

## **The Influence of Service Quality and Institutional Image on Community Satisfaction (Empirical Study on Gajahmungkur Subdistrict, Semarang)**

Ahmad Agung Anshori<sup>1</sup>, Dwi Chandra Adi Nugraha<sup>2</sup>, Fitria Rohmatika<sup>3</sup>, Windi Novia Ratri Wardhani<sup>4</sup>, Ratih Pratiwi<sup>5</sup>

<sup>1,2,3,4,5</sup> Wahid Hasyim University, Semarang, Indonesia

**Corresponding email:** agunganshori63@gmail.com

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**Abstract.** This study aims to analyze how service quality and institutional image influence community satisfaction. The research method used is explanatory quantitative research. The population in this study is the residents of Gajahmungkur Subdistrict in Gajahmungkur District. The sample used in this study consists of 98 respondents, who are residents of Gajahmungkur Subdistrict, selected through accidental sampling technique. Based on the results of the study and discussion, the conclusions of this study are as follows: Service quality has a positive and significant impact on community satisfaction; similarly, institutional image also has a positive and significant effect on community satisfaction. Therefore, community satisfaction can be improved through the enhancement of institutional image and service quality.

**Keywords:** Service Quality; Institutional Image; Community Satisfaction

### **INTRODUCTION**

Village Governance in Indonesia has a strategic role in the development and empowerment of communities at the local level (Suprayitno, 2015). In the framework of regional autonomy, village governance is granted the authority to manage resources and development within its own jurisdiction, including through the allocation of village funds (Sawitri & Gayatri, 2021). Village funds are a budget allocation provided by the central government to village governments to support development and community empowerment. These funds are directed toward various activities, such as the development of basic infrastructure, the promotion of local economic development, community empowerment, and the improvement of the quality of life for village residents.

Village development through village funds aims to improve the welfare of rural communities, reduce the gap between urban and rural areas, and strengthen the economic independence of villages (Wahyurini & Hamidah, 2020). Through village funds, village governments can plan and implement programs that support local economic growth, improve access to public services such as education and healthcare, and develop infrastructure that supports the economic and social activities of rural communities (Rokhim et al., 2017). Despite its great potential to improve the quality of life for rural residents, the management of village funds also faces various challenges.

Service quality is a key factor in determining the level of community satisfaction (Hermawan et al., 2016). Quality public services encompass various elements such as transparency, accountability, efficiency, public participation, equality, and a balance of rights and responsibilities between service providers and recipients (Edi Kurniawan et al., 2022). When public services are able to meet or even exceed community expectations, the level of

community satisfaction will increase, which in turn can strengthen the legitimacy and trust of the public in the institution (Nashar, 2020).

Institutional image also plays a crucial role in shaping public perceptions and satisfaction with the services provided (Syahrini & Ahmad Fadili, 2022). Institutions with a positive image tend to be more trusted and valued by the community, which can contribute to higher levels of community satisfaction (Syahrini & Ahmad Fadili, 2022). Conversely, a negative image can reduce trust and satisfaction levels, even if the services provided are of high quality. The institutional image reflects the reputation and the public's perception of the institution. A positive image can be formed through various factors, such as integrity, transparency, commitment to quality service, and contributions to the community or the surrounding environment (Sulistyan et al., 2017). Institutions with a good image are generally seen as more trustworthy, more respected, and more likely to attract public interest in utilizing the services they offer. In contrast, a negative image can hinder public trust, reduce interest in using the services, and even affect perceptions of the values upheld by the institution.

Community satisfaction is the result of the interaction between the quality of services provided and the image held by the institution (Embi & Widyasari, 2013). When the community feels satisfied with the quality of services received, they tend to view the institution more positively (Ratnaningsih et al., 2023). This satisfaction not only includes direct contentment with the services, but also a sense of confidence that the institution meets or even exceeds their expectations. Moreover, a positive image can strengthen community loyalty to the institution, making them more likely to continue using the services offered, even when alternative options are available (Thalib, 2021).

This study aims to analyze how service quality and institutional image influence community satisfaction. By understanding the relationship between these three variables, it is hoped that the study can provide valuable recommendations for the government and relevant institutions to improve service quality and enhance institutional image, ultimately leading to increased community satisfaction. With this background, the study is expected to make a significant contribution to the field of public service management and institutional quality improvement, and serve as a reference for policymakers in efforts to enhance community satisfaction.

## **LITERATURE REVIEW**

### **Community Satisfaction**

Community satisfaction is a very important factor that determines the success of an organization, as the community is the consumer of the products produced (Kurniawan & Purwanti Alwie, 2022). According to Larono (2020), community satisfaction is the feeling of pleasure or disappointment that arises from the comparison between the perceived performance or outcomes of a product or service and expectations. Sucahyo & Solovida (2022) define customer satisfaction as the level at which the performance of a product received by the customer meets their expectations. Meanwhile, Akbar & Sundoyo (2021) state that customer satisfaction is the assessment made by customers regarding goods or services after use, compared to their expectations before use.

Community satisfaction is defined as an overall attitude toward goods or services after acquisition and use (Hermawan et al., 2016). According to the Minister of Administrative and Bureaucratic Reform (Kepmen PAN) Regulation No. 25 of 2004, community satisfaction is the opinion of the public in receiving services from public service providers, comparing their

expectations with their needs. Based on the definitions outlined above, community satisfaction can be concluded as a feeling or positive response toward public services that meet or exceed the expectations and needs of the community. Referring to the Regulation of the Minister of Administrative and Bureaucratic Reform (Permenpan RB) No. 14 of 2017, there are nine elements used as indicators of community satisfaction with the quality of public services provided by public service providers. These nine elements are:

1. Technical and administrative requirements that the community must fulfill when processing a particular type of service;
2. Systems, mechanisms, and standard procedures that have been designed by the service provider and must be followed by the service recipients;
3. Completion time, which refers to the duration required to complete the entire service process for each type of service;
4. Costs/fees charged to service recipients for processing and/or receiving services from the provider, the amount of which has been predetermined;
5. Service specifications, which refer to the results of the service provided and received according to the established regulations;
6. Competence of the service provider, referring to the skills, knowledge, expertise, and experience that the service provider must possess;
7. Behavior of the service provider, which pertains to the attitude of the officer in providing services;
8. Handling complaints, suggestions, and input, referring to the procedures for handling complaints and the follow-up actions;
9. Facilities and infrastructure, where facilities refer to all movable objects used as tools to achieve the objectives, while infrastructure refers to immovable objects that are the primary support for the implementation of a process.

### **Service Quality**

According to Restiani & Ardiansyah (2023), service quality is simply defined as the degree to which the level of service provided meets customer expectations. Kotler and Keller (2016:442) also define service quality as a measure of how well the service level meets customer expectations. Service quality can be realized through fulfilling customer needs and desires, as well as the accuracy of delivery to match customer expectations (Taufiq Rahmat & Ardiansyah, 2021). According to Restiani & Ardiansyah (2023), there are factors that influence service quality, namely expected service (the service that is expected) and perceived service (the service that is received). If the service received meets or even exceeds expectations, the service can be considered good or positive. If perceived service exceeds expected service, service quality is perceived as ideal. On the other hand, if perceived service is worse than expected service, the service quality is perceived negatively or as poor.

Therefore, the quality of service, whether good or not, depends on the company's ability and its nature to consistently meet customer expectations. Based on the definitions provided by the experts above, the researcher concludes that a customer can assess whether the quality of service offered and provided by the university is good, ideal, or poor based on what is expected, perceived, and described in the customer's mind when they directly experience the service. A service can be considered good and of high quality if the service provided by the university meets the needs and expectations of its customers. Parasuraman et al. (1985), as cited by Restiani & Ardiansyah (2023), developed a scale called SERVQUAL, which is the most well-known scale for measuring Service Quality. The SERVQUAL model

represents service quality as the gap between customer expectations of the service offering and the customer's perception of the service received. The five dimensions of service quality are tangibility, reliability, responsiveness, assurance, and empathy.

However, in this study, the essence of public service quality follows the definition according to Kepmen PAN No. 63 of 2003, which is to provide excellent service to the community based on several fundamental principles. First, transparency, which means services must be provided with openness. Second, accountability, which requires that every action in the service process be accountable. Third, conditionality, which means services should be adjusted to existing conditions to meet the principles of efficiency and effectiveness. Fourth, participation, which encourages active community involvement in the service process. Fifth, equality of rights, meaning services are provided without discrimination. Lastly, the balance of rights and responsibilities, emphasizing a balance between the rights of service providers and the recipients of the service.

The study conducted by Agustin Setyawati et al. (2018) showed that service quality has a significant impact on patient satisfaction. This is consistent with the findings of previous research which indicated a direct influence, where service quality contributes to increased student satisfaction, as stated by Ratnasari (2016). Furthermore, the results of the study conducted by Engkur & Rianti Nia (2019) proved that, partially, trust and service quality have an impact on the satisfaction of non-BPJS outpatient patients at the Islamic Hospital in Jakarta Cempaka Putih.

Overall, various studies have shown that service quality has a significant impact on customer satisfaction (Alumran et al., 2020; Kwok et al., 2016; Lanin & Hermanto, 2019), both in the context of healthcare and education services. These findings reinforce the idea that improving service quality is crucial in meeting customer expectations and needs. Additionally, trust also plays an important role in shaping customer satisfaction. Therefore, the hypothesis proposed is.

**H1 : The higher the quality of service, the higher the community satisfaction.**

### **Institutional Image**

According to Susetyo et al. (2022), Institutional image or brand refers to what consumers think or feel when they hear or see the name of a brand, or essentially, what consumers have learned about that brand. Agustin Setyawati et al. (2018) outline that institutional image consists of four key elements: Personality, Reputation, Values, and Corporate Identity.

Image itself is a mental representation or concept of something. Syahrini & Ahmad Fadili (2022), from a broader perspective, define image as the accumulation of beliefs, perceptions, and impressions that a person has about an object. This object can be an individual, an organization, or a group of individuals. If the object is an organization, then the overall beliefs, perceptions, and impressions that a person has about the organization are referred to as its image.

The image of an organization reflects the values of the individuals and community groups that are connected to the organization (Engkur & Rianti Nia, 2019). In the face of increasing competition and commercialization in the higher education environment, these institutions must address these challenges with strategies that focus on service quality and other related factors. One recognized way to gain a competitive advantage in an increasingly complex environment is through institutional image.

Budiastuti et al. (2022) define institutional image as the overall impression of an organization formed in the minds of the public. An institution must build its own personality independently, especially in terms of its brand, products, and services. This can be leveraged by the institution to enhance its credibility and reputation.

Thus, it can be concluded that the institutional image (of a health center) is an overall portrayal of the health center formed in the minds of the public. The institutional image is measured using an instrument consisting of four key elements: Personality, Reputation, Values, and Corporate Identity (Swastha & Basu, 2014).

Previous research has shown that improving institutional image contributes to increased satisfaction, as stated by Ratnasari (2016). Furthermore, the findings from the study conducted by Agustin Setyawati et al. (2018) indicate that institutional image has a significant simultaneous impact on patient satisfaction as consumers. In addition, the results of the study by Engkur & Rianti Nia (2019) proved that, partially, institutional image has an impact on the satisfaction of non-BPJS outpatient patients at the Islamic Hospital in Jakarta Cempaka Putih. Findings from the study by Nasution et al. (2022) show that institutional image and loyalty have a significant impact on student satisfaction, meaning that perceptions and loyalty toward the institution where they study significantly affect their level of satisfaction. Previous studies have emphasized that public perceptions of service institutions influence their satisfaction with the services provided by those institutions. Overall, these findings highlight the importance of institutional image in influencing community satisfaction. Improving institutional image can be an effective strategy for increasing public satisfaction.

Therefore, the proposed hypothesis is:

**H2 : The better the institutional image, the higher the community satisfaction.**

## **METHOD**

The research method used is quantitative explanatory research, which aims to explain the influence or relationships between the variables being studied. In this study, the exogenous variable is service quality, which is proxied by 6 measurement scales developed by Kepmen PAN No. 63 of 2003; institutional image, indicated by 4 indicators developed by Swastha & Basu (2014); and the dependent variable is community satisfaction, measured by 9 elements of community satisfaction based on the Minister of PAN-RB Regulation No. 14 of 2017. Data collection techniques were carried out through the distribution of questionnaires, field observations, and documentation.

The population in this study is the residents of Gajahmungkur Village, Gajahmungkur District. According to Hair (1995), the sample size should ideally be 100 or more. As a general rule, the minimum sample size should be at least five times the number of question items to be analyzed, and the sample size is considered acceptable if it has a 10:1 ratio. In this study, there are 19 question items, so the minimum sample size required is 98 samples. Therefore, the sample size to be used in this study is 98 respondents, who are residents of Gajahmungkur Village, Gajahmungkur District. The sampling technique used in this study is accidental sampling, which, according to Sugiyono (2019), is a sampling technique based on chance. This means that anyone who happens to meet the researcher can be used as a sample, provided they meet the criteria predetermined by the researcher.

## **RESULTS**

## Respondent Description

This study used 98 respondents, consisting of village staff and residents of Gajahmungkur Village. The characteristics of the respondents in this study are described using statistical data obtained through the distribution of questionnaires. In the field, all respondents were willing to fill out the questionnaires, resulting in 98 completed questionnaires that were valid and could be used for the data analysis in this study.

The description of the respondents in this study can be explained in four characteristics: gender, age, and highest education level, as presented in the following table:

**Tabel 1**  
**Statistical Description of Respondents**

No	Category	Number	Percentage
1	<b>Gender</b>		
	Male	48	49.0
	Female	50	51.0
2	<b>Age</b>		
	17-25	33	33.7
	26-35	40	40.8
	36-45	25	25.5
3	<b>Last Education</b>		
	SD	2	2.0
	SMP	13	13.3
	SMA	64	65.3
	S1	19	19.4

Table 1 above shows that there were 48 male respondents (49.0%) and 50 female respondents (51.0%). This data indicates that the number of female respondents is higher than that of male respondents; the majority of respondents are in the age range of 26-35 years (40.8%), and most of the respondents have a high school education background.

## Descriptive Data Analysis of the Study

Descriptive analysis is aimed at obtaining an overview of the respondents' assessments of the variables being studied. Through descriptive analysis, information will be obtained regarding the respondents' tendencies in responding to the indicator items used to measure the variables in this study.

The data is explained by providing a weighted assessment for each statement in the questionnaire. The criteria for respondents' responses follow the rating scale below: Strongly Agree (SA) score 5, Agree (A) score 4, Neutral (N) score 3, Disagree (D) score 2, Strongly Disagree (SD) score 1. Subsequently, the description of variables is grouped into 3 categories: low category, score = 1.00 – 2.33, moderate category, score = 2.34 – 3.66, and high/good category, score = 3.67 – 5.00. The results of the descriptive analysis of respondents' answers for each variable are presented in the following table:

**Tabel 2**  
**Description of Resarch Variables**

No	Variabel	Mean	Std Dev
1	<b>Service Quality</b>	<b>28.7857</b>	<b>3.02652</b>
	Transparency		
	Accountability		

No	Variabel	Mean	Std Dev
	Conditional		
	Participative		
	Equal Rights		
	Balance of Rights		
2	<b>Institutional Image</b>	<b>16.5816</b>	<b>1.78726</b>
	Personality		
	Reputation		
	Mark		
	Corporate Identity		
3	<b>Community Satisfaction</b>	<b>42.2143</b>	<b>3.63048</b>
	Technical/Administrative		
	Standard system of mechanisms and procedures		
	Completion time		
	Fees/rates		
	Service type specification		
	Implementation competition		
	Implementation behavior		
	Handling complaints		
	Sfacilities and infrastructure		

**Source: Primary Data Processed, 2024**

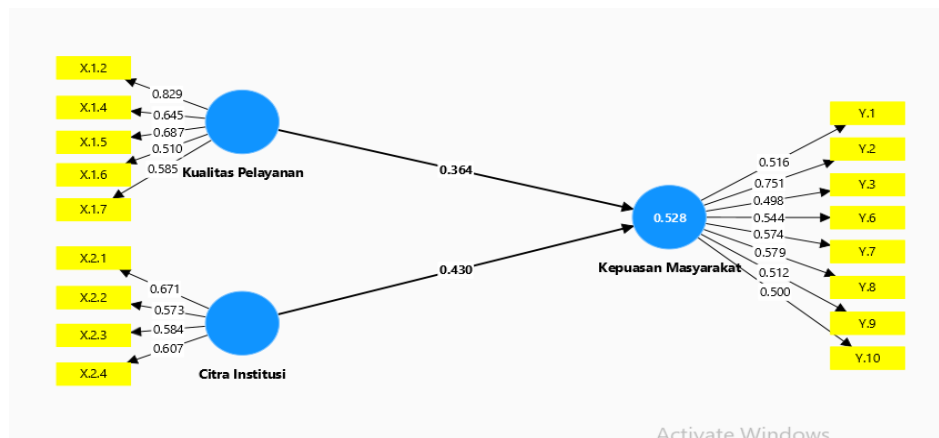
Table 2 shows that the mean values of all indicators for each variable fall within the high/good category, with scores ranging from 3.67 to 5.00.

### **Evaluation Of Measurement (Outer Model)**

Data analysis in this study was conducted using PLS (Partial Least Squares), and the data were processed with SmartPLS 4.1.0 software. According to Ghozali and Latan (2015:7), the PLS measurement model consists of the outer model (measurement model), the Goodness of Fit (GoF) criteria, and the structural model (inner model). PLS aims to test the predictive relationships between constructs by examining whether there is an influence or relationship among these constructs.

The measurement model (outer model) test shows how the manifest or observed variables represent the latent variables to be measured. The evaluation of the measurement model is conducted to assess the validity and reliability of the model. The validity criteria are measured using convergent validity and discriminant validity, while the reliability criteria of the constructs are assessed using composite reliability, Average Variance Extracted (AVE), and Cronbach's alpha.

### **Picture 2 Outer models pls**



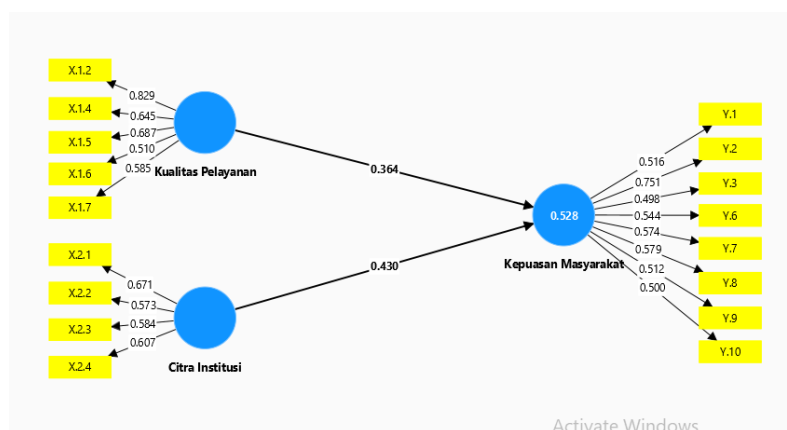
Source: Primary Data processed using Smart PLS version 4.1, 2024

### Evaluation Of Structural Models (Inner Model)

The final analysis in PLS (Partial Least Squares) is the analysis of the structural model or inner model. In the structural model analysis, hypothesis testing can be conducted through **t**-statistics testing. The results of the test can be seen from the output of the structural model, specifically the significance of the loading factor, which explains the influence of Service Quality and Institutional Image on Public Satisfaction.

In this case, the data processing is carried out using the SmartPLS v4.1.0 software. The results of the data processing are presented in the following figure:

**Picture 3**  
**Full Model SEM-PLS**



Source: Primary Data processed using Smart PLS version 4.1, 2024

### Construct Realibilty

Based on the results of the Reliability and Convergent Validity tests for each variable, it can be concluded that all indicators used in this research model are valid, and therefore, they can be used as measurement tools for the variables in this study.



**Tabel 5**  
**Realibility**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Institutional Image	0.437	0.434	0.703	0.372
Community satisfaction	0.693	0.713	0.786	0.319
Quality of service	0.672	0.713	0.790	0.436

Source: Primary Data processed using Smart PLS version 4.1, 2024.

### Discriminant Validity

Discriminant validity testing is conducted in three ways: 1) by examining the Fornell-Larcker Criterion, which is determined by the square root of the Average Variance Extracted (AVE), 2) by evaluating the Heterotrait-Monotrait Ratio (HTMT), and 3) by checking the cross-loading. The results of the testing for each variable are as follows:

### 1. Fornell Lacker Criterion

The Fornell-Larcker Criterion test is used to assess the validity of indicators by comparing the square root of the Average Variance Extracted (AVE) with the correlations between a construct and other constructs.

**Tabel 6**  
**Mark Fornell Lacker Criterion**

	Institutional Image	Community satisfaction	Quality of service
Institutional Image	0.610		
Community satisfaction	0.675	0.565	
Quality of service	0.675	0.654	0.660

Note: The bolded values represent the square root of the AVE.

This test is considered fulfilled if the square root of the AVE is greater than the correlation between constructs. As shown in Table 6, the square root of the AVE values is higher than the correlation values between other constructs. This indicates that the constructs in the estimated model meet the criteria for high discriminant validity, meaning that the results of the data analysis can be accepted because the values represent the relationships between developing constructs, and the square root of the AVE has a higher value than the correlation between constructs. This implies that all constructs have good discriminant validity. Therefore, the research instrument used to measure all constructs or latent variables in this study has met the criteria for discriminant validity.

### 2. Test Result Heterotrait-Monotrait Ratio (HTMT)

Discriminant validity testing using the Heterotrait-Monotrait Ratio (HTMT) criterion is performed by examining the HTMT matrix. The accepted HTMT threshold is below 0.9, which indicates that the evaluation of discriminant validity is considered satisfactory.

**Tabel 7**  
**Discriminant Validity Test Value with Heterotrait-monotrait ratio (HTMT)**

	Institutional Image	Community Satisfaction	Service Quality
Institutional Image			
Community Satisfaction	1.170		
Service Quality	1.258	0.888	

Source: Primary Data processed using Smart PLS version 4.1, 2024

### 3. Cross Loading

The analysis of cross-loading is conducted to examine the strength of the correlation between the indicators and the latent constructs. The following cross-loading table presents the results of the analysis of the correlation between each construct and its own indicators, or with other indicators.

**Tabel 8**  
**The Correlation Value Between Constructs and Indicators (Cross Loading)**

	Institutional Image	Community Satisfaction	Service Quality
X.1.2	0.502	0.605	0.829
X.1.4	0.446	0.301	0.645
X.1.5	0.418	0.436	0.687
X.1.6	0.467	0.390	0.510
X.1.7	0.406	0.327	0.585
X.2.1	0.671	0.398	0.310
X.2.2	0.573	0.400	0.534
X.2.3	0.584	0.386	0.425
X.2.4	0.607	0.454	0.380
Y.1	0.259	0.516	0.389
Y.2	0.603	0.751	0.523
Y.3	0.471	0.498	0.343
Y.6	0.334	0.544	0.272
Y.7	0.374	0.574	0.396
Y.8	0.243	0.579	0.298
Y.9	0.275	0.512	0.298

Source: Primary Data processed using Smart PLS version 4.1, 2024.

Discriminant validity testing is considered valid if the correlation between a construct and its own indicators is greater than the correlation with other constructs, and if all correlation values between the construct and its own indicators, as well as with other constructs, show positive values. All constructs in the estimated model meet the criteria for high discriminant validity, as demonstrated by the results displayed in the cross-loading table. Based on this, the data analysis results can be accepted, indicating that the data possesses good discriminant validity.

### Goodness of Fit (GoF) Test

The Goodness of Fit (GoF) test is used to evaluate both the structural model and the measurement model. The GoF test is conducted to assess the goodness of fit of the structural model or the inner model. Evaluating the inner model involves assessing the relationships between latent constructs by observing the estimated path coefficients and their level of significance (Ghozali, 2011). In this study, the goodness of fit of the structural model is evaluated by considering R-square ( $R^2$ ) and  $Q^2$  (predictive relevance of the model).  $Q^2$  determines how well the model predicts observed values. The coefficient of determination ( $R^2$ ) of all endogenous variables determines  $Q^2$ . The  $Q^2$  value ranges from 0 to 1, with values closer to 1 indicating that the model is a better fit. The table below shows the calculation results of the coefficient of determination ( $R^2$ ) for both endogenous variables.

**Tabel 9**  
**The Coefficient of Determination (R-Square)**

	R-Square	R-Square Adjusted
Community Satisfaction	0.528	0.518

Source: Primary Data processed using Smart PLS version 4.1, 2024

Table 9 above shows the coefficient of determination (R-square) value for the community satisfaction variable in the model, which is 0.528. This value indicates that the community satisfaction variable can be explained by the service quality and institutional image variables by 52.8%, while the remaining 47.2% is influenced by other factors outside the scope of this study.

### Direct Effect Analysis

This section presents the results of the hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value (t-hitung) with the t-table value, assuming that the calculated t-value is greater than the t-table value. The t-table value for a 5% significance level is 1.96. The table below shows the results of testing the influence between variables using Partial Least Squares (PLS) analysis.

**Tabel 10**  
**Path Coefficients Direct Effect**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	Pv values
Institutional Image ->Community satisfaction	0.430	0.453	0.103	4.169	0.000
Service quality -> Community satisfaction	0.364	0.355	0.117	3.115	0.002

Source: Primary Data processed using Smart PLS version 4.1, 2024

Through the presentation of the data analysis results, hypothesis testing for each research hypothesis can then be conducted, as follows:

#### 1. Hypothesis Testing 1:

H1 : The better the Service Quality, the higher the Community Satisfaction.

The first hypothesis test was conducted by examining the coefficient estimate (original sample estimate) of the influence of Service Quality on Community Satisfaction, which is 0.364. This result provides evidence that Service Quality has a positive effect on Community Satisfaction. The t-test result further strengthens this finding, as the calculated t-value (3.115) is greater than the t-table value (1.96), with a p-value (0.000) smaller than 0.05. The conclusion from this test is that Service Quality positively and significantly affects Community Satisfaction. This means that as Service Quality improves, Community Satisfaction tends to increase as well. Based on this, the second hypothesis proposed in this study, "The better the Service Quality, the higher the Community Satisfaction," **can be accepted**. These results indicate that Community Satisfaction can be improved by enhancing the quality of service provided to the public. This finding supports previous studies by Alumran et al. (2020), Kwok et al. (2016), and Lanin & Hermanto (2019).

#### 2. Hypothesis Testing 2:

H2 : The better the Institutional Image, the higher the Community Satisfaction

The second hypothesis test was conducted by examining the coefficient estimate (original sample estimate) of the effect of Institutional Image on Community Satisfaction, which was 0.430. This result provides evidence that Institutional Image has a positive impact on Community Satisfaction. The t-test further supports this finding, where the t-value (4.169) is greater than the t-table (1.96), and the p-value (0.002) is less than 0.05. The conclusion from this test is that the Institutional Image positively and significantly affects Community Satisfaction. This means that the better the Institutional Image, the higher the Community Satisfaction tends to be. Based on this, the first hypothesis proposed in this study, "The better the Institutional Image, the higher the Community Satisfaction," **is accepted**. The results confirm previous research, such as that conducted by Agustin Setyawati et al. (2018) This result also supports the research by Engkur & Rianti Nia (2019), which states that Community satisfaction is influenced by the image of the institution as perceived by the community.

**Tabel 11**  
**Hypothesis Test Results**

	<b>Hypothesis</b>	<b>Mark t</b>	<b>Mark p</b>	<b>Conclusion</b>
<b>H1</b>	The better the Service Quality, the higher the Community Satisfaction.	3.115	0.000	Accepted
<b>H2</b>	The better the Institutional Image, the higher the Community Satisfaction.	4.169	0.002	Accepted

Note: The hypothesis is accepted if  $t > 1.96$  and  $p\text{-value} < 0.05$ .

Source: Primary Data processed using Smart PLS version 4.1, 2024

## CONCLUSION AND SUGGESTIONS

Based on the results of the research and the discussion above, the conclusions of this study can be stated as follows: Service quality has a positive and significant effect on community satisfaction; furthermore, institutional image has a positive and significant effect on community satisfaction. Therefore, community satisfaction can be improved through institutional image and service quality.

This study is not without limitations, including the fact that the research was conducted at only one locus, which may limit the generalizability of the results. Secondly, this study has not analyzed possible indirect effects that could bridge the gap in previous research between service quality and institutional image on community satisfaction. Therefore, future research is expected to examine mediating variables that could serve as factors capable of explaining the influence between these two variables.

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