



The Relationship Between Administrative Service Quality And Service Waiting Time Towards Patient Satisfaction With National Health Insurance (JKN): Literature Review

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ABSTRACT

Patient satisfaction is an important indicator in assessing the quality of healthcare services, particularly for National Health Insurance (JKN) participants. Patient satisfaction is influenced by various factors, including the quality of administrative services and waiting times. Fast, easy, friendly, and accurate administrative services, along with standard waiting times, are expected to improve patient satisfaction with healthcare services. This study aims to analyze and synthesize research findings on the relationship between administrative service quality and waiting times on patient satisfaction among JKN participants. This study used the Systematic Literature Review (SLR) method, referring to the PRISMA 2020 guidelines. A literature search was conducted through Google Scholar for articles published between 2016 and 2026 using the keywords administrative service quality, waiting times, and patient satisfaction. Based on the inclusion and exclusion criteria, 20 articles were found eligible for analysis. The review results indicate that most studies reported that administrative service quality and waiting times have a significant relationship or influence on patient satisfaction. Effective, easy, responsive, and informative administrative services can improve patient satisfaction, while shorter waiting times provide a better service experience. However, several studies have shown insignificant results because patient satisfaction is also influenced by other factors, such as the quality of healthcare services, facilities, and patient expectations. The quality of administrative services and waiting times are important factors influencing patient satisfaction among JKN participants. Therefore, healthcare facilities need to improve administrative efficiency, optimize queuing systems, and utilize digital technology to enhance service quality and patient satisfaction.

Keywords: Administrative Service Quality; Waiting Time; Patient Satisfaction.

INTRODUCTION

The National Social Security System has a program to improve the standard of living of the community, namely the health-focused National Health Insurance program or JKN, which is organized by the Social Security Administering Body (BPJS) Health starting January 1, 2014. With this JKN program, it is hoped that all Indonesians will become participants and receive the benefits of health care and protection in meeting basic health needs by improving access and quality of health services. In the implementation of the JKN program, one of the indicators that influences the quality of health services is patient satisfaction with the health services received as National Health Insurance participants (Anelia & Modjo, 2023).

Patient satisfaction is influenced by various factors, one of which is the quality of administrative services. Administrative services are the initial stage a patient will experience before receiving medical care. A fast, easy, friendly, accurate, and transparent administrative process will leave a positive impression on patients.



Conversely, administrative services that are complicated, slow, uninformative, and unresponsive can lead to dissatisfaction and even erode public trust in healthcare facilities. Therefore, the quality of administrative services plays a crucial role in creating a positive service experience for JKN participants (Molina Indarwati, 2018).

In addition to the quality of administrative services, waiting time is also an important indicator in assessing the quality of healthcare services. Waiting time reflects the length of time a patient has to wait from the registration process until receiving care from a healthcare professional. Excessively long wait times are often a major patient complaint, particularly for outpatient services. This condition can be caused by a high number of patient visits, limited human resources, a suboptimal queuing system, or an inefficient administrative process. Various studies have shown that the longer the wait time, the lower the patient satisfaction level. Conversely, prompt and standardized service can increase positive perceptions of healthcare quality (Syahbaniar, 2022).

In the era of digital transformation, various innovations such as the Mobile JKN application, online registration systems, and electronic medical records have been developed to improve the efficiency of administrative services while reducing patient waiting times. However, the implementation of these innovations has not fully addressed various challenges in the field. Some healthcare facilities still face problems such as long queues, delays in service, and patient dissatisfaction with the administrative process and the services received. This indicates that improving the quality of administrative services and managing waiting times remain challenges in providing healthcare services to JKN participants (Siregar & Anggereni, 2026).

Based on the above description, this literature review aims to analyze and synthesize research findings on the impact of administrative service quality and waiting times on patient satisfaction among National Health Insurance (JKN) participants. The results of this study are expected to provide information for healthcare facility managers, healthcare workers, and policymakers in formulating strategies to improve administrative service quality and wait time efficiency, thereby continuously improving JKN patient satisfaction.

METHOD

This study employed the Systematic Literature Review (SLR) method, adhering to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines. This method aims to systematically and transparently identify, select, evaluate, and synthesize research findings related to the quality of administrative services, waiting times, and patient satisfaction among National Health Insurance (JKN) participants. A literature search was conducted using several databases, including Google Scholar. The articles searched included national journals published between 2016 and 2026.

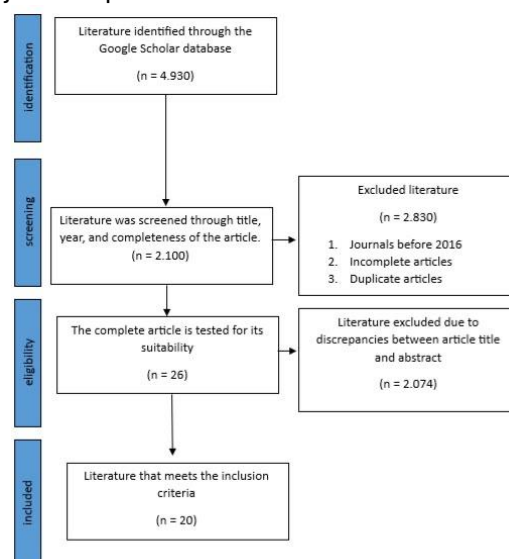


Figure 1.

PRISMA Chart.

Literature selection was conducted using literature review steps consisting of identification, eligibility selection, and selection of articles. The database used in the article search was Google Scholar. The search used a combination of keywords in Indonesian, namely "administrative service quality," "service waiting time," and "patient satisfaction." Data collection was carried out through several stages. The first stage was observation, where data was collected through observations of database sources on the internet. The resulting articles were then filtered and selected based on the title and abstract. The results of the search method identification using Google Scholar produced 4,930 search results. After filtering, 20 articles were collected and reviewed independently. To facilitate the search, inclusion and exclusion criteria were used. Inclusion criteria: Original research article, Discuss the quality of administrative services and/or service waiting times on JKN/BPJS Health patient satisfaction, Available in full text form, Published in national and international journals that have gone through a review process, and Published in 2016–2026.

The next stage was a literature review. At this stage, researchers reviewed data related to the literature review method in journals obtained from databases. Selected articles were then further reviewed to obtain accurate and comprehensive references regarding JKN patient satisfaction with hospital services. Finally, documentation was conducted, which involved inputting the data into Mendeley software.

RESEARCH RESULTS AND DISCUSSION

Research Results

Table 1. Article Review results

Researcher	Article title	Location	Result
(Hindrawan et al., 2025)	The Influence of Administrative Services, Doctor Services and Waiting Time on Outpatient Satisfaction at Baturusa Community Health Center, Bangka Regency	Baturusa Community Health Center, Bangka Regency	This study shows that administrative services have a positive and significant effect on patient satisfaction ($t = 4.232$; $p = 0.000$), so the better the quality of administrative services, the higher the patient satisfaction. Furthermore, waiting time also has a significant effect on patient satisfaction ($t = 3.010$; $p = 0.001$), where shorter waiting times increase patient satisfaction.
(Yustina et al., 2025)	Factors Affecting Waiting Times for JKN Patient Prescription Services at the Outpatient Pharmacy Installation of Sultan Agung Islamic Hospital, Banjarbaru	Sultan Agung Islamic Hospital, Banjarbaru	This study found that waiting time was significantly influenced by the type of prescription ($p=0.011$), type of drug ($p=0.017$), number of pharmacists/HR ($p=0.006$), and time of prescription arrival ($p<0.001$), while the number of drug items did not significantly influence waiting time ($p=0.155$).
(Wiranata & Handoyo, 2024)	The Influence of Service Quality and Waiting Time on Loyalty through BPJS Kesehatan Patient Satisfaction at Type B Hospitals in North Jakarta	Type B Hospitals in North Jakarta	Based on the results of the hypothesis test, waiting time has a positive and significant effect on BPJS Kesehatan patient satisfaction, as indicated by a p-value of 0.000 (<0.05) and a t-statistic of 9.714. This indicates that the better the management of service waiting time, the higher the level of patient satisfaction.
(Saputra et al., 2026)	The Influence of Administrative Effectiveness and Waiting Time on Patient Satisfaction at Caru Community Health Center	Caru Community Health Center	This study found that administrative effectiveness and waiting time simultaneously had a significant effect on patient satisfaction at Cariu Community Health Center ($F = 48.372$; $p = 0.000$; $R^2 = 0.586$), which means that both variables were able to explain 58.6% of the variation in patient satisfaction. Partially, administrative effectiveness had a positive and significant effect on patient satisfaction ($t = 6.412$; $p = 0.000$), while waiting time had a

Researcher	Article title	Location	Result
			negative and significant effect ($t = -4.985$; $p = 0.000$).
(Manyering et al., 2023)	The relationship between service waiting time and patient satisfaction levels	Dr. Mohammad Soewandhie Regional Hospital, Surabaya	This study shows the results of the Spearman correlation test, which obtained a p value of 0.626 ($p > 0.05$), indicating that there is no significant relationship between service waiting time and patient satisfaction. Although most patients experienced long waiting times (>60 minutes), the majority of respondents still expressed satisfaction with the service they received.
(Hadi et al., 2024)	The Influence of the Quality of Health Administration Services on the Satisfaction Level of Patients Receiving Contribution Assistance from the Social Security Administration Agency (BPJS BPI)	Perampuan's Health Center, Karang Bongkot Village, Labuapi District, West Lombok Regency	This study shows that the quality of administrative services significantly influences BPJS PBI patient satisfaction, as evidenced by the t-test results showing a p-value of 0.01 ($p < 0.05$). These results indicate a significant relationship between the quality of administrative services and patient satisfaction, indicating that the better the quality of administrative services provided, the higher the level of patient satisfaction.
(Agustina et al., 2023)	Factors Associated with Waiting Times for Outpatients	Ahmad Yani Hospital, Metro City	The results showed that patient waiting time was significantly influenced by the length of medical record provision ($p = 0.000$), the length of patient examination ($p = 0.002$), the length of patient registration ($p = 0.000$), the number of patient queues ($p = 0.001$), and the doctor's lateness ($p = 0.000$). All p-values < 0.05 indicated a significant relationship with outpatient waiting time.
(Narulitha et al., 2025)	The Relationship Between Waiting Time and the Satisfaction Level of Outpatients at Ibnu Sina Hospital, Waqf Foundation, Muslim University of Indonesia	Ibnu Sina Hospital YW-UMI Makassar City	The results of the Chi-Square test showed a significant relationship between waiting time for registration services and patient satisfaction ($p = 0.001$), waiting time for non-prescription medication collection and patient satisfaction ($p = 0.000$), and waiting time for prescription medication collection and patient satisfaction ($p = 0.000$). However, waiting time for doctor's examination was not significantly related to patient satisfaction ($p = 0.113$; $p > 0.05$).
(Nartiningsih et al., 2026)	Analysis of Waiting Time on Patient Satisfaction at the Laboratory Installation of Daya Regional General Hospital, Makassar City	Daya Regional Hospital, Makassar City	The Chi-square test results showed a p-value of 0.001 ($p < 0.05$), thus concluding that there is a significant relationship between waiting time and patient satisfaction. Most patients with good waiting times were satisfied (88.2%), while patients with poor waiting times tended to be less satisfied (86.5%). This finding indicates that the longer the waiting time for service, the lower the level of patient satisfaction, making waiting time an important indicator in improving the quality of hospital services.
(Aroni & Sari, 2025)	The Influence of Health Service Quality on BPJS Patient Satisfaction at the	Aceh Besar District Hospital	The results of the study showed that service quality and waiting time influenced BPJS patient satisfaction. Service quality significantly influenced patient satisfaction with a p-value of

Researcher	Article title	Location	Result
	Regional General Hospital of Aceh Besar Regency		0.013 ($p < 0.05$), indicating that the better the service quality, the higher the patient satisfaction.
(Khofipah et al., 2025)	Experiences of BPJS Users of Administrative Services at the Sukapura Kelapa Gading Islamic Hospital in Jakarta	Jakarta Islamic Hospital Sukapura Kelapa Gading	The study results show that BPJS patients' experiences with administrative services at hospitals tend to be less than satisfactory. Patients complain of long wait times, complicated administrative processes, unclear information, unresponsive staff, and a lack of empathy in patient care. These conditions leave patients feeling uncomfortable and dissatisfied with the administrative services provided.
(Fadilah & Satya, 2025)	Analysis of BPJS Patient Satisfaction with Dental Clinic Services at Ciparay DTP Community Health Center	Ciparay DTP Health Center	The study found that long wait times were a major factor in decreasing BPJS patient satisfaction at the Ciparay DTP Community Health Center Dental Clinic. Patients assessed the medical and administrative staff as responsive and friendly, but long waits during peak hours reduced the quality of service.
(Novita et al., 2026)	The Influence of Service Quality and Health Facilities on BPJS Patient Satisfaction	Dr. A. Dadi Tjokrodipo Regional General Hospital, Bandar Lampung City	The study results show that waiting times for services and the quality of administrative services influence patient satisfaction. Shorter wait times and fast, easy, friendly, and informative administrative services can increase patient satisfaction. Overall, these two factors play a crucial role in improving the quality of healthcare services.
(Dwi et al., 2024)	Review of BPJS Patient Service Waiting Times at the Outpatient Services at Siti Khadijah Islamic Hospital, Palembang	Siti Khadijah Islamic Hospital Palembang	The study results showed that the quality of outpatient services was suboptimal, with 68% of patients experiencing waiting times exceeding 60 minutes, with an average of 1 hour and 24 minutes. This condition does not meet the Minimum Service Standards (SPM) of the Indonesian Minister of Health Regulation Number 4 of 2019. The main factors contributing to delays were inconsistent doctor schedules due to training (74% of patients waited >60 minutes) and the high volume of visits at the Geriatric Polyclinic, which recorded delays of up to 84%.
(Azizah, 2026)	The Quality of Dental and Oral Services on the Satisfaction of Outpatient BPJS Patients: A Cross-Sectional Study with the SERVQUAL Approach at Pondok Kopi Islamic Hospital, Jakarta	Jakarta Islamic Hospital Pondok Kopi	The research results show that some outpatient BPJS patients still complain and feel dissatisfied with the duration of waiting time for services, especially due to the complex administrative flow of the BPJS system.
(Tegu et al., 2025)	Quality of Outpatient Health Services for BPJS Patients at Ruteng Regional Public Hospital	Ruteng Regional Hospital	Qualitative studies show that administrative quality and wait time efficiency are key determinants of patient satisfaction. Researchers revealed that complicated administrative procedures and suboptimal queue management lead to long wait times, which

Researcher	Article title	Location	Result
			violate hospital standard operating procedures (SOPs).
(Malik et al., 2025)	The Relationship Between Health Service Quality and the Satisfaction Level of Outpatient BPJS Patients at Bahteramas Regional Hospital, Southeast Sulawesi Province in 2024	Bahteramas Regional Hospital, Southeast Sulawesi Province	The results of the Chi-Square statistical test show that the reliability dimension, which includes the timeliness of service and the registration queue at the counter, has a significant relationship with the level of satisfaction of outpatient BPJS patients at Bahteramas Regional Hospital with a p value = 0.006 ($p < 0.05$).
(Laeliyah & Subekti, 2017)	Waiting Time for Outpatient Services and Patient Satisfaction with Outpatient Services at Indramayu District Hospital	Indramayu Regency Hospital	The results of the Chi-Square statistical test ($p = 0.042$ and $\chi^2 = 4.135$) demonstrated a significant relationship, indicating that the longer the wait time, the higher the level of patient dissatisfaction. The results showed that access to services (affordability) yielded a p value of 0.013 ($p < 0.05$), indicating a significant relationship between access to services and patient satisfaction.
(Ihsan et al., 2018)	The Relationship between Waiting Time for Prescription Services and the Satisfaction Level of BPJS Outpatients with Prescription Services (Research conducted at the Pharmacy Installation of the Muhammadiyah University Hospital, Malang)	Muhammadiyah University Hospital Malang	Correlational analysis shows a significant relationship between waiting time for prescription services and patient satisfaction levels in the finished drug prescription service group with a p value = 0.049 ($p < 0.05$), which has a weak correlation strength and is negative ($r = -0.166$), meaning that the longer the waiting time, the lower the patient satisfaction level will be.
(Oktavianti et al., 2022)	The Relationship Between Service Quality and Patient Satisfaction at BPJS Outpatient Care at the Biru Bone Community Health Center	Blue Bone Health Center	The results of the study showed that access to services (affordability) produced a p value = 0.013 ($p < 0.05$), meaning there is a significant relationship between access to services and patient satisfaction.

Source: Based on Google Scholar Article

Discussion

Based on a review of 20 articles, the majority of studies indicated that the quality of administrative services and waiting times for services were factors influencing patient satisfaction among National Health Insurance (JKN) participants. This finding suggests that patient satisfaction is influenced not only by medical services, but also by the quality of non-medical services received from the registration process until patients receive healthcare services.

Research conducted by Hindrawan et al. (2025), Saputra et al. (2026), Hadi et al. (2024), Aroni and Sari (2025), and Wiranata and Handoyo (2024) showed that the quality of administrative services had a positive and significant effect on patient satisfaction, as indicated by a p-value < 0.05 . Administrative services that are fast, easy, friendly, accurate, and provide clear information can increase patient trust and comfort during healthcare services. Conversely, complicated, slow, and unresponsive administrative processes lead to patient dissatisfaction with the services received. This finding is also supported by research by Khofipah et al. (2025) and Tegu et al. (2025) stated that complicated administrative procedures and poor staff response are among the main causes of BPJS patient dissatisfaction.

In addition to the quality of administrative services, waiting time has also been shown to be a significant factor influencing patient satisfaction. Most studies, such as those by Laeliah and Subekti (2017), Ihsan et al. (2018), Narulitha et al. (2025), Niartiningsih et al. (2026), Hindrawan et al. (2025), and Wiranata and Handoyo (2024), show a significant relationship or influence between waiting time and patient satisfaction (p -value < 0.05). The shorter the waiting time, the higher the level of patient satisfaction. Conversely, waiting times exceeding service standards lead to decreased satisfaction because patients have to wait longer before receiving healthcare services.

Several studies have also identified factors that contribute to long waiting times. Agustina et al. (2023) found that delays in providing medical records, the registration process, doctor examinations, the number of patients in the queue, and doctor delays significantly impacted waiting times. Meanwhile, Yustina et al. (2025) showed that the type of prescription, type of medication, number of pharmacists, and the time the prescription arrives affected waiting times for pharmaceutical services. These findings suggest that service efficiency is influenced by various operational aspects of hospitals and community health centers.

However, several studies have shown conflicting results. Manyering et al. (2023) reported no significant relationship between waiting time and patient satisfaction ($p = 0.626$). These results indicate that patient satisfaction is not always determined solely by waiting time but is also influenced by other factors, such as staff friendliness, communication quality, healthcare professional competence, and the quality of service received during the examination process. Differences in results between studies are likely influenced by respondent characteristics, type of healthcare facility, sample size, research methods, and service conditions at each study location.

Overall, the results of the synthesis indicate that the quality of administrative services and waiting time for services are interrelated in shaping JKN patient satisfaction. Efficient administrative services will speed up the service process and thus reduce patient waiting times. Therefore, efforts to improve patient satisfaction need to be implemented through simplifying administrative procedures, improving the competence of administrative staff, optimizing the queuing system, utilizing technology such as Mobile JKN and online registration, and more effective human resource management to ensure waiting times meet Minimum Service Standards (SPM).

CONCLUSION

Based on a review of 20 articles, it can be concluded that the quality of administrative services and waiting times are factors that influence patient satisfaction among National Health Insurance (JKN) participants. Most studies show that fast, easy, friendly, accurate, and informative administrative services can increase patient satisfaction. Furthermore, shorter waiting times are also associated with higher levels of satisfaction, while longer waiting times tend to decrease patient satisfaction. Although one study found no significant relationship between waiting times and patient satisfaction, the overall synthesis of results indicates that both variables play a significant role in improving the quality of healthcare services. Therefore, healthcare facilities need to improve the quality of administrative services and optimize waiting time management through improved service systems and the use of technology to continuously improve JKN patient satisfaction.

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