

The Mediating Role of Hospital Image on Facilities, Culture, Service Quality, and Patient Satisfaction

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Abstract. This study aims to determine the effect of facilities, organizational culture, and service quality on patient satisfaction through hospital image. The method in the study used SEM (Structural Equation Modeling). The location of this research was at the Haji Abdul Manan Simatupang Regional General Hospital Kisaran, Asahan Regency, where the population of patients who were hospitalized for more than four days. Then, the sample drawing technique uses accidental sampling, where 315 patients are selected as the research sample. To obtain primary data, researchers used a questionnaire based on variable indicators of facilities, organizational culture, service quality, hospital image, and patient satisfaction. The results showed that facilities, organizational culture, and service quality significantly affected hospital image and patient satisfaction. Finally, facilities, organizational culture, and service quality indirectly affect patient satisfaction through hospital image. The implications of the findings in this study indicate that the image of hospitals owned by the Indonesian government, especially at the Haji Abdul Manan Simatupang Regional General Hospital, Kisaran, Asahan Regency, is still known to be less than optimal, especially in providing services to patients. Then, the implications of the existing facilities also show that they need to be more complete so that patients are often referred to other hospitals.

Keywords: Facilities, Culture, Service, Image, Satisfaction

1. Introduction

Today's business world is competitive, not just nationally (Siregar, 2022). However, international companies have expanded their operations due to easy access to information resources (Z. L. J. I. E. N. A. Fadli, 2023). For this to affect local, private, or national businesses. In addition to the company's equipment and capital, the human resources function is decisive in dealing with this situation (Syaifuddin, 2022). Naturally, having human resources who are educated and adaptable to current changes will help a business thrive among many rival businesses competing for the same market share (F. R. A. L. S. S. Y. L. Nasib, 2023). Indonesia currently has a lot of available human resources. However, not all can complete the essential responsibilities that society must fulfill. Similar to the Rumah Sakit Umum Daerah Haji Abdul Manan Simatupang Kisaran Kab Asahan, they are also required to continue to provide excellent service to their patients. to provide value to its existence, especially for those seeking quality healthcare.

The result of health care is patient happiness (Weng, 2016). Therefore, one of the objectives of improving health service standards is to increase patient satisfaction. Patient satisfaction is a measure of how satisfied patients are with the performance of health services after comparing it with what they anticipate (Kang, 2020). One factor considered important in building a patient's satisfaction is the image of the hospital itself (Wu, 2011). For the company, image is the goal, reputation, and achievement to be achieved because the corporate image is a character that will distinguish the company from its competitors (Prasetya, 2022). A good corporate image is the most important asset because it will affect the continuity of the company and is a powerful tool to attract consumers to choose the company's products and services, as well as provide a positive assessment and the existence of the company in the public eye by showing the public's view of the company in the long term (Wicaksana, 2020). The results of research (Abbas, 2021) state that hospital image has a significant effect on consumer satisfaction. Furthermore, the research results (Yasa, 2021) state that hospital image increases consumer satisfaction. Then the study's results (Yulisetiari, 2023) stated that hospital image did not affect patient satisfaction. However, hospital image only sometimes significantly influences patient satisfaction, especially in Indonesia. The research results (Sukamuljo, 2021) (Asnawi, 2019) explain that when the patient's condition is experiencing a critical condition, private hospitals and government hospitals are needed.

The following factors considered necessary for patient satisfaction are the facilities owned by the hospital. The results of the study (Afzal, 2014) state that facilities have a significant effect on customer satisfaction. The results of the study (Napitupulu, 2018) state that facilities have a significant effect on customer satisfaction. The results of research (Ilyas, 2022) state that facilities have a significant effect on customer satisfaction. According to (Liu, 2018), the factors considered after initial disease perception varied in the four stages of health service utilization: initial visit, diagnosis, treatment, and continuation of treatment. Factors considered per stage differed significantly between rural and urban respondents but less between the general population and the chronically ill. In addition, rural respondents perceive urban puskesmas as default and prefer to continue primary care but access higher levels when needed. Urban respondents choose higher rates by default and rarely switch to primary care. The study's results (Manzoor, 2019) stated that physician behavior significantly moderates the effect of health services on patient satisfaction. Overall opinion about patient satisfaction with the availability of health services at the hospital is reasonable. The quality of laboratory and diagnostic care, preventive health care, and prenatal care services are satisfactory. Based on the results, the study confirms that the proposed hypothesis is statistically significant. The study's results (Chambers, 2020) state that hospital facilities are the leading choice for patients in determining which hospital to choose. This contrasts the research results (Sitio, 2019) (Hussain, 2019), which state that facilities have no significant effect on patient satisfaction. Often, facilities are assessed in patients who do not experience emergency conditions and are not a top priority in hospital selection.

The next factor affecting patient satisfaction is organizational culture (Hung, 2016). There are always two parties in a corporation or company, namely management and employees, who have

common interests and depend on each other (Pilav, 2017). Companies and employees usually have opposing perspectives. On the one hand, companies want highly productive workers. Meanwhile, employees want organizations that suit their needs (Wirdawati, 2021). The level of employee job satisfaction will depend on how organizational characteristics and employee preferences are aligned (Osho, 2016). Employee job satisfaction must be strong to achieve performance by increasing productivity to the desired level. Organizational culture is needed in a company as a value system that forms rules or guidelines in thinking and acting to achieve goals (S. B. E. E. N. Y. L. Nasib, 2023). An organizational culture that grows and is well-maintained will be able to spur the organization toward better development (F. R. A. L. S. S. Y. L. Nasib, 2023). Organizations that are considered good are organizations whose existence can be recognized by the surrounding community because they provide contributions, such as: taking human resources in society as members to reduce unemployment (Junita, 2017). The results of previous studies state that organizational culture significantly affects patient satisfaction (Wirdawati, 2021)(Lee, 2019). However, this is different from the results of other studies, which emphasize that not as long as organizational culture is considered capable of providing patient satisfaction (Widodo, 2021).

Furthermore, the quality of service a patient obtains is essential in increasing patient satisfaction (Gardi, 2021). Patients' main objectives in choosing a hospital are speed and accuracy in providing services (Cicotto, 2018). The results of previous research state that service quality directly has a significant effect on hospital satisfaction (Ali, 2021). Patients are not only physically healthy but emotionally also feel happy from the hospitality provided by the hospital (Tarjo, 2020b).

Based on data obtained from the Haji Abdul Manan Simatupang Regional General Hospital, the range of patient complaints, especially regarding existing service facilities during 2022, is as follows:

Table 1. List of Patient Complaints for 2022

Month	Number of Patient Complaints
January	17
February	15
March	14
April	16
May	12
June	12
July	19
August	17
September	14
October	17
November	16
December	13

Source: Management of Rumah Sakit Umum Daerah Haji Abdul Manan Simatupang Kisaran Kab Asahan (2023)

Based on the table above, it shows that the number of patient complaints is still fluctuating. Various complaints are often conveyed, such as uncertainty about the presence of specialist doctors. This impacts patients and families who want to be sure of the disease they are experiencing and the certainty of treatment that must be carried out. This condition certainly makes patients serve less optimally. The subsequent complaint concerns hospital facilities, such as inpatient rooms that must be equipped with air conditioning and toilets that must be appropriately maintained. Currently, many patients complain of room heat during the day and night. Not only is this ward for adults, the conditions for children under five are the same. Of course, this is uncomfortable with the facilities at the Rumah Sakit Umum Daerah Haji Abdul Manan Simatupang Kisaran Kab Asahan.

Furthermore, complaints or complaints from patients with hospital culture, namely the attitude of employees who lack empathy for patients. For example, when a patient's family asks for intravenous

water, it takes little time for the employee to respond. The cooperation between the employees on picket duty could be better. Many employees avoid or pretend to avoid when asked for help. Although previous studies have explored the relationship between service quality and satisfaction, few studies have examined how hospital image mediates this relationship, especially in Indonesia's healthcare context. This study addresses this gap by investigating the relationship between hospital image and satisfaction.

2. Literature Review

2.1. Facility

Facilities are no less necessary so that the hospital can appropriately deliver services, such as facilities supporting health services (Afzal, 2014). Facilities such as suggestion and complaint boxes will assist the hospital in obtaining information about what the patient wants and needs (Manzoor, 2019). Furthermore, the facility makes it easier for patients to express their dissatisfaction with obtaining services (Weng, 2016). Hospital facilities and infrastructure must also be improved to prevent obstacles in providing quality health services (Rusiadi, 2023). Facilities are equipment, supplies, and physical resources that must exist before a service can be provided to customers. Facilities can be anything that supports convenience to facilitate customers and provide maximum individual satisfaction (Setyorini, 2021). Patient waiting time will be reduced, and case management efficiency will be improved in facilities that have been carefully constructed and have adequate procedures for delivering Healthcare services (Asamrew et al., 2020). Patients will have a good experience and feel more satisfied (Aninanya, 2021). Patients will better understand procedures, diagnoses, and treatment plans in facilities that support honest, open, and educative dialog between patients and healthcare professionals (Harisman et al., 2014). Due to their sense of involvement and knowledge, this will increase patient satisfaction. Previous research has shown that healthcare facilities can contribute to patients having a good experience, increasing patient satisfaction levels (Frichi, 2020). This is important to build a positive reputation for the hospital and ensure continued patient enjoyment and trust. The results of previous studies show that facilities directly have a significant effect on patient satisfaction (Baquero, 2023)(Setyorini, 2021)(Priambudi, 2022).

H1: Facilities have a significant effect on hospital image

H2: Facilities have a significant effect on hospital image

H3: Facilities have a significant effect on patient satisfaction through hospital image

2.2. Organizational culture

Culture has an essential meaning for the organization, considering that it can encourage managers to create a culture that emphasizes interpersonal relationships, which will also be attractive to every employee charged with work tasks (Sutrisno, 2016). Organizational culture adjusts and encourages employee involvement in clarifying the goals and direction of organizational strategy and beliefs (F. R. A. L. S. S. Y. L. Nasib, 2023). This can help organizations achieve sales growth, return on investment, quality gains, and high customer satisfaction (Syaifuddin, 2022). Then organizational culture is the dominant value disseminated in the organization, which is used as the employee's work philosophy which becomes a guide for organizational policies in managing employees and consumers (Pilav, 2017). Patients' interests and needs are of primary concern in a patient-focused organizational culture (Roggeveen, 2022). This includes paying attention to patients, providing accurate information, treating them respectfully, and ensuring that care and services are customized to meet each patient's preferences and needs (Almohaisen, 2023). Building trust and understanding patients' wishes will be made more accessible by a culture that encourages patient participation in decision-making around their care and offers good communication (Al-bawaia, 2021). Clear expectations, reduced confusion, and effective care are the benefits of efficient communication between healthcare professionals and patients (Khayru, 2022). Employees dedicated to a patient-focused organization's ideals will work hard to meet patients' needs with better, kinder, and more compassionate service (Cascella, 2022). This will improve the

patient experience. Previous research findings show that organizational culture in hospitals significantly affects patient satisfaction as it reflects all employees' values, attitudes, conventions, and behaviors (Satin, 2022).

H4: Organizational culture has a significant effect on hospital image

H5: organizational culture has a significant effect on patient satisfaction

H6: Organizational culture has a significant effect on patient satisfaction through hospital image

2.3. Service quality

Service quality has a vital role in creating customer satisfaction [42]. The customer's perception of whether the company's service quality is reasonable depends on suitability and the desire for the quality of service it gets [43]. In service provider companies, service quality is a measure of customer satisfaction [44]. If the perceived service quality is lower than expected, the customer will feel disappointed and dissatisfied and even negatively impact the company [45]. High-quality care increases patients' trust and confidence in healthcare providers (Tjhin, 2023). Patients will trust in the skills and compassion of healthcare professionals, which is essential for a positive and cooperative patient-physician relationship (Harsono, 2023). Waiting times can be reduced, resources are used as effectively as possible, and unnecessary surgeries can be avoided with quality healthcare (Divalona, 2023). A strong reputation for healthcare professionals can be developed by providing high-quality care (Effendi, 2019). A positive reputation can help healthcare businesses gain accreditation and recognition from regulatory bodies and attract new patients (Nurfitriyani, 2023). Effective communication between patients and healthcare providers is a requirement for high-quality care (Yan, 2022). Patients' involvement in making decisions about their care will increase when they have a better understanding of their illness, the treatments available, and their role in managing their illness (Suhariyadi, 2023). When patients receive high-quality care sensitive to their emotional and psychological needs, tension, worry, and discomfort can be reduced during therapy (Tjhin, 2023). The results of previous studies emphasize that service quality has a significant influence on patient satisfaction (Sitio, 2019)(Yulisetiari, 2023)(Wirdawati, 2021).

H7: Service quality has a significant effect on hospital image

H8: Service quality has a significant effect on patient satisfaction

H9: Service quality has a significant effect on patient satisfaction through hospital image

2.4. Hospital Image

People's perception of an object consists of their beliefs, impressions, and memories. How a person perceives an object influences how they feel and behave towards it in many ways. In addition, the public's perception of the company or its products is called corporate image (Keller, 2016). A person's perception of an object is shaped by the knowledge and information they have learned, or, in other words, their knowledge and attitude towards it is influenced by the information they have learned. Most businesses benefit from a positive corporate image because the image can influence perceptions of value, quality, and satisfaction (Zeithaml; V. A Bitner, 2012). The operational success of an institution, such as a hospital, is greatly influenced by the role of image in the operation (M. Nasib, 2021). A positive company reputation will help the company progress in today's competitive environment. In addition, hospital image is a perspective that evolves, is shaped by experience, and is generally constant (Schiffman, 2012). As a result, one of the key factors influencing consumer behavior that supports hospital image is consumer attitudes and behavior (Zahra, 2023). For the company, the image is the goal, reputation, and success to be achieved because its image is the quality that will distinguish the company from its competitors (N. M. F. A. S. D. N. R. A. Fadli, 2022). A solid corporate image provides a positive assessment and sustainability of a company's existence in the public eye. It is the most important asset because it will impact the company's continuity and is a powerful tool to attract customers to choose the company. Products and services [58]. The results of previous studies show

that the hospital image of the hospital directly has a significant effect on patient satisfaction (Sukawati, 2021)(AlOmari, 2022).

H10: Hospital image has a significant effect on patient satisfaction

2.5. Patient Satisfaction

Patients will experience satisfaction if the quality of the health services they receive meets or exceeds their expectations, and vice versa if they do not match their expectations (Yoon, 2023). According to (Kotler, 2009) satisfaction is a person's emotion of pleasure or disappointment brought about by a comparison between the product's actual performance and what was anticipated. Patient satisfaction measures patients' happiness with their healthcare experience after comparing it to what they anticipated (Yan, 2022). Understanding patient needs and wants is essential to patient satisfaction (Wu, 2011). Satisfied patients are a precious asset because they will stick with their chosen service if they are satisfied, but if not, they will tell others about their negative experiences twice as often (Chow, 2023). The outcome of health care is patient satisfaction, and you need to assess patient satisfaction to make the changes you want to the health care system and be effective (Nawang Sari, 2023). The techniques used to measure patient satisfaction must be reliable and trusted because the findings will support improvements in the healthcare system (Tjhin, 2023). Measuring patient satisfaction in healthcare facilities can be challenging because they sometimes receive a different level of care than other markets. Financial alternatives in health care need to be clarified (S. B. E. E. N. Y. L. Nasib, 2023). Patients need help to quickly determine whether their health care is the best available [61]. Several structures and processes will be found if health service institutions are seen as producers of a health service (Divalona, 2023). The structure contains buildings, machines, drugs, healthcare professionals, protocols, rules, organizations, etc. The process will deal with how health care is managed. The outcome will benefit both patients and healthcare professionals (Alrubaiee, 2011).

3. Methodology

Metode kuantitatif diadopsi untuk penelitian ini berdasarkan kuesioner survei. Studi ini dilakukan di Rumah Sakit Umum Daerah Haji Abdul Manan Simatupang, Kisaran, Kabupaten Asahan dengan target populasi pasien rawat inap sebanyak 315 orang. Penelitian terdahulu hanya terfokus kepada rumah sakit swasta yang berlokasi di kota besar di Indonesia, sedangkan penelitian ini dilakukan di rumah sakit milik pemerintah daerah provinsi Sumatera Utara serta lokasinya yang berada di luar kota besar yaitu di kota Kisaran. Dengan demikian penelitian ini mengumpulkan data dari 315 pasien rawat inap dengan menggunakan teknik penarikan sampel accidental sampling. Kuesioner penelitian dibagikan secara offline dengan mengunjungi secara langsung disetiap ruang para pasien. Penelitian ini berfokus kepada kepuasan pasien yang dipengaruhi oleh variabel fasilitas, budaya organisasi, kualitas pelayanan dan citra rumah sakit.

3.1. Data analysis

This research uses partial least squares (PLS) modeling to analyze the conceptual model (Ghazali, 2013). We use PLS path modeling because it has received wide application in management and related fields. This study aims to predict the dependent variable. Therefore PLS path modeling is considered a suitable investigation method. Experts suggest PLS as the most complete and general system on variance-based structured equation modeling method. Therefore, the data were further analyzed by using Smart-PLS 3 to test the proposed relationship (Min, 2020).

3.2. Measurement

In this study, there are five variables to be measured, namely health facilities measured by indicators of emergency units, inpatient rooms, ICU rooms, operating rooms, medical check-ups, pharmacies and ambulances. Organizational culture is measured by indicators of self-awareness, aggressiveness, personality, performance and team orientation. Service quality is measured by indicators of physical

evidence, reliability, responsiveness, competence, courtesy, credibility, security, access, communication and ability to understand patients. Hospital image is measured by indicators of the patient's impression of the hospital that provides services, the patient's impression of the user of the hospital product including the user, outlook on life and social position, the patient's impression of the goods covering the attributes, usefulness, psienyena and guarantees provided by the goods or products and the patient's impression of the endorse advertiser of the goods or products. Finally, patient satisfaction is measured by indicators of satisfaction with access to health services, satisfaction with the quality of health services and satisfaction with the health service process including human relations. satisfaction with the health service system.

4. Results and Discussion

4.1. Description of Respondents

Characteristics of Respondents Based on Gender

The general description of respondents in this study were patients at the Haji Abdul Manan Simatupang Regional General Hospital Kisaran, Asahan Regency, during the procedure and asked to fill out a questionnaire. Characteristics of respondents based on gender can be seen in the following table:

Table 2. Characteristics of Respondents Based on Gender

Gender	Number (Person)	(%)
Men	131	42%
Woman	184	58%
Total	315	100%

Source: Processed by Researchers (2022)

Based on the table above, it can be seen that the female gender response has a more significant percentage than male patients. This shows that, in general, the Haji Abdul Manan Simatupang Regional General Hospital Kisaran Kab Asahan is more dominated by female patients. So that in this case, the management of the Haji Abdul Manan Simatupang Regional General Hospital Kisaran Kab Asahan has special services in providing services to patients of the female gender. The goal is that these patients get excellent service and good empathy from hospital employees.

Table 3. Characteristics of Respondents Based on Education Level

Education	Number (Person)	(%)
SD	58	18%
SMP	115	37%
SMU	76	24%
D3	47	15%
S1	12	4%
S2	5	2%
S3	2	1%
Total	315	100%

Source: Processed by Researchers (2022)

Based on the table above shows that most patients at the Haji Abdul Manan Simatupang Regional General Hospital in Kisaran, Asahan Regency, generally have primarily junior high school education. The low education of the patients certainly makes hospital management have employees who are patient in explaining all existing procedures or rules. It is intended that patients assess that the hospital has

complex provisions or regulations, especially patients who want to get inpatient services.

Table 4. Characteristics of Respondents Based on Age

Age (Years)	Number (Person)	(%)
<25	20	6%
25-35	35	11%
36-45	68	22%
46-55	75	24%
>55	117	37%
Total	315	100%

Source: Processed by Researchers (2022)

Table 4 above shows that patients at the age of >55 years are more dominant than patients at other ages. This proves that the Haji Abdul Manan Simatupang Regional General Hospital Kisaran Kab Asahan is mainly chosen by old patients. For this reason, management should complete all health facilities for patients with these conditions. This goal is needed so that patients can assess that the work culture in this hospital is serving and understanding the needs of patients.

4.2 Measurement Model Testing Construct Reliability and Validity

Composite reliability is the component used to evaluate the dependability of indicators on a variable. A variable with a composite reliability value greater than or equal to 0.6 can be said to meet composite reliability.

Table 5. Composite reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X2)	0.939	0.942	0.952	0.768
Hospital Image (Y1)	0.970	0.970	0.976	0.869
Facility (X1)	0.901	1.023	0.915	0.606
Patient Satisfaction (Y2)	0.984	0.984	0.987	0.925
Service Quality (X3)	0.890	0.969	0.905	0.548

Source: SmartPLS 3.3.3

The table above shows that the composite reliability value for all research variables is more significant than 0.6. This finding indicates that each variable meets the composite reliability criteria, leading to the conclusion that each variable has a high level of reliability. The average value of extracted variance (AVE) for each indicator, which must be > 0.5 for a feasible model, can be used as another technique for assessing discriminant validity apart from looking at cross-loading values.

Table 6. Mark AVE every variable

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X2)	0.939	0.942	0.952	0.768
Hospital Image (Y1)	0.970	0.970	0.976	0.869
Facility (X1)	0.901	1.023	0.915	0.606
Patient Satisfaction (Y2)	0.984	0.984	0.987	0.925
Service Quality (X3)	0.890	0.969	0.905	0.548

Source: SmartPLS 3.3.3

According to the above table, the value of AVE facilities, organizational culture, service quality,

hospital image, and patient satisfaction is > 0.5 . So each variable has discriminant solid validity. In contrast to Cronbach Alpha, this metric does not presuppose measurement equivalence or that each indicator is given equal weight. With the assumption that parameter estimates are valid, Composite dependability is a closer approximation, but Cronbach Alpha tends to lower bond estimate dependability.

Discriminant validity

The cross-loading value is used in the discriminant validity test. If an indicator's cross-loading value on a given variable is higher than that of other variables, it is said to have discriminant validity. The cross-loading value for each indication is as follows:

Table 7. Loading Factor Value of Each Indicator

	Organizational Culture (X2)	Hospital Image (Y1)	Facility (X1)	Patient Satisfaction (Y2)	Service Quality (X3)
BO1	0.802	0.350	0.731	0.320	0.551
BO2	0.926	0.421	0.799	0.397	0.659
BO3	0.915	0.395	0.778	0.374	0.623
BO4	0.844	0.431	0.751	0.424	0.666
BO5	0.927	0.429	0.820	0.411	0.658
BO6	0.834	0.404	0.727	0.395	0.641
CR1	0.388	0.869	0.586	0.814	0.777
CR2	0.423	0.929	0.674	0.896	0.752
CR3	0.452	0.946	0.651	0.910	0.774
CR4	0.451	0.963	0.680	0.930	0.799
CR5	0.450	0.940	0.664	0.885	0.769
CR6	0.431	0.945	0.658	0.925	0.768
FS1	0.866	0.404	0.866	0.390	0.651
FS2	0.793	0.404	0.756	0.393	0.651
FS3	0.650	0.375	0.752	0.361	0.589
FS4	0.682	0.317	0.733	0.289	0.493
FS5	0.737	0.311	0.741	0.286	0.517
FS6	0.879	0.417	0.867	0.403	0.676
FS7	0.439	0.921	0.718	0.925	0.779
KP1	0.795	0.455	0.772	0.437	0.753
KP2	0.664	0.420	0.651	0.415	0.729
KP3	0.536	0.313	0.517	0.322	0.589
KP4	0.599	0.369	0.615	0.343	0.662
KP5	0.586	0.418	0.611	0.375	0.660
KP6	0.687	0.465	0.705	0.452	0.764
KP7	0.441	0.933	0.653	0.924	0.857
KP8	0.433	0.927	0.670	0.919	0.865
KS1	0.438	0.947	0.687	0.991	0.814
KS2	0.432	0.896	0.630	0.954	0.775
KS3	0.411	0.920	0.660	0.973	0.784
KS4	0.449	0.918	0.659	0.971	0.791
KS5	0.400	0.904	0.668	0.955	0.752
KS6	0.431	0.945	0.658	0.925	0.768

Source: SmartPLS 3.3.3

The table above shows that, compared to the cross-loading value on other variables, each indication on the research variable has the most considerable cross-loading value on the variable it forms. The indicators utilized in this study already have good discriminant validity for assembling their respective variables; according to the results, it can be concluded.

4.2 Structural Model Testing

R Square

Based on the data processing that has been done using the smartPLS 3.0 program, the R-Square value is obtained as follows:

Table 8. Coefficient of Determination (R-Square)

	R Square	R Square Adjusted
Hospital Image (Y1)	0.761	0.759
Patient Satisfaction (Y2)	0.923	0.922

Source: SmartPLS 3.3.3

Based on the data from the table above, it is known that the R Square Adjusted value for the hospital image variable is 0.759 or 75.9%. In comparison, the remaining 24.1% is influenced by other variables that are not the variables of this study. Then in the patient satisfaction variable, the R Square Adjusted value was 0.922 or 92.2%, while the remaining 7.8% was influenced by other variables that were not in this study.

Predictive Relevance (Q2)

The Q2 value has the same meaning as the coefficient of determination (R-Square). Q- considerable Square value (Q2) 0 indicates the model has predictive relevance, otherwise if a value (Q2) is less than 0, this indicates the model has less predictive relevance; or in other words, where all the Q2 values are higher, the model can be considered to fit the data better. Judgment of the Q2 value can be done as follows.

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2) \dots (1 - R^2_n)$$

$$Q^2 = 1 - (1 - 0.759)(1 - 0.992)$$

$$Q^2 = 1 - (0.241)(0.078)$$

$$Q^2 = 1 - 0.0187$$

$$Q^2 = 0.981$$

Based on these results, the value of Q2 is 0.981. So all the variables in this study, facilities, organizational culture, service quality, hospital image, and patient satisfaction contributed to the original data in the existing structural model of 98.1%. Then the remaining 1.9% needs to be developed apart from research variables.

4.3 Hypothesis Test

Table 9. Hypothesis Test

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (X2) -> Hospital Image (Y1)	-0.570	-0.574	0.098	5,811	0.000
Organizational Culture (X2) -> Patient Satisfaction (Y2)	-0.116	-0.123	0.044	2,635	0.009
Hospital Image (Y1) -> Patient Satisfaction (Y2)	0.865	0.862	0.040	21,884	0.000
Facility (X1) -> Hospital Image (Y1)	0.515	0.527	0.135	3,810	0.000
Facilities (X1) -> Patient Satisfaction (Y2)	0.110	0.118	0.051	2,161	0.031
Service Quality (X3) -> Hospital Image (Y1)	0.803	0.798	0.075	10,678	0.000

Service Quality (X3) -> Patient Satisfaction (Y2)	0.085	0.086	0.045	1,903	0.058
Organizational Culture (X2) -> Hospital Image (Y1) -> Patient Satisfaction (Y2)	-0.493	-0.494	0.084	5,873	0.000
Facilities (X1) -> Hospital Image (Y1) -> Patient Satisfaction (Y2)	0.446	0.454	0.116	3,857	0.000
Service Quality (X3) -> Hospital Image (Y1) -> Patient Satisfaction (Y2)	0.694	0.688	0.075	9,298	0.000

Practical Implikations

The implications of the findings in this study indicate that the ICU room at the Rumah Sakit Umum Daerah Haji Abdul Manan Simatupang Kisaran Kab Asahan, is currently considered incomplete. Where for the process of scanning the results of the photo on the diagnosis of the patient's disease, the value is not accurate. Often, to ascertain the condition of the patients, the Haji Abdul Manan Simatupang Kisaran Regional Public Hospital, Asahan Regency, will provide suggestions for referral to a hospital in the center of Medan. Even though the distance between the city of Kisaran to Medan is approximately 158 km. Of course, these costs especially make the patient's family feel burdened. Then the existing facilities at the Haji Abdul Manan Simatupang Regional Public Hospital in Asahan District also need to be upgraded to a reasonable level, such as a large parking area.

The implications of the findings in this study indicate that the facilities owned by the Haji Abdul Manan Simatupang Regional General Hospital Kisaran, Asahan Regency, are considered incomplete in diagnosing patients. Patients suffering from internal diseases must be referred to other hospitals. Of course, this is an input for management to continue to complete all health facilities so that the people of Kisaran City do not need to go far to find another hospital. The implications of the findings in the study show that the Haji Abdul Manan Simatupang Regional General Hospital Kisaran, Asahan Regency, is known as a hospital owned by the North Sumatra Provincial government. This type of hospital only focuses on people with low incomes and the priority of the health insurance program. Patients assess that this hospital is based on a general examination, and then the hospital refers to a better hospital in Medan City.

The implications of the findings in this study show that building a good image starts with the hospital's ability to present life-saving values or principles. Assisting patient safety is the top priority of a hospital. Currently, the Haji Abdul Manan Simatupang Regional General Hospital Kisaran, Asahan Regency, has work culture values that teach that work is a devotion. So that employees are required to continue to work wholeheartedly in providing sincere service to patients. The implications of the findings in this study prove that patients not only want to get humanist services. Friendly and patient cultural values exist in the Haji Abdul Manan Simatupang Regional General Hospital Kisaran, Asahan Regency. Although this hospital is classified as a type C hospital, its services are comparable to class A and B hospitals.

General Hospital Kisaran, Asahan Regency. One of them is that every employee is obliged to serve in a friendly and polite manner towards patients and patients' families. Hospital management teaches its employees that patients are just like our own family. So, trying to provide a sense of comfort and calm is a priority that must be obtained in patients. Medical personnel or doctors can present a pleasant family atmosphere to patients and patients' families. This can be seen in doctors and medical personnel who are sincere and patient in assisting with complaints. In addition, the current organizational culture can also be seen from the team's cohesiveness in diagnosing diseases felt by patients so that the conclusions obtained are based on the results of the analysis of specialists. The implications of the

findings in this study indicate that employees of the Haji Abdul Manan Simatupang Regional General Hospital Kisaran Kab Asahan are currently considered to respond quickly to patients and families of patients when there is an unstable condition of the patient's illness. Emotionally, patients are very well served even though this could be more supportive in terms of health facilities. Sincerity, friendliness, and politeness are the basis of employees in providing services to patients.

The implications of the findings in this study in terms of service quality are considered very satisfying. The patients or the patient's family consider that the doctors and medical personnel are very patient in serving the patients. In addition, doctors and medical personnel have a pleasant way of communicating even though the messages or news conveyed are not good information. Patients consider that doctors and medical personnel have been able to provide proper service and the best even though their medical equipment is minimal. Patients can understand that service quality can prioritize work safety even though health facilities are very minimal. So that in the end, the patient has a good perception of the services available at the Haji Abdul Manan Simatupang Kisaran Regional Hospital, Asahan District. The implications of the findings in this study indicate that employees at the Haji Abdul Manan Simatupang Regional General Hospital Kisaran, Asahan Regency consider that serving the sick is a noble job. When the passion smiles at the employee for the help provided, this inner satisfaction is difficult to measure with finances. So indirectly, the quality of service is sincerely able to encourage a good image in patients' eyes.

Theoretical Implications

Based on data analysis, it shows that facilities directly have a significant effect on the image of the Haji Abdul Manan Simatupang Regional General Hospital, Kisaran, Asahan Regency. The results of this study are in line with the results of research (Yulisetiari, 2023), which states that facilities have a significant effect on patient loyalty. The study did not describe the relationship between facilities and hospital images. In this study, the facilities were considered essential and must be equipped if the hospital wanted to build good branding in patients' eyes. In the results of this study, hospitals not only build branding, but branding will look good when hospitals can understand patients' needs. This study differs from the research results (Yang, 2020), which state that hospital health facilities are shorter than they can build a good image in patients' minds. If not supported by competent human resources, modern health facilities do not provide a sense of public trust.

The facilities in this study also significantly influence patient satisfaction. The results of this study also support the results of research (Kironji, 2019)(Tarjo, 2020a)(Novaliana, 2023), which states that facilities are an essential element for patients in determining a hospital. The study also confirmed that facilities, although necessary, were not the first choice of patients. This proves that first aid is needed compared to the facilities chosen by the hospital. However, this study rejects the research results (Wadhwa, 2022), which state that facilities are directly insignificant to patient satisfaction. The study emphasizes that patients only believe that the facilities provided provide benefits but still need to provide satisfaction.

Finally, the image of the hospital in this study can mediate facilities on patient satisfaction. The results of this study are relevant to the results of research (Suleman, 2020)(Dian Ariesta, 2020)(Weia, 2020) which states that a good image can make the perception of each patient more confident in making the selection of the desired hospital. Based on the data analysis, organizational culture significantly affects the hospital's image. The results of this study are in line with the results of research (Runtu, 2019)(Nongkeng, 2021)(Saragih, 2022), which states that organizational culture is an essential element in improving the image of a hospital. Then the organizational culture in this study directly significantly affects patient satisfaction. The results of this study also support the results of research [27] [28] [29], which states that organizational culture is the primary basis for hospitals in expanding their market share. The hospital's ability to present a harmonious organizational culture can foster a good sense of trust in patients.

Finally, indirectly the image of the hospital in this study has an indirect influence on mediating organizational culture on patient satisfaction. The results of this study are relevant to the results of previous studies, which state that organizational culture has a significant effect on customer satisfaction through hospital image (Osho, 2016)(Djumarno, 2021)(Hsu, 2012). The results of this study also emphasize that the strategy of building an excellent organizational culture can only be implemented in companies engaged in the service sector. Finally, indirectly the image of the hospital in this study has a significant role in mediating organizational culture on patient satisfaction. The results of this study are in line with the results of research conducted by (Junita, 2017)(Suriyana, 2020)(Saragih, 2022), which confirmed that organizational culture has a significant role in building patient satisfaction through the image of the hospital itself. This shows that organizational culture will significantly impact reducing patient complaints when it presents an excellent organizational culture, especially in providing what consumers need and want.

Based on the results of the study, it shows that service quality has a significant effect on the image of the hospital directly. The results of this study support the results of previous studies, which state that service quality has a significant impact on minimizing patient complaints. The results of this study are in line with the results of research (E. H. S. S. C. Nasib, 2019)(Martin, 2021)(D. M. S. Y. L. Nasib, 2022), which states that service quality is the main element in creating a good image in the eyes of patients. Furthermore, service quality has a significant effect on patient satisfaction. The results of this study are in line with the results of research (Wirdawati, 2021)(Kaban, 2022)(Sukamuljo, 2021), which states that excellent service quality gives patients a sense of satisfaction. Finally, indirectly the image of the hospital has a significant role in mediating service quality on patient satisfaction. The results of this study support the results of research (Hussein ; Muhammad I Nofal, 2017)(AlOmari, 2022)(Istiatin, 2021)which states that service quality has a significant effect through the role of hospital image in increasing a patient's satisfaction and comfort.

5. Conclusion

Based on the results of data analysis and discussion, the conclusion that the researchers got was that directly the facilities, organizational culture, and quality of service had a significant effect on hospital image and patient satisfaction. Furthermore, indirectly the image of the hospital is considered to have a significant role in mediating facilities, organizational culture, and service quality on patient satisfaction at the Umum Regional Hospital Haji Abdul Manan Simatupang Kisaran, Asahan District. Furthermore, the recommendations in this study are that it is better to add specialist doctors, and service facilities must be improved. Many people in Kota Kisaran prefer to seek treatment in Malaysia to determine what disease they are suffering from. This is undoubtedly a challenge for the management of the Haji Abdul Manan Simatupang Regional General Hospital in Asahan District to continue to provide access to professional health services that answer the needs of the community. The limitations of this study are that this research was only conducted at class C hospitals owned by the local government. This study's results are also considered less than optimal, considering that the population and sample are still sourced from one hospital.

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