

Mediating role of employee performance in the relationship between service facilities, work ethics and patient satisfaction at hilifadolo community health center

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ABSTRACT

Patient satisfaction is an important measure used to evaluate the effectiveness and quality of healthcare services provided by public healthcare institutions. This study investigates how service facilities and work ethics influence patient satisfaction, while also examining the mediating function of employee performance at the Hilifadolo Community Health Center, West Nias Regency. A quantitative explanatory approach was applied in this research. Data were obtained from 35 patients through questionnaire distribution and subsequently analyzed using SPSS. The analytical procedures included validity and reliability testing, classical assumption testing, regression analysis, and mediation analysis. The results show that adequate service facilities positively contribute to both employee performance and patient satisfaction. Likewise, work ethics were found to play a significant role in enhancing employee performance. The study also revealed that employee performance has a positive effect on patient satisfaction and acts as an intermediary mechanism through which service facilities and work ethics influence patient satisfaction. These findings suggest that healthcare organizations can improve patient satisfaction by strengthening supporting facilities and fostering professional employee behavior. Therefore, efforts to improve organizational resources and employee performance should be implemented simultaneously to achieve better healthcare service outcomes and sustainable service quality.

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1. INTRODUCTION

Healthcare service quality has become an increasingly important concern for healthcare organizations due to the growing expectations of communities regarding healthcare delivery. In today's healthcare environment, the success of a healthcare institution is not solely determined by clinical achievements but also by the experiences and perceptions of patients during the service process. Therefore, patient satisfaction is widely regarded as an essential indicator for assessing healthcare quality, accessibility, and service effectiveness. Patients who are satisfied with healthcare services are generally more likely to trust healthcare professionals, adhere to treatment recommendations, and continue utilizing healthcare services in the future (Setyawan et al., 2020).

Furthermore, positive patient experiences may strengthen the reputation of healthcare institutions and support the sustainability of healthcare service delivery (Waruwu et al., 2025).

Community Health Centers (Puskesmas) serve as the primary healthcare providers for communities throughout Indonesia. These institutions are responsible for delivering preventive, promotive, curative, and rehabilitative healthcare services. As public awareness of healthcare quality continues to increase, healthcare managers are required to continuously improve service standards to meet patient expectations. Patients assess healthcare services through various dimensions, including responsiveness, communication effectiveness, service efficiency, convenience, and the availability of supporting facilities. Previous studies have demonstrated that healthcare service quality significantly influences patient satisfaction and healthcare utilization behavior (Murdiatama et al., 2021; Setyawan et al., 2020). In addition, factors such as waiting time, healthcare workers' attitudes, and the adequacy of healthcare facilities have been identified as important determinants of patient satisfaction in primary healthcare institutions (Wahab et al., 2025). Consequently, understanding the factors that contribute to patient satisfaction remains an important issue in healthcare management.

One of the organizational factors that may affect patient satisfaction is the availability of service facilities. Service facilities include physical infrastructure and supporting resources used to facilitate healthcare delivery, such as buildings, medical equipment, waiting areas, sanitation facilities, information systems, and other operational resources. Adequate facilities can enhance service efficiency while simultaneously creating a more comfortable environment for patients. Moreover, the condition of healthcare facilities often influences patients' perceptions of service quality and organizational professionalism. Previous research has indicated that improvements in healthcare facilities contribute positively to patient satisfaction and perceptions of service quality (Murdiatama et al., 2021). Likewise, healthcare organizations equipped with adequate facilities tend to achieve better service outcomes and stronger patient loyalty (Sefnedi et al., 2020).

Besides physical resources, human resource factors also play a critical role in determining healthcare service quality. Work ethics refer to a collection of values, principles, and standards that guide employee behavior in carrying out their professional responsibilities. Employees with strong work ethics generally demonstrate integrity, discipline, accountability, and commitment to organizational objectives. In healthcare settings, ethical behavior is particularly important because healthcare workers interact directly with patients and significantly influence their service experiences. Previous studies have shown that employee attitudes and professional conduct contribute substantially to service quality and customer satisfaction (Chaanine & Sleilati, 2024). Furthermore, supportive organizational conditions have been found to increase employee motivation and improve service outcomes (Wong et al., 2020). Therefore, work ethics can be considered an important element in achieving healthcare service excellence.

Employee performance is another factor that is closely associated with healthcare service outcomes. Employee performance reflects the ability of healthcare workers to effectively accomplish assigned responsibilities and contribute to organizational goals. In healthcare institutions, performance can be evaluated through responsiveness, communication skills, teamwork, attendance, service accuracy, and overall effectiveness in delivering healthcare services. Employees with high performance levels are generally more capable of utilizing available resources efficiently and meeting patient expectations. Previous studies have reported that employee performance significantly influences patient satisfaction (Syarifuddin et al., 2025). Moreover, employee performance may be affected by several organizational and individual factors, including competence, service quality, work environment, and job satisfaction (Adawiah, 2025; Apriyanto et al., 2025). These findings suggest that employee performance may function as an important mechanism linking organizational resources with healthcare outcomes.

Although previous studies have examined patient satisfaction, service facilities, work ethics, and employee performance, most investigations have focused on these variables independently. Research examining the simultaneous relationships among these variables within a comprehensive analytical framework remains relatively limited, especially in rural primary healthcare institutions. In addition, empirical evidence concerning the mediating role of employee performance in explaining the influence of service facilities and work ethics on patient satisfaction is still scarce. This gap highlights the need for further research to better understand how organizational resources and employee behavior interact in influencing healthcare outcomes.

Therefore, this study aims to analyze the mediating role of employee performance in the relationship between service facilities, work ethics, and patient satisfaction at the Hilifadolo Community Health Center, West Nias Regency, Indonesia. The novelty of this study lies in integrating organizational and behavioral factors into a single mediation model to explain patient satisfaction within a rural primary healthcare context. The findings are expected to contribute to healthcare management literature and provide practical recommendations for healthcare managers seeking to improve service quality and patient satisfaction

2. METHOD

This study employed a quantitative research approach with an explanatory design to examine the causal relationships among service facilities, work ethics, employee performance, and patient satisfaction. The research particularly focused on assessing the direct effects of the independent variables as well as the mediating role of employee performance in influencing patient satisfaction.

The study was conducted at the Hilifadolo Community Health Center, located in Moro'o District, West Nias Regency, Indonesia. Data collection was carried out during the period from August to September 2024. This healthcare institution was selected as the research site because it serves a significant number of community members and continuously seeks to improve the quality of healthcare services provided to patients.

The population of this study consisted of patients who received healthcare services at the Hilifadolo Community Health Center during the research period. To obtain representative data, respondents were selected using a random sampling technique, allowing each member of the population to have the same opportunity to participate in the study. A total of 35 patients were involved as research respondents.

Primary data were collected through a structured questionnaire developed to measure respondents' perceptions regarding service facilities, work ethics, employee performance, and patient satisfaction. The questionnaire items were assessed using a five-point Likert scale, ranging from strongly disagree to strongly agree. This measurement scale was utilized to facilitate the quantification of respondents' opinions and perceptions toward the variables under investigation.

Prior to hypothesis testing, the research instrument was subjected to validity and reliability testing to ensure that all questionnaire items accurately measured the intended constructs and produced consistent results. After confirming the quality of the instrument, the collected data were analyzed using Statistical Package for the Social Sciences (SPSS).

Several analytical techniques were employed in this study, including descriptive statistical analysis, classical assumption testing, multiple regression analysis, coefficient of determination analysis, and mediation analysis. These procedures were used to evaluate the relationships among variables and determine the significance of both direct and indirect effects. All statistical tests were conducted using a significance level of 5 percent ($\alpha = 0.05$).

The implementation of this research followed several systematic stages, beginning with problem identification and literature review, followed by instrument preparation, data collection, data processing, statistical analysis, and interpretation of findings. These procedures were carried out carefully to ensure the validity, reliability, and accuracy of the research results.

3. RESULTS AND DISCUSSION

3.1 Research Findings

This research investigated the influence of service facilities and work ethics on patient satisfaction, with employee performance acting as an intervening variable at the Hilifadolo Community Health Center, West Nias Regency. The analysis was conducted using SPSS to evaluate the proposed relationships among the study variables.

The statistical results revealed that service facilities have a significant positive effect on patient satisfaction. The calculated t-value of 2.943 was greater than the critical t-value of 2.037, while the significance level was 0.006, which is lower than the established threshold of 0.05. These results indicate that improvements in healthcare facilities contribute to increasing patient satisfaction levels.

The findings also demonstrated that service facilities significantly affect employee performance. The analysis produced a t-value of 3.664 with a significance level of 0.001. Since the significance

value was below 0.05, the hypothesis was accepted. This suggests that the availability of adequate facilities supports employees in performing their duties more effectively and efficiently.

In addition, work ethics were found to have a positive and statistically significant impact on employee performance. The obtained t-value was 5.592 with a significance value of 0.000. This result implies that employees who uphold professional values, discipline, and responsibility tend to achieve better work outcomes.

Furthermore, employee performance significantly influenced patient satisfaction. The statistical test generated a t-value of 10.785 and a significance value of 0.000, indicating a strong relationship between employee performance and patient satisfaction. Patients generally perceive healthcare services more positively when employees provide responsive, accurate, and professional services.

The mediation analysis further indicated that employee performance serves as an intermediary variable in the relationship between service facilities and patient satisfaction. Likewise, employee performance was found to mediate the relationship between work ethics and patient satisfaction. These findings suggest that organizational resources and employee behavior can indirectly influence patient satisfaction through improvements in employee performance.

Table 1. Summary of Hypothesis Testing Results

Hypothesis	Relationship	t-value	Sig.	Decision
H1	Service Facilities → Patient Satisfaction	2.943	0.006	Accepted
H2	Service Facilities → Employee Performance	3.664	0.001	Accepted
H3	Work Ethics → Employee Performance	5.592	0.000	Accepted
H4	Employee Performance → Patient Satisfaction	10.785	0.000	Accepted
H5	Service Facilities → Patient Satisfaction through Employee Performance	0.231 > -0.034	-	Mediated
H6	Work Ethics → Patient Satisfaction through Employee Performance	0.574 > -0.052	-	Mediated

The results shown in Table 1 confirm that all hypotheses proposed in this study were supported. Service facilities significantly affect both employee performance and patient satisfaction. Work ethics also contribute positively to employee performance. Moreover, employee performance significantly influences patient satisfaction and functions as a mediating variable that strengthens the effects of service facilities and work ethics on patient satisfaction.

3.2 Discussion

3.2.1 Effect of Service Facilities on Patient Satisfaction

The statistical analysis confirms that service facilities contribute significantly to patient satisfaction at the Hilifadolo Community Health Center. This condition indicates that patients pay considerable attention not only to medical treatment but also to the environment in which healthcare services are delivered. The availability of clean waiting rooms, adequate medical equipment, comfortable service areas, and supporting facilities can create a positive impression during the service process. When patients perceive that healthcare facilities are sufficient and properly maintained, they tend to feel more comfortable and confident in the services provided.

The role of facilities in shaping patient perceptions can be understood from the fact that physical evidence is often the first aspect observed by service users. A healthcare institution with adequate infrastructure is generally perceived as being more prepared to provide quality services. Consequently, improvements in healthcare facilities may strengthen patient confidence and contribute to higher levels of satisfaction. This result is consistent with the findings of Murdiatama et al. (2021) and Wahab et al. (2025), who emphasized the importance of facility availability in creating positive patient experiences. Similarly, Andaleeb (2001) argued that patients frequently associate the quality of physical facilities with the overall credibility of healthcare organizations.

3.2.2 Effect of Service Facilities on Employee Performance

The findings demonstrate that service facilities play an important role in supporting employee performance. Healthcare workers require adequate resources to perform their duties efficiently and effectively. The presence of sufficient medical equipment, supporting infrastructure, and operational facilities allows employees to carry out their responsibilities with fewer obstacles and greater accuracy.

In healthcare settings, employee performance is often influenced by the availability of resources that facilitate service delivery. When facilities are inadequate, employees may experience delays,

increased workload, and difficulties in providing optimal services. Conversely, supportive facilities can improve productivity, reduce operational barriers, and enable employees to focus on patient care. Therefore, investments in healthcare infrastructure should be viewed not only as efforts to improve patient comfort but also as strategic measures for enhancing employee effectiveness. This interpretation is supported by Wong et al. (2020) and Apriyanto et al. (2025), who reported that supportive workplace conditions contribute positively to employee performance.

3.2.3 Effect of Work Ethics on Employee Performance

Work ethics emerged as an important factor influencing employee performance within the Hilifadolo Community Health Center. Employees who demonstrate responsibility, commitment, discipline, and professional conduct are more likely to perform their duties effectively. Ethical values help employees maintain consistency in their work behavior and encourage them to provide services that meet organizational standards.

In healthcare organizations, work ethics are particularly important because employees interact directly with patients and represent the institution in daily service activities. Employees with strong ethical principles tend to be more attentive to patient needs, comply with organizational procedures, and maintain service quality even under demanding conditions. As a result, work ethics can serve as an internal driver that motivates employees to achieve better performance outcomes. Similar conclusions were reported by Chaanine and Sleilati (2024) and Adawiah (2025), who highlighted the positive contribution of ethical behavior and professionalism to employee performance.

3.2.4 Effect of Employee Performance on Patient Satisfaction

The analysis revealed that employee performance has a significant positive effect on patient satisfaction. The analysis revealed a strong relationship between employee performance and patient satisfaction. This finding illustrates that patient evaluations of healthcare services are largely influenced by the quality of interactions experienced during service delivery. Patients are more likely to express satisfaction when healthcare workers demonstrate responsiveness, professionalism, and the ability to provide services accurately and efficiently.

Employee performance affects various aspects of the patient experience, including communication quality, service speed, problem-solving ability, and responsiveness to patient concerns. When healthcare workers perform effectively, patients perceive that their needs are being addressed appropriately, leading to more positive evaluations of the healthcare institution. Consequently, improving employee performance can become an effective strategy for enhancing patient satisfaction. This interpretation aligns with the findings of Syarifuddin et al. (2025) and Setyawan et al. (2020), who identified employee performance as one of the primary determinants of patient satisfaction in healthcare services.

3.2.5 Mediating Role of Employee Performance

An important contribution of this study is the identification of employee performance as a mediating variable in the relationships between service facilities, work ethics, and patient satisfaction. The results suggest that the influence of organizational resources and employee behavior on patient satisfaction does not occur solely through direct mechanisms. Instead, these factors first contribute to improvements in employee performance, which subsequently enhance patient satisfaction.

This finding implies that adequate facilities alone may not automatically increase patient satisfaction unless employees are capable of utilizing those resources effectively. Likewise, strong work ethics are more likely to generate positive outcomes when reflected in actual employee performance. Therefore, employee performance serves as a bridge connecting organizational inputs with healthcare service outcomes. The findings reinforce the perspective of Sefnedi et al. (2020) and are consistent with Donabedian's (1988) framework, which emphasizes the relationship between organizational structures, service processes, and healthcare outcomes.

Overall, the findings indicate that patient satisfaction is shaped by the interaction of organizational and human resource factors. Healthcare facilities provide the necessary support for service delivery, work ethics guide employee behavior, and employee performance translates these elements into tangible service experiences. For this reason, healthcare managers should adopt a balanced approach that focuses on both infrastructure development and human resource improvement to achieve sustainable service quality and patient satisfaction.

4. CONCLUSION

The findings of this study indicate that service facilities and work ethics have a significant positive influence on patient satisfaction at the Hilifadolo Community Health Center. Service facilities contribute to improving employee performance and patient satisfaction, while work ethics enhance employee performance through increased professionalism, discipline, and responsibility. Furthermore, employee performance significantly affects patient satisfaction and serves as a mediating variable in the relationship between service facilities, work ethics, and patient satisfaction. This suggests that improvements in healthcare infrastructure and employee behavior can enhance service quality when supported by strong employee performance. Therefore, healthcare managers should prioritize both facility improvement and human resource development to achieve higher patient satisfaction and sustainable healthcare service quality. Future research is recommended to involve larger samples and additional variables to provide a broader understanding of factors influencing patient satisfaction.

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