

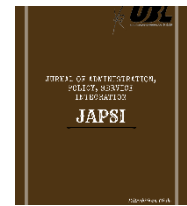
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**Analysis of the Quality of Health Services in
Increasing Patient Satisfaction at Community Health Center Baradatu Way
Kanan Regency**

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Abstract

This study aims to analyze the quality of health services in improving patient satisfaction at the Baradatu Health Center, Way Kanan Regency. Using a qualitative descriptive approach, data were collected through interviews and document analysis. The study applies Lovelock's service quality dimensions, including tangibility, reliability, responsiveness, assurance, and empathy. The findings indicate that while the health center has implemented existing regulations, several challenges hinder optimal service delivery. These include a shortage of medical staff, limited medical equipment, and bureaucratic inefficiencies. However, the availability of doctors and medicine has contributed to overall patient satisfaction. Efforts to improve service quality include facilitating further education for employees and conducting regular training. The study concludes that while patient satisfaction is generally achieved, further improvements in infrastructure and staffing are necessary to enhance service effectiveness.

Keywords: Health Service Quality, Patient Satisfaction, Public Health Center, Service Improvement.

Introduction

An organization serves as a collaborative platform where individuals work together by integrating tasks and cooperative activities to achieve specific objectives. However, organizations do not function in isolation; they are interconnected with broader systems that include entities such as government, family, and other organizations (Castaner & Oliveira, 2020). As a result, their activities are inherently influenced by the external environment. This interdependence underscores the need for organizations to consistently enhance their performance to maintain efficiency, accuracy, and responsiveness to the demands of the community (Moshood et al., 2024). Failure to meet these performance expectations can hinder the organization from achieving its goals, leading to dissatisfaction among stakeholders. Communities, in particular, expect services that are timely, precise, and unbiased (Silva et al.,

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2019). When these expectations are unmet, dissatisfaction is often expressed publicly, with grievances increasingly shared through mass media platforms. This version uses clear transitions and logical connections to enhance the flow and readability, adhering to academic writing standards (Lee, 2020).

The primary focus of the government should be on effectively managing its functions to deliver goods and services that are economical, efficient, effective, and accountable to all members of society (Ashaye & Irani, 2019). In addition, it is essential for the government to uphold the principle of equity by ensuring that these services are accessible to everyone without discrimination. This commitment requires equal access to government services for all citizens, irrespective of their status, rank, or social class, in full compliance with existing regulations. To ensure the effective delivery of optimal services to the community, maintaining the discipline of state officials is a critical factor (Umar et al., 2019). However, the erosion of ethics, morals, and discipline, which increasingly affects various levels of society, including state officials, presents a serious challenge to the sustainability of future state governance. This decline not only disrupts ongoing development initiatives but also poses a significant threat to the unity and integrity of the nation, which have been meticulously nurtured over time (Bohm et al., 2022).

Given these circumstances, it is crucial to focus on improving the capabilities of state officials at both central and regional levels to ensure the delivery of high-quality services. This enhancement can be achieved through the implementation of systems that include sanctions for underperformance, as well as recognition and rewards for exceptional achievements (Ndirangu & Mungai, 2024). Observations conducted over the past three months at the Baradatu Community Health Centre in Way Kanan District indicate a growing number of patients, encompassing inpatients, outpatients, and referrals to hospitals. This increasing patient load underscores the Centre's challenges in meeting patient needs, primarily due to insufficient medical equipment and the absence of specialist doctors. To fulfill its mandate of providing quality healthcare services while maintaining efficient administrative operations, the Baradatu Community Health Centre requires a workforce that is both skilled and professional. Therefore, it is imperative to assess the effectiveness of the health services delivered by its staff in Way Kanan Regency.

Preliminary observations highlight significant issues related to employee professionalism at the Baradatu Health Centre in Way Kanan Regency, which have adversely impacted the effectiveness of public service delivery. These issues are evidenced by several key indicators, including slow and excessively bureaucratic service processes, limited employee competencies, and frequent public complaints regarding the quality of health services. Furthermore, many employees fail to adhere to scheduled working hours, frequently arriving late or neglecting their responsibilities, which further disrupts service delivery. This non-compliance with established attendance and operational standards expected of civil servants in a healthcare setting is a recurring concern. These findings underscore the need for a comprehensive analysis of the quality of health services and their influence on patient satisfaction at the Baradatu Health Centre Technical Implementation Unit in Way Kanan Regency.

1. Literature review

Public Service

Public service involves the delivery of goods or services to the community, carried out by either the government or the private sector (Dick-Sagoe, 2020). The effectiveness of these services is determined by the government's ability to fulfill public needs through the provision of high-quality services (Westby et al., 2016). Service quality is commonly evaluated using specific indicators set by the service provider, which are aligned with established criteria to ensure consistency and accountability (Li & Shang, 2020).

Indicators serve as measurable variables or benchmarks that reflect specific changes. These indicators are not solely focused on the process of delivering services but also on the role of public servants, particularly government officials. Consequently, every public service provider must adhere to several fundamental principles in delivering services to the community (Hakim, 2021). According to Lovelock, as cited in (Setiono & Hidayat, 2022), achieving quality service requires attention to the following principles: **Tangible** referring to physical facilities, personnel equipment, and communication materials; **Reliability** the capacity to consistently deliver services as promised; **Responsiveness** a proactive sense of responsibility in ensuring service quality; **Assurance** encompassing the knowledge, behavior, and competence of employees; and **Empathy** demonstrating personalized attention and care for customers.

To deliver high-quality public services, public servants must prioritize understanding the needs of the individuals they serve while adhering to management standards that enhance performance (Barusman et al., 2024). Regular performance monitoring and evaluation are crucial to maintaining service excellence. Additionally, simplicity in procedures, fairness, and equitable treatment without favoritism should guide their actions. **Honesty** and transparency in all interactions are equally vital to fostering trust and ensuring public satisfaction. By upholding these principles, public servants can effectively meet public expectations and contribute to the overall improvement of service quality (Ziyad et al., 2020).

Satisfaction

According to (Barusman, 2019), satisfaction is defined as the emotional response individuals experience after comparing their expectations with the actual performance or outcomes. The degree of satisfaction is determined by the gap between perceived performance and expectations. If performance falls short of expectations, customers are likely to feel disappointed. Conversely, when performance meets expectations, customers are generally satisfied. If performance exceeds expectations, customers experience a high level of satisfaction. Customer expectations are influenced by previous experiences, feedback from peers, and information or promises received through various media channels. Satisfied customers are more likely to remain loyal, exhibit less price sensitivity, and provide positive feedback about the organization or service provider (Berezan et al., 2016).

Public satisfaction is defined as the ability to understand and address the needs and desires of consumers, particularly the community being served. This understanding plays a crucial role in determining the overall satisfaction levels (Gonzalez, 2019). A satisfied public is a valuable asset to any organization, as they are more likely to continue using the services offered. In contrast, dissatisfaction can lead to negative word-of-mouth, with individuals sharing their unpleasant experiences with others. Therefore, to achieve and maintain public

satisfaction, organizations must develop and manage efficient systems that not only accommodate a larger number of people but also ensure the continued delivery of high-quality services (Zygiaris et al., 2022).

Satisfaction refers to the sense of pleasure or contentment that a customer or service recipient experiences when their needs are adequately met. This feeling of fulfillment arises when the individual perceives that their desires have been successfully addressed, resulting in an increased level of satisfaction (Akram et al., 2022). On the other hand, when expectations are not fulfilled, it leads to dissatisfaction with the service provided. Therefore, the alignment between customer expectations and service delivery is crucial in determining overall satisfaction (Purnomo & Tsany, 2024).

Research Framework

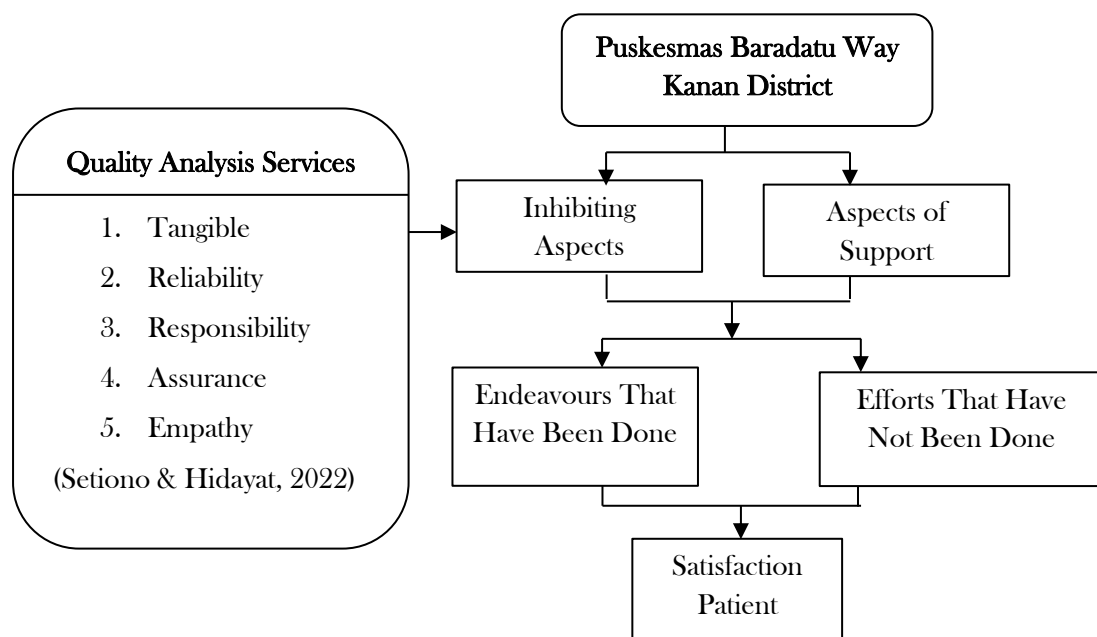


Figure 1. Framework

2. Methodology

Considering the background, research problems, and objectives, this study adopts a descriptive qualitative research design. This approach is employed to explore the quality of health services in enhancing patient satisfaction at the Baradatu Health Centre Technical Implementation Unit, Way Kanan Regency. The research involves collecting data directly from informants in the field through interviews and document studies. Qualitative research is characterized by generating findings that cannot be obtained through statistical methods or other forms of quantification. It is well-suited for examining aspects such as community life, historical events, behaviors, organizational functions, social movements, or kinship networks (Daniel, 2016).

This study employs both primary and secondary data to ensure a comprehensive analysis. Primary data is collected directly through field research, involving in-depth interviews with informants to explore service quality in enhancing patient satisfaction at the Baradatu Health Centre, Way Kanan Regency. Meanwhile, secondary data is obtained from document studies conducted at relevant government offices, such as the Way Kanan District Health

Office, as well as from research journals and textbooks on service quality. As a result, the data sources for this study consist of both informants and written documents.

The data collection process involves two main techniques: in-depth interviews and document studies. Informants are selected using purposive sampling, resulting in six participants, including the Head of Administration of the Health Centre, one doctor, one staff member, and three patients. Additionally, secondary data is gathered from books, journals, and other scientific sources related to service quality. This secondary data serves to provide a theoretical foundation for understanding the phenomena relevant to the research topic, thereby enriching the study's findings (Taherdoost, 2021).

In qualitative research, the data analysis process consists of three essential components: (1) data reduction, (2) data presentation, and (3) conclusion drawing or verification. These stages are interconnected and play a pivotal role in shaping the final results of the analysis. The study is conducted at the Baradatu Health Centre in Way Kanan Regency for two primary reasons. First, preliminary observations revealed a significant phenomenon regarding the quality of health services in improving patient satisfaction at the Technical Service Unit of the Baradatu Health Centre, making it a pertinent focus for research. Second, the location provides convenient access for the researcher to gather data from respondents and key informants, facilitating a thorough and efficient data collection process.

3. Research Results and Discussion

Quality of Health Services in Improving Patient Satisfaction at Technical Service Unit of Baradatu Health Centre, Way Kanan Regency.

The results of the research and discussion align with the theoretical framework based on (Setiono & Hidayat, 2022) These principles, which are essential for public servants to achieve high service quality, include: (1) Tangibility, referring to physical facilities, equipment, and communication materials; (2) Reliability, the ability to deliver promised services accurately and consistently; (3) Responsiveness, reflecting a sense of responsibility for service quality; (4) Assurance, encompassing employees' knowledge, behavior, and competence; and (5) Empathy, demonstrated through personalized attention to customers.

a. Tangibles

The capability of the apparatus encompasses the inherent potential within individuals, which can be cultivated and refined through a strong internal drive to contribute meaningfully to the well-being and development of others. This capability is not static but rather dynamic, evolving through continuous learning, motivation, and purposeful engagement. Recognizing the pivotal role of human elements in shaping service quality, modern administrative thought has increasingly prioritized the human factor as the foundation of effective administration. This shift in perspective underscores the belief that people, with their skills, attitudes, and interpersonal interactions, are the most critical determinants of administrative success.

Based on the interview findings, the services provided at Community Health Center Baradatu do not always involve direct examination by a doctor during the initial assessment of patients. In most cases, patients are first examined by a nurse, who typically measures vital signs such as blood pressure and weight. However, there are instances where patients in need of special care are immediately attended to by the on-duty doctor, usually those categorized as

emergency cases in the Emergency Unit. This understanding is crucial to ensure that the public or patients can clearly identify the staff responsible for providing care. Furthermore, the distinct uniforms worn by doctors, nurses, and other personnel serve as a clear indicator, facilitating easy recognition of the healthcare provider by the patients.

The bureaucratic paradigm, which has traditionally emphasized the importance of adhering to established regulations and procedures, must be complemented by efforts to incorporate deeper normative values in addressing problems in a sustainable manner. This balance is essential to ensure both consistency and continuous improvement in the quality of public services. Bureaucratic reform presents an opportunity for the government to serve the public interest more efficiently and effectively. Consequently, in addition to fulfilling the public's needs, government bureaucracy is also expected to function with greater responsibility. Public services must be grounded in the principle of fairness, ensuring that all individuals are treated equitably and without discrimination. Moreover, the management of public funds must be conducted transparently and with accountability.

b. Reliability

In this study, service quality is defined as the optimal level of achievement attained by an individual in performing their duties within a specified period. This achievement is evaluated based on a comparison with predetermined benchmarks, including performance standards, targeted goals, and mutually agreed-upon criteria. To ensure effective service quality, it is essential for all Community Health Center members to have a clear and comprehensive understanding of their roles and responsibilities. Consequently, service programs and instructions must be systematically communicated to the appropriate implementers before execution. Moreover, the provided services must demonstrate a high degree of accuracy and be fully comprehended by the implementers to ensure optimal performance.

Based on the interview findings, the quality of service at the Baradatu Health Center still faces several limitations, particularly in terms of the availability of medical equipment and specialized healthcare professionals. Despite these challenges, patients seeking treatment continue to receive adequate care. These constraints remain a significant concern for the government, particularly in its efforts to enhance healthcare facilities and personnel at the Baradatu Health Center. Furthermore, health promotion initiatives have been implemented through various media, including slogans and banners displayed within the health center's premises. However, these efforts have yet to bring about a substantial shift in community health behavior. A considerable number of residents still prefer purchasing and consuming over-the-counter medication from local vendors rather than seeking medical consultation at the health center. Additionally, some individuals lack awareness of the required procedures and documentation for treatment, often leading to service delays due to incomplete administrative requirements. These issues highlight the urgent need for improved public health education and more accessible healthcare services to ensure better health outcomes for the community.

Thus, the services provided at the Baradatu Health Center are consistently guided by high-quality work standards and a strong commitment to professionalism. In every interaction with the community, equitable treatment is upheld to ensure that all individuals receive fair and equal healthcare services. This commitment not only guarantees a quality-driven approach

to every task but also enhances overall performance and fosters public trust in the healthcare services provided.

c. Responsibility

The development of apparatus capacity in service provision can be optimized when the principles of service quality are implemented comprehensively and consistently. Success in this regard is not only determined by the effectiveness of task execution but also by the establishment of a neutral and professional work environment. In such an environment, personal preferences—whether in the form of favoritism or bias toward business actors and personnel—are minimized. As a result, decisions are made based on objective and measurable considerations rather than emotional or irrational factors. Within the framework of capitalism, this approach is regarded as a strategic advantage, enhancing both the efficiency and sustainability of the economic system.

Based on interview findings, the Community Health Center staff have demonstrated a proactive approach in responding to individuals seeking healthcare services. Upon arrival at the facility's entrance, patients are promptly greeted, inquired about the purpose of their visit, assigned a queue number, and directed to the appropriate service area. This systematic process ensures efficiency and helps patients access the required services without unnecessary delays. However, a lack of awareness regarding the necessary administrative documents for registration often forces individuals to return home to complete the required paperwork. This issue arises due to insufficient dissemination of information about administrative procedures. Despite this challenge, the Community Health Center remains committed to delivering quality healthcare services to the community.

The responsiveness of healthcare staff in performing their duties plays a pivotal role in determining their overall competency. The ability of staff members to effectively fulfill their responsibilities directly impacts the enhancement of service quality. This is particularly evident as employees are able to meet established time standards and deliver services in alignment with predetermined programs, thereby ensuring both efficiency and consistency in service delivery. Additionally, the work environment, which serves as the context in which tasks are performed, significantly influences the quality of services provided. The characteristics of the work environment shape the behavior and performance of individuals within the organization, ultimately affecting the overall effectiveness of service delivery.

d. Assurance

In service delivery, the assurance of quality relies significantly on an organization's ability to establish clear service standards and integrate various units or departments into a unified, cohesive service structure. The quality of service an organization provides to the community—through accurate and reliable delivery—becomes a critical indicator of its success in executing its programs. Employee confidence in the quality of the services offered plays a pivotal role in enhancing organizational productivity. This, in turn, fosters a collaborative work environment both within the organization and across related units and institutions. As a result, the expectation of delivering exceptional service to streamline workflows can be effectively realized.

Based on the interview results, community health services are generally being carried out effectively and in accordance with established regulations. Employees at the Baradatu

Health Center consistently make efforts to meet the service standards set forth. However, in practice, there are occasional instances where some individuals exhibit impatience in following the established procedures. For example, certain patients arriving at the health center request priority service, which can disrupt the comfort of other patients who are already waiting in line. This highlights the challenges in maintaining order and encouraging patience in the queue, despite ongoing efforts to deliver services in line with the prescribed standards.

To enhance assurance, it is essential to adhere to the rules and regulations governing the service system within an organization. This aspect is crucial and requires careful attention from both the organizational personnel and the community. Furthermore, efforts to understand and address community expectations for improving service quality are vital. Consequently, the execution of every organizational activity should prioritize delivering optimal services to the public, while maintaining adherence to the established guidelines and organizational frameworks that have been meticulously designed and planned.

e. Empathy

Empathy is a tangible reflection of the attention and concern each individual within an organization has for enhancing service quality. Its presence is particularly crucial, given the inevitable diversity within organizations, whether in terms of tasks, individuals, or roles. These differences emerge from the need to distribute responsibilities and functions across the organizational structure. Without a profound sense of empathy, the distinct parts of the organization—each typically focused on its specialized role—may diverge, potentially never aligning toward a unified objective. Consequently, empathy serves as the binding force that unites these diverse elements, facilitating the collective achievement of shared goals.

The results of interviews with doctors at the Community Health Center indicate that treating patients is considered a fundamental responsibility for medical personnel. However, it was observed that patients typically seek treatment only after suffering from prolonged illness, leading to a longer healing process. In contrast, patients who visit the facility promptly upon noticing symptoms tend to experience faster and less complicated treatment. Additionally, interviews with the community revealed a generally positive perception of the services at the Baradatu Health Center. Many residents expressed satisfaction with the quality and adequacy of the services provided. Notably, even in administrative matters, the health center demonstrated flexibility by allowing patients without a BPJS card to receive treatment, provided they present alternative documents such as previous treatment records and identification cards. This highlights the Baradatu Health Center's efforts to offer accessible and accommodating services. However, one concern raised by the community was the cramped waiting area, which often leads to discomfort due to overcrowding. Despite this, the overall satisfaction with the quality of service remained high.

Therefore, public services are expected to undergo a substantial transformation, moving away from the traditional paradigm where the government is seen as the sole authority in defining the most appropriate form of service. With the development of continuous interactions, the government's role in determining service quality will evolve. Instead of being the primary decision-maker, the government will take on a more supportive role, while the community—viewed as customers with inherent rights and needs—will emerge as the key factor in determining what best serves those needs. This shift acknowledges that it is ultimately the

community's input that drives the improvement and adaptation of public services to better meet their expectations.

Aspects of Obstacles and Supports and Efforts by Parties Baradatu Health Center

Aspects that hinder

As for the aspects that hinder in improving the quality of service public services at the Baradatu health center, namely:

1. Tangible, the shortage of staff at the registration counter results in a backlog of patients waiting for medical services, which disrupts the efficiency of the administrative process. Additionally, the limited facilities available further hinder service efficiency, as many processes continue to be carried out manually. The absence of a computerized system exacerbates these challenges by preventing the streamlining and acceleration of workflow, which could otherwise improve overall service delivery.
2. Reliable, the reliability of services at the Baradatu Health Center can be called into question, particularly concerning the limited capacity of staff, especially the registration counter officers, to deliver services promptly. This issue frequently leads to delays in patient care, as a result of the high volume of patients arriving early, which causes long queues and subsequently affects the timeliness of service delivery.
3. Responsiveness, or responsibility, is crucial in ensuring timely service delivery. However, during peak hours, it is not uncommon for officers to leave their duties to attend to personal matters, such as picking up school children, which results in delays and a backlog of patients who are forced to wait for extended periods. This situation highlights a significant issue regarding the low level of responsibility among officers in providing optimal service, ultimately affecting the efficiency of the healthcare service.
4. Assurance, the concept of assurance highlights the shortage of staff, particularly at the registration and medication collection counters. This shortage leads to limited staffing, which in turn causes patients to perceive that the treatment process at the Baradatu Health Center is not functioning effectively. The insufficient number of personnel results in service disruptions that contribute to patient discomfort and delays in receiving necessary medical care.
5. Empathy, in this context, refers to the challenges arising from insufficient staffing in charge of registration and medication distribution. This shortage of personnel often leads to extended waiting times for patients to receive the medication they need. As a result, patients experience significant inconvenience, and the prolonged wait can adversely impact the overall quality of service they receive.

Aspects that support

As for the aspects that support in improving the quality of service public services at the Baradatu health center, namely:

1. Offering employees opportunities for self-development through further education, whether formal or through specialized training, is a critical strategy for enhancing human resource quality. For instance, granting permission for employees with a high

school education to pursue a bachelor's degree (S1) fosters academic growth. Similarly, providing nurses holding a diploma (D3) the opportunity to advance their education in fields such as medicine or public health allows them to deepen their expertise. This, in turn, enhances their knowledge and skills, ultimately contributing to the improvement of service quality.

2. Regularly sending representatives on a rotating basis to attend various workshops organized by the Health Department, both at the Way Kanan Regency level and the Lampung Provincial Health Department, serves as a strategic approach to enhancing human resource quality. The goal of participating in these workshops is to broaden the knowledge and skills of the employees, enabling them to deliver higher-quality and more effective services. Consequently, the continuous development of competencies will directly contribute to the improvement of service quality provided to the community.

5. Conclusions and Implication

Conclusion

Based on the results of research and discussion, it can be concluded that the quality of health services in improving patient satisfaction at the Baradatu Health Center, Way Kanan Regency, has been running well. The Baradatu Health Center has successfully implemented existing regulations by providing services in accordance with the type of disease to the community who seek treatment. However, there are several factors that affect the quality of these services. On the inhibiting side, the shortage of officers, both at the registration counter and those serving medicine, causes a backlog of patients seeking treatment. On the other hand, existing supporting factors, such as the availability of doctors and sufficient medicine, allow the Baradatu Health Center to handle patients well, so that patients feel satisfied with the services provided.

Efforts that have been made to improve service quality include providing opportunities for employees to continue their education, both formal education and training. For example, Community Health Center Baradatu gives permission to employees who have a high school educational background to continue their undergraduate education, and provides opportunities for nurses who have a D3 degree to continue their education in the field of medicine or public health. However, there are still some aspects that need to be improved, especially in the physical condition of buildings that have not undergone repairs or rehabilitation for a long time. This is due to a mismatch of responsibilities, because the repair of the physical building of the Community Health Center is not the authority of the Community Health Center, but the responsibility of the government. In addition, it is also necessary to provide medical equipment needed to support optimal services.

Implication

Based on the findings of this study, several recommendations can be made. First, the health center should be provided with continuous and comprehensive training to enhance its staff's ability to understand and implement regulations related to the promotion of a healthy lifestyle. Such training is essential not only for improving employees' understanding but also for ensuring that they are equipped to apply accurate health principles when serving the community, thereby fostering a positive impact on public health behaviors. Furthermore, the

health center should intensify its efforts in educating the community about the importance of maintaining and utilizing available health facilities. By effectively promoting healthy lifestyle practices, the health center can raise awareness about the crucial role of health in individuals' lives. Ultimately, by adopting healthier lifestyles, the community can experience an improved quality of life and potentially extend their lifespan.

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