

PUBLIC SERVICE QUALITY AND COMMUNITY RETENTION IN ENHANCING PUBLIC SATISFACTION: THE MEDIATING ROLE OF TRUST AT JEMBER POLICE

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ABSTRACT

Quality police services are one of the main factors in building public trust and satisfaction with the police institution. However, there are still challenges in improving the quality of service and effective community retention as a form of support and loyalty to the Jember Police. This study aims to examine the influence of service quality and community retention on community satisfaction in the Jember Regional Police with the role of intervening in public trust. The research method used a quantitative approach by collecting questionnaire distribution data and then in Structural Equation Modeling (SEM) analysis with the WarpPLS statistical tool. The results of the analysis showed that the quality of service and community retention had a positive and significant influence on community satisfaction, both directly and through trust interventions. Trust has proven to be an important mechanism that strengthens the relationship between service quality and retention to community satisfaction. This finding provides strategic implications for the Jember Regional Police to continue to improve the quality and retention of services as an effort to build and maintain public trust in order to increase satisfaction and loyalty of service users. This research also opens up opportunities for the development of a more responsive and reliable public service system in police institutions.

INTRODUCTION

Public services are one of the main functions of the government in meeting the basic needs of the community, because it is through these services that the state is directly

present in the lives of citizens. In the context of institutions that are in intense contact with the community such as the police, the quality of service is very important because the community not only assesses the results of the services received, but also the interaction process they experience while dealing with the institution. Good service quality will encourage the community to feel appreciated, facilitated, and served professionally. Conversely, slow, complicated, or less friendly services can lead to dissatisfaction and lower public judgment of institutions (Kasmirandi et al., 2024). Therefore, public services in the police force are not just administrative activities, but strategic instruments to build positive relations between the state and society (Budiman et al., 2022) and (Ramadan, 2024).

The quality of service not only affects the level of public satisfaction, but also becomes the basis for the formation of public trust in the police institution as a service provider. When the public feels that the officers work quickly, provide clear information, show a polite attitude, and are able to respond well to their needs, then there will be confidence that the institution is reliable (Istighfarnissa et al., 2022). Public trust is very important because it is social capital for the success of long-term services Public (Tirtayasa et al., 2021). Without trust, people tend to be hesitant to return to using services, and can even spread negative perceptions to others. Thus, the quality of service and public trust have a close relationship and mutually strengthen in shaping public perception of police performance (Damanik et al., 2024).

A number of international institutions also affirm that public services are an important point of contact that determines how people view the government (Formes, 2025). The OECD places public services as one of the main means that affect citizens' trust in government institutions, while the satisfaction of service users is strongly influenced by the speed, ease, clarity of information, and courtesy of officers (Dewi, 2023). This means that the community's experience when receiving services can be a real indicator of the quality of governance. These factors seem simple, but in practice they are very decisive in determining whether people are satisfied or disappointed with the services they receive. Therefore, improving the quality of service needs to be directed not only to the technical aspect, but also to the overall user experience aspect (Altonie et al., 2022).

Community retention is one of the important indicators in the success of public services because it shows the tendency of the community to continue to use the same services after obtaining a service experience that is considered satisfactory (Widiastuti et al., 2024). In the context of police services, retention not only means that the community returns to the service at a later time, but also reflects the ongoing relationship between the community and institutions that is formed through consistent, accessible, fast, and trustworthy services. When people feel that the services provided are not difficult, the response of the officers is adequate, and the procedures are clear, then they tend to maintain the choice of the institution rather than looking for other alternatives. This shows that retention is born from repeated satisfaction and trust that grows gradually through positive experiences in using the service (Anggraeni & Arafah, 2023) and (Pasianus, 2021). In public service, this condition is very important because people who have high retention are generally more loyal, more willing to provide positive recommendations, and more likely to support the sustainability of long-term relationships with institutions.

Therefore, retention can be understood not only as a reuse behavior, but also as a reflection of the institution's success in building stable, mutually beneficial, and community-compliant-oriented relationships.

Based on the conditions at Jember Police, there are still a number of public complaints related to slow service processes, less transparent information, officers' responses that are considered not optimal, and service facilities that need to be improved. These complaints show that although institutions have made efforts to improve the quality of services, there is still a gap between public expectations and the reality on the ground. When the service process is felt to be slow and information is not conveyed clearly, the public tends to judge that the service has not fully met the expected standards. This condition is important to observe because suboptimal service not only has an impact on decreased satisfaction, but can also reduce public trust in institutions. If this is left unchecked, the potential for community retention in using services can also decrease.

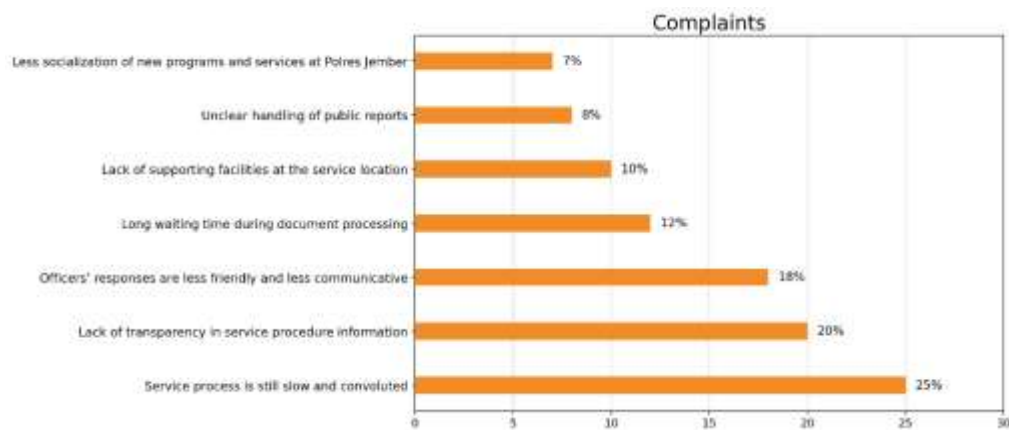


Figure 1. Service User Complaint Survey Graph

The data was taken from public complaint reports recorded at the Jember Regency Public Service Mall and the official complaint channel of Wadul Gus'e in the early period of 2025. These complaints and suggestions are important evaluation materials for the Jember Police to improve the quality of public services to be faster, transparent, and responsive according to public expectations. Thus, the existence of the images and tables above reinforces that service problems are indeed real in the field.

Empirically, studies show that service quality has a positive effect on public satisfaction and trust, both in the private and public sectors. However, most studies still place satisfaction or trust as a stand-alone variable, so there are not many that have tested the relationship simultaneously between service quality, community retention, public trust, and community satisfaction in a single research model. In addition, research that specifically takes the context of the regional police, especially in the Jember area, is still very limited. These limitations indicate that there are knowledge gaps that need to be filled in order to obtain a more accurate picture of the factors that affect public satisfaction in police services. Thus, this research becomes important to strengthen empirical evidence that is more contextual and relevant (Subhan et al., 2023), (Widiastuti et al., 2024), (Sari et al., 2024), (Asrofi & Aquinia, 2023), (Razaq, 2024) and (Dewi, 2023)

Based on these gaps, this study is focused on testing the influence of the quality of

public sector services and community retention on public satisfaction with public trust as an intervening variable in the Jember Police, because the relationship between these variables has not been widely tested in an integrated manner in the context of regional police services. Public trust is placed as an intervening variable to explain more deeply how service quality and retention can shape public satisfaction, so that the research model becomes more comprehensive and relevant to the current reality of public services. The novelty of this study lies in the integration of community retention as an antecedent variable combined with service quality and trust in an analysis model in the context of regional policing, because previous research generally focused more on the relationship between service quality, trust, and satisfaction without explicitly placing community retention as an important variable. Thus, this research is expected to make a practical contribution to improving the quality of police services as well as academic contributions in enriching the study of public services, especially regarding the role of service quality, retention, and trust in shaping community satisfaction.

LITERATURE OVERVIEW

Quality of Service

Service quality is an organization's ability to meet the expectations of service users. According to Parasuraman, Zeithaml, and Berry (1988; 1990), service quality is measured through five dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. In public services, these five dimensions are important because they determine the community's assessment of the quality of service.

Belief Theory

Trust is the community's belief that institutions have competence, integrity, and goodwill in providing services. The OECD (2017; 2024) emphasizes that public trust is shaped by consistent, transparent, fair, and reliable services. Therefore, trust is very important as a variable that bridges service quality to community satisfaction.

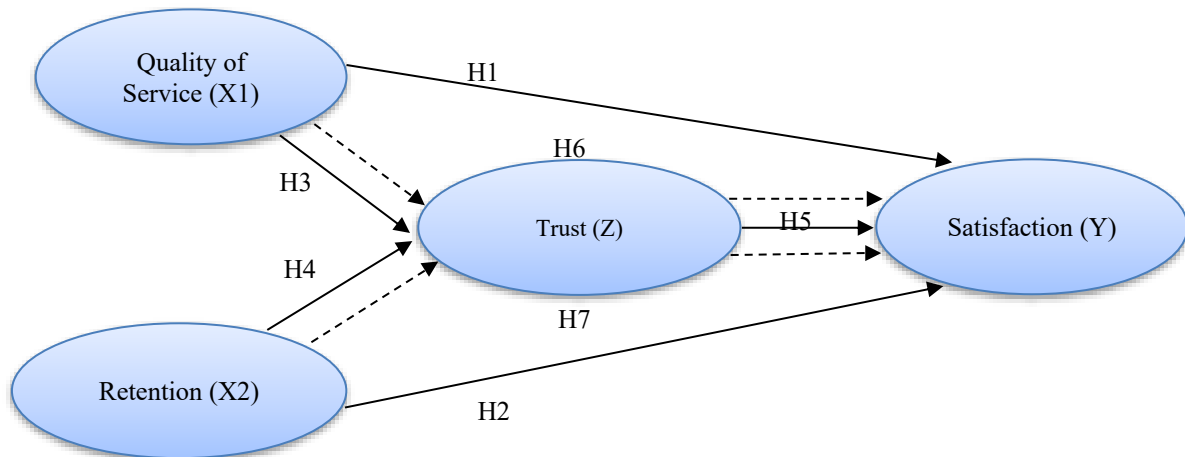
Community Retention

Community retention is the tendency of people to continue using the same services because they feel satisfied and trusted. Anggraeni and Arafah (2023) and Pasionus (2021) explain that retention reflects a sustainable relationship between society and institutions. In the context of the police, retention shows that the public still chooses these services because they are considered useful and trustworthy.

Satisfaction Theory

Satisfaction is the feeling of being happy or disappointed after people compare expectations with the performance of services received, according to Kotler and Keller (2019). If the service meets or exceeds expectations, then the community is satisfied; otherwise, dissatisfaction arises. Sari et al. (2020) added that satisfaction is influenced by direct experience, media information, and the experiences of others.

HYPOTHESIS DEVELOPMENT



H1 : The Effect of Service Quality on Community Satisfaction at the Jember Police Station

The quality of service is one of the main factors that determine the level of public satisfaction with the services of public institutions, including the Jember Police, because good service reflects the ability of the institution to meet the needs and expectations of the community in real terms (Putri et al., 2021). Service quality includes the dimensions of physical evidence, reliability, responsiveness, assurance, and empathy, which together form a public assessment of the quality of services received. If services are provided effectively, efficiently, friendly, and according to expectations, then the public tends to assess the institution positively and feel satisfied with the service. On the other hand, if the service is inconsistent, slow, or less responsive, then community satisfaction will decrease. Thus, theoretically and empirically, it can be formulated that the quality of service has a positive and significant effect on community satisfaction (Subhan et al., 2023).

H2 : The Effect of Community Retention on Community Satisfaction at the Jember Police Station

Community retention or community loyalty refers to the tendency of the community to continue to use the services of the Jember Police repeatedly and recommend them to others, which generally arises as a result of positive experiences and satisfaction with the quality of service received (Tirtawati, 2021). In the context of public services, retention is an important indicator because it shows the success of institutions in building long-term relationships with the community; The higher the retention, the greater the likelihood that people will feel satisfied, trust, and have a positive perception of the services provided (Esti et al., 2021). Community loyalty can also reduce uncertainty in assessing services, strengthen confidence that the services received are consistent, and encourage more stable satisfaction. Based on the theory and results of previous research, it can be formulated that community retention has a positive and significant effect on community satisfaction, so that increased retention will contribute to increasing public satisfaction with Jember Police services, while low retention can be a signal of dissatisfaction and

weakening public trust in the services provided (Siahaya et al., 2023).

H3 : The Effect of Service Quality on Public Trust in the Jember Police

The quality of service is an important factor that determines the level of public trust in public institutions, including the Jember Police, because good service reflects the ability of the institution to meet the needs of the community professionally and consistently. The quality of service that includes physical evidence, reliability, responsiveness, assurance, and empathy can shape the public's positive perception of the police institution, especially when the services provided meet or exceed their expectations (Musana et al., 2024). In this context, it will be easier for the public to trust institutions that are considered transparent, responsive, and reliable in providing services. On the other hand, if the quality of service is low, then the public tends to doubt the ability and integrity of the institution, so that the level of trust also decreases. Based on the theory and results of previous research, it can be concluded that the quality of service has a positive and significant effect on public trust (Lorensia & Ningrum, 2023).

H4 : The Effect of Community Retention on Public Trust in the Jember Police

Community retention, which reflects the loyalty and attachment of the community to continue using the services of the Jember Police, plays an important role in building and maintaining public trust in the police institution. When the community feels satisfied and continues to use the services provided, this repeated experience strengthens the belief that the Jember Police are able to provide consistent, reliable, and appropriate services according to their needs (Mumpuni et al., 2025). Public trust does not arise only from a single service experience, but from the continuous accumulation of positive experiences, so that retention is an important indicator that the institution has succeeded in maintaining the quality of relationships with the community. Conversely, if retention is low, it can reflect dissatisfaction or doubt about the quality of service, which ultimately has the potential to lower the level of trust in the institution. Based on the theory and results of previous research, it can be formulated that community retention has a positive and significant effect on public trust (Eka Tirtawati, 2021).

H5 : The Effect of Trust on Public Satisfaction at the Jember Police Station

Public trust is a key factor that affects the level of public satisfaction with public services, including the services provided by the Jember Police, because trust reflects the belief that police institutions are able to carry out their duties professionally, fairly, and consistently in providing services (Pasianus, 2021). When the public feels confident that the Jember Police can be trusted, they tend to assess the services received more positively, are more likely to accept the service process, and are more likely to be satisfied with the results (Lorensia & Ningrum, 2023). Trust also makes the community have stable expectations for the quality of service, so that interaction with the police goes smoother and the sense of security increases. On the other hand, if public trust decreases, the assessment of services tends to become more negative, and can even lead to dissatisfaction and disappointment. Based on the theory and results of previous research, it can be concluded that public trust has a positive and significant effect on community satisfaction (Bahri & Patimah, 2023).

H6 : The Effect of Service Quality on Community Satisfaction at the Jember Police Station which is intervened by trust

The quality of service is the main factor that affects public satisfaction with public services, including in the Jember Police, because good service reflects the ability of the institution to meet the expectations of the community in real terms. Dimensions of service quality such as physical evidence, reliability, responsiveness, assurance, and empathy not only form a positive service experience, but also directly affect the public's assessment of the quality of service received. The better the quality of service felt, the greater the likelihood that people will be satisfied with the service. However, these relationships are not always direct, as public trust in police institutions can strengthen the influence of service quality on satisfaction. When the public assesses that the Jember Police provide consistent, transparent, and professional services, the trust formed will make the impact of service quality on satisfaction stronger (Kemala et al., 2024). Thus, trust functions as a mechanism that explains how service quality can be translated into community satisfaction, so that improving service quality will be more effective if accompanied by efforts to build public trust. Previous research has also shown that the quality of service has a significant effect on community satisfaction, and this influence is stronger when mediated by trust.

H7 : The Effect of Community Retention on Community Satisfaction at the Jember Police Station which is intervened by trust

Community retention reflects the level of loyalty and attachment of the community to continue to use the services provided by the Jember Police. When people feel satisfied and continue to use the service, it shows that there is a positive experience that is repeated and forms a stable habit of using the service. However, the relationship between retention and satisfaction does not only occur directly, because high retention will only have a strong impact on satisfaction if the public also has good trust in the police institution (Esti et al., 2021). In this context, public trust plays a role as an intervening variable that explains why retention can increase satisfaction more effectively. Community loyalty will be more meaningful if it is supported by the belief that the Jember Police are able to provide consistent, transparent, responsive, and reliable services. Conversely, if trust is low, then the retention formed is likely not strong enough to produce optimal satisfaction. Therefore, trust is an important element so that community retention really contributes to increasing satisfaction, especially in the midst of various service challenges that can still cause public doubts (Shetty et al., 2022).

RESEARCH METHODS

This study uses a quantitative method with a descriptive approach, because it aims to examine the influence of public sector service quality and community retention on service satisfaction with trust as an intervening variable in the Jember Police, as well as describing the condition of the research variables based on respondents' answers (Sujarweni, 2014). Data was collected through observation, questionnaires, and literature studies, then analyzed using Structural Equation Modeling (SEM) with the help of WarpPLS. The operational definition of the variable is prepared so as not to cause double interpretation, with service quality (X1) measured through five SERVQUAL indicators,

namely tangibles, reliability, responsiveness, assurance, and empathy; community retention (X2) is measured through the competence and ability of officers, officer behavior, complaint handling, quality of facilities and infrastructure, and reasonableness of costs/rates; trust (Y) is measured through trust, reliability, honesty, and expectation; while service satisfaction (Z) is measured through service procedures, clarity of officers, speed of service, justice of service, and courtesy and friendliness of officers. The research instrument used a closed questionnaire with a Likert scale of 1-5 points, namely from strongly disagree to strongly agree. The research population is the people of Jember Regency who have used or know the services of the Jember Police, while the sample is determined by non-probability sampling through purposive sampling, with the criteria that the respondents are at least 17 years old, have used or know the services of the Jember Police, and are willing to fill out a complete questionnaire. The number of samples was determined as many as 95 respondents based on the formula of Ferdinand (2015), namely the number of indicators multiplied by 5, so that $19 \times 5 = 95$, and this number is considered adequate for the SEM-PLS analysis because it has met the minimum sample limit and is strengthened by the selection of respondents who are relevant to the research object.

RESULTS AND DISCUSSION

1. Validity Test

The validity test criteria is to use the loading factor criteria (*Cross-loading factor*) with a value of more than 0.70 and *Average variance extracted (AVE)* with a value greater than 0.50 for testing *Convergent validity* and *Discriminatory validity* using the AVE root comparison with the correlation between variables. The AVE value of the construct must be higher than the correlation between the variables. The AVE value of the construct should be higher compared to the correlation between latent variables (Ghozali, 2018). The results of WarpPLS 8.0 are as follows:

Table 2. Combined load and cross-loading

	X1	X2	Z	Y	Type (As Specified)	ONE	P value
X1.1	(0.781)	0.194	0.216	0.428	Reflective	0.083	<0.001
X1.2	(0.897)	0.300	0.031	0.132	Reflective	0.080	<0.001
X1.3	(0.897)	0.262	0.206	0.089	Reflective	0.080	<0.001
X1.4	(0.833)	0.152	0.047	0.090	Reflective	0.081	<0.001
X1.5	(0.888)	0.067	0.031	0.336	Reflective	0.080	<0.001
X2.1	0.034	(0.903)	0.052	0.071	Reflective	0.080	<0.001
X2.2	0.086	(0.891)	0.453	0.004	Reflective	0.080	<0.001
X2.3	0.145	(0.903)	0.176	0.145	Reflective	0.080	<0.001
X2.4	0.248	(0.884)	0.060	0.017	Reflective	0.080	<0.001
X2.5	0.022	(0.892)	0.267	0.197	Reflective	0.080	<0.001
Z.1	0.128	0.145	(0.900)	0.036	Reflective	0.080	<0.001
Z.2	0.134	0.158	(0.892)	0.035	Reflective	0.080	<0.001

	X1	X2	Z	Y	Type (As Specified)	ONE	P value
Z.3	0.405	0.245	(0.863)	0.045	Reflective	0.081	<0.001
Z.4	0.124	0.065	(0.926)	0.043	Reflective	0.079	<0.001
Y.1	0.207	0.248	0.068	(0.908)	Reflective	0.080	<0.001
Y.2	0.069	0.002	0.093	(0.880)	Reflective	0.080	<0.001
Y.3	0.112	0.047	0.323	(0.912)	Reflective	0.080	<0.001
Y.4	0.184	0.034	0.050	(0.880)	Reflective	0.080	<0.001
Y.5	0.369	0.283	0.577	(0.836)	Reflective	0.081	<0.001

Source : Data-processed research (2025)

A cross-loading criterion with a value greater than 0.70 indicates that an indicator has a strong relationship to the variable it is measuring, while a value of 0.50–0.60 is still acceptable as a sufficient measure in social research. Based on the results of the WarpPLS 8.0 calculation in Table 2, all indicators have a cross-loading value above 0.50 and even most of them are above 0.70, so it can be stated that these indicators are able to represent their respective variables well. In addition, the significance value of $p < 0.001$ indicates that the relationship between the indicator and the variable is statistically real, so that each indicator actually contributes to forming the constructed under study. Thus, the results confirm that the research instrument has met the convergence validity criteria well and is suitable for further analysis.

2. Reliability Test

Reliability testing is carried out with the aim of ensuring that the research instrument used can present the measurement concept consistently without bias (Scott, 2016). The results of WarpPLS 8.0 data processing are as follows:

Table 3. Reliability Test
Composite reliability coefficient

X1	X2	Z	Y
0.934	0.953	0.942	0.947

Cronbach alpha coefficient

X1	X2	Z	Y
0.911	0.938	0.917	0.930

Source : Data-processed research (2025)

The basis used in the reliability test is the value of the composite reliability coefficient and the Cronbach alpha coefficient which is above 0.7. This value shows that each question item in the questionnaire has good internal consistency, so that the

instrument is able to measure research variables stably and reliably. The results in Table 3 show that all research variables have met the reliability criteria, so it can be concluded that the questionnaire used is suitable for use as a data collection tool because it is able to provide consistent measurement results and does not show significant bias.

3. Calculation of Direct Influence Path Coefficient

Table 4. Direct Influence Path Coefficient Value

Hypothesis	Path coefficient	P value	Information
X1 > Z	0.308	<0.001	Positive and Significant
X2 > Z	0.614	<0.001	Positive and Significant
X1 > Y	0.328	<0.001	Positive and Significant
X2 > Y	0.403	<0.001	Positive and Significant
Z > Y	0.232	0.009	Positive and Significant

Source : Data-processed research (2025)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- The effect of service quality (X1) on community satisfaction (Z) resulted in a *line coefficient value* of 0.308 with a *p value* of >0.001. Because *p-value* is lower than the significance level of α ($0.001 < 0.05$) Therefore, based on the results obtained, it can be concluded that there is a positive and significant influence.
- The effect of community retention (X2) on community satisfaction (Z) resulted in a *path coefficient value* of 0.614 with a *p value* of <0.001. Because *p-value* is lower than the significance level of α ($0.001 < 0.05$) Therefore, based on the results obtained, it can be concluded that there is a positive and significant influence.
- The effect of service quality (X1) on public trust (Y) resulted in a *path coefficient value* of 0.328 with a *p value* of <0.001. Because *p-value* is lower than the significance level of α ($0.001 < 0.05$) Therefore, based on the results obtained, it can be concluded that there is a positive and significant influence.
- The effect of community retention (X2) on public trust (Y) resulted in a *path coefficient value* of 0.403 with a *p value* of >0.001. Because *p-value* is lower than the significance level of α ($0.001 < 0.05$) Therefore, based on the results obtained, it can be concluded that there is a positive and significant influence.
- The effect of public satisfaction (Z) on public trust (Y) resulted in a *path coefficient value* of 0.232 with a *p value* of 0.009. Because *p-value* is lower than the significance level of α ($0.009 < 0.05$) Therefore, based on the results obtained, it can be concluded that there is a positive and significant influence.

Sec. 4. Calculation of indirect influence paths

Table 5. Value of the Indirect Influence Path Coefficient

Hypothesis	Indirect and total effects	P-value for the sum of indirect effects	Information
X1 > Y > Z	0.171	0.028	Positive and Significant

$X2 > Y > Z$	0.142	0.022	Positive and Significant
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Source : Data-processed research (2025)

The results given in table 5 above show the indirect influence of the variables X1 (quality of service), X2 (community retention), on the variables Y (public trust) through Z (community satisfaction) as follows:

1. The indirect influence from X1 (quality of service) to Y (public trust) has a path coefficient value of 0.171 with a *p value* of 0.028. Because *the p-value* is lower than the significance level of α ($0.028 < 0.05$). This shows that there is a significant positive influence of service quality (X1) on public trust (Y) through a pathway involving the Z variable (community satisfaction).
2. The indirect influence from X2 (community retention) to Y (community trust) has a path coefficient of 0.142 with a *p value* of 0.022. Because *the p-value* is lower than the significance level of α ($0.022 < 0.05$). This shows that there is a significant positive influence of community retention (X2) on public trust (Y) through a pathway involving the Z variable (community satisfaction).

5. Coefficient of Determination R2

Table 6. Test Research Model

<i>Adjusted R-squared coefficient</i>			
X1	X2	Z	Y
		0.798	0.854

Source : Data-processed research (2025)

The determination coefficients presented in the form of Adjusted R-Squared in Table 6 show how much independent variables are able to explain the dependent variables in the research model. Based on this value, the quality of service and community retention was able to explain community satisfaction by 79.8%, which means that the model has a strong ability to explain changes in community satisfaction. Meanwhile, the remaining 20.2% was explained by other variables outside of this study model, such as respondents' personal factors, previous experience, or other aspects of service that were not studied. In addition, the quality of service and community retention was also able to explain public trust by 85.4%, so it can be said that the model's ability to explain the variation in public trust is very good. The remaining 14.6% was influenced by other factors outside the study. Thus, these results show that the research model has high predictive ability and strong intervariable relationships.

DISCUSSION

1. Service Quality Has a Positive and Significant Effect on Community Satisfaction at the Jember Police Station

In the era of public services that increasingly demand quality, the results of this study show that the quality of service has a positive and significant effect on community satisfaction in the Jember Police. The findings confirm that the better the quality of service felt by the community, the higher their level of satisfaction with the services

provided. Thus, the quality of service is not only an administrative aspect, but also the main factor that shapes the community's assessment of the institution's performance.

The five dimensions of service quality basically show that community satisfaction is the result of a thorough evaluation process of the service experience received. Tangibles are not only understood as the physical condition of the service, but also as an initial representation of the professionalism of the institution that influences public perception from the beginning of the interaction. Reliability shows that the community will be more satisfied when services are able to be provided consistently, on time, and in accordance with the promises that have been delivered, because it reflects certainty in the service process. Responsiveness is important because people tend to judge the quality of service from how quickly officers respond to their needs and complaints, so this aspect has a direct effect on the sense of being appreciated and cared for. Assurance strengthens satisfaction through procedural certainty, transparency, and a reassuring attitude of officers, as these elements build a sense of public security and trust in the institution. Meanwhile, empathy emphasizes that good service is not only fast and precise, but must also pay attention to the conditions, needs, and differences of each individual humanly. Thus, community satisfaction is formed not solely because of the fulfillment of administrative needs, but because of the compatibility between community expectations and service experiences that are consistent, safe, transparent, and respect the human side of service users.

Overall, the integration of the five service quality indicators shows that service quality not only functions as an administrative aspect, but also as a strategic factor that shapes the public's assessment of the Jember Police. The findings of this study reinforce the results of the study (Subhan et al., 2023), (Masadah et al., 2020), (Kadir et al., 2023) and (Arta Naibaho et al., 2022) Both show that the tangible dimensions, reliability, responsiveness, assurance, and empathy have a positive effect on satisfaction, but this study places a more contextual emphasis because it proves that these influences also appear in police services that have public, bureaucratic, and legal certainty-oriented characteristics. In contrast to several previous studies that were mostly conducted in the business or commercial service sector, the results of this study confirm that in public services, especially the police, the quality of service is not only judged from the comfort of users, but also from the sense of security, clarity of procedures, and trust in institutions. In line with that, the study (Ridha et al., 2024) It also shows that improving service quality has an impact on satisfaction, but this study makes it clear that the impact becomes stronger when services are able to respond to the needs of the community directly and consistently in the context of public institutions.

2. Community Retention Has a Positive and Significant Effect on Community Satisfaction at the Jember Police Station

In an effort to improve the quality of public services, community retention has proven to be an important factor because it is directly related to the sustainability of service use and the formation of community satisfaction. The results of this study show that community retention has a positive and significant effect on community satisfaction in the Jember Police, which means that the stronger the community retention, the higher the likelihood that they will feel satisfied with the services provided. These findings

confirm that satisfaction is not only shaped by the results of momentary service, but also by repeated experiences that build long-term relationships between society and institutions.

The competence and ability of officers are the main basis that shapes the community's confidence to return to using services because the public tends to judge that professional services reflect the readiness of the institution to meet their needs precisely, quickly, and accurately. When officers have adequate abilities to handle various community affairs, such as the management of SKCK, police reports, and other complaints, then the public will see that the institution really has the capacity to provide reliable services. This is important because competent service experience not only solves the needs of the community at the time, but also shapes the perception that the service is worthy of being re-selected in the future. In addition, the behavior of polite, friendly, and communicative officers also strengthens the positive experience because the community feels appreciated, cared for, and treated appropriately in the service process, thus encouraging the formation of loyalty and the tendency to continue using the same services. On the other hand, responsiveness in handling complaints shows that institutions are able to listen, understand, and respond to the needs of the community quickly and appropriately, thereby strengthening trust and loyalty to the services provided; It will be easier for people to maintain relationships with institutions when they feel that their complaints or needs are not ignored, but are being acted upon in real terms. The quality of facilities and infrastructure also plays an important role because comfortable, clean, orderly, and supported by adequate equipment facilities create a better service atmosphere and smooth the service process, as well as signal that the institution is serious in providing comfort to the community and strengthening a positive assessment of the overall quality of service. Meanwhile, the fairness of fees or tariffs fosters a perception of fairness and transparency, because the public feels not disadvantaged and can clearly understand the obligations that must be fulfilled in obtaining services. Thus, community retention not only reflects the desire to reuse services, but also becomes an indicator that the services provided have been able to build trust, comfort, justice, and sustainable satisfaction in the relationship between the community and the institution.

The results of this study are in line with previous studies that show that community retention is not only related to the desire to use services again, but also to the quality of the experience they receive during the service process. (Eka Tirtawati, 2021), (Santoso et al., 2024) and (Esti et al., 2021) emphasized that officer competence, friendly attitude, and quick response to complaints are important factors in building retention because these three aspects create a sense of appreciation and increase public trust in institutions. However, this study shows that in the context of police services, retention is not only influenced by the direct interaction of officers with the community, but also by the consistency of services felt from time to time. In addition, (Siahaya et al., 2023) emphasizing the importance of facilities, cost transparency, and consistency of services, and the findings reinforce that retention is stronger when people rate services not only as good personally, but also systemically organized. Thus, this study does not simply repeat previous findings, but clarifies that community retention in public services is the result of a combination of the quality of interpersonal relationships, clarity of processes, and

stability of service quality.

3. Service Quality Has a Positive and Significant Effect on Public Trust in the Jember Police

Service quality is one of the main factors that shape public trust, and the results of this study show that service quality has a positive and significant effect on public trust in the Jember Police. The findings confirm that trust does not arise spontaneously, but is built through service experiences that are consistent, reliable, and in accordance with people's expectations. Thus, the quality of service not only serves to meet administrative needs, but also serves as an important basis in building public legitimacy and trust in institutions.

The five dimensions of service quality complement each other in strengthening public trust. Tangibles shows that clean, comfortable, and modern technology-supported facilities signal the professionalism of the institution, so that the public considers the services to be managed seriously and credibly. Reliability shows that consistent, timely, and consistent service fosters confidence that the institution is able to fulfill its commitments. Responsiveness affirms the ability of officers to respond quickly to community needs and complaints, which reinforces the perception that the community is valued and prioritized. Assurance shows that legal certainty, transparency of procedures and costs, and a reassuring attitude of officers create a sense of security and increase trust. Meanwhile, Empathy reflects a friendly, caring, and non-discriminatory approach to service, thus strengthening the emotional connection between society and institutions. Overall, these results show that public trust is formed from a combination of stable, transparent, and humane service quality throughout the service process.

Empirical support for these findings is also evident from various previous studies that show that service quality has a significant effect on customer trust, but the relationship does not only arise because services are rated as good in general, but because people feel consistency, transparency, and certainty in the service process. (Rizkiana et al., 2023), (Economy, 2023), (Dewi, 2023), (Kasinem, 2022) and (Muhtarom et al., 2022) Both affirm that the real dimensions, reliability, responsiveness, assurance, and empathy form trust because these five aspects signal that the institution is able to fulfill the promise of service in a stable and reliable manner. However, this study makes it clear that in the context of police services, trust is not only born from the quality of officers' interaction with the community, but also from the ability of institutions to maintain information openness and consistency of services over time. Thus, the results of this study not only confirm the previous findings, but also confirm that public trust is formed through repeated, measurable, and according to public service experiences.

4. Community Retention Has a Positive and Significant Effect on Public Trust in the Jember Police

In an effort to build public trust in public service institutions, community retention is an important factor because it not only reflects loyalty, but also strengthens long-term trust in institutions. The results of this study show that community retention has a positive and significant effect on public trust in the Jember Police, which means that the stronger the community retention, the greater their confidence in the institution's ability and

commitment in providing services. These findings confirm that trust is not only formed by a one-time service experience, but by consistent, reassuring ongoing relationships.

The competence and ability of officers are the main basis that encourages the community to return to using services because professional services show the readiness of the institution in handling the needs of the community appropriately and effectively. The courteous and friendly behavior of the officers strengthens the positive experience, because the community feels appreciated during the service process. Responsiveness in handling complaints also plays an important role because quick and effective follow-up shows that the community is heard and prioritized, thus strengthening trust. The quality of facilities and infrastructure also supports the formation of trust because comfortable and adequate facilities give the impression that the institution is serious in providing good service. Meanwhile, the fairness of transparent and fair fees or rates fosters the perception that services are provided reasonably and accountable. Thus, community retention not only shows a desire to reuse services, but also an indicator that the institution has succeeded in building trust through competent, friendly, responsive, and transparent services.

Empirical support for these findings is also reinforced by previous research showing that customer or community retention is not only related to the decision to return to a service, but is also closely related to the level of trust and loyalty to the service institution. (Eka Tirtawati, 2021), (Santoso et al., 2024), (Madadenok, 2024) and (Esti et al., 2021) emphasizing that the competence and politeness of the officers are important factors in retaining customers because these two aspects form a positive service experience and foster a sense of appreciation. Meanwhile, Heskett, Sasser, and Schlesinger (1997) added that facility quality, cost transparency, and effective complaint handling are systemic elements that strengthen long-term trust in service institutions. Thus, the results of this study not only show that retention is influenced by direct interaction between officers and the community, but also by the consistency of the overall quality of services that encourage people to continue using these services.

5. Trust has a positive and significant effect on community satisfaction at the Jember Police Station

Trust is a fundamental element in building a strong relationship between public service institutions and the community, and in the context of the Jember Police, public trust is an important factor that affects public satisfaction with the services provided. The results of this study show that trust has a positive and significant effect on public satisfaction in the Jember Police, which means that the higher the level of public trust, the higher the satisfaction they feel with institutional services. These findings confirm that satisfaction is not only determined by service results, but also by the community's belief that institutions are able to provide reliable, honest, and expected service.

In more detail, public trust in the Jember Police is formed from the belief that the police institution is able to fulfill service promises consistently, professionally, and accountably. Reliability shows that services are provided on time, according to procedures, and do not make it difficult for the community, so that they feel that the needs proposed can be met properly without significant obstacles. Honesty strengthens the credibility of the institution because the public considers that services are provided

openly, transparently, and without the concealment of information, so that there is a perception that the institution deserves to be trusted. Meanwhile, the hope reflects the community's belief that the previously good service experience will continue to be maintained, even improved at the next opportunity, so that they have positive expectations for the quality of service in the future. In this context, trust is understood not only as a positive assessment of the institution, but also as the result of repeated, consistent, and expected service experiences, which ultimately drive the emergence of sustainable community satisfaction because people feel safe, valued, and confident that the services received truly support their needs.

Empirical support for these findings also comes from previous research that confirms that trust, built through reliability, honesty, and the conformity of expectations, are key factors driving customer satisfaction in public services. (Tirtayasa et al., 2021), (Istighfarnissa et al., 2022), (Andri & Suryanto, 2023) and (Annisa & Munas Dwiyanto, 2021) It shows that trust is not only the result of good service, but also the core of the long-term relationship between service providers and the community because it can affect satisfaction as well as loyalty. In the context of this study, the findings make it clear that the Jember Police is not enough to only provide procedural services, but also needs to maintain consistency, transparency, and the ability to meet public expectations so that trust is still formed. Thus, increasing trust is seen as an important strategy to maintain public satisfaction while strengthening the legitimacy and public support for police duties.

6. The quality of service has a positive and significant effect on community satisfaction at the Jember Police which is intervened by trust

This study shows that the quality of Jember Police services not only has a direct effect on community satisfaction, but also works indirectly through public trust as an important liaison mechanism. This means that good service quality does not necessarily automatically produce high satisfaction if the public has not first felt confident that the institution is truly competent, honest, and reliable. In this context, the dimensions of physical evidence, reliability, responsiveness, assurance, and empathy function not only as technical aspects of service, but as signals that shape people's assessments of the integrity and credibility of institutions. Clean and comfortable facilities, neat and competent staff, and modern technology support do create a professional impression, but these impressions are only meaningful if they are consistently felt in a real service experience.

Similarly, timely service, response to complaints, procedural certainty, cost transparency, and officer-friendly attitude strengthen public confidence that the Jember Police is able to fulfill its promises in a stable and non-discriminatory manner. The trust formed from these experiences then becomes the psychological basis that explains why people are more easily satisfied, because they judge the service not only by the end result, but also by the belief that the institution is worthy of trust in the long run. Thus, the role of trust as an intervention variable is critical because it bridges operational service quality with evaluative satisfaction, so that without trust, the influence of service quality on satisfaction tends not to be as strong as when trust is built consistently. In addition, this finding also emphasizes that improving the quality of service is not enough only in terms

of procedures or facilities, but must be accompanied by efforts to build service experiences that foster public confidence in institutional commitment.

Empirical support from other studies also corroborates these findings, as a number of studies show that service quality not only has a direct impact on satisfaction, but also works through trust as a connecting mechanism. (Siswadhi et al., 2022), (S. Z. E. Putri et al., 2021), (Saputra & Wala, 2024), (Musana et al., 2024) emphasized that improving service quality will be more effective in encouraging satisfaction when able to build public trust first. These findings show that good service quality does not necessarily automatically produce satisfaction if it is not accompanied by trust in service provider institutions. In the context of this research, it means that the Jember Police need to improve the quality of services as a whole, not only in the procedural aspects, but also in the aspects of consistency, transparency, and responsiveness, because public trust plays a role as a strategic mediator that strengthens the relationship between service quality and public satisfaction.

7. Community retention has a positive and significant effect on community satisfaction in the Jember Police which is intervened by trust

Based on the results of a study on the influence of community retention on community satisfaction in the Jember Regional Police with trust as an intervention variable, it can be seen that community retention contributes positively and significantly to community satisfaction, both directly and indirectly through trust. These findings suggest that retention is not only understood as a community's tendency to return to using services, but also as a result of repeated and consistent service experiences that form a positive assessment of the institution. In this context, the competence of officers, friendly and polite behavior, responsiveness in handling complaints, quality of facilities and infrastructure, and reasonableness of costs not only maintain long-term relationships with the community, but also strengthen the perception that the Jember Police is able to provide services worthy of re-election.

Trust is a mechanism that explains why retention can lead to satisfaction, because people generally do not judge service from just one experience, but from the accumulation of repeated and consistent experiences. People tend to feel satisfied when they not only receive adequate services on one occasion, but also have confidence that the service is reliable, fair, transparent, and consistent over time. In this context, retention forms repetitive experiences that then strengthen trust in institutions, and it is this trust that makes people have positive expectations for the next service. When these expectations continue to be met, satisfaction does not only appear momentarily, but develops into a more stable and sustainable assessment of the quality of service received. These findings also suggest that the relationship between retention and satisfaction is not automatic, but rather through deeper psychological and evaluative processes. High retention does indicate that the community is willing to return to using services, but this willingness only really turns into satisfaction when the community feels confident that the institution is able to maintain the quality of services consistently. In other words, retention provides the basis of experience, while trust gives meaning to the experience so that people interpret the service as something worth keeping. If trust is not formed, retention will simply become a reuse habit without strong emotional bonds or positive

evaluations. Therefore, the stronger the retention built through good service quality, the greater the chance of sustainable community satisfaction, because the community sees the relationship as a safe, reasonable, and accountable relationship in the long term.

These findings are also supported by the results of previous research which shows that customer retention does not stand alone, but is shaped by service competence, officer attitudes, and consistent service quality so as to foster public trust and loyalty. (Mohamad & Modding, 2021), (Eka Tirtawati, 2021) and (Siahaya et al., 2023) Affirm that trust plays an important role as an intervention variable that bridges the relationship between retention and customer satisfaction, as people tend to feel satisfied when the service experience received is not only technically good, but also builds confidence in the institution. In the context of this research, this means that increasing community retention at the Jember Police will be more effective if accompanied by efforts to maintain the quality of service interactions and strengthen public trust, so that the satisfaction formed is not only momentary, but also sustainable.

CONCLUSION

Based on the results of the analysis, it can be concluded that the quality of service and community retention have a positive and significant effect on community satisfaction, both directly and through trust as an intervening variable. These findings confirm that public satisfaction in the Jember Regional Police is not only determined by the quality of service and experience of repeated service use, but also by the formation of public trust that strengthens the relationship between the community and institutions. Thus, good service quality needs to be followed by consistency, responsiveness, and the ability of institutions to maintain public trust so that the satisfaction created is not only momentary, but sustainable. The main contribution of this study is to show that improving service quality and community retention will be more effective in encouraging satisfaction when accompanied by efforts to build trust consistently, so that the public service model in the police environment becomes more comprehensive, more relevant to the needs of the community, and more oriented towards the long-term relationship between institutions and service users.

ADVICE

Based on the results of this study, some suggestions that can be submitted are: first, the Jember Police need to continue to improve the competence of officers through continuous training so that services become more professional, responsive, and friendly to the community. Second, the complaint handling system needs to be strengthened with the support of information technology so that the follow-up process is faster, more transparent, and easier to monitor by the public. Third, transparency of procedures, service costs, and service time standards need to be clearly socialized so that the public has certainty and trust in the services provided. Fourth, it is also important to improve service facilities and infrastructure to create a comfortable service experience and support community satisfaction. Fifth, for future research, it is recommended to examine other factors that have the potential to affect public retention and trust, including social and cultural aspects, so that the development of public service models in the police environment becomes more comprehensive.

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Satisfaction at the Teon Nila Serua District Health Center, Central Maluku Regency.
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