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# Patient Satisfaction Based on Responsiveness at the Kolaka Regency Health Center Using the American Customer Satisfaction Index (ACSI) Model

Syamsiah Nur<sup>1</sup>, Sartini Risky<sup>2</sup>, Wa Ode Nova Noviyanti Rachman<sup>2</sup>

<sup>1</sup>Pomalaa Community Health Center, Kolaka Regency, Indonesia

<sup>2</sup>Mandala Waluya University, Indonesia

Correspondence: [syamsiahnur1002@gmail.com](mailto:syamsiahnur1002@gmail.com)

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### ABSTRACT

**Introduction:** This study examines patient satisfaction levels at Kolaka Regency Community Health Centers using the American Customer Satisfaction Index (ACSI) model. The background of the study indicated patient satisfaction issues, particularly related to service responsiveness, identified through initial observations at four of the 14 health centers. The main issues included long waiting times, difficulty accessing information, and a lack of effective communication. The study aimed to evaluate patient satisfaction with a focus on the responsiveness of patient care at Kolaka Regency Community Health Centers.

**Method:** This research employed a qualitative method with a case study design, involving 15 informants selected through purposive and snowball sampling techniques. Data collection was conducted through in-depth observation and triangulation, with data analysis using the N-VIVO application.

**Result:** Despite positive aspects such as good communication and competent medical services, several areas still require improvement. Key challenges include long waiting times, the need for facility upgrades in some areas, and the need for efficiency in stock management and service times. Analysis using the ACSI Model revealed variations in patient satisfaction levels across various service aspects, with some community health centers performing better than others.

**Conclusion:** Patient satisfaction levels at Kolaka Regency Community Health Centers vary and require improvement in several areas. Factors such as community health center accreditation, the number of healthcare workers, and the quality of facilities significantly influence patient satisfaction.

## Introduction

Patient satisfaction is a central aspect in assessing the quality of healthcare services, as emphasized by the World Health Organization (WHO).<sup>[1]</sup> Patient satisfaction indicators include responsiveness of healthcare workers, accessibility of services, availability of facilities, quality of medical care, and friendliness of staff. They also emphasize the importance of ensuring patient safety and a smooth treatment process in every healthcare service.<sup>[2]</sup> Patient satisfaction index evaluation is a critical step in improving the quality of healthcare services, providing important insights into patient assessments and driving necessary improvements to enhance patient satisfaction and overall service quality.<sup>[3]</sup>

One of the analysis models for measuring patient satisfaction index in health services is using the American Customer Satisfaction Index (ACSI) Model, first discovered in 1990 in the United States as a comprehensive quality evaluation framework in the health sector.<sup>[4]</sup> This model was first implemented in early 1994 in the United States and has since become the basis for various health care quality improvement initiatives in various parts of the world.<sup>[5]</sup> The ACSI provides a scientific approach to measuring patient satisfaction by detailing factors that influence the patient experience, from service availability to interactions with healthcare professionals. The use of the ACSI has also been adopted as part of World Health Organization (WHO) policy, recognizing the importance of ensuring quality healthcare globally.<sup>[6]</sup>

The ACSI model has had a significant positive impact. It provides a consistent and standardized framework for evaluating patient satisfaction, enabling fair comparisons between healthcare facilities at both the national and international levels.<sup>[7]</sup> The use of this model encourages hospitals and healthcare institutions to focus more on patient needs and expectations, thus providing more responsive and personalized care. The impact is seen in increased transparency and accountability in the healthcare sector, along with efforts to provide more open information to the public. As a result, the use of the ACSI Model has brought positive changes to the way we evaluate and improve the quality of healthcare services, with the ultimate goal of providing a better experience for patients worldwide.<sup>[8]</sup>

The implementation of the American Customer Satisfaction Index (ACSI) model by the Ministry of Health in Indonesia in 2013, adopted by the Ministry of Health and outlined in the Regulation of the Minister of Health of the Republic of Indonesia Number 75 of 2014 concerning the assessment of the Patient Satisfaction Index for the first time, is an important milestone in efforts to improve the quality of health services. By combining a structured and scientific approach, ACSI provides a strong foundation for analyzing patient satisfaction at various levels of health services, from hospitals to community health centers.<sup>[9]</sup> Through surveys and analysis using this model, governments and healthcare providers can better understand the critical factors influencing patient satisfaction, identify areas for improvement, and measure the positive impact of implemented improvement initiatives.<sup>[10]</sup>

The Ministry of Health's adoption of the ACSI Model also has positive consequences in increasing transparency and accountability in Indonesia's healthcare sector. Information related to patient satisfaction serves as a basis for providing constructive feedback to healthcare providers, while also providing the public with a better understanding of the quality of care they receive. This step aligns with recommendations from the World Health Organization (WHO), which underscores the importance of promoting patient satisfaction as a key indicator in efforts to improve healthcare quality.<sup>[11]</sup> With the adoption of the ACSI Model, Indonesia is entering an era of more systematic quality monitoring and improvement, aimed at providing better healthcare services and meeting patient expectations more effectively.<sup>[12]</sup>

Analysis of patient satisfaction at the Community Health Center using the American Customer Satisfaction Index (ACSI) Model, a number of key indicators are important to provide a holistic picture of the patient experience.<sup>[13]</sup> The responsiveness aspect, including the speed of response to patient needs and the quality of interpersonal communication between health workers and patients, is a critical point.<sup>[14]</sup> Furthermore, accessibility and waiting times are also important indicators reflecting the ease and efficiency of accessing healthcare services. The cleanliness and comfort of the facility, as well as

the provision of clear information and sound health education, also play a role in determining patient satisfaction levels.<sup>[15]</sup> Furthermore, detailing the overall level of satisfaction and intention to return to health center services can provide a comprehensive view of the effectiveness and success of health service efforts at the broader community level.<sup>[16]</sup> By basing patient satisfaction analysis on the ACSI Model, the Community Health Center can identify areas of improvement, reinforce positive points and continuously improve the quality of its services to meet patient expectations and needs.<sup>[17]</sup>

Conducting patient satisfaction analysis at the Community Health Center using the American Customer Satisfaction Index (ACSI) Model, unconsciously in principle has been done but not up to the analysis stage, this is usually due to the ignorance of the service provider, supporting factors and inhibiting factors are important aspects that need to be considered.<sup>[18]</sup> Supporting factors include responsiveness and effective communication between healthcare workers and patients, ease of accessibility and provision of clear information.<sup>[19]</sup> Cleanliness and comfort of facilities are also important contributing factors. However, at the same time, inhibiting factors can arise from long wait times, lack of resources, or inadequate health education.<sup>[20]</sup> A holistic analysis of these two factors will provide in-depth insights, enabling the Community Health Center to identify areas for improvement, maximize positive points and proactively address barriers in efforts to improve patient satisfaction and the quality of health services at the primary care level.<sup>[21]</sup>

The current situation of patient satisfaction in services at first-level service facilities in Indonesia reflects various improvement efforts, but also still faces several challenges.<sup>[22]</sup> There have been significant improvements in efforts to increase the accessibility of health services at the primary community level, realized through government programs and service provider initiatives.<sup>[23]</sup> However, several challenges such as long waiting times, especially in densely populated areas, as well as unequal access to and distribution of health resources, remain issues that require attention.<sup>[24]</sup> In the context of the pandemic, this situation has become even more complex with increased workloads and changing service protocols. Therefore, to ensure optimal patient

satisfaction, continued collaborative efforts between the government, healthcare providers, and the community are needed to strengthen infrastructure, improve service quality, and align responses to current changes in public health dynamics. This is reflected in Community Health Center Accreditation.<sup>[25]</sup>

The patient satisfaction index for community health center services in Indonesia has shown significant dynamics over the past three years. Despite significant efforts to improve accessibility and service quality, the patient satisfaction index still reflects a number of challenges.<sup>[26]</sup> Factors such as wait times, resource availability, and understanding of health information remain areas of focus for improvement. However, there are positive indications of increased public awareness of patient rights and expectations for better services.<sup>[27]</sup>

Community health center accreditation and the number of healthcare workers significantly impact patient satisfaction. Community health centers with higher levels of accreditation tend to demonstrate better healthcare service standards, in accordance with established guidelines and protocols.<sup>[28]</sup> Full accreditation, such as that achieved by the Pomalaa Community Health Center, can provide patients with additional confidence in the quality of care they receive. Furthermore, an adequate number of healthcare workers, such as doctors, nurses, midwives, and other health professionals, plays a crucial role in providing responsive and effective services. A community health center with sufficient human resources can better meet patient needs, positively impacting their satisfaction with the healthcare they receive.

Analysis of the American Customer Satisfaction Index (ACSI) on healthcare services in community health centers has significant benefits in improving service quality and patient satisfaction. The ACSI provides a holistic view of patient perceptions and satisfaction with healthcare services, helps identify areas for improvement, and allows for objective evaluation of Health Center performance.<sup>[29]</sup> By measuring aspects such as responsiveness, reliability, empathy, and dependability of healthcare services, the ACSI provides in-depth insights that can be used as a basis for strategic decision-making. The strength

of the ACSI lies in its standardized methodology, which is reliable and comparable across sectors, allowing community health centers to evaluate themselves relative to industry standards.<sup>[30]</sup> Thus, ACSI is not only a performance evaluation tool, but also an effective management tool to improve health services in community health centers by focusing on patient needs and satisfaction.

The use of American Customer Satisfaction Index (ACSI) analysis in health services at the Kolaka Regency Community Health Center is based on the objective of the title Patient Satisfaction Analysis at the Kolaka Regency Community Health Center Using the American Customer Satisfaction Index (ACSI) Model, namely to measure and analyze patient satisfaction with health services provided by the Community Health Center. ACSI provides a comprehensive framework for evaluating various aspects of health service quality, such as service responsiveness, quality of medical services, health worker communication and others, in accordance with the standards set by WHO. Thus, the use of ACSI in this study is expected to help in understanding the extent to which patient satisfaction is influenced by various dimensions of service quality at the Kolaka Regency Community Health Center.

## Method

This study employed a qualitative method with a case study design, involving 15 informants selected through purposive and snowball sampling techniques. Data collection was conducted through in-depth observation and triangulation, with data analysis using the N-VIVO application. The study took place from May to June 2024 in all Community Health Centers in Kolaka Regency, covering 14 Community Health Centers with varying levels of accreditation and service characteristics. ANOVA and least significant difference (LSD) tests were used.

## Result

### Responsiveness

Responsiveness in Patient Satisfaction Analysis at Kolaka Regency Community Health Centers using the ACSI model encompasses

aspects such as waiting time, ease of access to information, effective communication, and response to complaints. All of these factors work together to ensure prompt service, easily accessible information, clear communication, and efficient complaint handling, all of which enhance patient satisfaction.

### Waiting Time

Waiting time in the context of Patient Satisfaction Analysis at Kolaka Regency Community Health Centers using the ACSI model is an important factor that influences patient perceptions of service quality. Shorter waiting times or those that meet patient expectations tend to increase satisfaction levels, while long waiting times can cause dissatisfaction, reduce perceptions of service quality, and affect patient loyalty to the health facility. The results of this study indicate that waiting times at Kolaka Regency Community Health Centers vary and are often long, especially on busy days and during the harvest season, as expressed by several regular informants, including:

*Wait times at Pomalaa Community Health Center can be quite long, especially during peak hours. It was a bit frustrating, as I had to wait over an hour. However, I understand that the high number of patients in this industrial area is a factor. (IB1, June 29, 2024)*

*I felt the wait times were quite long, sometimes up to several hours. This made me feel uncomfortable and worried about my health. (IB7, July 6, 2024)*

From the above statement, it can be concluded that waiting times at community health centers are often quite long, especially during peak hours. Informants feel uncomfortable with the wait times, which sometimes reach several hours, which raises concerns about their health conditions. The large number of patients in industrial areas such as Pomalaa is considered a major factor in these long wait times. Field observations indicate that limited medical personnel and facilities also contribute to long wait times, which can have an impact on lowering patient satisfaction levels and potentially reducing the quality of health care received. This is very consistent with several other community health centers, as expressed by the following two informants:

*Yes, the wait time at Tosiba Community Health Center is quite long, especially in the morning when many patients arrive. This makes me feel uncomfortable, but I understand that it's due to the large number of patients. (IB11, July 10, 2024)*

*The waiting time at Latambaga Community Health Center is sometimes quite long, especially during peak hours, which affects my patience and perception of the service. (IB15, July 15, 2024)*

Several previous statements confirmed the researchers' assumption that waiting times at community health centers are often long, especially in the morning or during peak hours, causing inconvenience to patients. Field observations showed that many patients arrive simultaneously during peak hours, prolonging wait times. Furthermore, observations revealed that a suboptimal administrative system also contributes to long wait times. These long waits result in decreased patient patience, which in turn affects their perception of the quality of service received. This condition can lead to low satisfaction and increased dissatisfaction with healthcare services. Therefore, efforts are needed to increase operational effectiveness and improve the administrative system to minimize waiting times and maintain patient satisfaction levels.

This statement was confirmed by key informants who provided statements that were in line with the statements of visitors to the health center or regular informants, with the following statements:

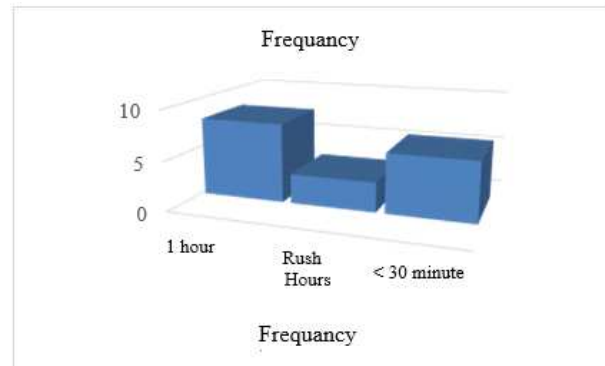
*Based on our recent visit, we found that the digital queuing system at the Central City Community Health Center has significantly reduced wait times. We plan to gradually implement this system at other community health centers to improve service efficiency across the region. (IK11.10 July 2024)*

Based on key informants' statements and recent visits, the digital queuing system implemented at the Central City Community Health Center has proven effective in significantly reducing waiting times. This positive experience suggests that implementing a similar system at other community health centers can improve service efficiency and reduce patient discomfort caused by long wait times. With plans to gradually implement this system across the region, it is hoped that there will be consistent improvements

in patient satisfaction and overall healthcare effectiveness.

The perception of waiting time related to the responsibility of health services at the Kolaka district health center from 15 statements from informants, both regular informants and key informants, can be visualized in the following diagram:

**Figure 1. Visualized of Waiting Time Related to the Responsibility in Health Services**



Interpretation of the graphical data shows that waiting times of more than 1 hour have the highest frequency, followed by waiting times of less than 30 minutes, with waiting times during peak hours having the lowest frequency. This phenomenon is interesting and has the potential to significantly impact patient satisfaction in the context of the ACSI study at the Kolaka Community Health Center. Long waiting times during off-peak hours can negatively impact patient satisfaction, while efficiency during peak hours indicates effective management in handling surges in demand.

### **Ease of Access to Information**

Ease of access to information at the Kolaka Regency Community Health Center plays a crucial role in patient satisfaction analysis using the American Customer Satisfaction Index (ACSI) model. Easy and efficient access allows patients to obtain clear and timely information about healthcare services, procedures, and their rights. This contributes significantly to patient satisfaction levels, as information transparency reduces confusion and increases patient confidence in the quality of services provided. The study found that access to information was difficult, especially online; information systems needed to

be improved. Therefore, evaluating ease of access to information is an important indicator in assessing patient satisfaction at the Community Health Center.

*Information about health services at the Kolaka Community Health Center is actually quite easy to find. They have clear information boards and helpful staff. However, it would be better if they had a website or active social media channels for up-to-date information. (IB24, July 10, 2024)*

*I sometimes have difficulty finding information about doctors' schedules, especially when I have to call the community health center during busy times. (IB3, July 13, 2024)*

*I had difficulty finding information online about doctors' schedules and medical procedures. This meant I had to spend more time getting the information I needed before visiting the community health center. (IB6, July 12, 2024)*

*The difficulty in obtaining information about doctors' schedules and medical procedures meant I had to ask several people before finally getting the information I needed. (IB8, July 11, 2024)*

The conclusions drawn from the responses from the casual informants above indicate that although the Kolaka Community Health Center has provided information through information boards and helpful staff, there are still shortcomings in information accessibility, particularly regarding doctor schedules and medical procedures. Some informants found it difficult to obtain information online, resulting in inconvenience and wasted time. Therefore, there is a clear need to improve digital information channels, such as an active website or social media, to facilitate patient access to information.

This statement was confirmed by key informants who provided statements that were in line with the statements of visitors to the health center or regular informants, with the following statements:

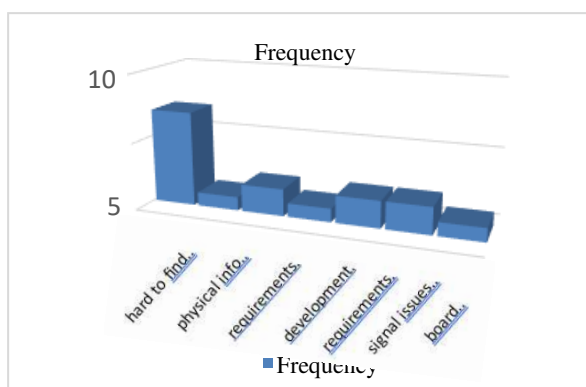
*We have updated the information boards at the Community Health Center, but we recognize the need for improvements in digital information dissemination. We are currently accelerating plans to develop a mobile application to facilitate public access to information (IK11.10 July 2024).*

The key informant responses above indicate that although the Community Health Center has

updated its physical information boards, it acknowledges the need to improve information dissemination through digital channels. Survey results indicate that some patients experience difficulty obtaining information regarding doctor schedules and medical procedures, particularly through online channels. Recognizing the importance of easier and more efficient access to information, the Health Center is currently accelerating the development of a mobile application that is expected to facilitate the public's access to necessary information, thereby improving overall patient satisfaction.

The perception of ease of access to information related to responsibility in health services at the Kolaka district health center from 15 statements from informants, both regular informants and key informants, can be visualized in the following diagram:

**Figure 2. Visualized of Ease of Access to Information Related to Responsibility in Health Services**



Based on the bar chart shown, the majority of informants (7 people) experienced difficulties in finding online information regarding doctor's schedules. Some informants also had to come directly to the community health center because online information was out of date (2 people), and some felt they had to come early to ensure timely service (2 people). In addition, telephone signal problems in rural areas were also an obstacle for some informants (2 people). Although the physical information boards at the community health center have been updated, there is still a need to improve digital information dissemination, including the development of a mobile application by the community health center.

## Effective Communication

An analysis of patient satisfaction at the Kolaka Regency Community Health Center using the American Customer Satisfaction Index (ACSI) model emphasized the importance of effective communication between healthcare workers and patients. The analysis showed that clear, responsive, and empathetic communication significantly influenced patient satisfaction levels. Effective communication not only improves patients' understanding of their health conditions but also strengthens trust and positive relationships between patients and healthcare providers, which in turn impacts overall satisfaction. The results of this study revealed that communication is generally good at the Kolaka Regency Community Health Center, but needs improvement, especially during peak hours. This was expressed by the following informant:

*Communication with the healthcare staff here is quite good. When I needed clarification about the medication I was prescribed, they explained it patiently and in detail, making me feel more at ease and understanding of the treatment I was undergoing. (IB2, July 11, 2024)*

*Communication with the health workers at the Kolaka Community Health Center could be improved. They sometimes seem rushed when explaining things, especially during peak hours. I wish they could be more patient in their explanations. (IB12, July 11, 2024)*

Two perspectives on communication with healthcare workers at the Kolaka Community Health Center revealed differences in patient experiences. Some patients were satisfied with the patient and detailed explanations provided by healthcare workers, which provided a sense of reassurance and a better understanding of their care. However, others felt communication could be improved, particularly when healthcare workers appeared rushed during their explanations, particularly during peak hours. In conclusion, while most patients were satisfied, there is still room for improvement in terms of consistency and patience in communication across situations. This was also expressed by several informants:

*I think it's been good... Communication with the healthcare workers here has been excellent. They always clearly explain my health condition and the procedures involved (IB3, July 11, 2024).*

*I had difficulty finding information online about doctors' schedules and medical procedures. This meant I had to spend more time getting the information I needed before visiting the community health center (IB5, July 11, 2024).*

*My main challenge is the difficulty in obtaining information about doctors' schedules and registration procedures. This sometimes means I have to arrive early to ensure I can get timely service. (IB6, July 11, 2024)*

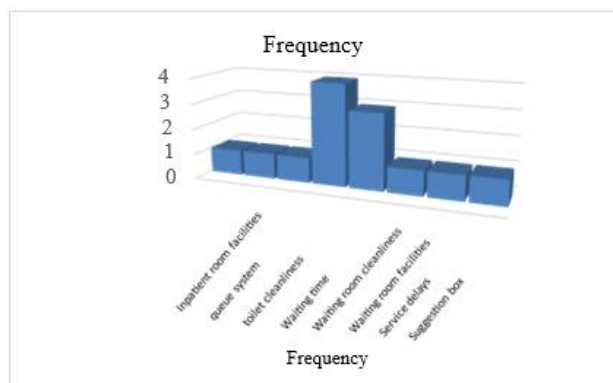
While direct communication with healthcare workers at the Community Health Center was excellent, with clear explanations of medical conditions and procedures, there were shortcomings in online information access. Patients experienced difficulty finding information such as doctor schedules and registration procedures, which caused inconvenience and required additional time to receive services. This indicates the need for improvements in providing easily accessible online information to increase efficiency and convenience for patients. This statement was confirmed by a key informant, who stated that

*Based on our observations, some staff still need improvement in effective patient communication. We will soon schedule intensive communication training to ensure all staff can communicate clearly and empathetically. (IB8, July 11, 2024)*

Researchers' observations and reviews of several community health centers indicate a need to improve effective communication skills among some staff, who often appear impatient and rushed when explaining things to patients, especially during peak hours. This creates confusion and discomfort for patients, who expect clearer and more detailed explanations of their conditions and treatment procedures.

The perception of effective communication related to responsibility in health services at the Kolaka district health center from 15 statements from informants, both regular informants and key informants, can be visualized in the following diagram:

**Figure 3. Visualized Perception of effective communication related to responsibility in health services**



The data shows that the majority of informants rated communication with health workers at the Kolaka Community Health Center as "Very Good" (7 informants). However, there was slight dissatisfaction with the categories "Good Communication" (1 informant) and "Poor Communication" (1 informant), as well as some challenges in "Obstacles to Finding Information" (2 informants). The category "Quite Good Communication" also recorded 2 informants, indicating that although many were satisfied, there is still room for improvement, especially in terms of information delivery and accessibility.

### Response to Complaints and Feedback

Responses to complaints and feedback in the analysis of patient satisfaction at the Kolaka District Community Health Center, using the American Customer Satisfaction Index (ACSI) model, underscore the importance of an effective response system in improving service quality. The ACSI model emphasizes assessing patient satisfaction based on their perception of the service received, and a prompt and adequate response to patient complaints and feedback is key to improving satisfaction. Implementing corrective measures based on this feedback not only improves the patient experience but also strengthens their trust in the health services provided, thereby improving the overall performance and reputation of the Community Health Center. The results of this study are expressed based on several statements from ordinary informants as follows:

*I once complained about the uncomfortable inpatient room facilities. The community health center listened to my concerns and said they would make improvements. Their response was quite positive and made me feel like my concerns were being addressed. (IB4, July 11, 2024)*

*I once submitted a suggestion for improving the queuing system. The community health center responded well and promised to consider it. While there haven't been any significant changes, I appreciate their openness to feedback. (IB7, July 11, 2024)*

*I once complained about the long wait time. The health center later provided an explanation and apologized for the inconvenience (IB9, July 11, 2024).*

*I once complained about the cleanliness of the waiting room, and they immediately took action to clean it. I felt their response was quite prompt (IB13, July 11, 2024).*

The conclusions from the responses of the casual informants above indicate that, based on the feedback received, the Community Health Center's response to patient complaints and suggestions demonstrates a good level of accountability, although there is variation in the speed and effectiveness of follow-up. Patients reported that the Community Health Center took complaints regarding inpatient room facilities and waiting room cleanliness seriously, with improvements being made promptly. However, despite acknowledgement of suggestions regarding the queuing system, no significant changes were perceived, indicating room for improvement in the implementation of the suggestions. Complaints regarding waiting times were also responded to with explanations and apologies, reflecting an awareness of the importance of transparent communication with patients. Overall, the Community Health Center demonstrated an effort to listen and respond adequately to patient feedback, but further improvement in implementing suggestions and faster problem-solving could further enhance patient satisfaction.

This statement was confirmed by key informants who provided statements that were in line with the statements of visitors to the health center or regular informants, with the following statements:

*We have provided suggestion boxes in each Community Health Center, but we recognize the need for a more responsive complaint handling system. We will establish a dedicated team to handle and follow up on each complaint quickly and effectively. (IK11.10 July 2024).*

As expressed by the key informants above, researchers can draw conclusions from the research results. The results of the study indicate that although suggestion boxes have been provided in each Community Health Center, there is an urgent need to improve the complaint handling system to be more responsive. Patient observations and feedback indicate that although there is a response to complaints, its effectiveness could be improved with a more structured system. To address this problem, the plan to form a special team that will focus on handling and following up

## Discussion

The study results show that responsiveness of services at the Kolaka Regency Community Health Center significantly impacts patient satisfaction. Variable and often long waiting times, especially during busy days and during the harvest season, have caused significant inconvenience and frustration for patients. This finding was confirmed by key informants who emphasized that, although digital queuing systems such as electronic medical records and referral systems have been implemented to reduce waiting times, further expansion and development of these technologies are still needed. Ease of access to information and communication between health workers and patients also showed shortcomings that impact satisfaction. Therefore, the development of a mobile application for health information and intensive communication training for health workers are urgently needed. Responses to complaints, although prompt and positive, are often inconsistent in the implementation of significant changes, indicating the need for a dedicated team to handle complaints more effectively.

Theory of service responsiveness explains that the speed and quality of responses to customer requests and complaints are critical aspects in determining service satisfaction. In the context of the Kolaka Regency Community Health Center,

on complaints quickly and effectively is expected to improve responsiveness and transparency (observations during the research process).

The results showed that the most common complaints focused on waiting times, with four complaints noting this issue. Waiting room cleanliness was also a major concern, with three complaints. Meanwhile, other issues such as inpatient room facilities, queuing systems, restroom cleanliness, waiting room facilities, service delays, and suggestion boxes each received one complaint each. The general assumption based on this data is that waiting times and waiting room cleanliness may be areas that require more in-depth attention, while other issues, while also important, may require more focused attention on a regular basis. Emphasizing improvements in waiting times and waiting room cleanliness could significantly improve patient satisfaction.

long waiting times and difficult access to information can reduce patient satisfaction levels because they do not meet their expectations for responsive and prompt service. Furthermore, service communication emphasizes the importance of effective communication in improving patient satisfaction. Unclear communication or a feeling of being rushed can decrease satisfaction, highlighting the need for better communication training for healthcare workers.

Previous research has shown that long waiting times consistently affect patient satisfaction across various healthcare facilities. This finding is relevant to the findings of this study, which confirm that long waiting times at the Kolaka Regency Community Health Center reduce patient satisfaction. Gavurova (2021) confirmed that the speed and quality of response to complaints are important factors in determining patient satisfaction, which supports the finding that even if the response to complaints is fast, insignificant changes still reduce satisfaction. Easy access to information and clear communication affect patient perceptions of service quality. This is in line with the finding that the Kolaka Regency Community Health Center needs to improve access to information and communication to increase patient satisfaction.

The findings of this study indicate that although the Kolaka Regency Community Health Center has implemented several technologies to improve responsiveness, such as a digital queuing system, there are still priority needs for further implementation and development. The development of a mobile application for health information is proposed as a crucial step to increase ease of access to information, while intensive communication training for healthcare workers is considered crucial to improve the quality of interactions with patients.

The implications of this study are that improvements in wait time management, information access, and communication can significantly improve patient satisfaction at the Kolaka Regency Community Health Center. The underlying assumption of this study is that by addressing the identified deficiencies, the quality of healthcare services can be improved. Therefore, it is recommended that the Puskesmas conduct communication training for healthcare workers, expand the use of digital queuing systems, and develop mobile applications for accessing health information. The establishment of a dedicated complaint handling team is also expected to increase the effectiveness of responses to patient feedback, thereby improving their overall experience.

This study introduces innovations using a digital queuing system and mobile application to reduce waiting times and improve access to information at Kolaka Regency Community Health Centers. Additional recommendations include intensive communication training for healthcare workers and the establishment of a dedicated complaint handling team. These findings offer a novel approach that combines technology and training, broadening the understanding of service responsiveness and improving patient satisfaction.

## Conclusion

Patient satisfaction levels at Kolaka Regency Community Health Centers vary and require improvement in several areas. Factors such as community health center accreditation, the number of healthcare workers, and the quality of facilities significantly influence patient satisfaction. There is

a need to form a special team to handle complaints and implement a more effective patient feedback system.

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