version 3.0 application (Latan & Ghazali, 2019). Evaluation of the measurement model (outer model) is carried out through convergent validity testing with loading factor >0.7 , discriminant validity through cross loading factor, and unidimensionality for reflective indicators, as well as significance of weights and multicollinearity with VIF values 5-10 for formative indicators. Evaluation of the structural model (inner model) includes the coefficient of determination (R^2), predictive relevance (Q^2), and goodness of fit index (GoF). Hypothesis testing uses a t-statistic value >1.96 and a probability of $p < 0.05$ with an alpha significance level of 5% to accept or reject the research hypothesis.

Research result

Evaluation of Measurement Model

Measurement model analysis is conducted to evaluate the relationship between each indicator and its latent variables. The structural model of the study can be seen in the following diagram:

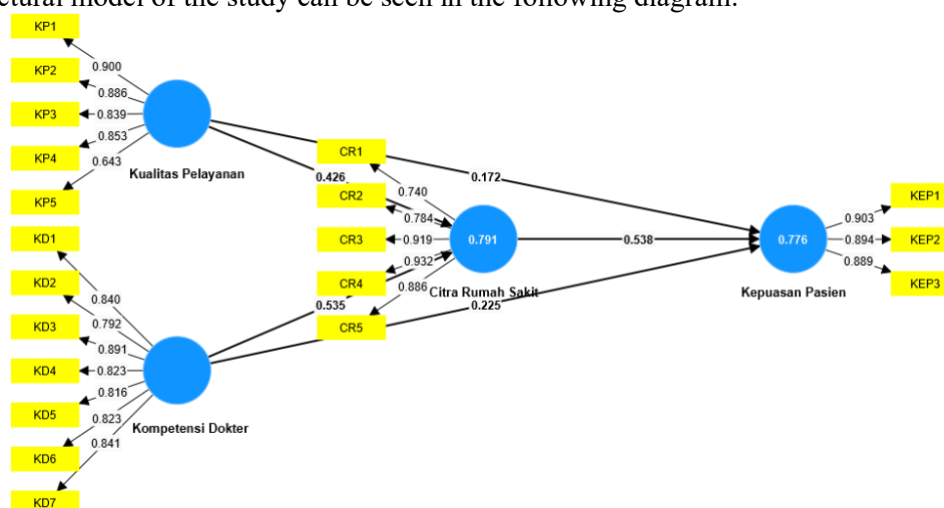


Figure 1. Outer Model

Validity testing using loading factors shows that all indicators have values above 0.60 according to the provisions (Hair et al., 2019). The outer loading results show that the Hospital Image variable has a loading factor ranging from 0.740 to 0.932, Doctor Competence ranging from 0.792 to 0.891, Patient Satisfaction ranging from 0.889 to 0.903, and Service Quality ranging from 0.643 to 0.900.

Table 1. Outer Loading

	Outer loading
CR1 <- Hospital Image	0.740
CR2 <- Hospital Image	0.784
CR3 <- Hospital Image	0.919
CR4 <- Hospital Image	0.932
CR5 <- Hospital Image	0.886
KD1 <- Doctor's Competence	0.840

THE EFFECT OF SERVICE QUALITY AND DOCTOR COMPETENCE ON PATIENT SATISFACTION MEDIATED BY THE IMAGE OF ROSELA HOSPITAL

Ester Rita et al

KD2 <- Doctor Competence	0.792
KD3 <- Doctor Competence	0.891
KD4 <- Doctor Competence	0.823
KD5 <- Doctor Competence	0.816
KD6 <- Doctor's Competence	0.823
KD7 <- Doctor's Competence	0.841
KEP1 <- Patient Satisfaction	0.903
KEP2 <- Patient Satisfaction	0.894
KEP3 <- Patient Satisfaction	0.889
KP1 <- Quality of Service	0.900
KP2 <- Quality of Service	0.886
KP3 <- Quality of Service	0.839
KP4 <- Quality of Service	0.853
KP5 <- Quality of Service	0.643

All of these values meet the criteria of convergent validity. Validity testing using Average Variance Extracted (AVE) shows the Hospital Image value of 0.732, Patient Satisfaction 0.802, Doctor Competence 0.694, and Service Quality 0.688, where all values are above 0.50 so they are declared valid.

Table 2. AVE Test Results

	Average variance extracted (AVE)
Hospital Image	0.732
Patient Satisfaction	0.802
Doctor's Competence	0.694
Quality of Service	0.688

The discriminant validity test using the Fornell-Lacker Criterion shows that the square root value of AVE for each variable is greater than the correlation with other variables.

Table 3. Fornell Lacker

	Hospital Image	Patient Satisfaction	Doctor's Competence	Quality of Service
Hospital Image	0.885			
Patient Satisfaction	0.865	0.895		
Doctor's Competence	0.837	0.797	0.843	
Quality of Service	0.805	0.765	0.708	0.830

This indicates that each variable has a uniqueness that is different from each other. Cross loading testing also shows that each indicator has the highest correlation with its own variable compared to other variables, thus meeting the criteria for discriminant validity.

Table 4. Cross Loading Value Results

	Hospital Image	Patient Satisfaction	Doctor's Competence	Quality of Service
CR1	0.740	0.614	0.657	0.607
CR2	0.784	0.647	0.640	0.551
CR3	0.919	0.808	0.778	0.756
CR4	0.932	0.809	0.762	0.790

THE EFFECT OF SERVICE QUALITY AND DOCTOR COMPETENCE ON PATIENT SATISFACTION MEDIATED BY THE IMAGE OF ROSELA HOSPITAL

Ester Rita et al

CR5	0.886	0.797	0.733	0.711
KD1	0.730	0.688	0.840	0.613
KD2	0.636	0.627	0.792	0.482
KD3	0.715	0.632	0.891	0.585
KD4	0.657	0.636	0.823	0.618
KD5	0.699	0.649	0.816	0.587
KD6	0.657	0.674	0.823	0.549
KD7	0.769	0.729	0.841	0.677
KEP1	0.835	0.903	0.717	0.708
KEP2	0.719	0.894	0.686	0.655
KEP3	0.763	0.889	0.736	0.688
KP1	0.759	0.737	0.698	0.900
KP2	0.678	0.686	0.559	0.886
KP3	0.646	0.597	0.549	0.839
KP4	0.727	0.683	0.665	0.853
KP5	0.490	0.411	0.427	0.643

Reliability test using Composite Reliability shows the Hospital Image value of 0.931, Patient Satisfaction 0.924, Doctor Competence 0.941, and Service Quality 0.916. All values are above 0.70 so they meet the reliability criteria.

Table 5. Composite Reliability Test Results

	Composite reliability (rho c)
Hospital Image	0.931
Patient Satisfaction	0.924
Doctor's Competence	0.941
Quality of Service	0.916

Testing using Cronbach's Alpha also showed adequate values for all variables, ranging from 0.876-0.926, where all values were above 0.60.

Table 6. Cronbach Alpha Test Results

	Cronbach's alpha
Hospital Image	0.906
Patient Satisfaction	0.876
Doctor's Competence	0.926
Quality of Service	0.884

Structural Model Evaluation

The determination coefficient test shows the Adjusted R-Square value for Hospital Image of 0.788 and Patient Satisfaction of 0.772. These results indicate that the model has a strong level of goodness-fit, where the variability of Hospital Image can be explained by independent variables of 78.8% and Patient Satisfaction of 77.2%.

Table 7. Determination Coefficient Test

	R-square	R-square adjusted
Hospital Image	0.791	0.788
Patient Satisfaction	0.776	0.772

THE EFFECT OF SERVICE QUALITY AND DOCTOR COMPETENCE ON PATIENT SATISFACTION MEDIATED BY THE IMAGE OF ROSELA HOSPITAL

Ester Rita et al

The F-Square test shows the relative influence of independent variables on the dependent variable. Doctor Competence has a large influence on Hospital Image with a value of 0.682, while Service Quality has a large influence with a value of 0.432. On Patient Satisfaction, Hospital Image has a moderate influence with a value of 0.271, while Doctor Competence and Service Quality have a small influence with values of 0.067 and 0.046, respectively.

Table 8. F Square Test

	F-square
Hospital Image -> Patient Satisfaction	0.271
Doctor Competence -> Hospital Image	0.682
Doctor Competence -> Patient Satisfaction	0.067
Service Quality -> Hospital Image	0.432
Quality of Service -> Patient Satisfaction	0.046

Q-Square testing shows that the model has strong predictive relevance. The Q-Square value for Hospital Image is 0.568 and Patient Satisfaction is 0.607, where both values are above 0.35 indicating a strong influence.

Table 9. Q Square Test

	SSO	SSE	Q ² (=1-SSE/SSO)
Hospital Image	750,000	324,106	0.568
Patient Satisfaction	450,000	176,957	0.607
Doctor's Competence	1050,000	1050,000	0,000
Quality of Service	750,000	750,000	0,000

Hypothesis Testing

The structural model diagram for hypothesis testing can be seen as follows:

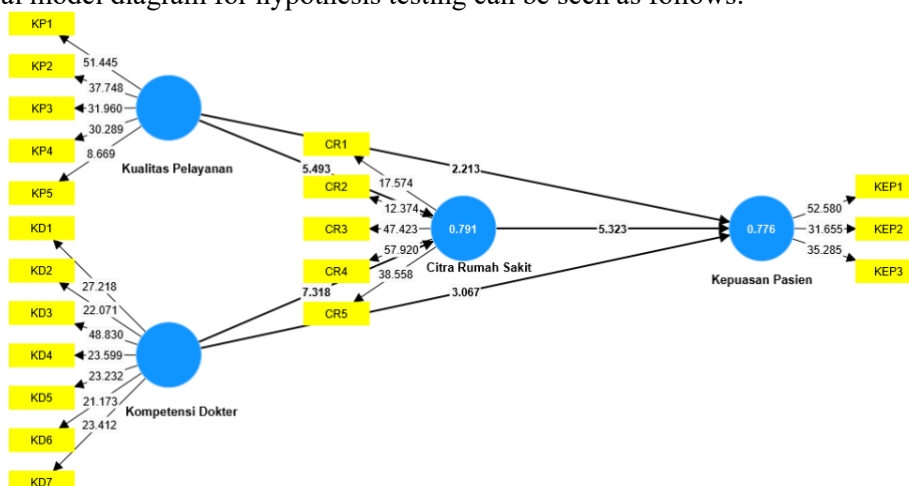


Figure 2. Outer Model

The results of the direct influence hypothesis test show that all hypotheses are accepted. Service Quality has a positive and significant effect on Hospital Image with a coefficient of 0.426 and a t-statistic of 5.493. Doctor Competence has a positive and significant effect on Hospital Image with a coefficient of 0.535 and a t-statistic of 7.318. Service Quality has a positive and significant effect on Patient Satisfaction with a coefficient of 0.172 and a t-statistic of 2.213. Doctor Competence has a positive and significant effect on Patient Satisfaction with a coefficient of 0.225 and a t-statistic of 3.067. Hospital Image has a positive and significant effect on Patient Satisfaction with a coefficient of 0.538 and a t-statistic of 5.323.

Table 10. Direct Influence Hypothesis Test

	Original sample (O)	T statistics (O/STDEV)	P values
Hospital Image -> Patient Satisfaction	0.538	5,323	0,000
Doctor Competence -> Hospital Image	0.535	7,318	0,000
Doctor Competence -> Patient Satisfaction	0.225	3,067	0.002
Service Quality -> Hospital Image	0.426	5,493	0,000
Quality of Service -> Patient Satisfaction	0.172	2,213	0.027

Indirect effect testing shows that Hospital Image acts as a mediator. Doctor Competence has a positive and significant effect on Patient Satisfaction through Hospital Image with a coefficient of 0.288 and t-statistic of 4.338. Service Quality has a positive and significant effect on Patient Satisfaction through Hospital Image with a coefficient of 0.229 and t-statistic of 3.818. These results confirm the mediating role of Hospital Image in the relationship between independent variables and Patient Satisfaction.

Table1. Hypothesis Test of Indirect Influence

	Original sample (O)	T statistics (O/STDEV)	P values
Doctor Competence -> Hospital Image -> Patient Satisfaction	0.288	4,338	0,000
Service Quality -> Hospital Image -> Patient Satisfaction	0.229	3,818	0,000

The results of the indirect effect test indicate that the Hospital Image variable acts as a mediator in the relationship between the independent variables and Patient Satisfaction. The effect of Service Quality on Patient Satisfaction through Hospital Image shows a positive original sample estimate value of 0.229 with a t-statistic of 3.818 which is greater than 1.96. These results indicate that Service Quality has a positive and significant effect on Patient Satisfaction through the mediation of Hospital Image, so that the H6 hypothesis is accepted. Likewise, the influence of Doctor Competence on Patient Satisfaction through Hospital Image shows a positive original sample estimate value of 0.288 with a t-statistic of 4.338 which is greater than 1.96. These results indicate that Doctor Competence has a positive and significant effect on Patient Satisfaction through the mediation of Hospital Image, so that hypothesis H7 is accepted. Both of these test results confirm the important role of Hospital Image as a mediating variable that strengthens the influence of Service Quality and Doctor Competence on Patient Satisfaction.

Discussion

1. The Influence of Service Quality on Hospital Image

The results of the analysis in this study obtained that the quality of service has a significant influence on improving the image of the hospital with the t statistic obtained greater than the calculated t. This means that improving the quality of service is able to provide an influence to improve the image of the hospital significantly. These results show a positive influence between the quality of service and the image of the hospital. The quality of service has a significant influence on the image of the hospital because service is the main interaction felt by patients. Quality service will increase patient satisfaction, trust, and loyalty which ultimately creates and strengthens the positive image of the hospital in the eyes of the public. According to (Hasibuan et al., 2020) The significant influence of service quality on hospital image can be explained through the relationship between patient experience and public

perception of the health service institution. Fast, friendly, professional, and efficient service will create patient satisfaction. Satisfied patients tend to have a positive perception of the hospital, which will form a good hospital image. The patient's direct experience in receiving services including interactions with doctors, nurses, administrative staff, and available facilities are the main ingredients in forming public opinion. If the service is bad, then negative perceptions will spread and damage the hospital's image. According to (Anfal, 2020) Patients who are satisfied with hospital services will usually recommend the hospital to others. This recommendation strengthens the positive image in the community. Conversely, if the quality of service is poor, negative information will spread quickly. Service quality plays an important role in building public trust in hospitals. Hospitals with high-quality services will have a superior image and be more competitive in the midst of competition in the health industry.

2. The Influence of Doctor Competence on Hospital Image

The results of the analysis in this study obtained that the competence of doctors has a significant influence on improving the image of the hospital with the *t* statistic obtained greater than the calculated *t*. This means that increasing the competence of doctors is able to provide an influence to improve the image of the hospital significantly. These results indicate a positive influence between the competence of doctors on the image of the hospital. The competence of doctors is one of the main factors that influence the image of the hospital. Competent doctors not only improve the quality of medical services, but also shape the public's perception of the hospital as a professional, trusted, and high-quality institution. According to (Fitriana et al., 2022) Doctors' competence, which includes medical knowledge, clinical skills, and good communication, greatly determines the quality of health services. If patients feel that they are being treated by professional and competent doctors, they tend to have a positive impression of the hospital as a whole. Doctors' competence fosters patient trust in the diagnosis and medical actions given. Hospitals with competent doctors will be perceived as reliable and trustworthy institutions, which strengthens their image in the eyes of the public. According to (Suyatmi et al., 2024) Doctors who demonstrate ethical, friendly, informative, and efficient professional attitudes reflect the work culture and high standards of the hospital where they work. Hospitals that are known to have superior doctors tend to have a good reputation in the community, and are often used as references. Patients who are satisfied with their doctors usually become loyal to the hospital and recommend it to family or friends. Doctors' competence also has an impact on the results of hospital accreditation, which has a direct impact on the institutional image both nationally and internationally.

3. The Influence of Service Quality on Patient Satisfaction

The results of the analysis in this study obtained that the quality of service has a significant influence on increasing patient satisfaction with the *t* statistic obtained greater than the calculated *t*. This means that increasing the quality of service can provide an influence to increase patient satisfaction significantly. These results indicate a positive influence between the quality of service and patient satisfaction. The quality of service has a significant influence on patient satisfaction because service is the main interaction felt by patients. The quality of service has a significant and direct influence on patient satisfaction. When patients feel well served, they tend to be more satisfied, loyal, and even support the reputation of the health service. According to (Setianingsih & Susanti, 2021) the extent to which the services provided meet the expectations and needs of patients, including aspects such as punctuality, friendliness of medical personnel, cleanliness of facilities, and clarity of information. If the services provided are of good quality such as friendly, responsive, and professional, patients will feel more confident and tend to return to the facility if they need services in the future. Good service quality reduces the risk of errors or unpleasant treatment, so that complaints from patients can be minimized. A study also by (Tania L, TJ H. W, and Wahyoedi S, 2023) found a positive sign on the coefficient describing a positive relationship between the variables of service quality and BPJS Kesehatan Patient satisfaction. This shows that the better the quality of service provided, the more patient satisfaction will increase. According to (Nur'aeni et al., 2020) Satisfied patients will spread their positive experiences, both verbally and through social media, which can improve the image of the hospital or clinic. Friendly and empathetic service can make patients feel cared for and appreciated, which in turn can speed up the recovery process due to emotional support. Although the competence of medical personnel is important, patients often judge the overall quality of care, and poor service can cloud their view of medical expertise.

4. The Influence of Doctor Competence on Patient Satisfaction

The results of the analysis in this study obtained that the competence of doctors has a significant influence on increasing patient satisfaction with the *t* statistic obtained being greater than the calculated *t*. This means that increasing the competence of doctors is able to provide an influence to increase patient satisfaction significantly. These results indicate a positive influence between the competence of doctors on patient satisfaction. According

to (Alya & Latunreng, 2021) Doctors' competence in terms of medical knowledge, clinical skills, and ability to make the right decisions affects the level of patient trust. When patients feel they are being treated by a competent doctor, they tend to have more confidence in the diagnosis and treatment given, which increases their satisfaction. Good treatment outcomes directly increase patient satisfaction because their medical needs are met appropriately and efficiently. Competence also includes interpersonal communication skills. Doctors who are able to explain patient conditions, medical procedures, and answer questions clearly and empathetically will create better relationships with patients, which greatly affects their satisfaction. According to (Suhartina et al., 2022) A professional, punctual, polite, and ethical doctor provides a positive experience for patients. This is included in non-technical competencies that are equally important in creating a sense of respect and comfort for patients. Doctors who involve patients in the medical decision-making process show respect for patient autonomy. This strengthens the therapeutic relationship and increases satisfaction because patients feel involved and respected. Doctor competence has a significant influence on patient satisfaction because it concerns the quality of medical services, trust, communication, and the patient's overall experience.

5. The Influence of Hospital Image on Patient Satisfaction

The results of the analysis in this study obtained that the image of the hospital has a significant influence on increasing patient satisfaction with the *t* statistic obtained being greater than the calculated *t*. This means that improving the image of the hospital has an influence on increasing patient satisfaction significantly. These results indicate a positive influence between the image of the hospital and patient satisfaction. According to (Dahlan & Ahri, 2025) Patient satisfaction is the subjective assessment of patients regarding the services they receive compared to their expectations. Hospital image significantly influences patient satisfaction through several mechanisms. If the image formed is positive, such as being known as the best hospital or being patient-friendly, then their expectations are high, and satisfaction will increase if those expectations are met or exceeded. A good image fosters a sense of security and trust in the services and competence of medical staff. This directly affects comfort and satisfaction during treatment. According to (Oktoriani, 2023) Satisfied patients tend to return to the hospital and recommend it to others. A positive image strengthens this loyalty, giving the hospital a competitive advantage. This increases subjective satisfaction. Hospital image has a significant influence on patient satisfaction because it shapes expectations, strengthens trust, and influences perceptions of service quality.

6. The Influence of Service Quality on Patient Satisfaction Mediated by Hospital Image

The results of the analysis in this study obtained that the quality of service has a significant influence on increasing patient satisfaction mediated by the image of the hospital with the *t* statistic obtained greater than the calculated *t*. This means that increasing the quality of service has an influence on increasing patient satisfaction through the image of the hospital significantly. These results indicate a positive influence between the quality of service on patient satisfaction through the image of the hospital. The image of the hospital is an important bridge between the quality of service and patient satisfaction. According to (Anfal, 2020) service quality covers various aspects such as speed and accuracy of medical services, friendly and empathetic attitude of medical staff, cleanliness and comfort of facilities, ease of administration process. High service quality creates a positive experience for patients. Hospital image is the public's perception of the hospital's reputation and reliability, which is formed from the patient's personal experience, testimonials from other patients, media and hospital promotion, technological excellence and medical personnel. Hospital image acts as a mediator between service quality and patient satisfaction. According to (Dewi et al., 2023) Patient satisfaction occurs when their expectations are met or exceeded, both in terms of medical services and overall comfort. High service quality forms a positive image of the hospital in the minds of patients and the public. This positive image strengthens trust and good perceptions of the hospital, which then increases patient satisfaction. In other words, hospital image strengthens or mediates the effect of service quality on patient satisfaction.

7. The Influence of Doctor Competence on Patient Satisfaction Mediated by Hospital Image

The results of the analysis in this study obtained that the competence of doctors has a significant influence on increasing patient satisfaction mediated by the image of the hospital with the *t* statistic obtained greater than the calculated *t*. This means that increasing the competence of doctors has an influence on increasing patient satisfaction through the image of the hospital significantly. These results indicate a positive influence between the competence of doctors on patient satisfaction through the image of the hospital. The competence of doctors plays a strategic role, not only in medical outcomes, but also in shaping the image of the hospital which ultimately affects the level of patient satisfaction. According to (Fitriana et al., 2022) Doctors' competencies include medical knowledge, clinical

THE EFFECT OF SERVICE QUALITY AND DOCTOR COMPETENCE ON PATIENT SATISFACTION MEDIATED BY THE IMAGE OF ROSELA HOSPITAL

Ester Rita et al

skills, interpersonal communication, ethics and empathy, and decision making. High competence makes patients feel confident in the diagnosis and treatment given. This creates a very important initial trust. Hospital image is the patient's perception of the quality of service, staff professionalism, facilities, and institutional reputation. Doctors are the front line in hospital services. If the doctor is competent, patients consider the hospital to be of high quality, increasing the perception of the institution's professionalism and indirectly building a positive reputation. According to (Suyatmi et al., 2024) positive perception of the hospital makes patients feel safe and appreciated. Supportive facilities and coordinated services add to patient comfort. Indirectly, doctor competence affects patient satisfaction through the image of the hospital. This means that doctor competence improves the image of the hospital, and a good hospital image improves patient satisfaction. So, even though doctors do not directly cause patient satisfaction in the case of administration or facilities, the perception of their competence still has a big impact through the overall perception of the institution.

Conclusion

Based on empirical analysis using Structural Equation Modeling-Partial Least Squares (SEM-PLS) on 150 respondents, it was found that all research hypotheses were accepted with strong statistical significance. Service quality and doctor competence were proven to provide a significant positive contribution to the formation of the hospital's institutional image with path coefficients of 0.426 and 0.535, respectively. The two independent variables also showed a significant direct effect on patient satisfaction with a coefficient of 0.172 for service quality and 0.225 for doctor competence. Crucial findings indicate that hospital image functions as a partial mediator that strengthens the causal relationship between predictor variables and patient satisfaction, with a mediation coefficient value of 0.229 for the service quality path and 0.288 for the doctor competence path. The structural model showed substantial explanatory power with an adjusted R^2 of 77.2% for patient satisfaction, indicating that strategies to improve patient satisfaction must consider optimizing service quality and doctor competence simultaneously with strengthening institutional image as a leverage mechanism.

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THE EFFECT OF SERVICE QUALITY AND DOCTOR COMPETENCE ON PATIENT SATISFACTION MEDIATED BY THE IMAGE OF ROSELA HOSPITAL

Ester Rita et al

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