



The Influence of Kardinah School Innovation on Community Satisfaction

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Abstract

This study examines the influence of the Sekolah Kardinah innovation on community satisfaction at Kardinah Regional Hospital, Tegal City. Sekolah Kardinah is an integrated childcare and early childhood education service designed to support patients and families during healthcare visits. Using a quantitative correlational approach, data were collected from 120 service users through a structured questionnaire and analyzed using descriptive statistics, Pearson correlation, and simple linear regression. The findings indicate that Sekolah Kardinah innovation positively and significantly affects community satisfaction. Human resource quality and service safety emerged as the most important dimensions contributing to positive user experiences. The innovation also enhanced comfort, trust, and willingness to reuse the service. The study highlights the importance of family-centered service innovation in creating public value and improving healthcare experiences. The findings contribute to the literature on public service innovation and healthcare management by demonstrating how cross-sector integration between healthcare and education can strengthen community satisfaction and organizational performance.

Introduction

Community satisfaction has become one of the most important indicators for evaluating the success of public service delivery, particularly in the healthcare sector. Hospitals are no longer assessed solely based on clinical outcomes and medical treatment quality but also on their ability to provide patient-centered services that address the broader needs of patients and their families (Wahyuni et al., 2024; Yu et al., 2023; Verma et al., 2023). Contemporary healthcare management emphasizes the importance of creating a positive service experience, as patient satisfaction influences trust, loyalty, service utilization, and public perception of healthcare institutions (Prakoeswa, 2023; Ardianti & Pasinringi, 2024). Consequently, healthcare organizations are increasingly encouraged to develop innovative service models capable of improving accessibility, comfort, and overall patient experiences.

Public service innovation has emerged as a strategic approach for enhancing service quality and meeting the evolving expectations of citizens. Innovation in public services refers to the introduction of new ideas, processes, technologies, or service models designed to increase efficiency, effectiveness, and user satisfaction (Herawati, 2022; Prayitno, 2023). Measuring the Impact of Public Service Innovation on User Satisfaction, 2023). In the healthcare context, innovation is particularly important because hospitals serve diverse populations with varying needs that extend beyond medical treatment. Healthcare institutions that successfully

implement innovative services often experience higher levels of patient satisfaction and stronger public trust (Fitriardi, 2025; Nova et al., 2025). Patient satisfaction is influenced by numerous factors, including service quality, accessibility, responsiveness, communication, safety, and emotional support provided during healthcare encounters (Wulandari et al., 2024; Ali et al., 2024; Zehra et al., 2025; Chehayeb, 2023). Previous studies have consistently demonstrated that healthcare innovations can significantly improve patient perceptions and satisfaction levels by addressing practical challenges encountered during treatment processes (Nova et al., 2025; Fitriardi, 2025). As healthcare systems become increasingly patient-centered, hospitals are required to identify and respond to non-medical factors that may affect the overall healthcare experience.

One challenge frequently encountered in hospital settings involves patients who must bring young children while seeking medical treatment. This situation is particularly common among parents who lack alternative childcare arrangements during hospital visits. The presence of children in healthcare environments may create difficulties for both parents and healthcare providers (Berry & Long, 2025; Costa et al., 2023). Parents often experience anxiety regarding their children's safety and well-being while simultaneously attempting to focus on medical consultations or treatment procedures (Idarto & Antonio, 2025; Schiff et al., 2026). Children may also experience boredom, discomfort, and exposure to environments that are not specifically designed to support their developmental needs.

The issue becomes more complex because many hospitals implement restrictions on children's access to certain treatment areas to reduce health risks and maintain patient safety. While such policies are necessary from a clinical perspective, they may unintentionally create additional challenges for families requiring healthcare services. Parents may be forced to delay treatment, shorten consultations, or experience heightened stress due to concerns about their children (Healthcare Providers and Caregivers' Perspectives on the Quality of Child Health Services in Urban Indonesia, 2021). These circumstances can negatively affect overall perceptions of healthcare quality and reduce satisfaction with hospital services.

Recent studies indicate that parental satisfaction is closely related to the quality of interactions and support services available during healthcare visits. Research conducted by Idarto and Antonio (2025) found that parents place significant importance on factors related to child safety, communication quality, and supportive service environments. Similarly, studies examining pediatric healthcare services have shown that family-centered approaches contribute significantly to positive healthcare experiences and satisfaction outcomes (Joselyn et al., 2022; Razeq et al., 2024). These findings suggest that hospitals should consider developing complementary services that address the needs of accompanying family members, particularly children.

In response to these challenges, hospitals have increasingly explored innovative approaches that integrate healthcare services with other forms of community support. Cross-sector innovations, which combine healthcare with education, social services, or family support programs, have gained attention as effective mechanisms for improving public service quality (Herawati, 2022; Fitriardi, 2025; Sadabadi & Rahimi, 2022). Such innovations recognize that patient satisfaction is shaped not only by direct medical treatment but also by the broader environment in which healthcare services are delivered.

One notable example of this approach is the establishment of Sekolah Kardinah at RSUD Kardinah in Tegal City, Central Java. Introduced on May 12, 2022, Sekolah Kardinah represents a unique public service innovation that integrates healthcare and early childhood

education within the hospital environment. The program provides childcare and educational services for children accompanying patients and their families during hospital visits. Through a learning-while-playing approach, children engage in educational activities, literacy development, and supervised play sessions facilitated by trained early childhood education teachers. This initiative creates a safe and supportive environment for children while allowing parents to focus on healthcare consultations and treatment processes.

The significance of Sekolah Kardinah extends beyond its role as a childcare facility. The innovation reflects a broader commitment to patient-centered healthcare by addressing practical barriers that may hinder access to medical services (Schuttner et al., 2022; Hatam et al., 2025). By providing educational and recreational opportunities for children, the program simultaneously supports child development and enhances the healthcare experience for families. Such integration aligns with contemporary public service principles emphasizing inclusivity, accessibility, and responsiveness to community needs (Trisula et al., 2025; Kuswanto et al., 2018).

The innovation has also received recognition from national stakeholders. The Director General of Early Childhood Education, Primary, and Secondary Education of the Ministry of Education, Culture, Research, and Technology highlighted the program as an example of innovation consistent with the principles of Merdeka Belajar and encouraged its replication in other hospitals throughout Indonesia. This recognition suggests that Sekolah Kardinah represents not only a local innovation but also a potential model for improving public service delivery on a broader scale.

Despite the growing emphasis on healthcare innovation, empirical evidence regarding the effectiveness of integrated childcare services within hospital environments remains limited. Existing studies have largely focused on traditional dimensions of healthcare quality, including service reliability, responsiveness, and medical competence (Rohman, 2026; Yuliani et al., 2024). Relatively few studies have examined how childcare and educational support services influence patient experiences and community satisfaction within healthcare settings. This gap highlights the need for further investigation into innovative service models that address family-centered healthcare needs.

Furthermore, previous research has demonstrated that innovation, service quality, accessibility, and trust collectively contribute to public satisfaction across various service sectors (Ochoa Rico et al., 2022; Pasolong et al., 2025). However, the application of these concepts within integrated healthcare-education services remains underexplored. Understanding how users perceive and evaluate such innovations is therefore essential for informing future policy development and service improvement initiatives.

Given the uniqueness of Sekolah Kardinah and its potential contribution to patient-centered healthcare, examining its impact on community satisfaction is both timely and relevant. Evaluating this innovation can provide valuable insights into the effectiveness of cross-sector service integration and contribute to the growing body of knowledge concerning public service innovation in healthcare. Moreover, the findings may offer practical recommendations for hospitals seeking to enhance patient experiences through innovative, family-oriented service models that address the diverse needs of healthcare users and their accompanying family members.

Method

Research Design

This study employed a quantitative research approach with a correlational design to investigate the influence of the Sekolah Kardinah innovation on community satisfaction at Kardinah Regional Hospital (RSUD Kardinah), Tegal City, Indonesia. A quantitative approach was selected because the objective of the study was to measure and analyze the statistical relationship between service innovation and community satisfaction using numerical data and inferential statistical techniques. Quantitative research enables researchers to objectively test relationships among variables, quantify the strength of these relationships, and draw conclusions based on empirical evidence. The correlational design was considered appropriate because the study aimed to determine the extent to which perceptions of the Sekolah Kardinah innovation contribute to variations in community satisfaction levels among service users.

In this study, Sekolah Kardinah innovation functioned as the independent variable, while community satisfaction served as the dependent variable. The innovation variable was operationalized through several dimensions, including service safety, educational benefits, ease of access, facility quality, and human resource quality. Community satisfaction was measured through indicators reflecting users' perceptions of comfort, trust in service quality, satisfaction with child safety, and willingness to reuse the service in the future. The relationship between these variables was examined using simple linear regression analysis to determine the magnitude and significance of the influence of service innovation on community satisfaction.

Research Setting

The study was conducted at Kardinah Regional Hospital (RSUD Kardinah) in Tegal City, Central Java, Indonesia, during March 2026. RSUD Kardinah is one of the leading public hospitals in the region and has gained recognition for implementing innovative public services aimed at improving patient-centered healthcare delivery. Among its notable innovations is Sekolah Kardinah, a childcare and early childhood education service established within the hospital environment to support patients and families during healthcare visits.

Sekolah Kardinah was developed in response to challenges experienced by parents who must bring young children while accessing healthcare services. The innovation provides a safe, educational, and supervised environment where children can engage in learning and recreational activities under the guidance of trained early childhood education teachers. Through this initiative, parents can focus on receiving medical treatment without concerns regarding their children's safety and well-being. The integration of healthcare services and early childhood education makes Sekolah Kardinah a unique example of cross-sector public service innovation in Indonesia. The hospital was selected as the research site because of the uniqueness of this innovation and its potential contribution to improving patient experiences and community satisfaction.

Population and Sample

The population of this study consisted of all patients and family members who utilized the Sekolah Kardinah service during the research period. Since the exact number of service users was not permanently recorded and fluctuated over time, determining a complete sampling frame was not feasible. Therefore, the study employed a non-probability sampling technique using purposive sampling.

Purposive sampling was chosen because respondents were required to possess direct experience with the Sekolah Kardinah service in order to provide relevant and accurate assessments of the innovation. A total of 120 respondents participated in the study. To ensure the relevance of the collected data, respondents were selected based on specific inclusion criteria. These criteria included: (1) being a patient or family member receiving healthcare services at RSUD Kardinah, (2) having utilized the Sekolah Kardinah service at least once, and (3) being willing to participate voluntarily in the research process.

The demographic profile of respondents indicated that the majority were female, particularly mothers accompanying children during hospital visits. Most respondents belonged to the productive age group and had children between one and six years old. These characteristics reflect the primary target users of the Sekolah Kardinah service and provide contextual understanding regarding the population benefiting from this innovation.

Research Instrument

Data were collected using a structured questionnaire designed to measure respondents' perceptions of the Sekolah Kardinah innovation and their level of satisfaction with the service. The questionnaire was developed based on established instruments and previous studies concerning public service innovation, healthcare service quality, and patient satisfaction. Adapting existing measurement instruments helped ensure conceptual validity and consistency with previous empirical research.

The questionnaire utilized a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument consisted of two primary sections. The first section measured perceptions regarding the implementation of the Sekolah Kardinah innovation. This section included indicators related to service safety, educational benefits, ease of access, facility quality, and the quality of human resources. The second section measured community satisfaction through indicators such as comfort during hospital visits, trust in service quality, satisfaction with child safety, and intention to reuse the service.

Prior to the main data collection process, the questionnaire underwent a pilot test involving respondents with characteristics similar to the target population. The pilot study was conducted to assess the clarity, readability, relevance, and consistency of questionnaire items. Feedback obtained from the pilot test was used to refine the instrument and ensure that respondents could easily understand and accurately respond to each statement.

Data Collection Procedure

Data collection was conducted directly at RSUD Kardinah after respondents had utilized the Sekolah Kardinah service. Questionnaires were distributed to eligible respondents by the researcher and trained research assistants. Before completing the questionnaire, respondents were informed about the purpose of the study and assured that participation was voluntary. Respondents were also informed that all information provided would be treated confidentially and used exclusively for academic purposes.

In addition to questionnaire distribution, direct observations were conducted within the Sekolah Kardinah service area to gain contextual understanding of the innovation implementation process. These observations enabled researchers to identify service characteristics, operational procedures, and environmental factors that supported the interpretation of quantitative findings. The combination of questionnaire data and field observations strengthened the overall understanding of the innovation being studied.

Validity and Reliability Testing

To ensure the quality and accuracy of the measurement instrument, validity and reliability testing were conducted before performing the primary statistical analyses. Construct validity was assessed using corrected item-total correlation analysis. This procedure aimed to determine whether each questionnaire item effectively measured the intended construct. Items with correlation coefficients exceeding the minimum acceptable threshold were considered valid and retained for further analysis.

Reliability testing was conducted using Cronbach's Alpha coefficient to evaluate the internal consistency of the instrument. A Cronbach's Alpha value greater than 0.70 was considered indicative of acceptable reliability. The reliability analysis demonstrated that all research variables exceeded the recommended threshold, confirming that the questionnaire consistently measured respondents' perceptions regarding Sekolah Kardinah innovation and community satisfaction.

The adaptation of measurement items from previously validated studies further enhanced the instrument's credibility and methodological rigor. This approach ensured that the questionnaire possessed both theoretical relevance and empirical reliability.

Data Analysis Techniques

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25. Data analysis consisted of both descriptive and inferential statistical procedures. Descriptive statistics were used to summarize respondent characteristics and describe perceptions regarding the dimensions of Sekolah Kardinah innovation and community satisfaction. Measures such as frequencies, percentages, means, and standard deviations were calculated and presented in tabular form to facilitate interpretation.

Inferential statistical analysis was subsequently conducted to examine the relationship between the independent and dependent variables. Prior to hypothesis testing, classical assumption tests were performed to ensure that the regression model met the necessary statistical requirements. These tests included normality testing using the Kolmogorov-Smirnov test and heteroscedasticity testing using the Glejser test.

Following the fulfillment of statistical assumptions, simple linear regression analysis was employed to determine the influence of Sekolah Kardinah innovation on community satisfaction. The analysis generated regression coefficients, significance values, and coefficients of determination (R^2) to assess both the strength and explanatory power of the relationship between variables. A significance level of 0.05 was used as the criterion for hypothesis testing. In addition, Pearson correlation analysis was conducted to measure the direction and strength of the association between service innovation and community satisfaction.

Result and Discussion

This section presents the empirical findings of the study concerning the influence of the Sekolah Kardinah innovation on community satisfaction at Kardinah Regional Hospital, Tegal City. The results are organized systematically into several subsections to provide a comprehensive understanding of the respondents' characteristics, perceptions toward innovation dimensions, levels of community satisfaction, instrument testing, correlation analysis, and hypothesis testing. The findings were derived from questionnaires distributed to 120 respondents who had directly utilized the Sekolah Kardinah service. The presentation of

results combines descriptive and inferential statistical analyses to explain both the general patterns and the statistical relationships between variables. All tables are explained narratively to ensure clarity and analytical consistency. The data presented in this section are based on processed primary data using SPSS version 25.

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Female	90	75.0
	Male	30	25.0
Age	20–30 years	32	26.7
	31–40 years	60	50.0
	> 40 years	28	23.3
Occupation	Housewives	66	55.0
	Private Employees	28	23.3
	Civil Servants	16	13.3
	Others	10	8.4
Children's Age	1–3 years	54	45.0
	4–6 years	42	35.0
	7–12 years	24	20.0

Source: Processed primary data, 2026

Table 1. The findings show that female respondents dominated the sample, accounting for 75% of total participants. This indicates that mothers were more actively involved in accompanying children during healthcare visits and utilizing childcare services within the hospital. Most respondents were between 31 and 40 years old, representing 50% of the sample, indicating that Sekolah Kardinah is primarily utilized by productive-age parents. Based on occupational background, housewives represented the largest proportion of respondents at 55%, followed by private-sector employees and civil servants. These findings indicate that Sekolah Kardinah serves diverse socioeconomic groups requiring childcare assistance during healthcare access. Furthermore, the majority of children using the service were aged between one and six years old, suggesting that the innovation effectively addresses the needs of parents with toddlers and preschool-aged children. Overall, the respondent profile demonstrates that Sekolah Kardinah is particularly relevant for families requiring safe childcare support while accessing medical services.

Table 2. Validity and Reliability Test Results

Variable	Number of Items	Corrected Item-Total Correlation	Cronbach's Alpha	Category
Sekolah Kardinah Innovation	15	0.521–0.812	0.913	Reliable
Community Satisfaction	10	0.547–0.798	0.889	Reliable

Source: Processed primary data using SPSS Version 25, 2026

Table 2. The results indicate that all questionnaire items achieved corrected item-total correlation values above 0.30, demonstrating acceptable construct validity. In addition, the Cronbach's Alpha values for both variables exceeded the minimum threshold of 0.70,

indicating strong internal consistency and reliability. The Sekolah Kardinah innovation variable obtained a Cronbach's Alpha value of 0.913, while community satisfaction achieved 0.889. These findings confirm that the research instrument was statistically reliable and suitable for measuring respondents' perceptions regarding service innovation and satisfaction.

Table 3. Descriptive Analysis of Innovation Dimensions

Innovation Dimension	Mean	Std. Deviation	Minimum	Maximum	Category
Service Safety	4.31	0.51	3.00	5.00	Very High
Educational Benefits	4.18	0.56	2.80	5.00	High
Ease of Access	3.95	0.63	2.60	5.00	High
Facility Quality	4.08	0.58	2.80	5.00	High
Human Resource Quality	4.35	0.47	3.20	5.00	Very High
Overall Average	4.17	0.55	2.88	5.00	High

Source: Processed primary data, 2026

The descriptive analysis indicates that respondents generally perceived the Sekolah Kardinah innovation positively, as reflected in the overall mean score of 4.17, which falls within the high category. Among the dimensions assessed, Human Resource Quality obtained the highest mean score ($M = 4.35$), followed by Service Safety ($M = 4.31$), both categorized as very high, suggesting that users highly valued the professionalism of staff and the safety provided for their children. The dimensions of Educational Benefits ($M = 4.18$) and Facility Quality ($M = 4.08$) were also rated highly, indicating that respondents appreciated the educational activities and supporting facilities available within the service. Meanwhile, Ease of Access received the lowest mean score ($M = 3.95$), although it remained in the high category, suggesting that some aspects of accessibility may still require improvement. Overall, these findings demonstrate that Sekolah Kardinah has been successfully implemented as an innovative service that effectively combines childcare, education, and healthcare support to meet the needs of patients and their families.

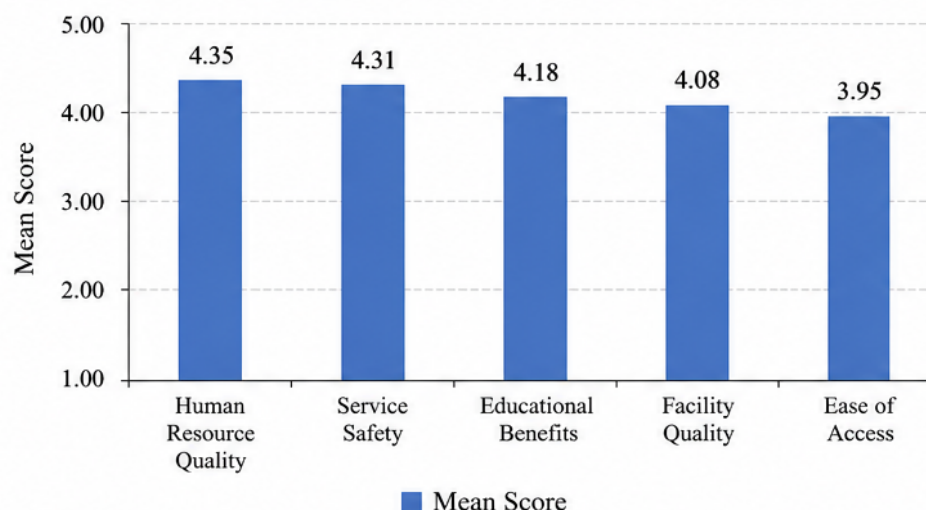


Figure 1. Innovation Dimension Scores of Sekolah Kardinah Services

Source: Processed primary data, 2026

Figure 1. shows that respondents perceived the Sekolah Kardinah innovation very positively across all dimensions, as reflected by mean scores ranging from 3.95 to 4.35 on a five-point scale. Human Resource Quality achieved the highest mean score (4.35), indicating that users highly appreciated the professionalism, friendliness, and competence of the teachers and staff involved in the service. This was followed by Service Safety (4.31), demonstrating strong parental trust in the supervision and protection provided for children during hospital visits. Educational Benefits (4.18) and Facility Quality (4.08) were also rated highly, suggesting that respondents recognized both the learning value and the adequacy of the facilities offered. Although Ease of Access received the lowest score (3.95), it remained within the high category, indicating that the service was generally accessible but still has room for improvement regarding operational flexibility and service capacity. Overall, the findings confirm that Sekolah Kardinah is perceived as a high-quality innovation, with human resource excellence and service safety serving as its strongest attributes in supporting positive user experiences.

Table 4. Community Satisfaction Indicators

Satisfaction Indicator	Mean	Std. Deviation	Category
Satisfaction with Child Safety	4.28	0.49	Very High
Comfort During Hospital Visits	4.16	0.54	High
Trust in Service Quality	4.12	0.57	High
Willingness to Reuse the Service	4.24	0.51	Very High
Overall Satisfaction	4.15	0.53	High

Source: Processed primary data, 2026

The results indicate that community satisfaction with Sekolah Kardinah services was generally high, as reflected by the overall mean score of 4.15. Among the satisfaction indicators, Satisfaction with Child Safety achieved the highest mean score (4.28), followed by Willingness to Reuse the Service (4.24), both categorized as very high. These findings suggest that respondents felt confident in the safety and supervision provided for their children and were highly willing to use the service again in the future. Meanwhile, Comfort During Hospital Visits (4.16) and Trust in Service Quality (4.12) were also rated highly, indicating that the presence of Sekolah Kardinah contributed positively to users' healthcare experiences by reducing stress and enhancing confidence in the service. Furthermore, the relatively low standard deviation values across all indicators (0.49–0.57) demonstrate consistent positive perceptions among respondents, confirming that Sekolah Kardinah has successfully generated a high level of community satisfaction through its integrated childcare and educational support services.

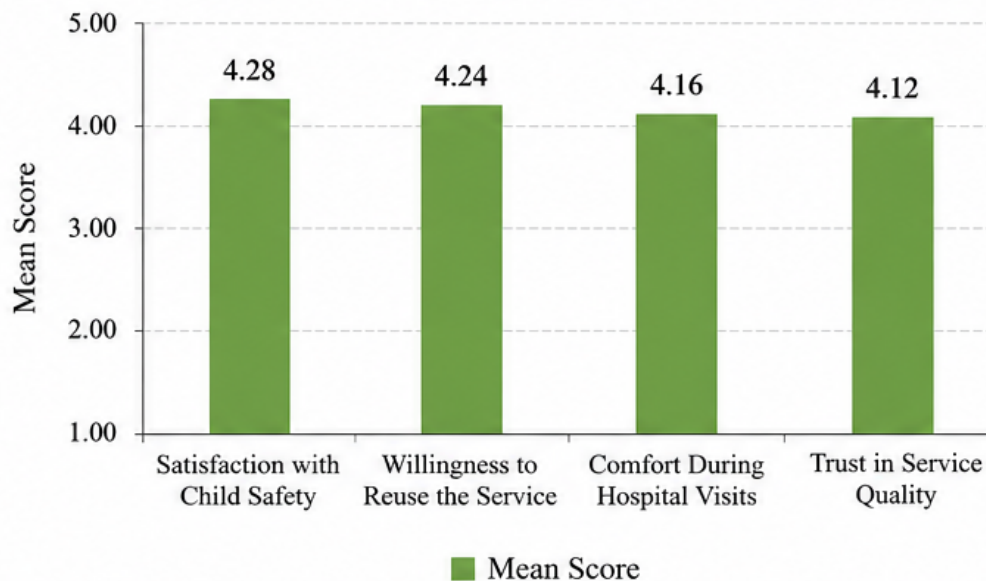


Figure 2. Community Satisfaction Indicator Scores

Source: Processed primary data, 2026

Figure 2. The average scores of community satisfaction indicators. Satisfaction with child safety and willingness to reuse the service achieved the highest scores, reflecting strong public trust and positive emotional responses toward the implementation of Sekolah Kardinah services. The willingness to reuse the service also obtained a very high score, suggesting that respondents considered the innovation useful and beneficial for future healthcare visits. Furthermore, respondents stated that the existence of Sekolah Kardinah improved convenience and emotional comfort during medical consultations. The relatively low standard deviation values across all indicators indicate that respondents shared similar positive perceptions regarding service quality and satisfaction.

Table 5. Pearson Correlation Analysis

Variables	Correlation Coefficient (r)	Sig.
Sekolah Kardinah Innovation – Community Satisfaction	0.783	0.000

Source: Processed primary data using SPSS Version 25, 2026

The Pearson correlation coefficient value of 0.783 indicates a strong positive relationship between Sekolah Kardinah innovation and community satisfaction. The significance value of 0.000 demonstrates that the relationship is statistically significant at the 0.05 level. These findings indicate that improvements in innovation quality are associated with increased levels of community satisfaction. The strong correlation also suggests that service innovation functions as an important determinant of positive healthcare experiences.

Table 6. Normality Test Results

Variable	Kolmogorov–Smirnov Sig.	Interpretation
Regression Residual	0.087	Normally Distributed

Source: Processed primary data using SPSS Version 25, 2026

The significance value of 0.087 exceeds 0.05, indicating that the regression residuals were normally distributed. Therefore, the regression model fulfilled the normality assumption.

Table 7. Heteroscedasticity Test Results

Variable	Sig. Value	Interpretation
Sekolah Kardinah Innovation	0.214	No Heteroscedasticity

Source: Processed primary data using SPSS Version 25, 2026

The significance value exceeded 0.05, indicating that heteroscedasticity was not detected in the regression model. Thus, the model was considered statistically appropriate for hypothesis testing.

Table 8. Simple Linear Regression Analysis Results

Variable	B	Beta	t-value	Sig.	R	R ²	Adjusted R ²	Std. Error of Estimate
Constant	8.421	—	5.662	0.000	0.783	0.614	0.611	2.184
Sekolah Kardinah Innovation	0.785	0.783	13.542	0.000	0.783	0.614	0.611	2.184

Source: Processed primary data using SPSS Version 25, 2026

The regression analysis results indicate that Sekolah Kardinah innovation has a positive and statistically significant influence on community satisfaction. The regression coefficient value of 0.785 demonstrates that every one-unit increase in innovation quality contributes to an increase in community satisfaction. The standardized beta coefficient value of 0.783 indicates a strong positive influence between variables. Furthermore, the significance value of 0.000 confirms that the relationship is statistically significant, meaning that the research hypothesis is accepted. The coefficient of determination (R²) value of 0.614 indicates that 61.4% of the variation in community satisfaction can be explained by the Sekolah Kardinah innovation variable. The remaining 38.6% may be influenced by other external factors not examined in this study, such as hospital waiting time, medical treatment quality, or individual service expectations.

Table 9. ANOVA Test Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	892.317	1	892.317	183.382	0.000
Residual	574.208	118	4.866	-	-
Total	1466.525	119	-	-	-

Source: Processed primary data using SPSS Version 25, 2026

The ANOVA results show an F-value of 183.382 with a significance level of 0.000, indicating that the regression model is statistically fit and capable of explaining the relationship between innovation and community satisfaction. Overall, the findings confirm that Sekolah Kardinah represents an effective public service innovation model capable of enhancing community satisfaction through integrated childcare and educational support within healthcare services. The innovation contributes significantly to improving comfort, trust, safety perceptions, and positive healthcare experiences among service users.

Reconceptualizing Hospital Service Innovation Through Integrated Family-Centered Care

The contribution of this study extends beyond demonstrating that an innovative service influences community satisfaction. More fundamentally, it challenges the conventional understanding of healthcare service management by illustrating that patient satisfaction is increasingly shaped by the orchestration of complementary service ecosystems rather than by the quality of core medical treatment alone. Contemporary public service organizations operate within environments where citizens evaluate service experiences holistically, integrating functional outcomes, emotional security, convenience, and social value into a single judgment of service quality. In this context, Sekolah Kardinah represents a significant managerial innovation because it redefines the hospital not merely as a provider of clinical interventions but as an institution capable of solving broader life-management problems faced by service users. This finding aligns with the growing body of service management literature emphasizing that customer satisfaction emerges from the total service experience rather than isolated service encounters (Parasuraman et al., 1988; Grönroos, 2007; Vargo & Lusch, 2008; Verhoef et al., 2009; Lemon & Verhoef, 2016). Consequently, healthcare organizations seeking to improve satisfaction should reconsider traditional efficiency-oriented approaches and instead adopt a user-centered innovation perspective that addresses contextual barriers surrounding healthcare access.

The significance of this innovation is particularly important when viewed through the lens of public value creation. Public sector innovations are frequently evaluated according to operational efficiency, administrative effectiveness, or technological advancement. However, the experience of Sekolah Kardinah suggests that the most transformative innovations may emerge from identifying latent citizen needs that have historically been neglected within formal service systems. Latupeirissa et al. (2024) argued that public organizations create value when they address social problems in ways that citizens perceive as meaningful. The childcare challenge faced by parents during hospital visits exemplifies such a problem. Traditional healthcare management frameworks have generally treated childcare responsibilities as external to healthcare delivery. Yet from the perspective of service users, these responsibilities directly affect access, comfort, and satisfaction. This study therefore reinforces arguments advanced by Nuralam et al. (2024), Hamid et al. (2024), Ong et al. (2023), Torfing and Triantafillou (2016), and Voorberg et al. (2015) that successful public innovations frequently emerge through a deeper understanding of citizens' lived realities rather than through internal organizational reforms alone.

From a strategic management perspective, the findings indicate that service differentiation remains a critical mechanism through which public institutions can strengthen legitimacy and stakeholder trust. Hospitals often compete on dimensions such as medical expertise, technology, infrastructure, and service speed. While these factors remain important, they are increasingly becoming standardized expectations rather than distinctive sources of competitive advantage. The emergence of Sekolah Kardinah demonstrates that differentiation can be achieved through innovative support services that generate unique emotional and social benefits for users. This observation is consistent with Porter's (1985) argument that organizational advantage is sustained when institutions create value that competitors find difficult to imitate. It also supports research by Agu et al. (2024), Yan et al. (2022), Chahal and Kumari (2012), and Pratami (2023), which emphasizes that service innovation contributes to

long-term loyalty and organizational reputation by enhancing experiential value rather than merely improving operational performance.

An important implication concerns the role of trust as a strategic organizational asset. Management scholars increasingly recognize trust as one of the most valuable yet difficult-to-measure resources within service organizations. Trust reduces perceived risk, facilitates cooperation, strengthens loyalty, and enhances the willingness of users to engage with services over time (Mayer et al., 1995; Morgan & Hunt, 1994; Rousseau et al., 1998). In healthcare settings, trust becomes even more critical because service users often experience vulnerability, uncertainty, and information asymmetry. The design of Sekolah Kardinah effectively addresses these conditions by reducing one of the major sources of parental anxiety during healthcare utilization. The broader implication is that hospitals should not treat trust solely as an outcome of physician competence or clinical quality. Instead, trust should be managed strategically through organizational systems that reduce psychological burdens and increase users' perceptions of safety, reliability, and care. This perspective is supported by research conducted by Rohman (2026), Wulandari et al. (2024), Prakoeswa (2023), Ardianti & Pasinringi (2024), Sah et al. (2025) which collectively demonstrate that patient trust is closely linked to service experiences extending beyond clinical interactions.

The study also contributes to the growing literature on service ecosystems by demonstrating the value of cross-sector integration. Traditionally, healthcare and education have been managed as separate institutional domains with distinct objectives, governance structures, and performance indicators. Sekolah Kardinah disrupts this separation by integrating educational and childcare functions into healthcare delivery. Such integration reflects a broader shift toward collaborative public governance, where complex societal challenges require coordinated responses across organizational boundaries (Högberg, 2024; Wang & Ran, 2023; Allen et al., 2023). From a management standpoint, this implies that future public service innovations may increasingly depend on the capacity of organizations to establish partnerships, share resources, and co-create value with actors from different sectors. Hospitals that remain confined within traditional organizational boundaries may struggle to meet evolving citizen expectations compared with institutions that embrace ecosystem-based approaches to service design.

The implications for human resource management are equally significant. Much of the healthcare management literature has historically emphasized the importance of medical personnel in determining service outcomes. While this remains valid, the present study suggests that non-medical human resources can also play a strategic role in shaping organizational performance. Teachers, childcare facilitators, and support personnel become active contributors to service quality, patient experience, and institutional reputation. This observation supports the service-profit chain framework proposed by Akram et al. (2022), which argues that employee capabilities and service delivery behaviors directly influence customer satisfaction and organizational success. Similar conclusions have been reported by Alzahrani et al. (2022), Darzi et al. (2023) & Fitriardi (2025), who found that service personnel quality consistently influences user evaluations across educational and healthcare contexts. Consequently, managers should broaden workforce development strategies beyond clinical competencies and invest in interpersonal, emotional, and relational capabilities among all service personnel.

Another noteworthy implication concerns the evolution of citizen expectations within modern public services. Contemporary service users no longer evaluate organizations solely on their ability to deliver technical outcomes. Instead, they increasingly assess whether institutions

recognize and accommodate the complexities of everyday life. This phenomenon reflects the broader transition from provider-centered service logic toward citizen-centered service logic discussed by Mujahidin & Kusuma (2025), Rulandari et al. (2025). Public organizations that continue to design services according to internal bureaucratic structures rather than user experiences risk becoming increasingly disconnected from citizen expectations. The success of Sekolah Kardinah illustrates that meaningful innovation often emerges from addressing practical challenges that users themselves may perceive as more immediate than the core service being delivered.

At the policy level, the findings suggest that public sector innovation programs should move beyond technology-centered approaches. Across many countries, innovation agendas have become heavily associated with digitization, automation, and electronic service delivery. While these developments remain valuable, they represent only one dimension of innovation. The present study demonstrates that social innovations capable of enhancing convenience, inclusion, and emotional well-being can generate substantial public value. This perspective resonates with arguments advanced by Vărzaru & Bocean (2024), who contend that innovation should be understood as the creation of new forms of value rather than merely the adoption of new technologies. Policymakers should therefore encourage experimentation with citizen-oriented service models that address social and behavioral dimensions of service experiences.

Finally, this study raises an important strategic question for the future development of healthcare management in Indonesia. As healthcare systems become increasingly patient-centered, hospitals must move beyond a narrow focus on treatment delivery and embrace broader responsibilities related to family support, emotional well-being, accessibility, and social inclusion. The long-term sustainability of public healthcare organizations may depend less on their ability to provide medical services efficiently and more on their capacity to create integrated service experiences that address the realities of citizens' lives. In this regard, Sekolah Kardinah should not be viewed merely as a local innovation initiative but as an illustration of how public organizations can reimagine their role within society. The future of healthcare management lies not only in curing disease but also in designing service systems that reduce the burdens associated with seeking care. Institutions capable of achieving this broader mission are likely to generate stronger satisfaction, deeper trust, greater legitimacy, and more enduring public value.

Conclusion

This study concludes that the Sekolah Kardinah innovation represents an effective public service innovation that significantly enhances community satisfaction by integrating childcare and early childhood education services within the hospital environment. The findings demonstrate that family-centered service innovations can create substantial public value by addressing practical barriers faced by healthcare users beyond the core provision of medical treatment. From a management perspective, the success of Sekolah Kardinah highlights the strategic importance of service differentiation, cross-sector integration, trust-building mechanisms, and human resource quality in improving service experiences and strengthening organizational legitimacy. The study contributes to the public service management literature by demonstrating that community satisfaction is increasingly influenced by holistic service ecosystems rather than isolated service encounters. Practically, the findings suggest that hospitals should adopt more citizen-centered and integrated service models that accommodate the broader needs of patients and their families. As healthcare systems continue to evolve toward patient-centered care, innovations such as Sekolah Kardinah offer a replicable model

for enhancing service quality, public trust, and long-term organizational performance while generating sustainable social value for communities.

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