



Improving Physician Performance Through Patient Satisfaction Supported by Quality of Service and Health Facilities

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Abstract

Purpose: This study aims to examine the role of patient satisfaction in improving physician performance, supported by service quality and healthcare facilities. The study highlights how positive patient experiences, effective healthcare services, and adequate facilities contribute to enhancing physicians' professional performance.

Research Methodology: This study employed a qualitative approach using observation and narrative literature review methods. The analysis was based on previous studies related to physician performance, patient satisfaction, service quality, and healthcare facilities. A total of 60 relevant articles were reviewed from various academic databases, including Emerald, PubMed/Medline, Web of Science, ScienceDirect, and Scopus, based on predefined inclusion and exclusion criteria.

Results: The findings indicate that patient satisfaction has a positive relationship with physician performance. High-quality healthcare services, effective communication between physicians and patients, and adequate medical facilities create a supportive environment that encourages physicians to improve their effectiveness, motivation, and quality of care.

Conclusions: Improving patient satisfaction through enhanced service quality and healthcare facilities is an important strategy for supporting better physician performance in healthcare organizations.

Limitations: This study is limited by its qualitative literature-based approach and does not include empirical data from direct surveys or performance measurements of physicians.

Contributions: This study contributes to healthcare management literature by integrating patient satisfaction, service quality, and healthcare facilities as interconnected factors influencing physician performance.

Keywords: *Healthcare Facilities, Patient Satisfaction, Physician Performance, Service Quality*

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1. Introduction

Healthcare services have experienced significant transformation as patient expectations continue to evolve beyond the provision of medical treatment alone. Patients increasingly evaluate healthcare institutions not only based on clinical outcomes but also on their overall experience, including communication quality, responsiveness, comfort, and accessibility of healthcare facilities. Patient satisfaction has therefore become an essential indicator of healthcare service quality and organizational performance. A high level of patient satisfaction reflects the extent to which healthcare providers are able to meet patient expectations while creating trust and long-term relationships

between patients and healthcare professionals ([Hefner et al., 2019](#)). In addition, satisfied patients are more likely to maintain continuous relationships with healthcare providers, comply with treatment recommendations, and achieve better health outcomes ([Pouragha & Zarei, 2016](#)).

In healthcare organizations, physician performance represents one of the most important components determining the effectiveness of medical services. Physicians are responsible not only for diagnosing and treating patients but also for ensuring effective communication, providing emotional support, and delivering patient-centered care. The quality of physician performance directly influences patient perceptions of healthcare services and contributes to the overall reputation of healthcare institutions. Previous studies have indicated that physician performance is influenced by several organizational and individual factors, including motivation, organizational support, workload management, and professional well-being ([Chmielewska et al., 2020](#)). Therefore, understanding factors that can enhance physician performance has become increasingly important in improving healthcare quality.

One factor closely associated with physician performance is patient satisfaction. Patient satisfaction provides feedback regarding the effectiveness of healthcare delivery and reflects patients' perceptions of physicians' professionalism, communication skills, and quality of care. Positive patient evaluations can encourage physicians to maintain and improve their service performance, while negative evaluations may highlight areas requiring improvement. Patient satisfaction indicators are also increasingly used by healthcare organizations as performance evaluation tools to monitor service outcomes and support quality improvement initiatives ([Anaba, Anaba, & Abousi, 2020](#)). However, patient satisfaction should not be viewed merely as a measure of customer experience but also as an important mechanism for improving healthcare practices and professional performance.

Furthermore, service quality plays a critical role in shaping patient satisfaction and indirectly influencing physician performance. Healthcare service quality includes several dimensions, such as reliability, responsiveness, assurance, empathy, and tangible aspects of healthcare delivery. High service quality enables patients to feel valued, respected, and confident in the healthcare services they receive. Previous research has demonstrated that service quality significantly affects patient satisfaction because patients assess not only medical competence but also the interaction process and service environment provided by healthcare organizations ([Lim et al., 2018](#)). Effective communication between physicians and patients, timely responses to patient needs, and professional healthcare practices are important elements in creating positive patient experiences.

In addition to service quality, healthcare facilities represent another important factor that supports physician performance and patient satisfaction. Adequate healthcare facilities, including medical equipment, infrastructure, and supporting technologies, enable physicians to perform their duties more effectively and provide accurate diagnoses and treatments. Limited or inadequate facilities may hinder physicians' ability to deliver optimal healthcare services, even when professional competence is high. Therefore, healthcare organizations need to ensure that service quality improvements are accompanied by continuous investment in healthcare infrastructure to create an environment that supports both patients and medical professionals.

Despite extensive research on patient satisfaction and healthcare service quality, previous studies have often examined these factors separately rather than considering their combined relationship with physician performance. Many studies focus primarily on patient satisfaction as an outcome variable, while fewer studies explore how patient satisfaction, supported by service quality and healthcare facilities, contributes to improving physicians' professional performance. This creates a research gap regarding the integrated role of patient experience and organizational support factors in strengthening healthcare performance.

This study addresses this gap by examining the relationship between patient satisfaction, service quality, healthcare facilities, and physician performance. Using a qualitative literature review approach, this study synthesizes previous findings to understand how improvements in healthcare service delivery can contribute to enhanced physician effectiveness. The study aims to provide broader insights for healthcare managers and policymakers in developing strategies that improve both

patient experiences and physician performance. The findings are expected to contribute to healthcare management literature by emphasizing the interconnected role of patient satisfaction, service quality, and healthcare facilities in achieving sustainable improvements in healthcare service performance.

2. Literature Review and Hypothesis/es Development

2.1 Physician Performance in Healthcare Organizations

Physician performance represents a fundamental component of healthcare service effectiveness because physicians directly influence the quality, safety, and continuity of patient care. Physician performance is not limited to clinical competence but also includes communication ability, professionalism, responsiveness, decision-making skills, and the capacity to establish effective relationships with patients. In modern healthcare systems, physicians are expected to provide patient-centered care by integrating medical knowledge with interpersonal skills to address both clinical and emotional patient needs. Furthermore, physician performance reflects the ability of medical professionals to deliver accurate diagnoses, implement appropriate treatment strategies, and respond effectively to changing patient conditions. The quality of physician performance also contributes to patients' trust and perceptions of healthcare services, as physicians are often considered the primary representatives of healthcare organizations. Therefore, improving physician performance requires not only individual competence development but also organizational support, a conducive working environment, and adequate healthcare resources that enable physicians to provide optimal care ([Pembe, Hirose, Atuhairwe, Morris, Kaharuza, & Hanson, 2019](#)).

Previous studies indicate that physician performance is influenced by various individual and organizational factors. Motivation, organizational support, workload conditions, and professional well-being are considered important determinants affecting physicians' attitudes and effectiveness in healthcare delivery ([Chmielewska et al., 2020](#)). A supportive organizational environment enables physicians to perform their responsibilities more effectively, while excessive workload and insufficient institutional support may negatively affect their productivity and professional satisfaction. In addition, physician performance is increasingly evaluated through broader indicators beyond traditional clinical outcomes. Patient feedback and satisfaction measurements have become important mechanisms for assessing how physicians deliver healthcare services. Positive patient evaluations can provide motivation for physicians to maintain service excellence, improve communication, and strengthen professional commitment. Therefore, physician performance should be understood as a multidimensional construct influenced by both individual capabilities and the healthcare environment.

2.2 Patient Satisfaction as an Indicator of Healthcare Service Quality

Patient satisfaction has become one of the most widely used indicators for evaluating healthcare service quality. It reflects patients' perceptions regarding whether healthcare services meet their expectations, including aspects related to treatment processes, communication, accessibility, and healthcare provider interactions. Unlike clinical indicators that primarily measure technical outcomes, patient satisfaction captures the experiential dimension of healthcare delivery. It provides valuable insights into how patients perceive the effectiveness, reliability, and responsiveness of healthcare services throughout their treatment journey ([Govender & Suleman, 2019](#)). Patient satisfaction is influenced not only by the medical outcomes received but also by the quality of interactions with healthcare professionals, the level of attention provided, and the comfort of the healthcare environment. High levels of patient satisfaction can strengthen patient trust, improve adherence to treatment recommendations, and encourage continuous engagement with healthcare providers. Therefore, healthcare organizations increasingly consider patient satisfaction as an essential component of quality improvement strategies and as a reflection of their ability to deliver patient-centered care ([Anaba, Anaba, & Abousi, 2020](#); ([Sharma, 2018](#))).

The importance of patient satisfaction extends beyond patient perceptions because it contributes to organizational performance and healthcare sustainability. Satisfied patients are more likely to maintain

relationships with healthcare providers, comply with medical recommendations, and demonstrate greater trust in healthcare institutions ([Pouragha & Zarei, 2016](#)). Furthermore, patient satisfaction can influence organizational reputation, patient loyalty, and overall service improvement strategies. Patient satisfaction is strongly associated with the quality of interaction between patients and physicians. Effective communication, empathy, and the ability of physicians to explain medical conditions clearly contribute to positive patient experiences ([Lim, Lim, Heinrichs, Al-Aali, Aamir, & Qureshi, 2018](#)). However, patient satisfaction should be considered alongside clinical appropriateness because healthcare decisions must remain based on professional medical standards. Therefore, healthcare organizations need to utilize patient satisfaction as a valuable performance indicator while maintaining a balance between patient expectations and evidence-based healthcare practices ([Cairns, Velikova, Brunelli, Bell, Favo, Patella, Lindner, & Pompili, 2020](#)).

2.3 Service Quality and Its Influence on Patient Satisfaction

Service quality is a critical factor determining patient satisfaction because healthcare services involve complex interactions between providers, patients, and organizational systems. In healthcare contexts, service quality encompasses various dimensions, including reliability, responsiveness, assurance, empathy, and tangible elements ([Vogus & McClelland, 2016](#)). These dimensions represent patients' evaluations of how effectively healthcare organizations provide safe, accessible, and patient-oriented services. Beyond the technical aspects of medical treatment, patients also assess healthcare quality based on communication effectiveness, the attitude of healthcare professionals, waiting time, accessibility of services, and the overall healthcare environment ([Balinado, Prasetyo, Young, Persada, Miraja, & Officer, 2021](#)). High service quality enables healthcare providers to establish trust and stronger relationships with patients, which ultimately enhances their satisfaction and willingness to continue utilizing healthcare services. Therefore, improving service quality is not only related to achieving better operational performance but also serves as an essential strategy for creating positive patient experiences and supporting sustainable healthcare service delivery ([Minh & Matsui, 2015](#)).

Reliability refers to the ability of healthcare providers to deliver accurate and consistent services, while responsiveness reflects the willingness of healthcare personnel to assist patients promptly. Assurance relates to patients' confidence in healthcare providers' competence and professionalism, whereas empathy represents the attention and understanding demonstrated toward individual patient needs. Tangible aspects, such as healthcare facilities and service environments, also contribute to patients' perceptions of service quality. Previous research demonstrates that improved service quality contributes significantly to higher patient satisfaction. Healthcare providers who demonstrate effective communication, responsiveness, and professional behavior are more likely to create positive patient experiences. [Lim et al. \(2018\)](#) emphasized that healthcare service quality plays an important role in developing patient satisfaction and improving organizational performance. Thus, enhancing service quality is a strategic approach for healthcare institutions seeking to improve patient outcomes and strengthen service effectiveness ([Dunne, Lieser, Berg, Wyse, Carrick, & Fakhry, 2021](#)).

2.4 Healthcare Facilities as Supporting Factors for Healthcare Performance

Healthcare facilities represent an essential component that supports the delivery of effective medical services. Adequate facilities, including medical equipment, healthcare infrastructure, technological support, and comfortable service environments, enable physicians to perform their responsibilities more effectively. The availability of appropriate facilities reduces operational limitations and allows healthcare professionals to provide accurate diagnoses and optimal treatment. Furthermore, well-developed healthcare facilities contribute to improving service efficiency, reducing medical risks, and supporting better clinical decision-making processes ([Levesque & Sutherland, 2020](#)). From the patient perspective, the availability and quality of healthcare facilities also influence perceptions of service reliability, safety, and overall satisfaction. A well-equipped healthcare environment creates greater confidence among patients while enabling physicians to deliver care according to professional standards. Therefore, healthcare facilities should be considered not only as physical resources but also

as strategic organizational assets that strengthen healthcare quality, improve physician performance, and support the achievement of better patient outcomes ([Lee, Moy, Friedewald, & Monticciolo, 2018](#)).

From the physician perspective, healthcare facilities influence working conditions and professional effectiveness. Physicians require sufficient resources to make clinical decisions, conduct examinations, and provide appropriate interventions. Without adequate facilities, physicians may face difficulties in delivering optimal healthcare services despite having strong professional competence. From the patient perspective, healthcare facilities influence perceptions of healthcare quality and organizational credibility ([Toda, Zurovac, Njeru, Kareko, Mwau, & Morita, 2018](#)). Patients often associate modern, clean, and accessible healthcare environments with better service quality. Therefore, investment in healthcare facilities contributes not only to operational efficiency but also to improving patient satisfaction. The relationship between healthcare facilities and physician performance highlights the importance of organizational support in healthcare management. Healthcare institutions should ensure that infrastructure development is aligned with human resource improvement strategies to create an environment that supports both healthcare providers and patients ([Bragazzi, Muhammad, Bonsignore, & Ciliberti, 2020](#)).

2.5 Relationship Between Patient Satisfaction, Service Quality, Healthcare Facilities, and Physician Performance

The relationship between patient satisfaction, service quality, healthcare facilities, and physician performance reflects an integrated healthcare management framework. Service quality and healthcare facilities function as organizational factors that shape patient experiences, while patient satisfaction serves as an important mechanism connecting healthcare delivery processes with physician performance outcomes ([Silver, Hamilton, Biswas, & Warrick, 2016](#)). High-quality services supported by adequate facilities create conditions that enable physicians to perform effectively. When patients experience professional communication, responsive services, and supportive healthcare environments, their satisfaction increases. Positive patient feedback can subsequently encourage physicians to maintain and improve their performance ([Valdez, MLA, Luna, Diaz, CCH, Corral, JM, & Tayobong, 2020](#)).

Previous studies have generally examined these variables separately, focusing either on patient satisfaction as a healthcare outcome or physician performance as an organizational indicator. However, limited attention has been given to understanding how patient satisfaction, supported by service quality and healthcare facilities, collectively contributes to improving physician performance. This indicates a research gap that requires further conceptual exploration. Therefore, this study develops an integrated perspective by examining how service quality and healthcare facilities support patient satisfaction and ultimately contribute to physician performance improvement. This framework provides important implications for healthcare managers in designing strategies that enhance service delivery, strengthen physician effectiveness, and achieve sustainable healthcare quality improvement.

3. Research Methodology

3.1 Research Design

This study employed a qualitative research approach using a narrative literature review design to examine the relationship between patient satisfaction, service quality, healthcare facilities, and physician performance. A literature review approach was selected because the objective of this study was not to measure direct causal relationships through empirical testing but to synthesize and analyze existing theoretical and empirical findings from previous studies. This approach enables a comprehensive understanding of how different factors within healthcare service systems contribute to improving physician performance.

The narrative review method was applied to identify, evaluate, and integrate relevant academic discussions regarding patient satisfaction as an important indicator of healthcare quality and its relationship with physician effectiveness. Through this approach, the study explored patterns,

similarities, and differences among previous findings to develop a broader conceptual understanding of the mechanisms linking service quality, healthcare facilities, patient experiences, and physician performance.

3.2 Data Sources and Literature Search Strategy

The data sources in this study consisted of secondary data obtained from previously published scientific articles related to healthcare management, patient satisfaction, service quality, healthcare facilities, and physician performance. Literature searches were conducted using several academic databases, including Emerald, PubMed/Medline, Web of Science, ScienceDirect, and Scopus. These databases were selected because they provide extensive collections of peer-reviewed publications in healthcare, management, and medical service research.

The literature search process used several keywords and combinations of keywords, including *physician performance*, *patient satisfaction*, *service quality*, *healthcare facilities*, and *healthcare service management*. The search strategy was designed to identify studies discussing the factors influencing physician performance and the role of patient satisfaction as an evaluation mechanism within healthcare organizations.

3.3 Literature Selection Process

The literature selection process was conducted through identification, screening, and evaluation of relevant studies. Initially, 84 articles were identified through electronic database searches. After reviewing the relevance of titles, abstracts, and research focus, 60 articles were selected for further analysis. The selected articles were considered appropriate because they directly addressed the relationship between patient satisfaction, healthcare service quality, healthcare facilities, and physician performance.

The inclusion criteria consisted of articles that discussed healthcare service quality, patient satisfaction, physician performance, or supporting healthcare infrastructure. Studies were excluded when they did not focus on healthcare settings, lacked relevance to the research objectives, or did not provide sufficient conceptual or empirical discussion related to the variables examined in this study.

3.4 Data Analysis Technique

The collected literature was analyzed using a qualitative thematic analysis approach. Each selected article was reviewed to identify key concepts, theoretical perspectives, and empirical findings related to the research topic. The analysis process involved categorizing findings into four main themes: (1) the role of patient satisfaction in healthcare performance, (2) the influence of service quality on patient experience, (3) the contribution of healthcare facilities to service effectiveness, and (4) the relationship between these factors and physician performance.

The findings from different studies were then compared and synthesized to identify common patterns and develop an integrated understanding of how patient satisfaction, supported by service quality and healthcare facilities, can contribute to improved physician performance. This analytical process allowed the study to provide a comprehensive interpretation of existing knowledge rather than focusing on individual research outcomes.

3.5 Research Reliability and Validity

To maintain the reliability and validity of the review process, this study applied systematic procedures in selecting and analyzing relevant literature. The use of multiple reputable academic databases helped reduce the possibility of source bias, while the application of predefined selection criteria ensured that only relevant studies were included in the analysis. Furthermore, the synthesis process emphasized consistency across findings from different studies to strengthen the interpretation and conclusions drawn from the literature.

4. Results and Discussions

4.1 The Role of Service Quality in Improving Patient Satisfaction

The results of the literature analysis indicate that service quality is one of the most important determinants influencing patient satisfaction in healthcare organizations. Healthcare services are different from other service sectors because patients evaluate not only the final treatment outcomes but also the overall experience during the service process. The interaction between healthcare providers and patients, communication effectiveness, responsiveness, and the ability of medical personnel to provide reliable services significantly shape patients' perceptions of healthcare quality. Previous studies demonstrate that service quality consists of several dimensions, including reliability, responsiveness, assurance, empathy, and tangible aspects. These dimensions collectively influence how patients perceive the competence and professionalism of healthcare providers ([Fatima et al., 2018](#)). Reliable healthcare services ensure that patients receive accurate diagnoses, appropriate treatments, and consistent medical attention. Meanwhile, responsiveness reflects the ability of healthcare professionals to address patient needs promptly, which contributes to increased patient trust and satisfaction.

The literature findings also show that effective communication between physicians and patients is a critical element of service quality. Physicians who actively listen, provide clear explanations, and demonstrate empathy are more likely to establish positive relationships with patients ([Berman & Chutka, 2016](#)). This relationship strengthens patient confidence and improves their perception of healthcare services. Therefore, improving service quality requires healthcare organizations to focus not only on technical medical capabilities but also on interpersonal skills and patient-centered approaches. These findings support previous research indicating that service quality has a significant relationship with patient satisfaction ([Fatima et al., 2018](#)). High-quality healthcare services create positive patient experiences, which subsequently encourage greater trust, loyalty, and willingness to continue using healthcare services. Thus, healthcare organizations should consider service quality improvement as a strategic approach to enhancing patient satisfaction and overall healthcare performance.

4.2 The Contribution of Healthcare Facilities to Patient Experience and Physician Performance

The literature review further reveals that healthcare facilities represent an essential supporting factor in improving both patient satisfaction and physician performance. Adequate healthcare infrastructure, medical equipment availability, and supportive working environments enable physicians to provide more effective and efficient healthcare services. Physicians require appropriate facilities to perform clinical tasks accurately, including diagnostic procedures, medical interventions, and patient monitoring. The availability of modern medical equipment and well-managed healthcare infrastructure reduces operational constraints and allows physicians to focus on delivering optimal care. Conversely, inadequate facilities may limit physicians' ability to provide comprehensive treatment, regardless of their professional competence ([Scott & Mars, 2015](#)).

From the patient perspective, healthcare facilities influence perceptions of service quality and organizational credibility. Comfortable environments, accessible facilities, and sufficient medical resources contribute to a better healthcare experience. Patients often associate the quality of healthcare facilities with the professionalism and reliability of healthcare institutions. Therefore, investment in healthcare infrastructure is not only an operational necessity but also an important strategy for improving patient satisfaction. The findings indicate that healthcare facilities and physician performance are interconnected ([Dobrzykowski & Tarafdar, 2017](#)). A supportive healthcare environment enables physicians to work more effectively, reduces professional barriers, and improves their ability to meet patient expectations. Consequently, healthcare organizations need to integrate facility improvement strategies with human resource development programs to achieve sustainable improvements in healthcare performance ([Bradley, Taylor, & Cuellar, 2015](#)).

4.3 The Influence of Patient Satisfaction on Physician Performance

The analysis shows that patient satisfaction plays an important role in encouraging improvements in physician performance. Patient satisfaction functions as a feedback mechanism that reflects how patients evaluate physicians' professionalism, communication, responsiveness, and quality of care. Positive patient evaluations can motivate physicians to maintain service excellence and continuously improve their professional practices. The relationship between patient satisfaction and physician performance extends beyond individual interactions. In many healthcare organizations, patient satisfaction indicators are increasingly used as performance evaluation measures. Feedback from patients provides valuable information regarding physicians' strengths and areas requiring improvement. This information can support healthcare institutions in designing performance improvement strategies and developing more patient-centered care systems ([Edgman-Levitan & Schoenbaum, 2021](#)).

However, the literature also highlights that patient satisfaction should be interpreted carefully. Although positive patient experiences are important, healthcare providers must maintain a balance between fulfilling patient expectations and ensuring appropriate clinical decisions. Excessive emphasis on satisfaction scores may create pressure for physicians to prioritize patient preferences over evidence-based medical considerations. Therefore, patient satisfaction should function as one component of performance evaluation rather than the sole indicator of physician effectiveness ([Levesque & Sutherland, 2020](#)). Overall, the findings suggest that patient satisfaction contributes positively to physician performance when supported by appropriate organizational systems. Physicians who receive constructive feedback and work within supportive healthcare environments are more likely to improve their effectiveness, communication, and quality of patient care ([Baines, Stevens, Read, Marshall, Lalani, & Archer, 2018](#)).

4.4 Integrated Relationship Between Service Quality, Healthcare Facilities, Patient Satisfaction, and Physician Performance

The synthesis of previous studies indicates that service quality, healthcare facilities, patient satisfaction, and physician performance represent interconnected elements within healthcare management ([Mitropoulos, 2021](#)). Service quality and healthcare facilities function as organizational factors that shape patient experiences, while patient satisfaction serves as an important mechanism linking healthcare delivery processes with physician performance outcomes. A healthcare organization with high service quality and adequate facilities provides physicians with better conditions to perform their responsibilities effectively. These factors improve patient experiences, which generate positive feedback and strengthen physicians' motivation to maintain high-quality care. Therefore, physician performance cannot be considered solely as an individual capability but also as an outcome influenced by the broader healthcare service environment ([Ayuningtyas, 2015](#)).

The findings emphasize the importance of adopting a comprehensive healthcare management approach. Improving physician performance requires more than professional training; it requires simultaneous attention to patient needs, service processes, organizational support, and healthcare infrastructure. Healthcare institutions that successfully integrate these elements are more likely to achieve improved service quality, higher patient satisfaction, and better healthcare outcomes ([Batalden, Batalden, Margolis, Seid, Armstrong, Opiari-Arrigan, & Hartung, 2016](#)).

4.5 Discussion of Research Findings

This study contributes to existing healthcare management literature by providing an integrated perspective on how patient satisfaction, service quality, and healthcare facilities collectively influence physician performance. Previous studies have frequently examined these factors separately, focusing either on patient satisfaction as a service outcome or physician performance as an organizational indicator. This study expands the discussion by positioning patient satisfaction as a connecting mechanism between healthcare service conditions and physician effectiveness.

The findings highlight that improving physician performance requires a patient-centered healthcare strategy. Healthcare organizations should prioritize continuous improvement of service quality, strengthen communication between physicians and patients, and provide adequate facilities that support medical practice ([Hill, Stephani, Sapple, & Clegg, 2020](#)). Such strategies can create a healthcare environment where physicians are empowered to deliver better services while patients receive more satisfying healthcare experiences.

5. Conclusions

This study concludes that patient satisfaction plays an important role in improving physician performance when supported by high-quality healthcare services and adequate healthcare facilities. Based on the literature analysis, patient satisfaction is not only an indicator of healthcare service success but also functions as a mechanism that encourages physicians to improve their professionalism, communication, responsiveness, and quality of care. Positive patient experiences provide valuable feedback that can support continuous improvement in physician performance. The findings further indicate that service quality represents a fundamental factor in shaping patient satisfaction. Effective communication, empathy, reliability, and responsiveness from healthcare providers contribute to stronger patient trust and better healthcare experiences. In addition, adequate healthcare facilities provide essential support for physicians by enabling them to perform medical responsibilities more effectively and efficiently. Therefore, physician performance should not be viewed solely as an individual capability but also as an outcome influenced by the organizational environment in which healthcare services are delivered.

This study highlights the importance of an integrated healthcare management approach that simultaneously focuses on improving service quality, strengthening healthcare infrastructure, and enhancing patient-centered care. Healthcare organizations that successfully combine these elements are more likely to achieve higher patient satisfaction and better physician performance. Future healthcare improvement strategies should consider patient satisfaction as a strategic component of performance evaluation while maintaining a balance between meeting patient expectations and ensuring appropriate clinical decision-making. By creating a supportive healthcare environment, organizations can promote sustainable improvements in healthcare quality and physician effectiveness.

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Author Contributions

SUA conceptualized the research idea, developed the research framework, and contributed to the formulation of the theoretical foundation. ISD conducted the literature search and selection, performed the data analysis, interpreted the findings, and prepared the original manuscript. NS contributed to manuscript editing, academic refinement, final review, and improvement of the manuscript quality. All authors contributed to the discussion of the research findings, critically reviewed the manuscript, and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted objectively and independently, and all interpretations presented in this study

are based on the analysis of relevant scientific literature.

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