

Customer Satisfaction on Private Hospital Management Standards in Samarinda City

Customer Satisfaction
on Private Hospital
Management

Radityo Suksmaneng Daru

Universitas Widya Gama Mahakam; Samarinda, Indonesia

E-mail: raditsukmaneng@uwgm.ac.id

4701

ABSTRACT

This study analyzed customer satisfaction with the implementation of hospital management standards in several private hospitals. Customer satisfaction in the healthcare sector serves as a key indicator of service performance. Increasing competition among private hospitals in Samarinda requires the implementation of effective management standards to ensure high levels of patient satisfaction. The study employed a quantitative approach using a cross-sectional survey design. The sample consisted of 150 patients from three accredited private hospitals, selected purposively. The results indicate that staff competency and authority, facilities and safety management, quality improvement and patient safety, and medical information and records management significantly contribute to improved service outcomes, as indicated by p-values below 0.05. In contrast, hospital governance and infection prevention and control were not significant in influencing patient satisfaction. These findings underscore the central role of professional competence and operational support in enhancing service performance. The implementation of effective hospital management standards is closely associated with high levels of patient satisfaction. Hospitals should maintain and improve the quality of areas with lower performance. Future research is recommended to expand the variables and sample to achieve broader generalizability.

Submitted:
AUGUST 2025

Accepted:
DECEMBER 2025

Keywords: Customer Satisfaction, Healthcare Quality Standards, Hospital Accreditation, Hospital Management Standards, Patient Satisfaction Index, Private Hospitals.

ABSTRAK

Penelitian ini menganalisis tingkat kepuasan pelanggan terhadap penerapan standar manajemen rumah sakit di beberapa rumah sakit swasta. Kepuasan pelanggan di sektor layanan kesehatan merupakan indikator utama keberhasilan pelayanan. Meningkatnya persaingan di antara rumah sakit swasta di Samarinda menuntut penerapan standar manajemen yang baik untuk memastikan kepuasan pelanggan. Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei cross-sectional. Sampel terdiri dari 150 pasien dari tiga rumah sakit swasta terakreditasi yang dipilih secara purposive. Hasil analisis menunjukkan bahwa kompetensi dan kewenangan staf, manajemen fasilitas dan keselamatan, peningkatan mutu dan keselamatan pasien, serta manajemen informasi dan rekam medis berkontribusi secara signifikan terhadap peningkatan hasil pelayanan, ditunjukkan melalui p-value di bawah 0.05. Sebaliknya, tata kelola rumah sakit dan pencegahan serta pengendalian infeksi tidak signifikan terhadap kepuasan pasien. Temuan ini menegaskan peran sentral kemampuan profesional dan dukungan operasional dalam meningkatkan kinerja pelayanan. Penerapan standar manajemen rumah sakit yang baik berkaitan erat dengan tingkat kepuasan pelanggan yang tinggi. Rumah sakit perlu mempertahankan dan meningkatkan kualitas pada aspek yang memiliki nilai lebih rendah. Penelitian selanjutnya disarankan untuk memperluas variabel dan sampel agar menghasilkan generalisasi yang lebih luas.

Kata kunci: Kepuasan Pelanggan, Standar Mutu Pelayanan Kesehatan, Akreditasi Rumah Sakit, Standar Manajemen Rumah Sakit, Indeks Kepuasan Pasien, Rumah Sakit Swasta.

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 6, 2025
pp. 4701-4712
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i6.3981

INTRODUCTION

Customer satisfaction is a crucial factor in the healthcare industry. Quality healthcare not only has an impact on medical healing but also affects patients' perception of the hospital as a whole. Customer satisfaction can be interpreted as a person's feeling of happiness or disappointment that arises after comparing the performance of the service with their expectations (Kotler & Keller, 2016). When the service received exceeds expectations, customers tend to be very satisfied; On the other hand, if it is lower than expected, the customer will feel disappointed. In the context of hospitals, patient satisfaction is closely correlated with the quality of services provided (Lestari, 2025). Good quality of service encourages patients to establish stronger relationships with healthcare providers, increasing loyalty and the likelihood of recommending the hospital to others (Deastuti et al., 2025). Therefore, focusing on customer satisfaction is an important agenda for hospital marketing management (Elizar et al., 2025).

The marketing management perspective views patients as those who must be satisfied through the provision of quality services. In the midst of competition in the health industry, hospitals that are able to provide services according to quality standards will be better able to retain customers (Emon et al., 2023; Lepistö et al., 2024). This is especially relevant in Samarinda, where the number of private hospitals continues to grow and offers a wide range of options to the public. This condition encourages each hospital to improve the quality of services and management to remain competitive.

The city of Samarinda, capital of East Kalimantan Province, has experienced rapid growth in private healthcare services. More than ten private hospitals operate in the city, such as Diraghayu Hospital, Haji Darjad Hospital, Hermina Hospital, Samarinda Medika Citra Hospital, and Aisiyiah Hospital, alongside public facilities like RSUD Abdul Wahab Sjahranie Samarinda. This expansion, together with the rise of independent clinics and increasing numbers of doctors, has intensified competition in healthcare services, providing patients with more alternatives and making service quality and satisfaction key determinants of their choices. To maintain service quality, the government requires all hospitals to comply with minimum service standards and encourages accreditation. In Indonesia, hospital accreditation is carried out by the Hospital Accreditation Commission (*Komite Akreditasi Rumah Sakit/KARS*) using the National Standard for Hospital Accreditation (*Standar Nasional Akreditasi Rumah Sakit/SNARS*) as a benchmark (Sutoto et al., 2018). SNARS emphasizes patient-focused service and hospital management standards, aiming to enhance patient safety and service quality, which ultimately impact patient satisfaction (Ahmed et al., 2024).

The demands of the people of Samarinda for quality health services are also increasing. Patient satisfaction surveys at several healthcare facilities indicate areas that need improvement. For example, data on outpatient visits at RSIA Aisiyiah Samarinda had increased from 9,839 in 2022 to 18,689 in 2023, but decreased to 15,783 by October 2024 (Delpita & Kosasih, 2024; Rifial et al., 2024). The decrease in visits encourages evaluation of service quality and patient satisfaction. A study by Wardani et al. (2025) at RSIA Aisiyiah found that the factors of staff technical competence, access to services, and facility comfort were significantly related to patient satisfaction, while the factor of human interaction was not significantly related (Dianvayani et al., 2024; Damayanti, 2025). These local findings reinforce the view that standard aspects of hospital management (such as staff competence and facility management) strongly determine customer satisfaction, while some managerial aspects that are less directly visible to patients may not be affected (Amos et al., 2020; Heriyati & Astuti, 2020; Epaminonda et al., 2021). Although previous research has shown the influence of staff and facility competency on patient satisfaction, studies specifically assessing the relationship between the implementation of hospital management standards and patient satisfaction in Samarinda are limited. This is crucial, given that intense competition among private hospitals demands the implementation of standards as a strategic factor in improving services.

Based on the above description, this study aims to examine how the implementation of hospital management standards in Samarinda relates to customer satisfaction. The

study focused on private hospitals, given their dominant role in the city's healthcare competition. The results of the research are expected to provide input for hospital managers in improving the quality of service according to standards, in order to achieve optimal customer satisfaction.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Customer Satisfaction Concept

Kotler and Keller (2016) define satisfaction as a person's feelings of happiness or disappointment that arise after comparing the perceived performance (result) of a product or service with the person's expectations. If the performance meets or exceeds expectations, the customer will be satisfied; on the other hand, if it is lower, the customer is not satisfied. Customer satisfaction is influenced by the perception of service quality, price, and personal and situational factors (Dama et al., 2024; Dwijayanti et al., 2024). The consequences of high satisfaction include customer loyalty, positive word-of-mouth communication, and reduced complaints (Dion & Evans, 2024; Deastuti et al., 2025). Conversely, dissatisfaction can result in a customer moving to another service provider.

Quality of service has a very close relationship with patient satisfaction (Massa et al., 2023). Services must meet five key dimensions to ensure customer satisfaction. At the same time, Parasuraman et al. (1988) proposes five dimensions of service quality (SERVQUAL), namely reliability the ability to deliver promised services reliably and accurately; responsiveness willingness to help and provide quick service; assurance the knowledge, politeness, and ability of employees to foster trust; empathy individualized attention to customers; and physical evidence (tangible) physical facilities, equipment, personnel, and communication materials (Amos et al., 2020; Harahap, 2020). In the context of hospitals, these five dimensions are reflected, for example, in the accuracy of diagnosis and treatment (reliability), the speed of response of medical officers (responsiveness), the friendliness and competence of doctors/nurses (assurance, empathy), and the completeness of infrastructure (tangible) (Anggraini & Ginting, 2019; Hutajulu et al., 2024). Previous research has shown that the better the quality of service, the higher the patient satisfaction (Andromeda & Antonio, 2022; Deastuti et al., 2025). Satisfied patients are more likely to trust the results of the service and are willing to return or recommend the hospital.

Hypothesis Development

Quality and patient safety improvement is a cornerstone of hospital management, focusing on continuous programs like quality monitoring, medical audits, and incident reporting to minimize risks and optimize care. This directly ties to customer satisfaction, as patients feel more secure when services are consistent and error-free. Kotler and Keller (2016) explain that satisfaction emerges when performance exceeds expectations. Performance Improvement and Patient Safety (*Peningkatan Mutu dan Keselamatan Pasien/PMKP*) fosters this by building trust through safety measures. For example, implementing patient safety goals reduces perceived dangers, leading to stronger patient-hospital bonds. Deastuti et al. (2025) reinforce this in their review, noting that high service quality in supportive units boosts satisfaction by addressing risks effectively.

Infection Prevention and Control ensures a hygienic environment via protocols for sanitation and sterilization, which is vital for patient comfort and trust (Nursaid et al., 2020; Melnyk et al., 2023). Poor infection prevention and control can heighten fears of infections, eroding satisfaction, while strong measures enhance it. Drawing from Parasuraman et al. (1988) SERVQUAL model, tangible cleanliness contributes to assurance and empathy, making patients feel protected. Wardani et al. (2025) found in Samarinda hospitals that clean facilities significantly correlate with outpatient satisfaction, as they align with expectations for safe care.

Hospital governance involves leadership and administrative systems for transparent, efficient operations (Syah & Wijoyo, 2021; Bhagat & Kanyal, 2024). Though often indirect, it impacts satisfaction through smooth processes like registration and complaints

handling. Sutoto et al. (2018) in the SNARS framework highlight how good governance supports resource efficiency, indirectly improving service coordination that patients notice. Weak governance can cause disruptions, leading to disappointment, but effective hospital governance promotes accountability, aligning with Kotler and Keller's (2016) emphasis on systemic reliability for loyalty.

Facilities and safety management oversee physical infrastructure, equipment maintenance, and safety protocols to create a secure, comfortable environment. This aspect greatly influences customer satisfaction, as patients value tangible elements like clean rooms and reliable equipment. Parasuraman et al. (1988) SERVQUAL tangible dimension underscores how well-maintained facilities reduce anxiety and enhance experiences. Deastuti et al. (2025) show that facility quality in hospitals correlates with higher satisfaction, meeting modern expectations for comfort and safety, which encourages recommendations as per Kotler and Keller (2016) and Ran et al. (2020).

Competence and authority of staff ensure personnel have proper qualifications, training, and credentials for professional service delivery. Competent staff build trust through empathy, knowledge, and quick responses, directly boosting satisfaction. Wang et al. (2022) demonstrated in their Samarinda study that technical competence significantly relates to patient contentment, as it fulfil assurance and responsiveness needs. Kumar et al. (2021) and Nguyen and Duong (2021) note that skilled interactions exceed expectations, fostering loyalty and reducing complaints in healthcare settings.

Medical information and record management handles data systems for accurate records, confidentiality, and efficient processes like registration. Streamlined medical information and record management minimizes errors and wait times, positively affecting satisfaction indirectly through reliability. Alumran et al. (2021) and Vantissha et al. (2022) emphasize in SNARS that integrated systems support seamless care, aligning with service quality theories where efficiency enhances perceptions. Patients appreciate quick, error-free administration, as it contributes to overall trust and convenience in their journey.

H1: Quality improvement and patient safety improvement has a significant effect on customer satisfaction.

H2: Infection prevention and control has a significant effect on customer satisfaction.

H3: Hospital governance has a significant effect on customer satisfaction.

H4: Facilities and safety management have a significant effect on customer satisfaction.

H5: Staff competency and authority have a significant effect on customer satisfaction. H6:

Medical information and record management have a significant effect on customer satisfaction.

Hospital management standards are internal policies and procedures designed to ensure service quality, patient safety, and operational effectiveness. Referring to SNARS Edition 1.1 by KARS (2019), these standards consist of six main areas. First, quality and patient safety improvement focuses on continuous service improvement and patient safety goals through activities such as quality monitoring, medical audits, incident reporting, and corrective measures. Proper implementation of quality and patient safety improvement builds patient trust and security (Abekah-Nkrumah et al., 2021; Akob et al., 2021; Srimulyani & Hermanto, 2022). Second, infection prevention and control require hospitals to maintain hygiene through protocols, sanitation compliance, sterilization, and monitoring infection rates. A hygienic environment enhances patient comfort and confidence in services.

Third, hospital governance emphasizes leadership, organizational structures, and good corporate governance. Though internal, good governance translates into orderly and responsive services for patients. Fourth, facilities and safety management governs infrastructure, equipment maintenance, and environmental safety. Indicators include room comfort, fire safety, calibrated equipment, and waste management. Safe and comfortable facilities improve patient satisfaction. Fifth, staff competencies and authority ensure medical and non-medical staff meet qualification, licensing, and training

standards. Competent staff foster assurance and empathy, thereby enhancing trust and satisfaction (Alibrandi et al., 2023; Wardani et al., 2025).

Finally, medical information and record management regulate data recording, confidentiality, and IT systems integration. Accurate records and efficient registration or payment systems reduce errors and waiting times, indirectly improving satisfaction. In summary, the six hospital management standards are integral to enhancing patient safety, service efficiency, and overall satisfaction. Their effective implementation strengthens patient trust and ensures hospitals remain competitive in delivering quality healthcare services.

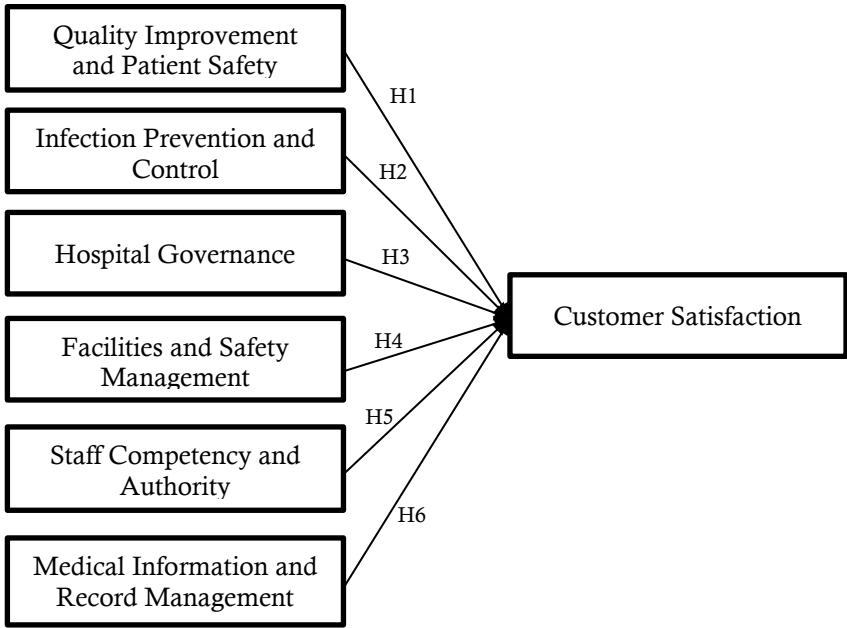


Figure 1. Conceptual framework

Figure 1 shows the conceptual framework of this research. Six independent variables that are aspects of hospital management are assumed to have a positive effect on the dependent variable, namely customer satisfaction. Each aspect of the management standard is measured through specific indicators according to the accreditation requirements and the context of the service. The causal relationship studied is that the better the implementation of each management standard, the higher the hospital's customer satisfaction rate. For example, improvements in facilities management are expected to improve patient comfort, which in turn increases satisfaction. Similarly, improving staff competency is expected to increase patient trust in the service, leading to higher satisfaction. This model will be tested through empirical data collection and statistical analysis to see the contribution of each independent variable to customer satisfaction

RESEARCH METHODS

This study used a quantitative approach with a cross-sectional survey design to analyze customer satisfaction with hospital management standards at three KARS-accredited private hospitals in Samarinda, namely Hospital A, Hospital B, and Hospital C. The hospitals were selected because they represent general and maternal-child services and have a high number of patient visits. The study population included all adult patients using services at Samarinda's private hospitals. A sample of 150 respondents (50 per hospital) was selected through purposive sampling with the following inclusion criteria: outpatients (at least one visit) or inpatients (more than two days), at least 17 years old,

and willing to complete a questionnaire. Sampling was conducted from January to March 2025, meeting the minimum requirements for multiple linear regression analysis based on the rule of 15-20 times the number of independent variables.

Data collection was conducted by distributing questionnaires to patients after receiving services, both upon discharge from inpatient care and after outpatient consultations. Researchers collaborated with the hospital's public relations department to ensure clear distribution and explanations. Questionnaires were completed anonymously and placed in a designated box, with a response rate of approximately 80% (150 of 188 questionnaires were eligible for analysis, 38 were incomplete or not returned).

The independent variable is the hospital management standards based on the SNARS, encompassing six aspects: quality improvement and patient safety, infection prevention and control, hospital governance, facility and safety management, staff competence and authority, and medical information and records management. Each aspect is measured through patient perceptions using a 1–5 Likert scale. The indicators include service consistency and safety for quality improvement, patient safety, and speed and orderliness of the registration process for medical information and record management. The dependent variable, customer satisfaction, is assessed through the patient satisfaction index, which includes indicators of overall satisfaction, fulfillment of expectations, and intention to recommend. In addition, open-ended responses were collected to provide supporting qualitative insights.

The questionnaire instrument was designed to cover all important aspects, with validity tests (item–total correlation > 0.3) and reliability tests (Cronbach's alpha > 0.7) conducted prior to the main data collection to ensure measurement consistency. The data were processed and analyzed using IBM SPSS Statistics, employing both descriptive and inferential techniques. Analytical procedures included Pearson correlation and multiple linear regression to evaluate the relationship between management standards and customer satisfaction.

RESULTS

The sample characteristics demonstrated diversity, with a balanced gender composition (52% female, 48% male), an age range of 18-65 years (average 34 years), a high school education (40%) and college (35%) among the majority, and 60% outpatients and 40% inpatients. Fifty-five percent of respondents were first-time visitors, while 45% had previously received treatment, reflecting the general perception of private hospital customers.

Table 1. Hospital Management Standard Implementation Score (n = 150)

Aspects of Hospital Management Standards	Average Score (1–5)
Quality Improvement and Patient Safety	4.2
Infection Prevention and Control	4.0
Hospital Governance	3.8
Facilities and Safety Management	4.3
Staff Competency and Authority	4.5
Medical Information and Record Management	4.1
Customer Satisfaction (overall index)	4.3

Once the data is collected, processing is carried out, including answer scoring, reliability test (Cronbach's alpha of the entire construct > 0.7 indicates good consistency), and item validity test (with an item-total correlation of > 0.3, all items are declared valid). Furthermore, descriptive and inferential statistical analysis was carried out. Descriptively, the average patient perception score of the six aspects of hospital management standards was in the good category (> score of 4 out of 5). Similarly, the customer satisfaction index is relatively high. Table 1 summarizes the average score of each variable.

Based on Table 1, the implementation of hospital management standards in private hospitals in Samarinda shows a strong association with patient satisfaction, with an overall average score of 4.3 out of 5, indicating that most patients are satisfied with the

services received. The highest-rated aspect is the competence and authority of staff (4.5), reflecting patients' high trust in the professionalism and technical skills of healthcare workers. This is followed by facilities and safety management (4.3), demonstrating that patients value the comfort, cleanliness, and safety of the hospital environment. Quality improvement and patient safety (4.2), along with infection prevention and control and medical information and record management (4.0–4.1), remain in the good category but indicate areas for further improvement, particularly in infection control and administrative efficiency. Meanwhile, hospital governance received the lowest score (3.8), which, although still close to “good,” suggests that managerial structures and decision-making processes are less directly perceived by patients despite being an essential foundation for hospital operations.

Table 2. Validity Test

Variable	Number of Items	Range r calculation	Conclusion
Quality Improvement and Patient Safety	5	0.412 – 0.680	Valid
Infection Prevention and Control	5	0.331 – 0.598	Valid
Hospital Governance	5	0.290 – 0.540	Valid
Facilities and Safety Management	5	0.460 – 0.688	Valid
Staff Competency and Authority	5	0.518 – 0.720	Valid
Medical Information and Records Management	5	0.375 – 0.625	Valid
Customer Satisfaction	5	0.439 – 0.699	Valid

The validity test was conducted to assess how well the questionnaire items measure the intended construct. It was tested using Pearson correlation between each item score and the total construct score, with a criterion of r calculated $> r$ table ($n = 150$; r table = 0.159). Table 2 shows the results of the validity test for the research variables. Each variable consists of five measurement items, and the calculated r values for all items fall within the acceptable range, indicating they meet the validity criteria. Specifically, the variables quality improvement and patient safety, infection prevention and control, hospital governance, facilities and safety management, staff competency and authority, medical information and records management, and customer satisfaction each demonstrate r values that confirm the validity of their respective items. These results indicate that all questionnaire items are valid and suitable for further analysis.

Table 3. Reliability Test

Variable	Number of items	Cronbach's Alpha	Conclusion
Quality Improvement and Patient Safety	5	0.791	Reliable
Infection Prevention and Control	5	0.762	Reliable
Hospital Governance	5	0.740	Reliable
Facilities and Safety Management	5	0.812	Reliable
Staff Competency and Authority	5	0.845	Reliable
Medical Information and Records Management	5	0.778	Reliable
Customer Satisfaction	5	0.803	Reliable

Table 3 presents the results of the reliability test for the study variables. All variables consist of five items each. The Cronbach's Alpha values range from 0.740 to 0.845, indicating satisfactory internal consistency. Specifically, quality improvement and patient safety ($\alpha = 0.791$), infection prevention and control ($\alpha = 0.762$), hospital governance ($\alpha = 0.740$), facilities and safety management ($\alpha = 0.812$), staff competency and authority ($\alpha = 0.845$), medical information and records management ($\alpha = 0.778$), and customer satisfaction ($\alpha = 0.803$) are all considered reliable. These results confirm that the measurement instruments used in this study are consistent and reliable.

Table 4. Multiple Regression Analysis

Variable	Coefficient	P-Value	Information
Staff Competency and Authority	0.30	0.001	Significant
Facilities and Safety Management	0.25	0.003	Significant
Quality Improvement and Patient Safety	0.22	0.010	Significant
Medical Information and Records Management	0.15	0.045	Significant
Infection Prevention and Control	0.014	0.052	Not significant
Hospital Governance	0.10	0.080	Not Significant

According to Table 4, the regression coefficients for all independent variables were positive, aligning with the hypothesis that each aspect has a positive influence on satisfaction. The t-test results showed that four of the six variables had a significant effect on satisfaction at the 5% significance level ($p < 0.05$), while two variable was insignificant. Specifically, staff competency & authority had the largest coefficient, with $\beta = 0.30$ and $p = 0.001$, indicating that it has the most dominant influence on satisfaction compared to other variables. Facilities and safety management followed with $\beta = 0.25$ and $p = 0.003$, showing a significant impact. Quality improvement and patient safety also demonstrated significance with $\beta = 0.22$ and $p = 0.010$, as did medical information and records management with $\beta = 0.15$ and $p = 0.045$. Infection prevention and control were not significant, with $\beta = 0.14$ and $p = 0.052$, slightly above the 0.05 threshold. Hospital governance, however, was not statistically significant at the 5% level, with $\beta = 0.10$ and $p = 0.080$, suggesting a weaker influence on satisfaction when other variables are controlled.

The results show that staff competency and authority, facilities and safety management, quality improvement and patient safety, and medical information and records management have a significant influence. The infection prevention and control variable had a marginal effect (significant at α 10% but not 5%), while hospital governance was not shown to significantly affect satisfaction if other variables were controlled. This indicates that when various aspects are managed together, the hospital governance factor may be disguised in the eyes of the patient, or its contribution is relatively small compared to other factors.

Table 5. R Square and F Test

Test	Value
Adjusted R-Square	0.62
F Test (Sig)	0.001

Based on Table 5, the multiple regression analysis revealed a significant regression model, with an F test yielding a p-value less than 0.001 and an Adjusted R^2 of 0.62. This indicates that approximately 62% of the variation in customer satisfaction can be explained by the variation of the six aspects of hospital management standards together, demonstrating a fairly strong goodness-of-fit model. However, there remains 38% of the variation influenced by other factors outside the model, such as cost, location, and personal factors, which were not included in this study.

DISCUSSION

The results of the study confirmed that the implementation of good hospital management standards is positively associated with patient satisfaction. One of the positive outcomes is increased patient loyalty, as patients are more likely to recommend both the hospital and its management. In general, the private hospitals in Samarinda included in the study have successfully met hospital management standards (perception scores ≥ 4 across almost all aspects), resulting in high levels of patient satisfaction. These findings are consistent with service quality theory, which posits that superior performance across multiple service dimensions leads to higher satisfaction (Andromeda & Antonio, 2022; Deastuti et al., 2025).

Staff competency and authority emerged as the strongest driver of patient satisfaction in Samarinda's private hospitals, as patients value professional, empathetic, and responsive medical personnel (Hartanti & Antonio, 2022; Wardani et al., 2025). Investment in human resource training and certification is therefore crucial for maintaining satisfaction. Facilities and safety management also contributed significantly, with patients appreciating comfortable, clean, and safe facilities, including features such as evacuation instructions. This aligns with the tangible dimension of service quality, which directly enhances the patient experience (Sholeh & Chalidyanto, 2021; Ariffin & Menon, 2022; Bhati et al., 2023). Hospitals must maintain infrastructure and enhance comfort to meet contemporary expectations. The strong impact of staff competency and facilities is explained by the fact that both dimensions are directly experienced and easily perceived by patients, shaping their impression of care quality. When healthcare professionals demonstrate skill and empathy, and the hospital environment feels safe and comfortable, patients develop higher trust and satisfaction, reinforcing the perceived reliability and professionalism of the institution (Yu et al., 2022).

The study also highlights that quality improvement and patient safety significantly enhance satisfaction by fostering consistent and safe services. Although patients may not directly notice internal programs such as safety goals (e.g., pre-procedure identity checks), these initiatives reduce errors and increase confidence and satisfaction. Routine quality initiatives, such as satisfaction surveys and incident analyses, are vital as their impact translates into improved patient experiences (Lestariningsih et al., 2018; Falade et al., 2024). Similarly, medical information and records management affects satisfaction through efficient administrative processes. Patients value integrated systems, such as electronic medical records and cashless payments, which streamline registration and scheduling. While Samarinda's private hospitals perform well in this area, further improvements such as enhanced data integration and patient-focused applications for online registration could further increase satisfaction. Leveraging technology adds value to the patient experience, providing a pathway for hospitals to improve service efficiency and meet modern expectations.

Infection prevention and control did not have a significant impact on patient satisfaction, indicating that patients do not directly perceive its effect. This aligns with the fact that activities such as sterilization, hygiene protocols, and waste management occur behind the scenes and are often taken for granted unless problems arise (Nugraha et al., 2017). Similarly, hospital governance showed no significant effect, as patients rarely experience its impact firsthand; governance primarily focuses on macro-level management and compliance rather than visible service delivery (Sitio & Ali, 2019; Prakoeswa et al., 2022; Chowdhury et al., 2024). Therefore, quality improvement efforts should prioritize aspects that are directly perceived by patients, while ensuring that governance and infection control are managed sustainably.

This study confirms that adherence to hospital management standards is crucial for achieving high patient satisfaction, as excellence in staff competency, facilities and safety, quality improvement and patient safety, and medical information and records management drives positive perceptions. Private hospitals should maintain these strengths while improving governance and infection control through better coordination and transparency. From a marketing perspective, patient satisfaction enhances loyalty and institutional reputation, creating long-term business benefits. In the competitive healthcare market of Samarinda, consistent service quality should not only meet accreditation requirements but also become an integral part of hospital culture to ensure the best patient experience at every point of service.

CONCLUSION

This study shows that customer satisfaction in private hospitals in Samarinda is generally high, closely linked to the implementation of hospital management standards. Among the six measured aspects, staff competence and authority, and facility and safety management emerged as the strongest drivers of satisfaction. Patients highly value

professional, responsive healthcare workers as well as comfortable and safe facilities. Other aspects, such as quality and patient safety improvement, medical information and records management, also play a significant role by ensuring reliable services and efficient administrative processes. In contrast, hospital governance and infection prevention and control were found to be not significant in influencing patient satisfaction, as patients rarely perceive these aspects directly, although they remain important for risk prevention and maintaining sustainable service quality.

These findings highlight the need for hospital managers to prioritize investments in staff competence, continuous training, and facility maintenance, while not neglecting governance and infection control as preventive measures. The results reinforce service quality models that place human resources and tangible facilities at the center of patient satisfaction, while also broadening the discussion on how managerial aspects are indirectly perceived by patients. This study is limited by its focus on a small number of private hospitals in Samarinda and a specific set of variables, which may reduce the generalizability of its findings. Future research should expand the sample to include government hospitals or different cities, while also exploring additional factors such as pricing, hospital image, or digital innovations. Qualitative approaches and studies on employee satisfaction could also provide deeper insights into the drivers of patient satisfaction.

REFERENCES

- [1] Abekah-Nkrumah, G., Yaa Antwi, M., Braimah, S. M., & Ofori, C. G. (2021). Customer relationship management and patient satisfaction and loyalty in selected hospitals in Ghana. *International Journal of Pharmaceutical and Healthcare Marketing*, 15(2), 251-268.
- [2] Ahmed, S., Hawarna, S., Alqasmi, I., Mohiuddin, M., Rahman, M. K., & Ashrafi, D. M. (2024). Role of Lean Six Sigma approach for enhancing the patient safety and quality improvement in the hospitals. *International Journal of Healthcare Management*, 17(1), 52-62.
- [3] Akob, M., Yantahin, M., Ilyas, G. B., Hala, Y., & Putra, A. H. P. K. (2021). Element of marketing: SERVQUAL toward patient loyalty in the private hospital sector. *The Journal of Asian Finance, Economics and Business*, 8(1), 419-430.
- [4] Alibrandi, A., Gitto, L., Limosani, M., & Mustica, P. F. (2023). Patient satisfaction and quality of hospital care. *Evaluation and Program Planning*, 97(23), 1213-1224.
- [5] Alumran, A., Almutawa, H., Alzain, Z., Althumairi, A., & Khalid, N. (2021). Comparing public and private hospitals' service quality. *Journal of Public Health*, 29(4), 839-845.
- [6] Amos, D., Au-Yong, C. P., & Musa, Z. N. (2020). Developing key performance indicators for hospital facilities management services: a developing country perspective. *Engineering, Construction and Architectural Management*, 27(9), 2715-2735.
- [7] Amos, D., Musa, Z. N., & Au-Yong, C. P. (2020). Performance measurement of facilities management services in Ghana's public hospitals. *Building Research & Information*, 48(2), 218-238.
- [8] Andromeda, I., & Antonio, F. (2022). The influence of hospital servicescapes on patient loyalty mediated by patients emotion and satisfaction: A study at private hospital in Indonesia. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi)*, 9(2), 83-97.
- [9] Anggraini, O. N., & Ginting, N. M. C. B. (2019). Tinjauan pemenuhan elemen penilaian manajemen informasi dan rekam medis 11 Standar Nasional Akreditasi Rumah Sakit Edisi I 2018 di Muhammadiyah Naggulan dan RSU Kabanjahe. *Jurnal Penelitian dan Kajian Ilmiah Kesehatan Politeknik Medica Farma Husada Mataram*, 5(1), 1-10.
- [10] Ariffin, A. A. M., & Menon, B. V. (2022). The customer satisfaction index model: An empirical study of the private healthcare sector in Malaysia. *The Journal of Asian Finance, Economics and Business (JAFEB)*, 9(1), 93-103.
- [11] Bhagat, S. V., & Kanyal, D. (2024). Navigating the future: The transformative impact of artificial intelligence on hospital management-a comprehensive review. *Cureus*, 16(2), 243-249.
- [12] Bhati, D., Deogade, M. S., & Kanyal, D. (2023). Improving patient outcomes through effective hospital administration: a comprehensive review. *Cureus*, 15(10), 256-263.
- [13] Chowdhury, M. R. I., Chowdhury, T. R., & Abdullah, S. B. (2024). Strategies for improving patient experience and satisfaction in healthcare facilities in USA. *International Journal of Science & Healthcare Research*, 9(4), 357-369.
- [14] Dama, D. P., Darman, D., Rachman, A., & Patuti, Z. (2024). Analysis of service quality and price aspects on patient satisfaction at Gorontalo Regional Hospital. *Jurnal Ilmiah Manajemen Kesatuan*, 12(5), 1653-1662.

- [15] Damayanti, E. (2025). Jaminan mutu pelayanan kesehatan dan keselamatan pasien. *Jurnal Ad Dustur*, 1(2), 1-11.
- [16] Deastuti, T., Jati, S. P., & Suhartono, S. (2025). Pengaruh mutu pelayanan terhadap kepuasan pasien unit penunjang di rumah sakit: Narative literatur review. *Media Bina Ilmiah*, 19(7), 5203-5214.
- [17] Delpita, A., & Kosasih, K. (2024). Pengaruh budaya keselamatan pasien dan mutu pelayanan laboratorium kesehatan terhadap kepuasan pasien di Labkesda Kota Jambi. *Co-Value Jurnal Ekonomi Koperasi dan kewirausahaan*, 15(4), 13-25.
- [18] Dianvayani, G., Aripin, Z., Syahidin, R., Asnar, E. S. M., & Paramarta, V. (2024). Analisis mutu pelayanan melalui keselamatan pasien dan kepuasan pasien sebagai variabel intervening (Studi survei di Rumah Sakit Mitra Husada Pringsewu-Lampung). *Innovative: Journal of Social Science Research*, 4(4), 11667-11686.
- [19] Dion, H., & Evans, M. (2024). Strategic frameworks for sustainability and corporate governance in healthcare facilities; approaches to energy-efficient hospital management. *Benchmarking: An International Journal*, 31(2), 353-390.
- [20] Dwijayanti, K. A., Wirajaya, I. W. A., Sukadana, K., & Kusuma, N. Y. (2024). Service quality factors that influence patient satisfaction at Buleleng Regional Hospital. *Jurnal Ilmiah Manajemen Kesatuan*, 12(4), 1179-1190.
- [21] Elizar, C., Indrawati, R., & Syah, T. Y. R. (2020). Service quality, customer satisfaction, customer trust, and customer loyalty in service of paediatric polyclinic over private H Hospital of East Jakarta, Indonesia. *Journal of Multidisciplinary Academic*, 4(2), 105-111.
- [22] Emon, M. M. H., Khan, T., & Alam, M. (2023). Effect of technology on service quality perception and patient satisfaction-a study on hospitals in Bangladesh. *International Journal of Research and Applied Technology (INJURATECH)*, 3(2), 254-266.
- [23] Epaminonda, E., Chaanine, J., Vrontis, D., Thrassou, A., & Christofi, M. (2021). Information communication technology, knowledge management, job and customer satisfaction: A study of healthcare workers in Lebanon. *Journal of Knowledge Management*, 25(3), 618-641.
- [24] Falade, I. M., Gyampoh, G. K. S., Akpamgbo, E. O., Chika, O. C., Obodo, O. R., Okobi, O. E., ... & Chukwu, V. U. (2024). A comprehensive review of effective patient safety and quality improvement programs in healthcare facilities. *Medical Research Archives*, 12(7), 98-104.
- [25] Harahap, I. L. (2020). Pencegahan dan pengendalian infeksi pada jenazah pasien covid-19. *Jurnal Kedokteran*, 9(3), 215-219.
- [26] Hartanti, L. K., & Antonio, F. (2022). The effect of service quality dimensions on hemodialysis patient satisfaction in Indonesia. *Indonesian Journal of Health Administration*, 10(1), 50-59.
- [27] Heriyati, H., & Astuti, A. (2020). Pencegahan dan pengendalian infeksi nosokomial di rumah sakit. *Jurnal Pendidikan Kesehatan*, 9(1), 87-92.
- [28] Hutajulu, S. M., Nuraini, N., & Nasution, R. S. (2024). Analisis implementasi kebijakan manajemen tata kelola di Rumah Sakit Mitra Medika Medan Amplas. *Afiasi: Jurnal Kesehatan Masyarakat*, 9(2), 179-186.
- [29] Kotler, P., & Keller, L. (2016). *Marketing Management*. 15. Vol. 54. New York: Pearson Education Limited.
- [30] Kumar, R., Jamal Ansari, M. T., Baz, A., Alhakami, H., Agrawal, A., & Khan, R. A. (2021). A multi-perspective benchmarking framework for estimating usable-security of hospital management system software based on fuzzy logic, ANP and TOPSIS Methods. *KSII Transactions on Internet & Information Systems*, 15(1), 35-43.
- [31] Lepistö, K., Saunila, M., & Ukko, J. (2024). Enhancing customer satisfaction, personnel satisfaction and company reputation with total quality management: combining traditional and new views. *Benchmarking: An International Journal*, 31(1), 75-97.
- [32] Lestari, A. W. (2025). Hubungan pelayanan prima, tarif pelayanan dan fasilitas dengan kepuasan pasien rawat jalan umum di Rumah Sakit Hermina Mekarsari. *Indonesian Scholar Journal of Nursing and Midwifery Science*, 4(07), 236-244.
- [33] Lestariningsih, T., Hadiyati, E., & Astuti, R. (2018). Study of service quality and patient satisfaction to trust and loyalty in public hospital, Indonesia. *International Journal of Business Marketing and Management*, 3(2), 1-12.
- [34] Massa, K., Sasmito, P., Nurhayati, C., Rahmawati, E. Q., Nugraheni, W. T., Juwariyah, S., ... & Surtikanti, S. (2023). *Buku ajar pencegahan dan pengendalian infeksi*. Jambi: PT. Sonpedia Publishing Indonesia.
- [35] Melnyk, S. A., Ritchie, W. J., Stark, E., & Heavey, A. (2023). When a dominant certified management standard is replaced: Theoretical insights from the American hospital field. *International Journal of Operations & Production Management*, 43(12), 2031-2054.
- [36] Nguyen, N. M., & Duong, T. T. L. (2021). The relationship between hospital service quality and customer satisfaction: An empirical study from Vietnam. *The Journal of Asian Finance, Economics and Business (JAFEB)*, 8(12), 553-561.
- [37] Nugraha, H. S. (2017). Hubungan penerapan cuci tangan dengan kepuasan pasien diruang rawat inap Rumah Sakit Anton Soedjarwo Pontianak. *ProNers*, 4(1), 1-10.

- [38] Nursaid, N., Qomariah, N., Sanosra, A., Satoto, E. B., & Utomo, A. W. (2020). Improvement of job satisfaction based on work motivation, work environment, competence and compensation for hospital employees. *Indonesian Journal of Law and Economics Review*, 7(3), 102-112.
- [39] Prakoeswa, C. R. S., Hidayah, N., & Dewi, A. (2022). A systematic review on hospital's patient satisfaction and loyalty in Indonesia. *Open Access Macedonian Journal of Medical Sciences*, 10(F), 655-664.
- [40] Ran, X., Zhou, F., Zhong, M., Liu, Y., & Zhang, J. (2020). Innovative applications of patient experience big data in modern hospital management improve healthcare quality. *Chinese medical sciences journal*, 35(4), 366-370.
- [41] Rifial, M., Razak, A., Darmawansyah, D., Indar, I., & Rahman, A. (2024). Impact of health system usage, patient satisfaction, information quality, and service quality on hospital management information system utilization at Madani Regional General Hospital. *Integrative Biomedical Research*, 8(11), 1-10.
- [42] Sholeh, M., & Chalidyanto, D. (2021). The effect of service quality on loyalty through patient satisfaction in outpatient of hospital X, Malang. *JMMR (Jurnal Medicoeticolegal dan Manajemen Rumah Sakit)*, 10(2), 148-157.
- [43] Sitio, T., & Ali, H. (2019). Patient satisfaction model and patient loyalty: Analysis of service quality and facility (Case study at Rawamangun Special Surgery Hospital). *Scholars Bulletin*, 5(10), 551-559.
- [44] Srimulyani, V. A., & Hermanto, Y. B. (2022). Organizational culture as a mediator of credible leadership influence on work engagement: empirical studies in private hospitals in East Java, Indonesia. *Humanities and Social Sciences Communications*, 9(1), 1-11.
- [45] Sutoto, D., Atmodjo, D., Lumenta, L. A., & Luwiharsih, L. (2018). *Standar Nasional Akreditasi Rumah Sakit (SNARS) Edisi 1*. Jakarta: Perhimpunan Rumah Sakit Seluruh Indonesia.
- [46] Syah, T. Y. R., & Wijoyo, C. K. (2021). Service quality and customer satisfaction on WOM a private hospital in indonesia. *JMMR (Jurnal Medicoeticolegal dan Manajemen Rumah Sakit)*, 10(1), 22-34.
- [47] Vantishsha, D., Azizah, A. H., & Arifin, S. (2022). Assessing hospital management information systems success using human organization and technology fit model. *Applied Information System and Management (AISM)*, 5(1), 37-44.
- [48] Wang, M., Liu, G. G. E., Bloom, N., Zhao, H., Butt, T., Gao, T., ... & Jin, X. (2022). Medical disputes and patient satisfaction in China: how does hospital management matter?. *The International journal of health planning and management*, 37(3), 1327-1339.
- [49] Wardani, C. R., Adrianto, R., Sumarni, S., AR, C., & Elvira, V. F. (2024). Hubungan mutu pelayanan dengan kepuasan pasien rawat jalan di Rumah Sakit Ibu dan Anak Aisyiyah Samarinda Tahun 2024. *Jurnal Manajemen Kesehatan Indonesia*, 13(1), 110-122.
- [50] Yu, C. C., Tan, L., Le, M. K., Tang, B., Liaw, S. Y., Tierney, T., ... & Low, J. A. (2022). The development of empathy in the healthcare setting: a qualitative approach. *BMC Medical Education*, 22(1), 245.
- [51] Parasuraman, A. B. L. L., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *1988*, 64(1), 12-40.