

SERVICE QUALITY AS A MODERATOR OF HUMAN RESOURCE QUALITY, WAITING TIME, AND FACILITIES ON PATIENT SATISFACTION AT BHAYANGKARA HOSPITAL LEVEL II MEDAN

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Abstract

This study aims to analyze the effects of human resource quality, waiting time, and hospital facilities on customer satisfaction and to examine the role of service as a moderating variable at Bhayangkara Level II Hospital Medan. This study employed a quantitative approach using questionnaire-based data collection. The research sample consisted of 100 respondents. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of WarpPLS version 8.0. The research variables included human resource quality, waiting time, and hospital facilities as independent variables, service as the moderating variable, and customer satisfaction as the dependent variable. The results indicate that human resource quality has no positive and significant effect on customer satisfaction, with a path coefficient of 0.049 and a p-value of 0.312. Waiting time has a positive and significant effect on customer satisfaction, with a coefficient of 0.437 and a p-value of <0.001. Hospital facilities also have a positive and significant effect on customer satisfaction, with a coefficient of 0.437 and a p-value of <0.001. Furthermore, service significantly moderates the relationship between human resource quality and customer satisfaction in a negative direction, with a moderation coefficient of -0.191 and a p-value of 0.023. Service also moderates the relationship between waiting time and customer satisfaction in a negative direction, with a moderation coefficient of -0.194 and a p-value of 0.022. However, service does not significantly moderate the relationship between hospital facilities and customer satisfaction, with a moderation coefficient of -0.080 and a p-value of 0.209. The findings indicate that improving customer satisfaction requires effective waiting-time management and adequate hospital facilities, accompanied by continuous evaluation of service quality and human resource development.

Keywords: Human Resource Quality, Waiting Time, Hospital Facilities, Service, Customer Satisfaction

1. INTRODUCTION

Bhayangkara Hospital Level II Medan has several advantages compared to other Type Hospitals such as: Strength in the field of Forensic and Medicolegal services, namely autopsy, visum et repertum and identification of disaster victims. In addition, Bhayangkara Hospital Level II Medan is also fast and arresting in handling accident cases, this is in line with the police task in handling Traffic Accidents, in addition to that also in handling victims

of crime cases, as well as those involved in legal or drug cases. In addition to relatively cheaper costs, covered by BPJS, Jasa Raharja, Bhayangkara Hospital level II Medan is also in line with the government program. The disadvantages of this hospital compared to others are the comfort of rooms that are not like private hospitals of this type and the appearance of less modern as well as bureaucratic rigidity in its services so that it is not flexible with private hospitals of this type.

The facilities of Bhayangkara Hospital offered as Type B Hospitals, in Medan City include inpatient facilities providing a total of 205 beds consisting of class III to VVIP. Bhayangkara Medan Hospital services in terms of outpatient provide 15 specialist polyclinics. Laboratories with adequate services are at the level of a type B hospital with advantages compared to other hospitals there are complete drug examinations, which are often used as a referral center for *medical check-ups* of prospective civil servants. Radiology has limitations in MRI services that do not yet exist, but CT scans and other radiology are available. This is a shortcoming for other types of hospitals in the city of Medan. In the realm of physiotherapy services, it has a fairly adequate state, but it is not said to be complete with the latest technology tools. Surgical Installation is very qualified for type B hospitals. Bhayanagara Hospital's medical records use the best standards for hospitals.

The number of inpatient visits: 12,392 patients/year, while the number of outpatient visits: an average of ± 350 visits/day (including Specialist Polys, MCUs and Emergency Departments). Data from the Hospital shows that from the last 10 years outpatient polyclinics have increased while inpatient and emergency rooms show a relatively stable graph. The *Bed Occupancy Rate* (BOR) data at Bhayangkara Hospital in the last year shows a figure of 67% which means that the beds are quite stretched but not yet extremely overloaded, compared to hospitals of the type in the city of Medan which show a figure of 70%-85% and can even reach 90% at its peak.

2. LITERATURE REVIEW

Satisfaction Theory

According to Kotler and Keller (2016), satisfaction is a person's feeling of happiness or disappointment that arises after comparing the perceived performance (results) of a product or service with their expectations. If the performance of a product or service is below expectations, then consumers will feel dissatisfied. On the other hand, if the performance meets or exceeds expectations, then customers will feel satisfied or even very satisfied. Customer satisfaction, especially in hospital services, is an important indicator in assessing the success of the services provided.

Patient satisfaction is formed when the services received are able to meet or exceed patients' expectations for the quality of hospital services. For example, the relationship between short waiting times and in accordance with patient expectations will increase performance perception and encourage customer satisfaction. Plus adequate and modern

facilities will increase the perception of service quality so that the performance felt by patients becomes higher than initial expectations. This will encourage the formation of customer satisfaction. Finally, good service quality can improve overall performance perception.

Service Waiting Time

Service waiting time is defined as the time span needed by patients from the registration process to receiving services, both in outpatient and inpatient units. Especially in outpatient installations, waiting time is calculated from the time the patient registers until finally meeting and being served by a doctor (Laeliyah & Subekti, 2017). Based on the provisions of the Minimum Service Standards (SPM) in the Minister of Health, the waiting time for outpatient services that are considered to be in accordance with the standard is a maximum of 60 minutes (Ministry of Health, 2008).

Outpatient installation is one of the services included in the Minimum Service Standards. In this unit, the Ministry of Health has set a number of performance indicators, and one of the main indicators is service waiting time. This indicator is an important reference for hospitals in providing quality services and meeting the standards that have been set.

According to the Minister of Health Regulation Number 129/Menkes/SK/II/2008, hospitals provide various types of services for patients, including outpatient, inpatient, and emergency services, as well as promotive, preventive, curative, and rehabilitative efforts. The regulation also explains that SPM, or Minimum Service Standards, is a form of basic services that must be fulfilled by hospitals. Every citizen has the right to obtain basic services according to SPM, and its fulfillment is one of the mandatory responsibilities of local governments (Ministry of Health, 2008).

Hospital Facilities

Hospital facilities include buildings and infrastructure that support the implementation of health services. According to the Ministry of Health of the Republic of Indonesia (2007), a building is a permanent structure used for social, cultural, and service activities—in the context of a hospital, this building serves a special purpose to support health services. Spacious buildings, easily accessible access, and comfortable spatial layouts, including adequate parking areas and paths for people with disabilities, are important aspects that determine patient comfort. In addition, the mass design of the building must pay attention to the distance between buildings and the division of infectious and non-infectious zones. In the outpatient unit, the arrangement of waiting rooms and doctors' examination rooms is crucial to create a comfortable experience while patients are waiting for services.

Hospital facilities also include various facilities and infrastructure that can be seen and felt directly by patients, such as waiting room chairs, air conditioning (air conditioning), televisions, toilets, and clean water installations. These facilities play an important role in

creating an atmosphere that supports comfort, helps patients feel calmer, and facilitates medical service activities. According to the Ministry of Health of the Republic of Indonesia (2007), facilities are physical components that can be easily recognized by patients and greatly determine their perception of the quality of service. Adequate facilities not only increase comfort, but are also believed to contribute to increasing patient loyalty to hospitals, as explained by Ruliati, Satoto, and Sanosra (2023).

Customer Satisfaction

Patient satisfaction occurs when the services received meet or exceed their expectations, such as in outpatient services, patient satisfaction reflects their emotional assessment of the quality of health services provided. The Ministry of Health stipulates that the ideal level of patient satisfaction in a hospital is at least 90% (Ministry of Health, 2008). This shows that hospitals have an obligation to understand the needs of patients because it has a direct impact on their satisfaction. Satisfied patients will generally return to use hospital services and even recommend them to others (Suciati, Zaman & Gustina, 2023). On the other hand, if satisfaction is low, the number of visits can decrease and this is an indicator of a decline in the quality of hospital services.

The factors that affect patient satisfaction are quite diverse. Subagiyo (2016) emphasized that satisfaction is determined by several aspects such as the quality of service, the quality of the product or service provided, the cost or price of the service, and the internal and external conditions that shape the patient's perception. This shows that patient assessment does not only focus on medical services, but also includes supporting aspects such as convenience, ease of access, and value received. Indrasari added five main factors that affect consumer satisfaction, namely product quality, service quality, price comparable to benefits, and additional costs or effort required to obtain services. In other words, the better the quality of service and the fewer obstacles faced by patients, the higher the level of satisfaction that can be achieved.

Hospital Services

Hospitals are organizations that function to serve public health. The quality of hospital services in Indonesia is still felt to be unsatisfactory. Some of the complaints that arise are due to differences in perception of the service felt by patients. Hospital service quality criteria can change according to patient preferences. Therefore, it is important for hospitals to continue to monitor patient preferences so that they do not make mistakes in perceiving the service quality criteria they expect. The importance of measuring service quality because patient satisfaction is determined by the quality of service they feel (Choi, 2020), stating that service quality is a relative impression of the level of inferiority or superiority of the organization and staff. On the other hand, Mukherjee and Malhotra (2021), define service quality as the result of interaction between humans, namely between service providers and consumers. Another definition explains that service quality as an expectation

regarding service quality is an expectation, desire, something that must be conveyed by the service provider, normative expectations, ideal standards, desired service, and the level of service expected by consumers. Low quality of hospital services can be dangerous for patients, for example by increasing the risk of malpractice. The importance of service quality has led to many studies that have been conducted both on hospital organizations and other organizations. Most research on service quality uses the servqual dimension of Parasuraman. The dimension of service quality in this study uses the approach used by Duggirala et al., (2018), namely infrastructure, treatment processes, administrative procedures, security guarantees, quality of personal services, and social responsibility. For patients, the quality of service provided by hospital personnel further accelerates their recovery. Based on the results of Karassavidou et al.'s (2021) research, it can be seen that the personal dimension (human factor) is considered important for patients. This is in accordance with the results of Chilgren's (2018) research which states that the quality of service expected by patients includes the speed of service time, the attitude and behavior of employees (doctors and other employees), and the clarity of the information provided. To produce quality of service that meets patient expectations, the competence of human resources, especially human resources that are directly related to the treatment process, is very important.

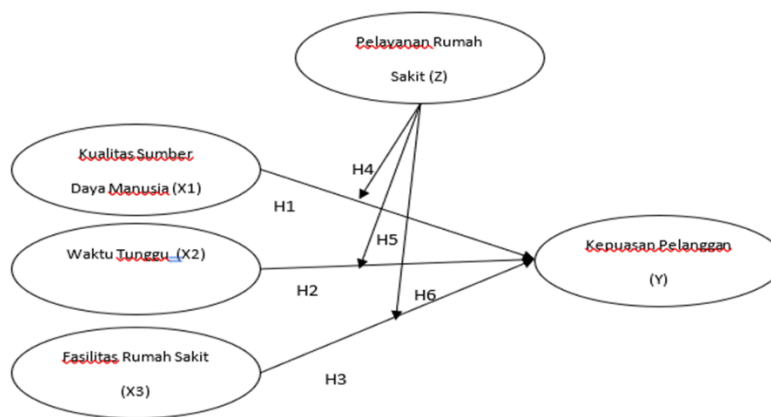
Quality of Human Resources

Human Resources (HR) is a concept that combines science and art in managing relationships and the role of labor in an organization. Human resource management aims to create work effectiveness and efficiency that supports the achievement of the hospital's vision and mission goals, improves welfare, and makes a positive contribution to the wider community. According to Triyani and Herfiyanti (2021), human resources have an important strategic dimension in ensuring that the workforce is able to have a positive impact on the continuity and development of the organization. In line with that, Siti Nur Eliza Rahmawati and her colleagues (2023) explained that human resources include all individuals involved in predetermined hospital service activities. Laili and Canggi (2021) also emphasized that human resources are individuals who have the readiness, willingness, and ability to contribute to achieving goals, thus making them one of the important elements in the managerial process.

In the hospital environment, human resources consist of medical personnel (doctors, nurses, pharmacists, nutritionists, and others) and non-medical personnel (administration, medical records, security, hygiene, and others). According to Notoatmodjo (2020), the competence of health workers is not only determined by scientific aspects, but also technical skills, interpersonal communication, empathy, and integrity. The quality of human resources is the main determinant in achieving hospital service quality. Medical and non-medical personnel play a role in creating a safe, comfortable, and satisfying service experience for

patients. According to Tjiptono (2019), service quality is influenced by reliability, responsiveness, assurance, empathy, and physical evidence. Medical personnel who have high competence will be able to provide fast, precise, and accurate services. The attitude of health workers also has a significant influence on patient satisfaction. The interaction between officers and patients is one of the dominant factors in assessing service quality. When medical or non-medical personnel show good manners, empathy, and communication, the level of patient satisfaction tends to increase. Lack of training or inability of staff to handle patients can reduce the quality of service. This is in line with the opinion of Robbins and Judge (2015) who stated that low interpersonal skills and technical abilities in employees can hinder organizational performance and reduce customer satisfaction levels. Quality human resources will be able to provide service according to standards, thereby increasing the opportunity for satisfaction to be created.

Conceptual Framework



Research Concept Outline Drawing

Research Hypothesis

The Influence of Human Resource Quality on Customer Satisfaction

Research shows that the quality of human resources, both medical and non-medical personnel, has a significant influence on patient satisfaction in receiving health services. The competence of health workers, communication skills, and professional attitudes have proven to be important factors that affect patients' perception of service quality. Putri & Lestari (2020) revealed that the quality of good human resources directly contributes to increasing outpatient satisfaction at a private hospital in West Java. Another finding by Wulandari (2022) also shows that competent and friendly medical personnel are able to increase patient satisfaction at Kemayoran Hospital. A similar thing was found by Fadil et al. (2022), who stated that the quality of human resources has a positive influence on the level of patient comfort and satisfaction at the Fast Medica Center Clinic. The results of these studies

reinforce that improving the quality of human resources, such as improving competencies, continuous training, and good interpersonal communication, is able to create a more optimal service experience, thereby significantly increasing customer satisfaction. Thus, it can be concluded that:

H1: The quality of Human Resources has a positive effect on customer satisfaction in hospitals.

The Effect of Wait Time on Customer Satisfaction

Research shows that service waiting time has a significant influence on patient satisfaction levels, where the faster the patient receives services, the higher the level of satisfaction. Laeliyah & Subekti (2017) found that outpatient service waiting time is directly related to patient satisfaction at Indramayu Regency Hospital. Research by Sholihah & Parinduri (2020) on BPJS patients at the Bogor Islamic Hospital Heart Polyclinic also proves that long waiting times are the main factor in decreased satisfaction. Meanwhile, Wijayanti et al. (2023) found a strong relationship between wait time and patient satisfaction at Mitra Sehat Karanganyar Clinic, where the efficiency of the service process is a factor in shaping patient satisfaction. These findings confirm that waiting time is an important indicator in assessing service quality. The more effective the queue management and service process take, the better the patient's perception of the quality of health services. Thus, it can be concluded that:

H2: Waiting time has a positive effect on customer satisfaction in hospitals.

The Influence of Hospital Facilities on Customer Satisfaction

Research shows that hospital facilities that are adequate, comfortable, and according to patient needs have a significant effect on satisfaction. Ruliati et al. (2023) found that hospital facilities have a direct influence on patient satisfaction and contribute to increasing positive perceptions of service quality. The results of the study by Dewi (2021) also show that complete and comfortable facilities, such as waiting rooms, medical equipment, and environmental cleanliness, have a major impact on patient satisfaction at Hospital Y. Research by Putri & Surianto (2024) strengthens these findings by stating that adequate facilities are an important factor that increases patient satisfaction at XY Hospital. Overall, the improvement of physical facilities and service support facilities is able to create a safer and more comfortable treatment environment for patients. Thus, it can be concluded that:

H3: Hospital facilities have a positive effect on customer satisfaction.

Service as Moderation between HR Quality and Customer Satisfaction

Research shows that hospital services can strengthen the relationship between the quality of human resources and patient satisfaction. Yuliana (2022) found that service quality

is able to strengthen the influence of other variables on satisfaction, showing the main role of service as a moderation variable. Wulandari (2022) research at Kemayoran Hospital also shows that competent human resources will have a greater impact on satisfaction if supported by good service. Meanwhile, Fadil et al. (2022) show that the combination of professional human resources and quality service is able to increase patient comfort and positive perception. Thus, good service can strengthen the impact of human resource quality on satisfaction. So it can be concluded that:

H4: Service moderates the relationship between HR quality and customer satisfaction.

Service as Moderation between Waiting Time and Customer Satisfaction

Research shows that good service is able to reduce the negative impact of waiting time on patient satisfaction. Rahma (2023) found that positive service perception can increase satisfaction even though patients experience long waiting times. Laeliyah & Subekti (2017) also show that responsive service can improve patients' perception of the length of waiting times. In addition, Chrisandita & Darma (2020) emphasized that quality service can maintain patient satisfaction levels even though the queue process is slow. This shows that good service can function as a counterbalance in the patient experience. Thus, it can be concluded that:

H5: Service moderates the relationship between waiting time and customer satisfaction.

Service as Moderation between Facilities and Customer Satisfaction

Good facilities will have a greater impact on satisfaction if accompanied by quality service. Research by Putri et al. (2023) shows that facilities and services together have a significant influence on patient satisfaction. Tamonsang & Apriliyanto (2020) found the same thing, namely adequate facilities can only support satisfaction optimally when the services provided are in accordance with patient needs. Lestari (2021) also emphasized that good facilities will not be meaningful if they are not accompanied by appropriate and professional service. This shows that service can strengthen the influence of facilities on customer satisfaction. Thus, it can be concluded that:

H6: Service moderates the relationship between facilities and customer satisfaction.

3. RESEARCH METHOD

Data Analysis Techniques

To evaluate whether there is a moderating variable that affects the relationship between two latent variables. The equation is as follows:

$$a + KP = b_{1KSDM} + b_{2WK} + b_{3FRS} + b_{4KSDM*PRS} + b_{5WK*PRS} + b_{6FRS*PRS} + \epsilon$$

Explanation :

CD	=	Customer Satisfaction
a	=	Konstanta
$\beta_1 - \beta_6$	=	Regression Coefficients
KSDM	=	Quality of Human Resources

World	=	Waiting Time
Cup		
FRS	=	Hospital Facilities
PRS	=	Hospital Services
€	=	Error

4. RESULTS AND DISSCUSSION

Data Analysis

Measurement Model Analysis (*Outer Model*)

Data analysis was conducted using *Structural Equation Modeling Partial Least Square* (SEM-PLS) with WarpPLS version 8.0 software tools. The first stage was an *outer model* analysis to see the validity and reliability of the instrument.

Tests on structural or *inner models* are carried out to test the relationship between previously hypothesized exogenous and endogenous constructs, how well the model can be made to predict.

Indicators of how well the model is formed (*Goodness of Fit*) can be seen in the table below.

Model Fit Table and Quality Index

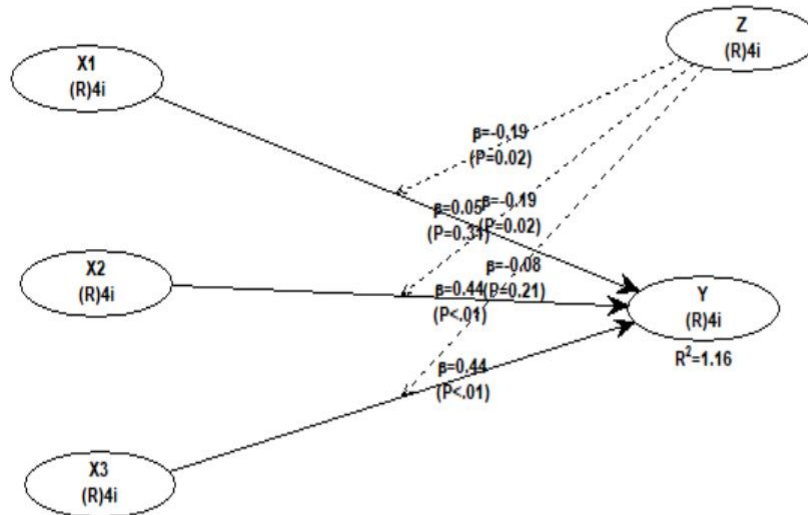
Indicator	Value	Standard P-value	Brightness
<i>Average Path Coeficient</i> (APC)	0,231	P = 0,004	Ideal
<i>Average R square</i> (ARS)	1,155	P<0.001	Ideal
<i>Average Adjusted R square</i> (AARS)	1,165	P<0.001	Ideal
<i>Tenenhaus GOF</i>	1,032	>0,025	Ideal

Source: WarpPLS output processed (2026)

Hypothesis Testing

Hypothesis testing is carried out by looking at direct and indirect influences by involving moderation. Hypothesis testing is carried out using t-statistical values or p-values. The hypothesis is accepted if the t-statistical value is > 1.96 and the p-value is < 0.05. For the test in this study, a p-value is used, so that the hypothesis will be accepted if the p-value is < 0.05. The results of data processing with WarpPLS can be seen in the image below:

Figure 4.1. Direct and Indirect Influences



Source: WarpPLS output processed (2026)

Direct Effect

Direct influence testing was carried out by looking at the influence between variables directly as seen in the table below:

Table of Direct Influence Between Variables

Influence	Coefficient	P-value	Remarks
Quality of Human Resources → Customer Satisfaction	0,049	0,312	Insignificant
Customer Satisfaction → Waiting Time	0,437	<0.001	Signifikan
Hospital Facilities → Customer Satisfaction	0,437	<0.001	Signifikan
HR → Quality Service to Customer Satisfaction	-0,191	0,023	Negative Significant
Waiting Time → Service for Customer Satisfaction	-0,194	0,022	Negative Significant
Hospital → Facility Services to Customer Satisfaction	-0,080	0,209	Insignificant

Source: WarpPLS output processed (2026)

The Influence of Human Resources Quality on Customer Satisfaction

From the table, it can be seen that the influence of HR Quality on Customer Satisfaction is a coefficient value of 0.049 which shows that there is a positive relationship

between HR Quality and Customer Satisfaction. The p-value of 0.312 which means that it is above 0.05 indicates that it is not significant. Thus, there is enough evidence to state that HR Quality has no effect on Customer Satisfaction. For this reason, the first hypothesis in this study is rejected. Theoretically, the quality of good human resources should be able to increase customer satisfaction because health workers are the spearhead in the delivery of health services. However, the results of this study show that the quality of human resources is not the main factor that determines patient satisfaction at Bhayangkara Hospital Medan.

This condition can occur because patients pay more attention to the results of the services received directly, such as the speed of obtaining services, the accuracy of the administrative process, and the comfort of the facilities rather than the competence of the officers who are difficult to observe directly. In other words, patients tend to assess the quality of service based on the perceived experience (*service experience*), not solely based on the quality of the human resources owned by the hospital.

Practically, hospital management needs to monitor waiting times at every stage of service, starting from registration, examinations, doctor services, supporting examinations, to the administrative process. If stages are found that cause long queues, management can improve service flows, adjust officer schedules, optimize the queue system, and simplify the administrative process. Thus, improving the efficiency of waiting times can be one of the management strategies in increasing customer satisfaction.

The Effect of Waiting Time on Customer Satisfaction

From the table, it can be seen that the effect of Waiting Time on Customer Satisfaction is 0.437 which shows that there is a positive direction of Waiting Time on Customer Satisfaction. The p-value of <0.001 which means below 0.05 indicates that it is significant. Thus, there is enough evidence to state that there is a significant positive effect of Waiting Time on Customer Satisfaction. For this reason, the second hypothesis in this study is accepted.

These results show that the better the management of service waiting time, the higher the level of patient satisfaction. In health services, waiting time is one of the indicators of service quality because it is directly related to patient comfort and perception of hospital quality. Patients tend to feel satisfied if they receive services quickly, precisely, and on schedule. On the other hand, long waiting times can cause negative perceptions, increase patient saturation, and even decrease trust in hospital services.

This study supports the results of Rahman D (2023) research which found that waiting time is the dominant variable that affects patient satisfaction in outpatient services. Nugroho and Lestari (2021) also concluded that the shorter the waiting time for services, the higher patient satisfaction.

From a management perspective, the results of this study show that waiting time is an important part of the operational management of hospital services. Waiting time is not only related to the length of patient waiting, but also reflects the effectiveness of managing service flows, labor capacity, queue system, administration, and coordination between units. Therefore, waiting time can be used by management as one of the indicators to evaluate the efficiency of the service process at Bhayangkara Hospital Level II Medan.

The Influence of Hospital Facilities on Customer Satisfaction

From the table, it can be seen that the influence of Hospital Facilities on Customer Satisfaction is 0.437 which shows that there is a positive relationship of Hospital Facilities on Customer Satisfaction. The p-value of <0.001 which means below 0.05 indicates that it is significant. Thus, there is enough evidence to state that the positive is significant from Hospital Facilities on Customer Satisfaction. For this reason, the third hypothesis in this study is accepted.

Facilities are a form of physical evidence (*tangible*) that can be directly felt by patients. A clean hospital environment, comfortable waiting room, complete medical equipment, parking areas, and other supporting facilities are able to increase patient comfort during receiving services. These findings show that the quality of facilities is one of the important factors in shaping customer satisfaction at Bhayangkara Hospital Medan. The results of this study support Kurniawan Wahyu's (2024) research which states that health service facilities have a positive influence on patient satisfaction. Wahyuni's research (2022) also found that the quality of physical facilities is the main determinant of customer satisfaction in the health sector.

In the context of hospital management, these results show that facility management is an important part of the strategy to increase customer satisfaction. Facilities are aspects that can be seen and felt directly by patients, so that facility conditions can shape patients' perceptions of the overall quality of the hospital. Therefore, management not only needs to ensure the availability of facilities, but also ensure that the facilities are in clean, safe, comfortable, easy to use, and in accordance with patient needs.

The Effect of Human Resources Quality on Customer Satisfaction Moderated by Service.

From the table, it can be seen that the influence of HR Quality on Customer Satisfaction is -0.191 which indicates that there is a negative relationship between HR Quality and Customer Satisfaction. A p-value of 0.023 means that below < 0.05 indicates that it is significant. Thus, there is enough evidence to state that the Service weakens the relationship between HR Quality and Customer Satisfaction.

This condition indicates that even though hospitals have competent human resources, the quality of service perceived by patients has not been fully able to strengthen the

contribution of this competence to patient satisfaction. This can happen because patients pay more attention to the overall service results than the individual quality of health workers. Susanto's research (2023) found that service quality can change the strength of intervariable relationships through patient experience during health services.

From a management perspective, the results of this moderation show that the quality of human resources and the quality of service need to be managed as two interrelated aspects. High human resource competence does not automatically result in customer satisfaction if it is not supported by a service system that is able to translate these competencies into a good service experience. Thus, hospital management needs to ensure that there is a compatibility between the ability of employees and the standards and service systems applied.

The Effect of Waiting Time on Customer Satisfaction Moderated by Service.

From the table, it can be seen that the effect of Waiting Time on Customer Satisfaction moderated by Service is -0.194 which indicates that there is a negative relationship of Waiting Time on Customer Satisfaction moderated by Service. A p-value of 0.022 below < 0.05 indicates that the effect of moderation weakens the relationship. Thus, there is enough evidence to state that Service weakens the relationship between Waiting Time and Customer Satisfaction. For this reason, the fifth hypothesis in this study is rejected.

This indicates that good service is not necessarily able to eliminate negative perceptions of patients due to long waiting times. In other words, even though officers have provided friendly and professional service, patients still consider the length of waiting time as a factor that decreases satisfaction. These findings show that service efficiency remains a top priority rather than just improving the quality of officers' interactions with patients.

From the perspective of service operation management, these results show that the quality of interaction between officers and patients has not been able to replace the importance of service time efficiency. Friendly and professional service can indeed create a positive experience, but patients still need an effective service process and do not cause excessive waiting time. This shows that hospital management needs to pay attention to service quality and process efficiency at the same time.

The Influence of Hospital Facilities on Customer Satisfaction Moderated by Service.

From the table, it can be seen that the influence of Hospital Facilities on Customer Satisfaction moderated by Services is -0.080 which indicates that there is a negative influence of Hospital Facilities on Customer Satisfaction moderated by Services. A p-value of 0.209 above > 0.05 indicates that this influence does not have a significant effect. Thus, there is sufficient evidence to state that Services are unable to moderate the relationship between Hospital Facilities and Customer Satisfaction. For this reason, the sixth hypothesis in this study is rejected.

These results show that the quality of facilities is able to provide satisfaction directly without being influenced by the high and low quality of service. In other words, patients can still feel the benefits of hospital facilities even though perceptions of services vary. Research by Utami (2022) shows that physical facilities have a direct influence on patient satisfaction, such as adequate infrastructure, both facilities and infrastructure, while service variables do not always strengthen the relationship.

Adequate hospital facilities can provide a positive experience to patients through increasing comfort, ease of access, security, and perception of the hospital's ability to provide services. The availability of comfortable service spaces, adequate equipment, environmental cleanliness, supporting facilities, information systems, and patient safety facilities can form a positive perception of hospital quality. This positive perception can further increase patient satisfaction because the experience patients receive is more in line with their expectations.

However, the existence of good facilities does not always directly result in high levels of patient satisfaction. The benefits of facilities also depend heavily on how the facilities are used and how patients are served by health workers and support personnel. A complete facility can provide greater benefits if it is accompanied by services that are responsive, reliable, communicative, friendly, empathetic, and patient-oriented. On the other hand, good facilities can make a smaller contribution to satisfaction if the service process is not able to meet patient expectations. In the perspective of modern health service quality management, the quality of service is not only determined by the availability of physical resources, but also by the patient-oriented service process. WHO emphasizes that quality health services must be effective, safe, patient-oriented, timely, fair, integrated, and efficient. Thus, the quality of service can be seen as a determining factor to the extent to which hospital facilities can translate into a positive service experience for patients (WHO, 2025)

Based on these arguments, the quality of service is suspected to have a moderation function in the relationship between hospital facilities and patient satisfaction. This means that the level of service quality can change the strength of the relationship between hospital facilities and patient satisfaction. When the quality of service is high, adequate hospital facilities are expected to have a stronger influence on patient satisfaction because the facility is supported by a responsive and need-oriented service process. Conversely, when the quality of service is low, the facility's benefit to patient satisfaction can be smaller because the patient's experience is not only determined by the physical aspect, but also by the interaction and process of the service received.

5. CONCLUSION

From the analysis and discussion in the previous chapter, the following conclusions can be drawn:

1. There was no significant positive influence between the quality of human resources on customer satisfaction. This is evidenced by the path coefficient value of 0.049 with a p-

value of 0.312 (>0.05). Although the relationship formed is positive, the effect is not statistically significant. Thus, the improvement in the quality of human resources has not been able to have a meaningful influence on the level of customer satisfaction at Bhayangkara Hospital Medan.

2. There is a significant positive influence between Waiting Time on Customer Satisfaction. This is shown by a coefficient value of 0.437 with a p-value of <0.001 (<0.05). These results show that better management of waiting time will increase customer satisfaction. Therefore, waiting time is one of the important factors that affect patient perception of hospital service quality.
3. There is a significant positive influence between Hospital Facilities on Customer Satisfaction. The results showed a coefficient value of 0.437 with a p-value of <0.001 (<0.05). This shows that the better the facilities provided by the hospital, the higher the level of customer satisfaction. Adequate facilities provide comfort and improve the patient experience while receiving services.
4. The service was able to moderate the relationship between the quality of human resources and customer satisfaction in a negative direction. This is evidenced by the value of the moderation coefficient of -0.191 and the p-value of 0.023 (<0.05). These results show that service weakens the relationship between the quality of human resources and customer satisfaction. Thus, the quality of service provided has not been able to strengthen the influence of the quality of human resources on customer satisfaction.
5. The service was able to moderate the relationship between Waiting Time for Customer Satisfaction and the negative direction. This is shown by the moderation coefficient value of -0.194 with a p-value of 0.022 (<0.05). These results show that the service weakens the relationship between waiting time and customer satisfaction. This means that even though the service provided is good, the effect of waiting time on customer satisfaction is weaker than without the moderation effect.
6. The service was not able to moderate the relationship between Hospital Facilities and Customer Satisfaction. This is evidenced by the moderation coefficient value of -0.080 and the p-value of 0.209 (>0.05). Thus, the service does not have a significant moderation effect on the relationship between hospital facilities and customer satisfaction.

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