



Service Quality Strategy in Increasing Patient Satisfaction in Indonesian Hospitals: Literature Review

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Abstract

Introduction:Based on some experiences from the use of health services in Indonesia, the higher the level of patient satisfaction with health services in Indonesia, the better. Good patient satisfaction can be seen from the quality of health services themselves, both hospitals and clinics.

Research methods:This study is a literature review using the PRISMA method, with a search for journal articles in the database obtained from Google Scholar, Emerald, and ProQuest. From the database, there are a total of 185 articles with a publication period in the last 5 years (2019 - 2024). The selection stage is then carried out to obtain articles that meet the inclusion and exclusion criteria.

Conclusion:The results of several existing studies indicate that service quality has a positive effect on patient satisfaction, patient satisfaction has a positive effect on patient loyalty, service quality has a positive effect on patient loyalty, and service quality on patient loyalty with patient satisfaction as a mediator. The dimensions used for the assessment of several hospitals using SERVQUAL are tangibles, responsiveness, assurance, reliability, and *empathy*. Factors that can be fulfilled as a form of service quality are described from SDMK that handles patient complaints, waiting time and service in accordance with SOP, and the availability of facilities and infrastructure utilized by patients. Service quality has an influence on patient loyalty in every health service in Indonesia. This article shows that good service quality will greatly affect patient satisfaction, thus creating ongoing loyalty from patients to every health service in Indonesia.

Keywords:*Literature Review*, Service Quality, Patient Satisfaction, Patient Loyalty, Health Services

JEL Code:I11, I18

INTRODUCTION

The healthcare sector in Indonesia is experiencing rapid growth, and understanding how service quality affects patient loyalty and satisfaction is becoming increasingly important. Significant developments in healthcare infrastructure, both in technology and facilities, as well as the increasing number of healthcare providers, both public and private, have driven competition in the industry. Amidst the increasingly fierce competition, healthcare organizations must focus on improving service quality as a primary strategy to maintain their existence and attract more patients. Thus, improving service quality is key to winning patient trust and loyalty in a growing market.

Quality of healthcare is a concept that encompasses many aspects, such as the effectiveness and efficiency of care, the professionalism and empathy of healthcare workers, and the overall patient experience. In Indonesia, healthcare providers face significant challenges due to a variety of factors, including cultural differences and socioeconomic conditions, that influence patients' expectations and perceptions of the services provided. This condition makes providing quality services that are tailored to the individual needs of patients increasingly complex. Therefore, understanding the diverse needs of patients and improving service standards are important steps in providing optimal healthcare.

Patient satisfaction and loyalty are two key indicators in assessing the quality of healthcare services. Patient satisfaction indicates the extent to which their expectations are met during the care process, while loyalty describes their willingness to return to or recommend a particular healthcare provider. This loyalty is usually influenced by perceived positive experiences and the value of the care provided. In Indonesia, these metrics are influenced by a number of factors, such as regional differences, disparities in healthcare access, and varying levels of health literacy among the community. Addressing these factors is critical to improving service quality and maintaining patient loyalty.

This literature review aims to investigate existing research on the influence of service quality on patient satisfaction and loyalty in the Indonesian healthcare system. By synthesizing current findings, this review seeks to uncover key determinants of service quality, examine their impact on patient satisfaction, and assess how these factors contribute to patient loyalty. In addition, this review will highlight unique contextual elements specific to Indonesia that

may influence these dynamics and suggest directions for future research to enhance understanding and improve healthcare practices in the region.

This review aims to provide an in-depth understanding of the relationship between service quality, satisfaction, and patient loyalty in the context of healthcare in Indonesia. By offering valuable insights, this study is expected to assist healthcare providers, policymakers, and researchers in their efforts to improve patient-centered care. In addition, this review highlights the importance of fostering long-term relationships with patients, which is key to improving the success of healthcare services amidst the diversity and rapid development of the Indonesian healthcare sector. The results of this review are expected to serve as a foundation for the development of more effective and sustainable strategies.

LITERATURE REVIEW

In recent years, the focus on service quality strategies has become increasingly important in improving patient satisfaction in Indonesian hospitals. Several studies have highlighted that service quality dimensions—such as reliability, responsiveness, assurance, empathy, and tangibles—play a significant role in shaping patient experiences and outcomes. For example, a study by (Oktavia & Prayoga, 2023) showed that effective communication and personalized care were significantly correlated with higher patient satisfaction scores. Furthermore, the implementation of patient feedback systems has been shown to empower healthcare providers to identify areas for improvement, thereby fostering a culture of continuous quality improvement (Evandinnartha & Hidayat, 2023). The literature on service quality strategies in Indonesian hospitals reveals a multifaceted approach to improving patient satisfaction. Studies emphasize that systematic service quality evaluation, based on models such as SERVQUAL, can provide insights into patient perceptions and expectations. For example, studies have shown that training healthcare staff in soft skills (such as empathy and communication) results in significant improvements in patient trust and satisfaction (Pertiwi, 2019). In addition, technological advances, including the use of electronic health records and telemedicine, have been shown to improve service delivery by increasing efficiency and accessibility (Dewi & Suryawati, 2023). Furthermore, unique cultural factors in Indonesia,

including an emphasis on community and family involvement in health care, underscore the need for tailored service quality strategies that align with local expectations. Overall, the literature underscores a clear link between a robust service quality framework and improved patient satisfaction, suggesting that hospitals in Indonesia should prioritize this strategy to effectively meet evolving patient needs and expectations.

RESEARCH METHODS

The method used in writing the article is a literature review and the basis for data collection is obtained from secondary data obtained from articles and literature that have been carried out by previous researchers. Reference collection is carried out through electronic databases, namely Google Scholar, Emerald and Proquest with a range of 2019-2024. The keywords in the article search are "Service Quality" AND "Patient Loyalty" AND "Patient Satisfaction" which produce - articles consisting of 105 articles on Google Scholar, 2 articles on Emerald, and 95 articles on ProQuest as appropriate. All articles that have been found are re-selected using inclusion and exclusion criteria.

Inclusion criteria: articles with titles and abstracts related to the quality of service towards patient loyalty moderated by patient satisfaction in the period 2019–2023, can be accessed in full text and free access.

Exclusion criteria: articles that are not accessible, not related or have no influence on the quality of service on patient loyalty moderated by patient satisfaction, articles not in the scope of Indonesia, and published outside the 2019–2024 period. From the selection process, 6 (six) articles were selected to be read comprehensively in their entirety. The article selection process above was carried out using the PRISMA flowchart.

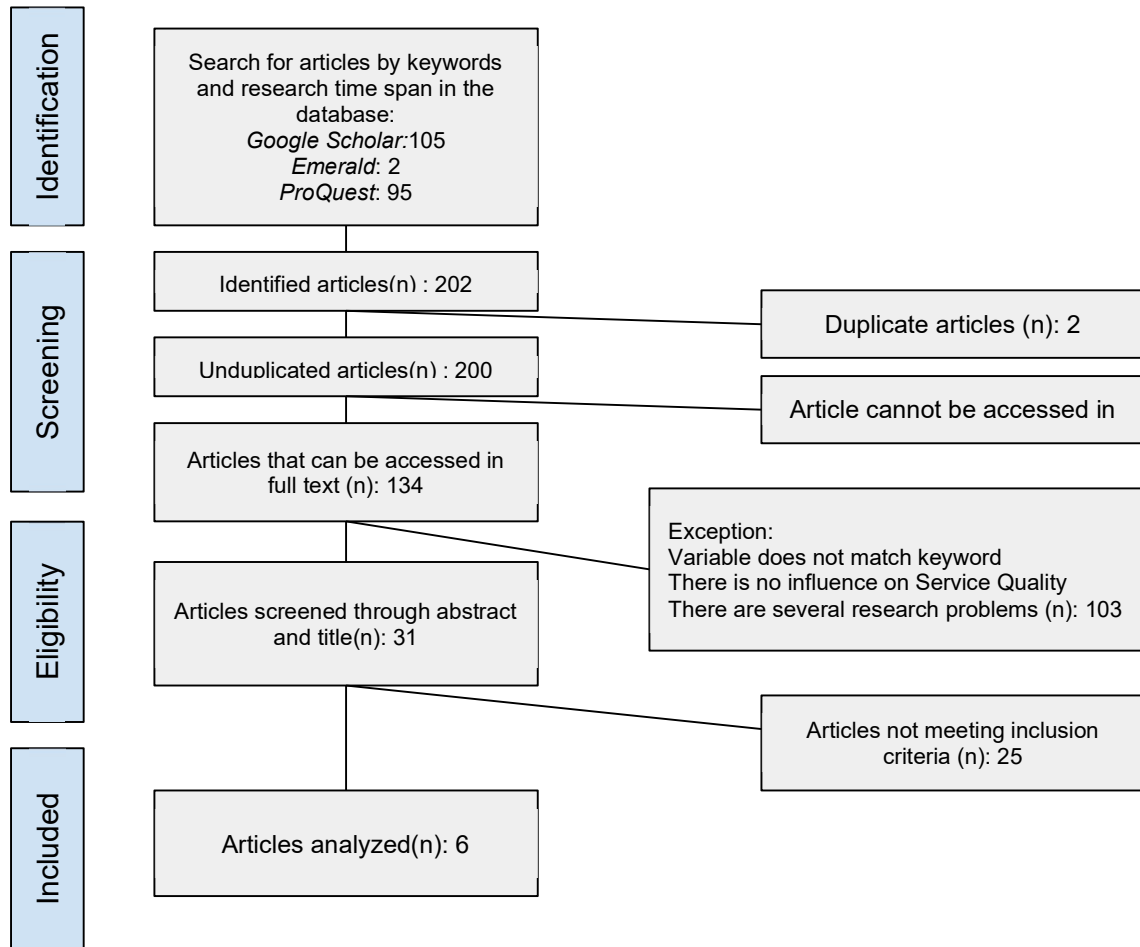


Diagram 1: PRISMA Flowchart

RESEARCH RESULT

Based on the search results, there are 6 articles that match the criteria. The quality of service in improving patient satisfaction in the Hospital can be seen from various indicators, based on previous research articles that are summarized to produce the following results:

Author Name	Research Title	Research methods	Research result
Cindy Hartono (2024)	Service Quality and Speed of Service on Patient Loyalty with Patient Satisfaction as	<ul style="list-style-type: none"> Survey method by distributing questionnaires to collect data The total population of outpatients at the 	Service quality and patient satisfaction are important drivers of patient loyalty, whereas service speed has no direct impact on loyalty, and patient satisfaction

	<p>Mediation at L'viors Simprug Beauty Clinic</p>	<p>L'VIORS Simprug Beauty Clinic, South Jakarta from September to November 2023, with the number of patients around 200-300 people per month</p> <ul style="list-style-type: none"> ● The sample size was determined using the Slovin method, because the population size was known to be more than 100 respondents. ● Verification analysis method involving mediating variables, where the Sobel test is used to determine the influence of the mediating variable, namely patient satisfaction. 	<p>mediates the relationship between service quality and loyalty but not service speed and loyalty.</p>
<p>Anisah, A. Rohendi, Agus Hadian Rahim (2023)</p>	<p>The Influence of Service Quality and Patient Satisfaction on Loyalty Outpatients at Karawang Special Lung Hospital</p>	<ul style="list-style-type: none"> ● Quantitative, explanatory approach with cross-sectional study design ● Population of 10,486 patients, with a sample of 233 patients selected using random sampling. ● Data was collected through a questionnaire ● Data analysis using univariate, bivariate, and multivariate methods, including 	<p>Service quality and patient satisfaction together have a positive and significant influence on patient loyalty at Karawang Lung Hospital, both individually and simultaneously.</p>

		linear regression.	
Dear Dian Suminar, Peni Mujinastiti, Rio Ardana, The Legend of Zelda (2019)	The Influence of Service Quality on Outpatient Satisfaction and Loyalty at RSP	<ul style="list-style-type: none"> Analytical observational research design with a cross-sectional approach The sample size was 96 outpatients at RSP Regional Hospital in June 2018. The instrument used was a questionnaire with a Likert scale. <i>Path Analysis</i> used for data analysis 	Service quality has a positive and significant effect on patient satisfaction, and patient satisfaction has a positive and significant effect on patient loyalty, with service quality having the greatest effect on both satisfaction and loyalty.
Solehudin, Inas Syabanasyah (2023)	The Influence of Service Quality and Satisfaction on Patient Loyalty	<ul style="list-style-type: none"> Quantitative research design with a cross-sectional correlation analysis approach The population of 193 patients treated in private hospitals in Jakarta The sample size was 130 patients, calculated using the Slovin formula, with quota sampling. Data collection using questionnaires Data analysis using multiple linear regression 	Hospital service quality and patient satisfaction have a significant and very large simultaneous influence on patient loyalty.
Mr. Heri Sutanto, Alwi Suddin, Untung Sriwidodo	The Influence of Service Quality on Patient User Loyalty BPJS With Patient	<ul style="list-style-type: none"> This research was conducted at RSUI Banyu Bening Boyolali in July 2019 with a focus on the 	Service quality has a positive and significant effect on patient loyalty, service quality has a positive and significant effect on patient

<p>(2019)</p>	<p>Satisfaction As An Intervening Variable At the Outpatient Polyclinic of Banyu Bening Hospital, Boyolali</p>	<p>influence of service quality on patient loyalty through patient satisfaction, with the object of research being outpatients.</p> <ul style="list-style-type: none"> ● The population in this study were BPJS outpatients at RSUI Banyu Bening Boyolali, but the population size was not known with certainty, so sampling was carried out. ● The sampling technique used was non-probability sampling, namely incidental sampling, namely every BPJS outpatient who happened to be present and met the researcher was included as a sample if they were considered suitable as a data source. ● The sample size was determined using the Paul Leedy formula, with a maximum $P(1-P)$ value of 0.25, a confidence level of 95%, and a maximum error level of 10%, so that a sample size of 100 respondents was obtained. ● The independent variable is service 	<p>satisfaction, patient satisfaction has a positive and significant effect on patient loyalty, and service quality has an indirect effect on patient loyalty through patient satisfaction.</p>
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		quality (X), then the intervening variable is patient satisfaction (Y1), and the dependent variable is patient loyalty (Y2).	
The Last Airbender (2019)	The Influence of Service Quality on Loyalty of BPJS User Patients With Patient Satisfaction as an Intervening Variable	This study uses a primary data collection approach through a questionnaire, with a population of BPJS patients in the inpatient ward of RSU Slamet Riyadi and a sample of 100 BPJS patients who were hospitalized in the same hospital. Data analysis uses path analysis, which is based on correlation and regression analysis, calculated using SPSS software.	This study found that service quality has a positive and significant effect on patient satisfaction, service quality has a positive and significant effect on patient loyalty, and patient satisfaction has a positive and significant effect on patient loyalty.

Table 1: Summary of Analysis Results of Articles That Have Been Analyzed

Research conducted by Anisah (2023) examined the effect of service quality and patient satisfaction on outpatient loyalty at the Karawang Lung Hospital. This study, involving 233 randomly selected patients, used quantitative methods and linear regression analysis. The results showed that service quality and patient satisfaction had a positive and significant effect on patient loyalty. Specifically, service quality contributed 19.8% to patient loyalty, patient satisfaction contributed 26.4%, and both contributed 23.9% to the variance of patient loyalty. This study used a fairly large and representative data sample, but there were weaknesses in terms of subjectivity due to its positivistic explanatory approach, which tends to rely on a limited amount of information. Although this method provides initial insights, we argue that the results of the study would be stronger and more comprehensive if supplemented with other approaches, such as the use of more detailed questionnaires or active interviews. This approach can provide a more accurate picture of patient loyalty, because it is able to capture

individual experiences and views in more depth, thereby increasing the validity of the findings of this study.

Pertiwi (2019) conducted a study at the Perkebunan Hospital in Jember, to examine the relationship between service quality, patient satisfaction, and patient loyalty. Using a cross-sectional approach and a total sampling of 96 outpatients, this study found that service quality significantly affects patient satisfaction, which in turn significantly affects patient loyalty. The analysis showed that service quality also directly affects patient loyalty through patient satisfaction, with service quality being the most significant factor influencing satisfaction and loyalty. This study has limitations because it only includes patients who are registered as BPJS Kesehatan members, where they have been bound by a regular and continuous tiered referral system. In this context, measuring patient loyalty becomes more complicated, because patients' decisions to continue using certain health facilities are often influenced by BPJS system rules, not by personal choice or satisfaction with the service. Patients are regulated to remain in health facilities designated as continuing service providers, making it difficult to determine whether they are loyal because of service quality or because of limitations in the referral system.

Dewi (2017) aims to analyze the effect of service quality on patient satisfaction and loyalty among BPJS users. This study involving 100 respondents used path analysis to test the relationship between variables. The results showed that service quality has a positive and significant effect on patient satisfaction and loyalty. In addition, patient satisfaction was found to have a positive and significant effect on patient loyalty. This study still has shortcomings in terms of the distribution of patient characteristics, such as age, gender, and education level, which have not been presented in full. In addition, information regarding the duration of the study is also not available, which has the potential to affect the validity of the results. The absence of this data makes the presentation of the variables in this study inadequate and difficult to fully rely on. With clearer patient characteristics and a defined research period, the results obtained will be more comprehensive, allowing for deeper analysis and stronger relevance to a wider research population.

Cindy Hartono (2024) found that service quality directly affects patient loyalty and satisfaction, and that patient satisfaction, in turn, affects patient loyalty. In addition, service quality has an indirect effect on patient loyalty through patient satisfaction. However, in the

results of the study, researchers compared it with the level of patient satisfaction in hospitals or medical clinics. This is different because patients in hospitals or clinics are those who experience complaints due to diseases that require treatment to heal. The study was conducted on beauty clinic patients who have patients with more subjective beauty care goals.

Heri Sutanto (2019) also concluded that service quality and patient satisfaction both have a significant effect on patient loyalty. Specifically, service quality and satisfaction together account for 94.1% of the effect on patient loyalty, with significant individual contributions as well. Problems such as long waiting times, ineffective communication, and disrespect from medical staff were identified as factors that could lead to patient dissatisfaction and reduced loyalty. However, the sampling technique used was Non Probability Sampling which was quite subjective making the research results unreliable. And the time period that was too short in this study was only carried out in 1 (one) month, it was not representative to be used as the focus of the study because the hospital in this study was said to have a large number of patients.

CONCLUSION

Quality of care is the continuity of health care delivery for individuals and groups to achieve desired outcomes. This quality is based on evidence-based professionalism and is essential to achieving universal health coverage. Quality health care has three important things to be evaluated periodically, namely:

- Effective, evidence-based health services to those who really need them
- Safe, avoiding and reducing the risk of harm that is the target of treatment
- Person-centered, providing care tailored to the patient's preferences, needs, and individual values.

Of the six articles we reviewed and analyzed, overall there was agreement that service quality is directly proportional to patient satisfaction. However, there is one study that attracts attention by discussing the aspect of service speed. The study showed that patient preferences for service speed are not always in line with the quality provided. Although

patients often want fast service, this does not guarantee that they will be satisfied if the quality of service is compromised. Thus, it is important for health care providers to find a balance between speed and quality in order to achieve optimal patient satisfaction and ensure good health outcomes.

The components of patient loyalty produce mixed results, influenced by different research locations and sample characteristics. This creates interesting findings but is difficult to evaluate objectively. Patient loyalty does not only depend on the quality of service, but is also influenced by the subjective experience of each patient. Differences in individual views, expectations, and needs make loyalty complex. In addition, some aspects that influence loyalty, such as personal feelings or emotional interactions with health workers, are difficult to measure with standard questionnaires. Therefore, a more holistic and diverse approach to research is needed to understand and improve patient loyalty effectively.

Patient satisfaction in our study was closely related to the quality of care provided. The various resources available to healthcare providers, such as skilled medical personnel, adequate facilities, and modern technology, contribute to improving and maintaining these quality standards. However, patient satisfaction does not only depend on the end result, but also on the process through which health goals are achieved. Good interaction with healthcare personnel, transparency of information, and attention to individual patient needs are essential. Therefore, healthcare providers need to focus on the overall patient experience to ensure optimal satisfaction.

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