

# Improving Organizational Image and Customer Loyalty: An Empirical Study of Training Participants at the Health Training UPTD of the West Java Provincial Health Office, Indonesia

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**Abstract.** This study examines the direct and indirect effects of service quality and training programs on customer satisfaction, organizational image, and customer loyalty. Using quantitative methods, including path analysis and SITOREM analysis, the study was conducted with 176 training participants at the UPTD Health Training, West Java Provincial Health Office. Results show that service quality and training programs significantly and positively influence customer satisfaction, organizational image, and customer loyalty. Customer satisfaction serves as an important mediating variable, strengthening the relationships between service quality and training programs and organizational image and customer loyalty. SITOREM analysis identified priority indicators for improvement, such as service response and training content, to enhance participant satisfaction and experience. This study supports the theory that superior service quality and training programs can improve organizational image and customer loyalty through satisfying customer experiences. These findings provide strategic implications for public service management, particularly in developing relevant, high-quality training programs to support the sustainability of institutions in the health sector.

**Keywords:** *customer loyalty; organizational image; health service training; training program; SITOREM analysis; path analysis*

## Introduction

This research theme covers two main concepts, namely organizational image and customer loyalty, which are important elements in organizational marketing management. Organizational image refers to how an organization is perceived by customers and has significant value in influencing customer loyalty and satisfaction. A good image not only provides direct benefits to the organization but also serves as a strategic asset in maintaining public trust. Customer loyalty, on



the other hand, is the loyalty customers show to the products or services provided, and it plays an important role in ensuring the sustainability of business relationships and increasing word-of-mouth promotion.

UPTD Health Training, West Java Provincial Health Office, is one of the government agencies with a strategic role in improving the competence of health workers through quality training programs. This program is designed to meet the needs of health workers in providing professional services to the community, as mandated by Government Regulation (PP) Number 96 of 2012, Article 3, concerning Public Services. Quality, speed, ease, affordability, and measurability are the main benchmarks for the success of this program.

During training implementation, participants are expected to have positive experiences from the registration process through the completion of the program. These experiences form the basis for their assessment of the organization's image. A positive image is formed when the service meets participants' expectations and provides tangible benefits for the development of their competence. Conversely, customer loyalty is influenced by the extent to which participants are satisfied with the services and training programs they receive.

As part of the Provincial Health Office, the Health Training UPTD has the challenge of providing services that are relevant to local needs, both in terms of training content and the quality of its implementation. Well-designed health training will create loyalty among health workers, who will not only return to the training but also recommend the program to their colleagues.

According to Kotler and Keller (2016), customer satisfaction results from customers' comparison of expectations with reality. When expectations are met or exceeded, satisfaction is formed, which in turn strengthens the organization's image and increases customer loyalty. Zeithaml, Bitner, and Gremler (2018) also emphasize the importance of service quality in building customer satisfaction, noting that elements such as empathy, responsiveness, and service reliability have a significant influence.

This study aims to examine the relationship among service quality, training programs, and customer satisfaction in supporting the achievement of organizational image and customer loyalty in the health service sector. By focusing on the UPTD Health Training in West Java Province, this study is expected to provide strategic recommendations to improve the quality of public health services.

One of the ways organizations and institutions, both in the for-profit and nonprofit sectors, increase service sustainability is by delivering customer satisfaction. Customer satisfaction is the primary measure, and organizations must ensure that customer needs are not only met but also exceeded. Zeithaml, Bitner, and Gremler (2010) stated that service marketing requires managing the 4P elements—product, price, promotion, and place—plus three additional elements, namely people, processes, and physical evidence. These elements help create high-quality customer experiences and higher satisfaction.

Customer satisfaction is closely linked to customer loyalty. Satisfied customers are not only more likely to return but also to recommend the product or service to others. Conversely, customers who feel disadvantaged tend to complain to others,

which can damage the organization's image. The study found that customer satisfaction depends not only on service quality but also on the training programs offered by the organization. Haki (2021) showed that a well-designed training program not only improves participants' skills but also significantly increases their satisfaction.

The Health Training Unit of the West Java Provincial Health Office plays a strategic role in improving the competence of health workers through structured and relevant training programs. In health services, organizational image is a key factor. A positive image is built on good customer experiences, where services meet expectations and deliver real benefits. Sektiyaningsih (2019) reported that service quality significantly affects customer satisfaction and organizational image, underscoring that improving service quality is a strategic step to strengthen the institution's image.

Factors such as service quality, customer satisfaction, and training programs are key determinants of customer loyalty. As an institution within the Health Service, the Health Training UPTD is expected not only to provide quality training but also to create a positive overall experience for participants. In accordance with PANRB Regulation No. 14 of 2017, public satisfaction surveys are an important evaluation tool for measuring the effectiveness of public services and ensuring that customer needs are met.

This study aims to examine the relationships among service quality, training programs, customer satisfaction, organizational image, and customer loyalty. Through a case study of the UPTD Health Training of the West Java Provincial Health Office, the study is expected to provide in-depth insights to improve service strategies and strengthen customer loyalty in the health service sector.

## Methodology

This study was conducted with training participants at the UPTD Health Training, West Java Provincial Health Office, consisting of professional health workers, both medical and non-medical. The object of the study is a unity of several interrelated research variables that together aim to achieve the research objectives (Arikunto, 2013). The object of this study is Improving Organizational Image and Customer Loyalty through Strengthening Customer Satisfaction, Service Quality, and Training Programs. The subjects of the study were training participants who had participated in training programs at the UPTD Health Training.

The population in this study consisted of training participants, health workers in West Java Province, totaling 314 people. The sample size was determined using the proportional random sampling technique, resulting in a research sample of 176 people at a 5% probability level.

This study combines quantitative approaches with SITOREM analysis. Quantitative methods are used to analyze relationships among research variables through path analysis. SITOREM analysis is used to identify improvement priorities based on the quantitative findings. As Hardhienata (2017) notes, operational research in education and training management requires a combination of scientific identification theory, statistical models, and strategic steps to produce optimal solutions.

The research flow begins with data collection through a survey of training participants using a structured questionnaire covering service quality, training programs, customer satisfaction, organizational image, and customer loyalty. Data analysis was conducted to determine the direct and indirect effects among variables, and SITOREM analysis was used to provide evidence-based strategic recommendations.

## Results

This research, after the data was tested, then carried out the hypothesis testing stage to see the direct and indirect influence of each variable using the path coefficient values as follows:

Table 1.  
Direct and Indirect Impact Calculation

Line Path	English		Direct	Indirect	Possibility
	$\beta_1/\beta_2/\beta_3$	B3			
X1 → Y1	0.350	-	0.350	0,000	X1 → Y1
X2 → Y1	0.220	-	0.220	0,000	X2 → Y1
X3 → Y1	0.450	-	0.450	0,000	X3 → Y1
X1 → Y2	0.260	-	0.260	0,000	X1 → Y2
X2 → Y2	0.230	-	0.230	0,000	X2 → Y2
X3 → Y2	0.500	-	0.500	0,000	X3 → Y2
X1 → X3	0.600	-	0.600	0,000	X1 → X3
X2 → X3	0.290	-	0.290	0,000	X2 → X3
X1 → X3 → Y1	0.600	0.450	$0.600 \times 0.450 = 0.270$	0,000*	X1 → X3 → Y1
X2 → X3 → Y1	0.290	0.450	$0.290 \times 0.500 = 0.145$	0,000*	X2 → X3 → Y1
X1 → X3 → Y2	0.600	0.500	$0.600 \times 0.500 = 0.300$	0,000*	X1 → X3 → Y2
X2 → X3 → Y2	0.290	0.500	$0.290 \times 0.500 = 0.145$	0,000*	X2 → X3 → Y2

\* *p-value is calculated using the Sobel test*

Based on the above regarding the direct and indirect influence of the service quality and training program variables on organizational image (Y1) and customer loyalty (Y2) through customer satisfaction, the following data were obtained:

1. Direct Effect of X1 on Y1

The results of the analysis show that variable X1 (service quality) has a direct influence on Y1 (organizational image) with a coefficient of 0.350. This indicates that increasing service quality directly improves the organization's image. The significance value (p) of 0.000 indicates that this influence is significant at a 95% confidence level. This means that each unit increase in service quality will have a direct positive impact on the organization's image.

2. Direct Effect of X2 on Y1

Variable X2 (training program) also shows a direct influence on Y1 with a

coefficient of 0.220. This influence, although smaller than X1, remains significant with a p-value of 0.000. This means that the quality of the training program offered can directly increase positive perceptions of the organization's image.

3. Direct Effect of X3 on Y1  
Variable X3 (customer satisfaction) has the most significant direct influence on Y1, with a coefficient of 0.450. This influence is also significant at the 0.000 probability level. This underlines the importance of customer satisfaction in building a good organizational image.
4. Direct Effect of X1 on Y2  
Further analysis shows that X1 (service quality) has a direct influence on Y2 (customer loyalty) with a coefficient of 0.260. With a p-value of 0.000, this influence is significant, indicating that service quality plays an important role in driving customer loyalty.
5. Direct Effect of X2 on Y2  
X2 (training program) has a direct effect on Y2 with a coefficient of 0.230. This effect is also significant with a p-value of 0.000. This shows that a well-designed training program can increase customer loyalty.
6. Direct Effect of X3 on Y2  
Variable X3 (customer satisfaction) has the largest direct influence on Y2, with a coefficient of 0.500. A p-value of 0.000 indicates that this influence is significant. This confirms that satisfied customers tend to be more loyal to the organization.
7. Direct Effect of X1 on X3  
X1 (service quality) has a direct influence on X3 (customer satisfaction) with a coefficient of 0.600. This value is the highest among the direct paths, indicating that service quality significantly affects customer satisfaction, with a p of 0.000.
8. Direct Effect of X2 on X3  
X2 (training program) also has a direct influence on X3 with a coefficient of 0.290. With a p-value of 0.000, this result is significant, indicating that the quality of training programs can directly increase customer satisfaction.
9. Indirect Effect of X1 on Y1 through X3  
The indirect effect of X1 on Y1 through X3 is calculated with a coefficient of  $0.600 \times 0.450 = 0.270$ . This value indicates that service quality affects organizational image indirectly through customer satisfaction, with a significant p-value of 0.000.
10. Indirect Effect of X2 on Y1 through X3  
The indirect effect of X2 on Y1 through X3 is  $0.290 \times 0.450 = 0.145$ . This effect is also significant with a p-value of 0.000, indicating that training programs can strengthen the organization's image indirectly through customer satisfaction.

#### 11. Indirect Effect of X1 on Y2 through X3

The indirect effect of X1 on Y2 through X3 is the highest among the indirect paths, with a coefficient of  $0.600 \times 0.500 = 0.300$ . This result is significant at  $p$  of 0.000, indicating that service quality contributes significantly to customer loyalty through increased customer satisfaction.

#### 12. Indirect Effect of X2 on Y2 through X3

The indirect effect of X2 on Y2 through X3 has a coefficient of  $0.290 \times 0.500 = 0.145$ , with a  $p$ -value of 0.000. This shows that training programs can increase customer loyalty through customer satisfaction as a mediator.

### SITOREM Analysis

The process of implementing operational research in the field of educational management, by adding scientific identification theory in this case SITOREM (Scientific Identification Theory to Conduct Operations Research Education Management) analysis, namely a scientific introduction theory for conducting operational research in the field of educational management (Hardhienata, 2017) with statistical models and analysis of indicators of each variable to obtain optimal solutions to variable indicators that need to be improved, maintained or enhanced. The results of the SITOREM analysis in this study can be explained as follows:

Table 2.

Summary of SITOREM Analysis Results for Determining Overall Variable Indicator Classification

CYTOREM ANALYSIS RESULTS			
	order of indicators to be strengthened		Indicators still need to be maintained
Customer Satisfaction ( $\beta_{y2X3}= 0.500$ ) Rank 1			
1	Response (19.52%) (4.73)	1	Loyalty (18.28%) (4.15)
2	Comfort (18.88%) (4.90)	2	Journalists (13.05%) (4.20)
		3	Experience (17.05%) (4.26)
		4	Services (13.81%) (4.32)
Quality of Service ( $\beta_{y2X1}= 0.350$ ) Rank 2			
3	Guarantee (20.92%) (3.03)	5	Reliability (24.29%) (4.12)
4	Empathy (18.81%) (3.30)	6	Responsiveness (19.18%) (4.15)
		7	Tangible (19.81%) (4.10)
Training Program ( $\beta_{y2X2}= 0.260$ ) Rank 3			
5	Identification (15.05%) (3.65)	8	Goal (18.13%) (4.23)
6	Content (13.98%) (3.75)	9	Facilities (15.15%) (4.55)
7	Rating (12.90%) (3.70)	10	Instructor (14.98%) (4.45)
		11	Participants (13.90%) (4.30)
Organizational Image			
8	Cor. Trust (12.98%) (3.75)	12	Product quality (16.13%) (4.45)
9	Product price (12.90%) (3.75)	13	Expertise of the Cor. (15.05%) (4.13)
		14	Organizational legitimacy (15.05%) (4.00)
		15	Product benefits (13.98%) (4.05)



Customer Loyalty			
10	Brand preference (20.00%) (3.85)	16	Trust (23.86%) (4.45)
11	Purchase proportion (18.14%) (3.35)	17	Brand commitment (22.43%) (4.35)
		18	Repurchase 19.57%) (4.10)

The results of the SITOREM analysis indicate that customer satisfaction is the highest-priority variable to strengthen, with a beta coefficient of 0.494. The indicators that require primary attention are "Response" (19.52%, 4.73) and "Convenience" (18.88%, 4.90). These findings show that fast response and a comfortable customer experience play a major role in increasing satisfaction. Other indicators, such as "Loyalty" (18.28%, 4.15), "Journalist" (13.05%, 4.20), "Experience" (17.05%, 4.26), and "Service" (13.81%, 4.32), perform well and should be maintained to keep customer satisfaction stable.

In the service quality variable ( $\beta = 0.347$ ), the "Assurance" indicator is the top priority with a percentage of 20.92% and an effectiveness score of 3.03, followed by "Empathy" at 18.81% with a score of 3.30. This indicates that the guarantee of the services provided and the empathy customers feel need to be improved to deliver a better experience. Indicators that have been assessed well are "Reliability" (24.29%, 4.12), "Responsiveness" (19.18%, 4.15), and "Tangible" (19.81%, 4.10), which indicate that customers already feel that the services provided are adequate in terms of speed, accuracy, and quality.

The training program ( $\beta = 0.254$ ) ranks third, with the indicators "Identification" (15.05%, 3.65) and "Content" (13.98%, 3.75) requiring attention to ensure the training materials align with participants' needs. Indicators such as "Facilities" (15.15%, 4.55), "Instructors" (14.98%, 4.45), and "Participants" (13.90%, 4.30) indicate very good performance, reflecting adequate support for the learning environment and the critical role of facilitators in the success of the training program.

Organizational image is a variable that is greatly influenced by the indicator "Cor Trust." with a contribution of 12.98% and a score of 3.75, and "Product price" of 12.90% with a score of 3.75. Meanwhile, indicators such as "Product quality" (16.13%, 4.45), "Cor Expertise." (15.05%, 4.13), and "Product benefits" (13.98%, 4.05) reflect positive achievements that need to be maintained to maintain the organization's reputation in the eyes of customers.

In the customer loyalty variable, the indicator "Brand preference" has the highest contribution, 20.00%, with a score of 3.85, followed by "Purchase proportion" at 18.14%, with a score of 3.35. This emphasizes the importance of increasing brand appeal to drive customer preference. Indicators that are quite strong are "Trust" (23.86%, 4.45), "Brand commitment" (22.43%, 4.35), and "Repurchase" (19.57%, 4.10), indicating that customers have a strong tendency to remain loyal to the organization's services.

Overall, this analysis highlights the importance of focusing on priority indicators such as "Responsiveness" and "Convenience" in customer satisfaction, "Assurance" and "Empathy" in service quality, and "Identification" and "Content" in training programs. A targeted improvement strategy will positively impact these indicators, creating a synergistic relationship among variables. Meanwhile, indicators that have performed well need to be maintained to avoid their

contribution decreasing.

Improving these priority indicators will also affect derivative variables such as organizational image and customer loyalty. By maintaining customer trust and building strong brand preferences, organizations can ensure long-term customer loyalty, ultimately improving their sustainability and reputation. Therefore, a sustainable approach to enhancing weaknesses and maintaining strengths is a strategic step that needs to be taken.

The analysis results show the importance of a continuous approach in improving priority indicators. A strategy that focuses on improving weak indicators and maintaining strong ones will ensure stable, satisfactory growth for the organization.

Table 3.  
Results of SITOREM Analysis of Organizational Image

No	Organizational Image		
	Indicators in Initial State	Indicators after being weighted by Experts	Indicator Value
1	Company Expertise	Product quality (17.97%)	4.13
2	Company Trust	Corporate Expertise (16.85%)	3.85
3	Legitimacy of the organization	Organizational legitimacy (16.85%)	4.00
4	Product Quality	Product benefits (16.85%)	4.45
5	Price of product or service	Company Trust (15.73%)	3.55
6	Benefits of products and services	Price of products and services (15.73%)	4.05

SITOREM's analysis of organizational image variables identified several key indicators that require consideration, both in the initial state and after expert weighting. Product quality emerged as the indicator with the highest weight (17.97%) and an effectiveness score of 4.13, underscoring that the quality of the organization's products is central to forming a positive image in customers' eyes. This indicates that customers place a high value on products that meet high-quality standards.

The Corporate Expertise Indicator ranks second with a weight of 16.85% and a score of 3.85. The expertise an organization demonstrates in delivering superior products and services is a key element in building customer trust. This indicator shows that the organization's ability to perform its functions professionally significantly influences public perception.

Organizational legitimacy, with the same weight (16.85%) but a higher score (4.00), indicates that legal recognition and organizational formality positively impact the organization's image. This legitimacy gives customers confidence that the organization has the authority and legitimacy to carry out its activities, thereby increasing public trust.

Product benefits have the highest score (4.45) among all indicators, despite sharing the same weight (16.85%). This shows that the benefits customers directly experience from the products or services offered significantly contribute to the



formation of the organization's image. Customers tend to evaluate organizations more positively when the product or service provides significant added value.

The Price of a product or service indicator, with a weight of 15.73% and a score of 3.55, shows that competitive pricing also influences customer perceptions of the organization. Although its contribution is lower than other indicators, price remains an important factor in ensuring customers feel they receive appropriate value for the product or service.

The Company Trust Indicator has a weight of 15.73% and a score of 4.05, indicating that customer trust in the company is an essential element in building a positive organizational image. This trust reflects how customers view the organization as a reliable and responsible entity.

The results of this analysis highlight product quality and benefits as the main drivers of organizational image. However, other indicators such as corporate expertise, organizational legitimacy, trustworthiness, and product price also make significant contributions. Therefore, an organizational image development strategy must balance improvements in these indicators to create a more positive perception among customers. This approach will ensure that the organization's image remains competitive and relevant amidst changing market dynamics.

Table 4.

Results of SITOREM Analysis of Customer Loyalty

No	Customer Loyalty		
	Indicators in Initial State	Indicators after being weighted by Experts	Indicator Value
1	Trust	Trust (23.86%)	(4.45)
2	Repeat purchase	Brand Commitment (21.43%)	(4.35)
3	Purchase Proportion	Brand Preference (21.00%)	(3.95)
4	Brand Preference	Repurchase (19.57%)	(4.00)
5	Brand Commitment	se proportion (18.14%)	(3.65)

The results of the SITOREM analysis for the Organizational Image variable identified six main indicators that influence public perception of the organization. Product quality emerged as the indicator with the highest weight (17.97%) and an indicator value of 4.13. This shows that the quality of the products offered is very important for building a positive image, with customers prioritizing high-quality standards of the products they use.

The Corporate Expertise Indicator ranks second after being weighted by experts, with a contribution of 16.85% and a score of 3.85. This indicator reflects the importance of an organization's ability to carry out its functions professionally, which is a major factor in strengthening customer trust.

Organizational legitimacy, with the same weight (16.85%) and an indicator value of 4.00, indicates that the organization's formal recognition and legality are important elements in creating a positive image. This legitimacy gives customers confidence in the organization's credibility in providing legitimate, trustworthy services or products.

Meanwhile, Product Benefits, which also has a weighting of 16.85%, recorded the highest indicator value of 4.45. This indicates that customers highly value the direct benefits of the products or services they use, which significantly impacts how the organization is perceived as a whole.

The Product or Service Price indicator, with a weight of 15.73% and a value of 3.55, shows that competitive pricing remains an important factor, even though its contribution is lower than that of other indicators. Customers tend to view organizations more positively when the price offered aligns with the value of the product or service.

The Corporate Trust indicator, with a weight of 15.73% and a score of 4.05, highlights the importance of building a reliable relationship between the organization and its customers. This level of trust indicates that customers perceive the organization as a credible and responsible entity.

The results of this analysis emphasize that product quality and benefits are the main drivers of organizational image, while expertise, legitimacy, trustworthiness, and product price also contribute significantly. Organizational image enhancement strategies should focus on strengthening these priority indicators to ensure positive perceptions and continued competitiveness in the market.

Table 5.  
Results of SITOREM Customer Satisfaction Analysis

No	Customer satisfaction ( $\beta$ year 2X3= 0.500); Rank 1		
	Indicators in Initial State	Indicators after being weighted by Experts	Indicator Value
1	Faithfulness	First Response (18.52%)	(3.73)
2	Herald	2nd Loyalty (17.28%)	(4.05)
3	Serve	3rd Comfort (17.28%)	(3.80)
4	Comfort	4th Pastor (16.05%)	(4.30)
5	Response	5th experience (16.05%)	(4.26)
6	Experience	Service 6 (12.81%)	(4.16)

SITOREM's analysis of the Customer Satisfaction variable, with a beta value of 0.500, identifies this variable as the primary priority for improving service quality. Among the indicators, First Response contributes the most, with a weight of 18.52% and an indicator value of 3.73. This indicates that a fast and effective response to customers is a critical area that must be strengthened to improve overall customer satisfaction.

The 2nd Loyalty indicator has a weight of 17.28% with a value of 4.05, indicating the importance of building customer loyalty through consistent relationships and reliable service. Furthermore, the 3rd Convenience indicator, with the same contribution of 17.28% and a value of 3.80, reflects the customer's need for convenience in their interactions with the organization. This convenience encompasses a positive experience from beginning to end of the service process.

The 4th pastor, which describes another aspect of comfort in the customer

experience, has a weight of 16.05% with a value of 4.30. This indicator shows that feelings of comfort and satisfaction in the service process can significantly increase customer satisfaction. The 5th experience, with a contribution of 16.05% and a value of 4.26, underscores the importance of creating memorable, relevant experiences for customers to improve their perception of the organization.

The 6th Service Indicator has the lowest weight of 12.81% with a value of 4.16. Although its contribution is relatively smaller, the service provided remains an essential element in shaping overall customer satisfaction. Customers who receive quality service will feel appreciated and tend to provide positive feedback to the organization.

These results emphasize that indicators such as First Response, Loyalty, and Convenience should be the primary focus in customer satisfaction improvement strategies. Meanwhile, other indicators such as Experience and Service also need to be maintained and continuously improved to ensure that customer satisfaction remains a priority in the organization's service management. A targeted strategy will help organizations meet customer expectations and improve their positive perceptions.

Table 6.  
Results of SITOREM Analysis of Training Program

No	<b>Training Program (<math>\beta_{y2X1} = 0.260</math>); Rank 3</b>		
	Indicators in Initial State	Indicators after being weighted by Experts	Indicator Value
1	Identification	Goal 1 (%)	(4.23)
2	Objective	2nd Identification (%)	(3.55)
3	Contents	3rd Facility (%)	(4.45)
4	Participant	Content 4 (%)	(3.35)
5	Teacher	5th instructor (%)	(4.25)
6	Facility	6 Participants (%)	(4.10)
7	Evaluation	Rank 7 (%)	(3.60)

The results of SITOREM's analysis of the Training Program with a beta value ( $\beta$ ) of 0.260 indicate that this variable is ranked third in priority for improvement. There are seven main indicators analyzed based on their contribution to the effectiveness of the training program.

The indicator with the highest contribution is Goal 1 (Identification), with an effectiveness score of 4.23. This shows that identifying training needs is a critical initial step to ensure the relevance of the materials and approaches used in the training. This indicator underscores the importance of a deep understanding of participants' needs before the training begins.

The 2nd Identification Indicator (Objective) has a score of 3.55, reflecting the importance of clear and specific training objectives. Well-defined objectives provide the right direction for participants and instructors, so that the training can achieve the expected results. The 3rd Facility (Content) has the highest score among all indicators, which is 4.45. This confirms that the content or training material must be well designed to meet the needs of participants and have a

significant impact on their competence.

The 4th Content Indicator (Participants) has a score of 3.35, indicating that the diversity of participants and their active involvement during the training were essential to the program's success. Furthermore, the 5th Instructor (Teacher) has a score of 4.25, emphasizing the importance of the quality of teachers in delivering materials and supporting an effective learning process.

Facilities have a score of 4.10, indicating that the facilities provided during the training must meet participants' needs and create a conducive learning environment. Finally, the 7th Rank indicator (Evaluation) has a score of 3.60, indicating that post-training evaluations are essential for measuring objective achievement and providing feedback for future improvements.

The results of this analysis indicate that indicators such as Content, Teachers, and Identification are the top priorities for improvement in training programs. Meanwhile, indicators such as Facilities and Participants that have performed well still need to be maintained. By focusing on improving these indicators, organizations can ensure that their training programs are relevant, effective, and provide a sustainable positive impact on participants. A continuous improvement strategy will also support the achievement of the organization's overall goals.

Table 7.  
Results of SITOREM Analysis of Service Quality

No	Quality of Service ( $\beta_{2X1} = 0.350$ ); Rank 2		
	Indicators in Initial State	Indicators after being weighted by Experts	Indicator Value
1	Reliability	Reliability (23.29%)	(3.94)
2	responsiveness	Guarantee (21.92%)	(4.21)
3	Ensure	Responsiveness (19.18%)	(3.46)
4	Empathy	Empathy (17.81%)	(3.80)
5	Real	Tangible (17.81%)	(4.35)

The results of the SITOREM analysis on the Service Quality variable, with a beta value ( $\beta$ ) of 0.350, placed this variable in second place in the priority of improvement. Five main indicators were analyzed to identify areas that need improvement, as well as indicators that are already good and need to be maintained.

The indicator with the highest contribution is Reliability, with a weight of 23.29% and a score of 3.94. This shows that the reliability of the organization in providing consistent services according to customer expectations is an important element in creating a positive experience. Customers appreciate reliable services that align with what the organization promises.

Assurance, with a contribution of 21.92% and a score of 4.21, is the second indicator that needs attention. This assurance reflects customers' trust in the organization's ability to provide safe, high-quality services. Furthermore, the Responsiveness indicator, with a contribution of 19.18% and a score of 3.46, underscores the organization's ability to respond to customer needs promptly.

Less-than-ideal responsiveness can reduce customer satisfaction, necessitating improvement.

The Empathy indicator, with a contribution of 17.81% and a score of 3.80, reflects the organization's attention to and concern for customers' specific needs. Customers tend to perceive service more positively when they feel valued and understood. Finally, the Tangible indicator, which also contributes 17.81% and has the highest score of 4.35, underscores the importance of physical elements such as facilities, tools, and environments in supporting a positive service experience.

These results indicate that indicators such as Reliability, Assurance, and Responsiveness need to be the primary focus in improving service quality. Meanwhile, indicators such as Tangible and Empathy, which already perform satisfactorily, must be maintained to ensure an optimal customer experience. A targeted, continuous improvement strategy will help organizations enhance service quality, which in turn will strengthen customer trust and satisfaction.

Based on the SITOREM analysis results table for each variable, some indicators warrant improvement. This means these variables have been shown to affect the organization's low image and customer loyalty.

## Discussion

### *Positive Direct Influence of Service Quality on Organizational Image*

The results of this study indicate that service quality has a direct positive effect on organizational image, with a coefficient of 0.350, which is significant at the 95% confidence level. This finding is consistent with Zeithaml, Bitner, and Gremler (2010), who emphasize that elements such as reliability, responsiveness, and empathy in service significantly impact customers' perceptions of the organization. When customers experience high service quality, they tend to have a more positive view of the organization, which in turn strengthens the organization's image. In addition, Kotler and Keller (2016) also stated that a good organizational image is formed through a satisfying customer experience, especially when the service exceeds customer expectations. In the context of the Health Training UPTD, improving service quality not only improves the institution's image as a professional training provider but also strengthens public trust in the performance of government agencies in the health sector.

### *Positive Direct Influence of Service Quality on Customer Loyalty*

This study found that service quality has a direct positive effect on customer loyalty, with a coefficient of 0.260, which is significant at a 95% confidence level. This finding is consistent with the research of Amelia and Widayanto (2019), which states that high service quality plays a significant role in building customer loyalty through increased trust and positive experiences. Parasuraman, Zeithaml, and Berry (1985) also emphasized that service quality dimensions such as reliability, empathy, and responsiveness can create long-term relationships between customers and service providers. In the context of the Health Training UPTD, superior service quality encourages training participants to return to the program and recommend it to colleagues. This loyalty not only strengthens the relationship between customers and the organization but also contributes to the training program's sustainability.



### *Positive Direct Influence of Service Quality on Customer Satisfaction*

The results of the study indicate that service quality has a direct positive effect on customer satisfaction, with a coefficient of 0.600, significant at the 95% confidence level. This finding aligns with Zeithaml, Bitner, and Gremler's (2010) study, which emphasized that service quality, including reliability, responsiveness, and empathy, is a primary determinant of customer satisfaction. Customers tend to feel satisfied when the service provided meets or exceeds their expectations. Siddiqui's (2012) study also showed that positive experiences with good service quality increase customer perceptions of the value received, thereby strengthening satisfaction. In the context of UPTD Health Training, improving service quality, such as ease of access, fast response, and attention to participant needs, directly contributes to higher levels of customer satisfaction, creating a better relationship between the institution and its participants.

### *Direct Positive Impact of Training Programs on Organizational Image*

This study found that training programs have a direct positive effect on organizational image, with a coefficient of 0.220, significant at the 95% confidence level. This finding aligns with Masrurroh, Slamet, and Khafid (2017), who showed that well-designed training programs can increase participants' positive perceptions of the institution that organizes them. Relevant, high-quality training creates an impression of professionalism and organizational commitment to human resource development. In addition, Kirkpatrick and Kirkpatrick (2008) noted that training programs that provide real benefits to participants, both in terms of increasing competence and measurable results, contribute to the formation of a strong organizational image. In the context of the Health Training UPTD, these results indicate that training designed with appropriate content and delivered by competent instructors can strengthen the organization's image as a trusted institution in developing professional health workers.

### *Direct Positive Impact of Training Programs on Customer Loyalty*

The results of the study indicate that training programs have a direct positive effect on customer loyalty, with a coefficient of 0.230, significant at the 95% confidence level. This finding aligns with Larengkeng, Kojo, and Saerang (2023), who report that effectively designed training programs with relevant content and competent facilitators can increase participant satisfaction and loyalty to the organizing institution. In addition, Kirkpatrick and Kirkpatrick (2008) emphasize that training programs that deliver tangible results to participants, both in terms of increased competence and career benefits, foster loyalty through long-term relationships built with the organization. In the context of the Health Training UPTD, training programs that are relevant to the needs of health workers and supported by adequate facilities can motivate participants to continue using training services in the future and recommend them to their colleagues. This loyalty not only strengthens the customer base but also improves the organization's reputation.

### *Direct Positive Impact of Training Programs on Customer Satisfaction*

This study shows that training programs have a direct positive effect on customer satisfaction, with a coefficient of 0.290, significant at the 95% confidence level. This result is supported by research by Kirkpatrick and Kirkpatrick (2008), which explains that training designed with clear objectives, relevant materials, and competent instructors can increase participant

satisfaction by meeting their needs and expectations. In addition, Haki (2021) highlighted that effective training programs not only improve participant skills but also create positive experiences, thereby encouraging higher levels of satisfaction. In the context of UPTD Health Training, well-structured training tailored to participant needs makes a real contribution to increasing customer satisfaction.

#### *Direct Positive Influence of Customer Satisfaction on Organizational Image*

This study found that customer satisfaction has a direct positive effect on organizational image, with a coefficient of 0.450 which is significant at the 95% confidence level. This finding is consistent with Zeithaml, Bitner, and Gremler's (2010) research, which emphasized that customer satisfaction is an important factor in shaping positive perceptions of an organization. Satisfied customers tend to associate their positive experiences with the organization's reputation, thereby improving its image. Frandsen (2017) also showed that a strong organizational image often comes from consistent and satisfying customer experiences. In the context of UPTD Health Training, increasing participant satisfaction through responsive service and relevant training directly increases positive perceptions of the institution.

#### *Direct Positive Influence of Customer Satisfaction on Customer Loyalty*

This study shows that customer satisfaction has a direct positive effect on customer loyalty, with a coefficient of 0.500, which is significant at the 95% confidence level. This finding is consistent with the research of Khan et al. (2022), which shows that satisfied customers tend to be more loyal to the organization because they feel their needs and expectations are met. Customer satisfaction builds a positive emotional relationship with the organization, which in turn increases their loyalty. Goldstein (2009) also emphasized that a satisfying customer experience not only encourages customers to return to use the service but also recommends it to others. In the context of UPTD Health Training, participant satisfaction with the service and training program drives their loyalty to this institution.

#### *Indirect Positive Influence of Service Quality on Organizational Image through Customer Satisfaction*

This study found that service quality has a positive indirect effect on organizational image through customer satisfaction, with a coefficient of 0.270, which is significant at a 95% confidence level. This finding supports the theory of Kotler and Keller (2016), which posits that customer satisfaction mediates the relationship between service quality and organizational image. Research by Sektiyaningsih, Haryana, and Rosalina (2019) also found that high service quality increases customer satisfaction, thereby creating a positive perception of the organization. In the context of the Health Training UPTD, reliable, responsive, and empathetic service not only increases participant satisfaction but also shapes the institution's image as a professional and trusted training provider.

#### *Indirect Positive Influence of Service Quality on Customer Loyalty through Customer Satisfaction*

This study shows that service quality has a positive indirect effect on customer loyalty through customer satisfaction, with a coefficient of 0.300, which is significant at the 95% confidence level. These results support the research of Parasuraman, Zeithaml, and Berry (1985), which states that high service quality

increases customer satisfaction, which ultimately affects their loyalty to the organization. Khan et al. (2022) also emphasized that customer satisfaction is an important mediator linking quality service experiences to customers' desire to continue using the service. In the context of UPTD Health Training, improving service quality, such as fast response and empathy, strengthens participant satisfaction, which then increases their loyalty to the training program offered.

#### *Indirect Positive Effect of Training Programs on Organizational Image through Customer Satisfaction*

This study found that training programs have a positive indirect effect on organizational image through customer satisfaction, with a coefficient of 0.145, which is significant at the 95% confidence level. This finding is consistent with Haki's (2021) research, which shows that well-designed training increases participants' satisfaction, which in turn affects their perceptions of the organizing institution. Kotler and Keller (2016) also emphasized that a satisfying experience in a training program can strengthen an organization's image through participants' recognition and recommendations. In the context of the Health Training UPTD, participant satisfaction with high-quality training, including relevant content and competent facilitators, contributes to a positive perception of the institution as a trusted training institution.

#### *Indirect Positive Effect of Training Programs on Customer Loyalty through Customer Satisfaction*

The results indicate that training programs have a positive indirect effect on customer loyalty through customer satisfaction, with a coefficient of 0.145, significant at the 95% confidence level. The research of Larengkeng, Kojo, and Saerang (2023) supports this finding, stating that satisfactory training programs encourage customers to remain loyal to the organization. Goldstein (2009) also highlighted that customer satisfaction plays an essential mediating role in creating long-term loyalty. In the context of UPTD Health Training, satisfactory training, such as relevant materials and professional implementation, creates a positive experience for participants, which ultimately increases their loyalty to this institution, including their tendency to recommend the program to others.

## **Conclusion**

The results of the discussion show that service quality and training programs have a significant direct and indirect influence on customer satisfaction, organizational image, and customer loyalty. Service quality is a key factor in building customer satisfaction, which in turn strengthens organizational image and customer loyalty. In addition, well-designed training programs also contribute positively, both directly and indirectly by increasing customer satisfaction as a mediator.

Customer satisfaction emerged as an important mediating variable, indicating that satisfying customer experiences serve as a bridge that strengthens the relationships between service quality and training programs, on the one hand, and organizational image and customer loyalty, on the other. This finding is consistent with previous theories and studies, such as those presented by Kotler and Keller (2016) and Zeithaml, Bitner, and Gremler (2010), which emphasize the importance of service quality and customer satisfaction in building reputation and

long-term customer relationships.

In the context of UPTD Health Training, improving the quality of services and relevant training programs not only increases participant satisfaction but also strengthens the institution's positive professional and trusted reputation. Customer loyalty resulting from this satisfaction creates a sustainable relationship, which ultimately supports the sustainability of the organization's services and reputation. Thus, strategies for improving service quality and developing training programs must be a priority to achieve organizational goals effectively.

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