



Analysis of the Effect of Health Service Quality on Patients in the Inpatient Room of Haji Hospital Medan

Fidela Ahdawi Siboro¹, Rachel Charalita Simanungkalit¹, Senia Putri Ayu¹, Putri Sosanti Sembiring¹

¹MICE Business Administration, Jakarta State Polytechnic

*Corresponding Author: Fidela Ahdawi Siboro

E-mail: fidelaahdawisiboro@students.polmed.ac.id

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Abstract

The current research focuses on the effectiveness of the implementation of Standard Operating Procedure (SOP) to improve service quality in Sis Collection, a cosmetics retailer located in the city of JCity Medan Johor, during the year 2025. The study follows a descriptive quantitative design, and data are gathered using a structured questionnaire that was given to five employees in the store. The domain of the study is to determine whether SOPs lead to efficiency, consistency, and customer satisfaction in day-to-day service delivery. The empirical evidence has shown that most of the employees view SOPs as useful in providing faster and more organized services, especially when dealing with customer complaints. Employees reported that SOPs minimize mistakes, provide a more orderly workflow and build confidence in working with customers. Nevertheless, there are still difficulties, since not all staff members said they were properly exposed to SOPs, and procedures were not actively communicated and enforced in a consistent way. Such gaps highlight the significance of ongoing training and regular distribution of SOP guidelines to maintain consistency in their usage throughout the organization. Overall, the findings suggest that SOPs have significant potential to improve the quality of service; however, their performance depends on their regular use and continued organizational investment in employees.

INTRODUCTION

Service quality has long been acknowledged as a central pillar of organizational performance, particularly in industries where direct customer interaction plays a decisive role. In the retail and cosmetics sector, the significance of service quality becomes even more pronounced. Customers are not only concerned with product variety and pricing but also with the reliability, consistency, and responsiveness of services they receive. High-quality service builds trust, enhances satisfaction, and fosters customer loyalty, which in turn sustains the competitiveness of businesses in saturated markets (Singh et al., 2023; Eddine et al., 2024; Hawkins & Hoon, 2019). Against this backdrop, organizations are increasingly required to ensure that

their service processes are standardized, measurable, and adaptable to customer needs.

One of the most effective mechanisms to achieve consistency in service delivery is the use of Standard Operating Procedures (SOPs). SOPs serve as formal, documented guidelines that outline specific tasks, responsibilities, and procedures for employees, thereby reducing variability and minimizing errors in organizational operations (Rukmana, 2023; Akech, 2023). Within the context of service industries, SOPs help employees to deliver standardized customer experiences, aligning service delivery with organizational goals and customer expectations. For example, a well-implemented SOP ensures that frontline staff consistently follow established steps when assisting customers, handling complaints, or managing transactions, thus reducing the likelihood of service failure (Azzahra & Usman, 2024; Dzreke, 2025; Varga et al., 2025).

Despite their importance, the implementation of SOPs in practice often faces critical challenges. Research highlights several barriers, such as inadequate training, insufficient socialization, limited management monitoring, and a lack of employee discipline (Naufal & Aryono, 2025; Yolanda et al., 2024). When SOPs are poorly communicated or weakly enforced, they risk becoming symbolic documents rather than practical tools. Employees may revert to informal routines or personal discretion, resulting in inconsistent service quality and diminished customer satisfaction. Moreover, strict adherence to SOPs without flexibility can also generate inefficiencies, particularly in dynamic service environments where customer demands may vary significantly. These paradoxes highlight the need for studies that not only emphasize the existence of SOPs but also critically evaluate how effectively they are implemented in daily operations (Geiger, 2022).

In the Indonesian retail and cosmetics industry, these issues are particularly relevant. The rapid growth of both local and international brands has intensified competition, compelling cosmetic retailers to innovate not only in product offerings but also in customer service (Park et al., 2024; Karchin & Horvath, 2023). Customers expect personalized experiences, immediate responses, and professional interactions, all of which require employees to adhere to clear service guidelines. However, many small- and medium-sized cosmetic retailers still struggle to fully institutionalize SOPs in their operations. Factors such as limited resources, high employee turnover, and inadequate supervision often hinder the consistent application of SOPs, thereby affecting service quality and organizational performance (Sahabuddin et al., 2025; Sandra et al., 2022).

The Sis Collection JCity Medan Johor Cosmetics Store provides a valuable case study in this regard. As a business operating in a highly competitive market, the store has sought to improve its competitiveness by implementing SOPs to guide employee performance. Preliminary observations, however, indicate that SOPs are not consistently applied (Wald et al., 2022; Dameri et al., 2023). For instance, some employees demonstrate strong adherence to procedures in customer service, while others appear less disciplined or insufficiently trained, leading to inconsistencies in service delivery. Such disparities suggest that the existence of SOPs alone does not guarantee effective implementation. Instead, factors such as employee awareness, management supervision, and organizational culture may significantly influence the extent to which SOPs contribute to service quality improvement (Shaban et al., 2021; Zam et al., 2021).

From a theoretical perspective, the study of SOP implementation intersects with broader discourses in human resource management and organizational behavior. SOPs are not merely administrative tools; they reflect managerial efforts to align individual performance with organizational objectives. In this sense, they operate at

the intersection of structure and agency, providing formal structures while relying on employee agency for execution. Literature on service quality, particularly the SERVQUAL model developed by Vidani (2024), emphasizes dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. SOPs, when effectively implemented, directly contribute to these dimensions by ensuring reliable and responsive service, creating customer assurance, and maintaining consistency in tangible aspects of service delivery. However, the alignment between SOPs and SERVQUAL dimensions in practice remains an underexplored area, particularly in local business contexts like Indonesia.

This gap underscores the urgency of empirical studies that critically examine SOP implementation in specific organizational settings. Much of the literature focuses on large-scale organizations or multinational corporations, leaving limited insights into how smaller, local businesses manage service quality through SOPs. By focusing on the Sis Collection JCity Medan Johor Cosmetics Store, this study contributes to filling that gap. It investigates the extent to which SOPs are implemented effectively, identifies challenges faced by employees and management, and evaluates the implications of SOP implementation for customer service quality.

The purpose of this study, therefore, is twofold: first, to analyze the level of effectiveness in the implementation of SOPs at the Sis Collection JCity Medan Johor Cosmetics Store; and second, to evaluate how such implementation influences the quality of services provided to customers. By doing so, this study aims to generate both theoretical and practical contributions. Theoretically, it enriches the discussion on SOPs as instruments of organizational design and service management. Practically, it offers actionable insights for managers and practitioners in the retail and cosmetics sector to strengthen their service systems and enhance competitiveness. Ultimately, this research highlights the necessity of not only designing SOPs but also embedding them within organizational culture and employee practices to achieve meaningful improvements in service quality.

METHODS

This study employed a descriptive quantitative research design to analyze the influence of health service quality on patient satisfaction in the inpatient room of Haji Hospital Medan. A quantitative approach was deemed appropriate because it enables the systematic measurement of relationships among variables, allowing the researcher to assess the strength and direction of the effect of service quality dimensions on patient satisfaction (Creswell, 2018). The descriptive element of this design facilitates the identification and explanation of existing phenomena without manipulating any variables, thereby providing a factual and objective account of how service quality factors affect patients' experiences in hospital settings. This approach is consistent with studies by Singh et al. (2023) and Vidani (2024), who emphasized that quantitative methods are particularly effective in examining service performance and satisfaction in healthcare environments, as they provide numerical evidence that supports policy and managerial decision-making.

The study was conducted at Haji Hospital Medan, a prominent healthcare institution that provides comprehensive inpatient and outpatient services to a diverse population. The hospital was selected purposively due to its relevance as a healthcare provider implementing service quality improvement programs. It also represents a typical case of a public hospital that must balance patient expectations with operational efficiency and adherence to healthcare standards. According to Eddine and Fared (2024), hospitals that manage both service consistency and patient-centered care serve as ideal sites for assessing how quality initiatives translate into patient satisfaction. Conducting this study at Haji Hospital Medan therefore provided

a contextually rich setting to evaluate the impact of health service quality dimensions on patients' perceptions and experiences.

The population of this study comprised all patients who received inpatient care at Haji Hospital Medan during the research period in 2025. Given the impracticality of surveying all patients, the study employed a purposive sampling technique to select respondents who met specific inclusion criteria. Participants were required to have stayed for at least two days in the inpatient ward, been directly served by hospital staff, and possessed sufficient understanding to evaluate service quality aspects. The purposive sampling method allowed the researcher to obtain respondents with relevant and informed perspectives, ensuring the validity of responses (Sugiyono, 2019). A total of 50 patients were selected as respondents, representing a sample size adequate for descriptive quantitative analysis, as suggested by Sekaran and Bougie (2016), who recommend a minimum of 30 participants for statistical representativeness in small-scale survey research.

The study utilized a structured questionnaire as the primary data collection instrument. The questionnaire was developed based on the SERVQUAL model by Parasuraman, Zeithaml, and Berry (1988), which identifies five key dimensions of service quality tangibility, reliability, responsiveness, assurance, and empathy. Each dimension was operationalized through multiple items adapted from established instruments in prior studies (Singh et al., 2023; Varga et al., 2025). Tangibility was measured through indicators such as the cleanliness of facilities, adequacy of equipment, and appearance of medical personnel. Reliability focused on the consistency and accuracy of services, while responsiveness assessed staff promptness and willingness to assist patients. Assurance examined patients' sense of trust and confidence in healthcare providers, and empathy captured the degree of individualized care and attention given by staff.

All questionnaire items used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to capture respondents' levels of agreement with each statement. This scale allowed the collection of quantitative data that could be statistically analyzed to determine patterns and relationships. Before distribution, the questionnaire underwent expert validation by hospital administrators and academic specialists in healthcare management to ensure its relevance and clarity. This process aligns with the methodological recommendations of Creswell and Plano Clark (2017), who emphasize expert validation as essential for improving instrument validity.

Data collection was conducted over a two-week period in March 2025. The researcher coordinated with hospital management to obtain formal permission and ensure adherence to ethical standards. Respondents were approached in the inpatient rooms after obtaining their informed consent. Questionnaires were distributed directly to patients who met the inclusion criteria, and assistance was provided for those who required help in reading or understanding the items. To minimize bias, the researcher clarified that the study was for academic purposes and that responses would remain anonymous and confidential. According to Saunders et al. (2019), ensuring respondent anonymity enhances the reliability of self-reported data in service quality research by reducing the tendency toward socially desirable responses.

To ensure that the instrument measured what it was intended to, validity and reliability tests were performed prior to the main data analysis. Validity testing was carried out using the Pearson correlation method, where each item's correlation with the total score was examined. Items with a significance value below 0.05 were retained, indicating adequate construct validity (Hair et al., 2021). Reliability testing was conducted using Cronbach's alpha coefficient, which assesses the internal

consistency of the instrument. A Cronbach's alpha value above 0.70 was considered acceptable, following the threshold suggested by Sekaran and Bougie (2016). The results showed that all five dimensions of service quality achieved reliability coefficients ranging from 0.78 to 0.89, confirming that the instrument was consistent and dependable for data collection.

The data collected from the questionnaires were analyzed using descriptive and inferential statistical techniques. Descriptive statistics, including mean, standard deviation, and frequency distribution, were employed to summarize the characteristics of respondents and the levels of perceived service quality. Inferential statistics, particularly multiple linear regression analysis, were used to examine the effect of the five service quality dimensions on overall patient satisfaction. The regression model allowed the researcher to determine which dimensions had the most significant influence, thus identifying priority areas for service improvement. The analytical procedures followed the recommendations of Ghazali (2021), who advocates for regression analysis as an effective method for understanding relationships among independent and dependent variables in service quality studies.

The regression equation used was:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e,$$

where Y represents patient satisfaction, and X_1 through X_5 denote the five dimensions of service quality tangibility, reliability, responsiveness, assurance, and empathy. The coefficients (b_1 – b_5) represent the strength and direction of each dimension's effect on satisfaction, while e denotes the error term. The statistical analysis was performed using SPSS version 25.0 for Windows, which facilitated accuracy and efficiency in data processing.

RESULTS AND DISCUSSION

This section presents the empirical findings derived from the quantitative analysis of the data collected from inpatients at Haji Hospital Medan. The analysis aims to determine the extent to which the dimensions of health service quality tangibility, reliability, responsiveness, assurance, and empathy influence patient satisfaction. The results are organized according to descriptive statistics, validity and reliability testing, correlation analysis, and multiple linear regression outcomes, supported by the relevant literature to contextualize and interpret the findings.

Descriptive Statistics

The descriptive analysis provides an overview of respondents' demographic characteristics and their overall perceptions of service quality and satisfaction. The sample consisted of 50 patients who received inpatient care during the study period. The majority of respondents were female (56%), while males accounted for 44%. Most respondents were between the ages of 30 and 50, representing the group most likely to evaluate hospital services critically based on their prior experiences with healthcare providers. Educational background varied, with 60% of respondents holding a secondary education level and 40% having tertiary education, suggesting a population that can assess service quality based on informed perspectives.

The mean scores for each dimension of service quality are presented in Table 1. The results indicate that patients generally rated all dimensions positively, with mean values ranging between 4.02 and 4.35 on a five-point Likert scale, suggesting that most respondents agreed or strongly agreed with the positive statements regarding service quality. Among the five dimensions, empathy received the highest average score ($M = 4.35$, $SD = 0.47$), followed by assurance ($M = 4.28$, $SD = 0.52$), indicating that patients valued the personal attention and professional conduct demonstrated by the healthcare staff. The tangibility dimension scored the lowest ($M = 4.02$, $SD =$

0.61), suggesting room for improvement in physical facilities and medical equipment. These results align with the findings of Suki et al. (2023), who observed that tangible elements in healthcare settings, such as cleanliness, infrastructure, and modern equipment, often lag behind human service factors in contributing to overall patient satisfaction.

Table 1. Descriptive Statistics of Service Quality Dimensions and Patient Satisfaction

Variable	Mean	SD	Interpretation
Tangibility	4.02	0.61	Good
Reliability	4.15	0.54	Good
Responsiveness	4.21	0.49	Good
Assurance	4.28	0.52	Very Good
Empathy	4.35	0.47	Very Good
Patient Satisfaction	4.31	0.50	Very Satisfied

The high average scores across dimensions suggest that overall, patients were satisfied with the services provided by Haji Hospital Medan. The consistency of these results supports earlier research by Rahman et al. (2021), which highlighted that Indonesian public hospitals have made notable progress in improving patient-centered service delivery. However, the slightly lower score in tangibility indicates an ongoing need for hospitals to upgrade medical infrastructure and physical facilities to complement the improvements in staff professionalism and empathy.

Validity and Reliability

Table 2. Results of Validity and Reliability Testing for Service Quality Dimensions

Dimension	Number of Items	Range of Pearson's Correlation (r)	Significance (p-value)	Cronbach's Alpha (α)	Interpretation
Tangibility	4	0.512 – 0.684	< 0.05	0.78	Reliable and Valid
Reliability	4	0.537 – 0.715	< 0.05	0.81	Reliable and Valid
Responsiveness	4	0.561 – 0.742	< 0.05	0.84	Reliable and Valid
Assurance	4	0.588 – 0.769	< 0.05	0.86	Reliable and Valid
Empathy	4	0.602 – 0.781	< 0.05	0.89	Highly Reliable and Valid

Note. All items showed significant correlations with their respective constructs at $p < 0.05$, indicating satisfactory validity. Cronbach's alpha values exceeded the recommended threshold of 0.70 (Hair et al., 2021; Sekaran & Bougie, 2016), confirming the reliability and internal consistency of the measurement instrument.

To ensure that the data collection instrument measured what it was designed to measure, both validity and reliability tests were conducted. The validity test using Pearson's correlation coefficient showed that all items were significantly correlated with their respective constructs at $p < 0.05$. This confirms that each item in the questionnaire was valid and contributed meaningfully to measuring its corresponding dimension. The reliability test, conducted using Cronbach's alpha, demonstrated high internal consistency across all five dimensions. The alpha coefficients ranged from 0.78 for tangibility to 0.89 for empathy, all exceeding the threshold value of 0.70 recommended by Hair et al. (2021). These findings validate the robustness of the measurement instrument and align with the methodological standards established by Sekaran and Bougie (2016), who suggest that a Cronbach's

alpha above 0.70 indicates reliable measurement of latent constructs in service quality studies.

Correlation Analysis

The results of the correlation analysis (Table 2) reveal positive and statistically significant relationships among the dimensions of service quality and patient satisfaction. The strongest correlation was observed between empathy and patient satisfaction ($r = 0.764$, $p < 0.01$), followed by assurance ($r = 0.742$, $p < 0.01$) and responsiveness ($r = 0.708$, $p < 0.01$). These findings indicate that the more patients perceive empathy, assurance, and responsiveness from healthcare staff, the higher their overall satisfaction. This pattern is consistent with the findings of Al-Damen (2017) and Zeithaml et al. (2018), who reported that emotional and interpersonal aspects of care have a stronger influence on satisfaction than physical attributes in hospital environments. The relatively weaker correlation between tangibility ($r = 0.612$, $p < 0.01$) and satisfaction supports the notion that while physical aspects are important, patients prioritize relational and service-oriented factors when evaluating healthcare experiences.

Table 3. Correlation Matrix of Service Quality Dimensions and Patient Satisfaction

Variable	Tangibility	Reliability	Responsiveness	Assurance	Empathy	Patient Satisfaction
Tangibility	1.00	0.621**	0.603**	0.598**	0.590**	0.612**
Reliability	0.621**	1.00	0.655**	0.640**	0.653**	0.686**
Responsiveness	0.603**	0.655**	1.00	0.713**	0.702**	0.708**
Assurance	0.598**	0.640**	0.713**	1.00	0.736**	0.742**
Empathy	0.590**	0.653**	0.702**	0.736**	1.00	0.764**

Note: ** $p < 0.01$

These results reinforce the multidimensional nature of healthcare service quality, where both technical and interpersonal aspects work synergistically to influence patient perceptions (Parasuraman et al., 1988; Ladhari, 2009). The high correlation between empathy and satisfaction particularly underscores the value of compassionate, patient-centered care in the hospital environment.

Multiple Linear Regression Analysis

To determine the relative contribution of each service quality dimension to patient satisfaction, a multiple linear regression analysis was conducted. The results are presented in Table 3. The model produced an R^2 value of 0.734, indicating that approximately 73.4% of the variance in patient satisfaction can be explained by the five service quality dimensions collectively. This demonstrates a strong explanatory power, consistent with previous healthcare studies where R^2 values between 0.60 and 0.75 are considered substantial (Ghozali, 2021).

Table 4. Regression Analysis of Service Quality Dimensions on Patient Satisfaction

Predictor Variable	β (Standardized Coefficient)	t-value	Significance (p-value)	Interpretation
Tangibility	0.142	2.08	0.042	Significant
Reliability	0.156	2.31	0.026	Significant
Responsiveness	0.173	2.64	0.011	Significant
Assurance	0.219	3.17	0.003	Significant
Empathy	0.241	3.43	0.001	Highly Significant
$R^2 = 0.734$, $F(5,44) = 24.29$, $p < 0.001$				

The results indicate that all five dimensions significantly affect patient satisfaction, with empathy emerging as the most influential predictor ($\beta = 0.241$, $p = 0.001$), followed by assurance ($\beta = 0.219$, $p = 0.003$) and responsiveness ($\beta = 0.173$, $p = 0.011$). These findings reinforce the importance of human interaction and emotional support in healthcare service delivery. The significance of empathy aligns with the argument of Alrubaiee and Alkaa'ida (2011), who noted that when medical staff demonstrate genuine concern and understanding, patients are more likely to perceive the overall service as satisfactory. Similarly, the positive effect of assurance highlights the critical role of competence, courtesy, and trustworthiness among healthcare professionals, as emphasized by Grönroos (2007).

Although tangibility showed the lowest standardized coefficient ($\beta = 0.142$, $p = 0.042$), its significance suggests that physical aspects such as facility cleanliness, comfort, and medical technology still play a role in shaping patients' perceptions. This observation is consistent with the findings of Suki et al. (2023), who reported that improvements in physical infrastructure contribute to positive perceptions, though to a lesser extent than interpersonal factors. Reliability ($\beta = 0.156$, $p = 0.026$) also proved to be a significant predictor, reflecting the importance of consistent and dependable healthcare delivery in establishing patient trust.

The findings of this study demonstrate that the dimensions of service quality tangibility, reliability, responsiveness, assurance, and empathy have a significant and positive influence on patient satisfaction in the inpatient ward of Haji Hospital Medan. These results provide empirical support for the theoretical framework of SERVQUAL as conceptualized by Parasuraman, Zeithaml, and Berry (1988), which posits that service quality is perceived through the gap between customers' expectations and their actual experiences across multidimensional attributes. In the context of healthcare services, the results confirm that patient satisfaction arises not only from the technical delivery of care but also from the emotional and interpersonal dimensions of service interaction.

The prominence of empathy as the most influential factor underscores the centrality of interpersonal relations in healthcare. The evidence indicates that patients place great importance on the compassion, understanding, and attentiveness exhibited by healthcare providers. This finding is consistent with the conclusions of Alrubaiee and Alkaa'ida (2011), who emphasized that empathy strengthens the relational bond between healthcare personnel and patients, thereby enhancing perceived quality and satisfaction. The significance of empathy also supports the principles of patient-centered care articulated by the Institute of Medicine (2001), which advocates for respect, emotional support, and individualized attention as critical components of healthcare quality. Within the social and cultural context of Haji Hospital Medan, empathetic communication contributes to patients' sense of comfort and security, reflecting the relational dimension of care that transcends clinical outcomes.

The strong effect of assurance on satisfaction further highlights the importance of professionalism and competence in healthcare delivery. Assurance reflects patients' perceptions of staff confidence, courtesy, and expertise elements that foster trust in medical institutions. Grönroos (2007) noted that patients' confidence in the technical and ethical competence of service providers plays a decisive role in shaping satisfaction and loyalty. The present findings reinforce this claim, suggesting that assurance functions as a cognitive mechanism that mitigates patient uncertainty and anxiety during hospitalization. Consequently, training programs that strengthen staff professionalism and ethical awareness are essential for sustaining patient trust and institutional credibility.

The positive contribution of responsiveness corroborates the view that service timeliness and staff availability are key determinants of perceived quality.

Responsiveness in healthcare encompasses not only the promptness of service but also the willingness of staff to engage with patients' needs and concerns. Zeithaml et al. (2018) argue that responsiveness is a critical behavioral indicator of service excellence in high-contact industries, where service encounters depend heavily on interpersonal interaction. The results from this study demonstrate that patients at Haji Hospital Medan value efficient communication and immediate attention, reinforcing the importance of responsiveness as both a functional and relational attribute of healthcare service quality.

Although tangibility recorded the smallest standardized coefficient, its statistical significance confirms its continued relevance as a component of service quality. Tangibility refers to the physical evidence of care such as cleanliness, medical equipment, room comfort, and visual appeal of facilities which shape patients' first impressions and reinforce their trust in institutional standards. Suki et al. (2023) emphasized that tangible elements, while secondary to interpersonal factors, serve as crucial indicators of organizational commitment to quality. In this study, the lower relative impact of tangibility suggests that patients' perceptions are influenced more by human interaction than by material aspects; nonetheless, tangible improvements remain necessary to complement the overall service experience.

The dimension of reliability also emerged as a significant determinant of satisfaction, signifying that consistent, accurate, and dependable service delivery remains foundational to patients' trust. Reliability, defined as the ability to perform promised services dependably and accurately, underpins the operational credibility of healthcare institutions (Yousapronpaiboon, 2017). The findings suggest that Haji Hospital Medan has achieved a degree of procedural consistency that meets patients' expectations, though maintaining this reliability requires continuous process evaluation and quality assurance mechanisms. In line with the work of Rahman et al. (2021), reliability contributes to institutional stability and long-term patient loyalty when accompanied by transparency and accountability in service operations.

The intercorrelations among the five dimensions indicate that patient satisfaction is derived from the synergistic interaction of tangible and intangible elements rather than the influence of isolated factors. This multidimensional relationship supports Ladhari's (2009) argument that service quality in healthcare should be understood as an integrative construct encompassing technical, functional, and emotional dimensions. The evidence suggests that empathy enhances the impact of assurance and responsiveness, while reliability and tangibility reinforce patients' overall confidence in service delivery. Therefore, service quality improvement should adopt a holistic approach, addressing both human and structural aspects simultaneously to achieve sustainable patient satisfaction.

From a theoretical perspective, the findings reaffirm the relevance of the SERVQUAL framework within healthcare settings in emerging economies. Although originally developed for general service industries, SERVQUAL has demonstrated adaptability across contexts due to its focus on universal service attributes such as reliability, responsiveness, assurance, and empathy. Previous studies (Ladhari, 2009; Yousapronpaiboon, 2017) have validated the model's robustness across cultural boundaries, and the present research extends this evidence to the Indonesian healthcare context. The framework effectively captures the complexity of patient expectations in environments where both clinical competence and interpersonal relationships define the service experience.

The results carry several practical implications for hospital management and policy formulation. First, hospital administrators should invest in continuous professional development programs aimed at strengthening empathy, assurance, and responsiveness among staff. Empathy-focused training, communication workshops,

and participatory learning initiatives can enhance healthcare workers' interpersonal competencies. Second, maintaining tangible facilities and ensuring the reliability of service procedures remain essential for sustaining institutional credibility. Facility upgrades, improved hygiene standards, and efficient medical technologies should complement interpersonal service improvements. Third, hospitals should establish performance monitoring systems that integrate patient feedback into ongoing service quality assessments. Such mechanisms align with the recommendations of Zeithaml et al. (2018), who proposed that continuous feedback loops are essential for adaptive quality management in service organizations.

The findings also underscore the necessity of cultivating a patient-centered organizational culture. As Al-Damen (2017) emphasized, the sustainability of service quality depends on the alignment between institutional values and employee behavior. Hospitals must therefore embed empathy, accountability, and responsiveness into their organizational ethos, ensuring that every staff member, regardless of role, contributes to the overall patient experience. Creating such a culture requires strategic leadership that prioritizes compassion and professionalism as key performance indicators in healthcare delivery.

At a broader policy level, the study reinforces the role of patient satisfaction as a strategic performance metric in public healthcare institutions. Consistent with the argument of Grönroos (2007), patient satisfaction should not be viewed solely as an outcome variable but as a diagnostic tool for institutional performance and community trust. Integrating patient satisfaction surveys into hospital accreditation processes can provide data-driven insights for continuous improvement. Policymakers should also allocate resources to strengthen service quality dimensions that have shown the greatest influence particularly empathy and assurance to ensure equitable and sustainable healthcare delivery. Lastly, while the study confirms the substantial impact of service quality dimensions on satisfaction, it also identifies avenues for further investigation. Future studies could examine mediating or moderating variables such as patient demographics, length of hospital stay, or prior healthcare experiences that may influence satisfaction differently. Additionally, employing mixed-method approaches could enrich understanding by combining statistical analysis with qualitative insights into patients' emotional and cognitive evaluations of care. Expanding research across multiple hospitals and regions would also enhance the generalizability of findings and contribute to comparative assessments of healthcare service performance.

CONCLUSION

Research on the implementation of Standard Operating Procedures (SOPs) at the SIS Collection JCity Medan Johor Cosmetics Store shows that in general SOPs have had a positive impact on improving service quality. The majority of employees stated that SOPs help speed up the service process, improve work accuracy, and create uniformity that has an impact on customer satisfaction. However, the implementation of SOPs is not yet completely evenly distributed. There are still employees who have not received formal training, and some others feel that the SOP has not been socialized properly by management. In addition, discipline in implementing the SOP has not been maximized so that its implementation is not consistent in all parts of the store. This shows that even though the SOP has been implemented, various efforts are still needed to ensure that the SOP is truly implemented effectively and comprehensively.

Suggestions

Based on these findings, it is recommended that the management of the SIS Collection Store improve the quality and frequency of SOP training, especially for new employees or employees who do not fully understand the applicable procedures.

SOP socialization also needs to be carried out routinely and comprehensively to avoid information gaps between employees. In addition, management needs to build a stricter monitoring and supervision system to ensure that each SOP is carried out with discipline and consistency. The implementation of a work culture that prioritizes excellent service, such as improving friendly attitudes, time discipline, and the ability to handle customer complaints, is also important to be instilled in the daily lives of employees. Finally, involving employees in the evaluation and improvement process of SOPs will help create more relevant, effective, and applicable work procedures according to the operational needs of the store.

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