
The Relationship Between The Role Of Health Workers And BPJS Participants' Satisfaction In The Outpatient Room Of Mayjen H. Thalib Hospital, Sungai Penuh City, 2025

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Abstract

Quality and affordable health services are the right of every citizen, which the government strives to provide through the National Health Insurance (JKN) program organized by BPJS Kesehatan. However, participant satisfaction with health services remains a challenge, one of which is related to the role of health workers. This study aims to analyze the relationship between the normative, ideal, and factual roles of health workers with BPJS participant satisfaction in the outpatient ward of Mayjen H. Thalib Regional General Hospital. This study used an analytical observational design with a cross-sectional approach. The study population was all BPJS PBI participants in Sungai Penuh City with a sample of 106 respondents selected using systematic random sampling techniques. Data were collected through structured interviews using questionnaires and direct observation with checklists. Data analysis was carried out using univariate and bivariate methods. The results showed that the majority of respondents (64.2%) expressed dissatisfaction with the services received. Bivariate analysis showed a significant relationship between the normative role (p -value = 0.041; PR = 1.406), ideal role (p -value = 0.000; PR = 4.731), and factual role (p -value = 0.028; PR = 1.443) of health workers with BPJS participant satisfaction. Therefore, improving the quality of interpersonal interactions, empathy, and officer compliance with service standards is necessary to improve patient satisfaction and the quality of hospital services.

Keywords: Role of Health Workers, Community Satisfaction, BPJS Health, Outpatient Care.

INTRODUCTION

Health is a basic human need to live decently and productively. Therefore, every individual has the right to receive safe, quality, and affordable health services as mandated by Law Number 36 of 2009 concerning Health. One of the government's efforts to improve public access to healthcare services is thru the implementation of the National Health Insurance Program (JKN), managed by BPJS Kesehatan since 2014. This program aims to provide health protection for all Indonesian citizens so that they can receive comprehensive healthcare services.(RI, 2009)

Since its launch, the coverage of JKN participation has continued to increase. As of March 2025, the number of JKN participants has reached approximately 279.5 million people or 98.3% of the total population of Indonesia. However, the increase in membership coverage has not been fully accompanied by an increase in public satisfaction with healthcare services. Various complaints still arise, especially regarding the quality of service, long waiting times, and the attitude and communication of healthcare staff.(DJSN), 2025)

In the city of Sungai Penuh, RSUD Mayjen H. Thalib is a government hospital that serves as the main referral for healthcare services for the community and has collaborated with BPJS Kesehatan (Indonesia, 2024). Although this hospital has obtained "Main" accreditation status, various complaints from the public regarding services, especially for BPJS participants in the outpatient department, are still frequently found. These complaints include, among other things, long waiting times, lack of communication between healthcare staff and patients, and staff attitudes that are considered unresponsive to patients' needs. (Penuh, 2025)

The initial survey conducted in January 2025 among 10 BPJS participants in the outpatient room of RSUD Mayjen H. Thalib showed that 60% of respondents expressed dissatisfaction with the service received. The dissatisfaction is mainly related to the lack of communication from healthcare staff, the long waiting times for services, and the staff's response to patient complaints. This condition

indicates that the role of healthcare personnel in providing services, whether normative, ideal, or factual, has not yet been fully optimal and has the potential to affect patient satisfaction levels.

Based on these issues, this study aims to analyze the relationship between the role of healthcare workers and the satisfaction of BPJS participants in the outpatient ward of RSUD Mayjen H. Thalib, Sungai Penuh City.

RESEARCH METHODS

This research is a quantitative study with an analytical observational design using a cross-sectional approach. The research was conducted in the outpatient department of RSUD Mayjen H. Thalib Kota Sungai Penuh in December 2025. The research population consists of all BPJS PBI participants in Sungai Penuh City, totaling 42,837 participants, with the accessible population being BPJS PBI participants who received outpatient services at the hospital during the study period. The research sample consisted of 106 respondents determined using the Lemeshow formula with a confidence level of 95%, a proportion of 0.5, and a precision of 0.1, then increased by 10% to anticipate dropouts. The sampling technique used was systematic random sampling with an interval of $k = 2$, meaning every 2nd BPJS patient who met the inclusion criteria was selected as a respondent. Inclusion criteria include active BPJS PBI participants, aged ≥ 18 years, currently receiving outpatient services, and willing to be respondents, while exclusion criteria are patients in emergency conditions, unable to communicate effectively, or refusing to participate. Data collection was conducted through structured interviews using questionnaires to assess patient satisfaction and direct observations using checklists to evaluate the roles of healthcare workers, including normative, ideal, and factual roles during the service process. Data were analyzed univariately to describe the distribution of research variables and bivariately using the chi-square test to determine the relationship between the roles of health workers and the satisfaction of BPJS participants.

RESULTS AND DISCUSSION

The Mayjen H. A. Thalib Regional General Hospital (RSUD) is located on Jalan Jenderal Basuki Rahmat, Koto Renah Village, Pesisir Bukit District, Sungai Penuh City, Jambi Province, Indonesia. The location of this hospital is in the center of the administrative area of Sungai Penuh City and can be easily reached by land transportation. Its strategic position makes this hospital one of the main referral healthcare facilities for the people of Sungai Penuh City and Kerinci Regency.

Table 1. Distribution of Respondent Characteristics by Gender at RSUD Mayjen H.A Thalib Sungai Penuh City 2025

Gender	Frequency	%
Male	43	40.6
Female	63	59.4
Total	106	100.0

The majority of the research respondents were female, accounting for 59.4%.

Table 2. Distribution of Respondent Characteristics by Age at RSUD Mayjen H.A Thalib Sungai Penuh City 2025

Mean	Median	Min-Max	SD
34.38	33.00	22-53	8.12

The average age of respondents is 34 years with a median of 34 years. The youngest age is 22 years and the oldest age is 53 years with a variation of 8.12 years.

Table 3. Distribution of Respondent Characteristics Based on Last Education at RSUD Mayjen H.A Thalib Sungai Penuh City 2025

Last Education	Frequency	%
No Schooling	4	3.8
High School/Vocational School	62	58.5
Higher education institution	40	37.7
Total	106	100.0

The majority of respondents are high school/vocational school graduates, accounting for 58.5%.

Table 4. Results of Observations on the Normative Role of Health Workers at RSUD Mayjen H. A Thalib

Results of Normative Role Observation	Frequency	%
The officer was at the service area when the patient arrived.	Yes 106	100.0
The staff serve patients in the order of service.	Yes 106	100.0
The officer explained the service flow to the patient.	No Yes 19 87	17.9 82.1
The staff serve the patients in an orderly and systematic manner.	No Yes 22 84	20.8 79.2
The staff completed the patient service until it was finished.	No Yes 1 105	0.9 99.1

The staff are present at the service location and serve patients in the order of service (100%).

The majority of the staff explain the service flow (82.1%), serve patients in an orderly and systematic manner (79.2%), and complete the service until it is finished (99.1%).

Table 5. Results of the Observation of the Ideal Role of Health Workers at RSUD Mayjen H. A Thalib

Results of Ideal Role Observation	Frequency	%
The officer greets the patient politely.	Yes 106	100.0
The officer is friendly when serving the patient.	Yes 106	100.0
The officer listens to the patient's complaints.	No Yes 10 96	9.4 90.6
The staff serve patients without discrimination.	No Yes 31 75	29.2 70.8
The staff showed respect toward the patients.	No Yes 1 105	0.9 99.1

The staff greet patients politely and serve them kindly (100%). The majority of the staff listen to patients' complaints (90.6%), serve without discrimination (70.8%), and respect patients (99.1%).

Table 6. Results of the Observation of the Actual Role of Health Officers at RSUD Mayjen H. A Thalib

Results of the Factual Role Observation		Frequency	%
The staff responded to the patient quickly.	Yes	106	100.0
The staff provided an explanation that was easy to understand.	No	21	19.8
	Yes	85	80.2
The staff did not seem rushed while attending to the patients.	No	19	17.9
	Yes	87	82.1
The staff provided attention during the service process.	No	43	40.6
	Yes	63	59.4
The staff creates a calm service atmosphere.	No	11	10.4
	Yes	95	89.6

The staff responds to patients quickly (100%). The majority of the staff provides explanations that are easy to understand (80.2%), the staff does not appear rushed when serving patients (82.1%), gives attention to patients during the service process (59.4%), and creates a calm service atmosphere (89.6%).

Table 7. Frequency Distribution of Healthcare Workers' Roles and Community Satisfaction at RSUD Mayjen H.A Thalib Sungai Penuh City 2025

Variable		Frequency	%
Public satisfaction	Not Satisfied	68	64.2
	Satisfied	38	35.8
Normative role	Not Good	60	56.6
	Good	46	43.4
Ideal role	Not Good	65	61.3
	Good	41	38.7
Factual role	Not Good	61	57.5
	Good	45	42.5

The majority of respondents (64.2%) were dissatisfied with the role of healthcare workers in the outpatient ward of the regional general hospital. Healthcare workers mostly performed a less than satisfactory normative role (56.6%). The ideal role of healthcare workers was also less than satisfactory (61.3%). Furthermore, the actual role was also found to be less than satisfactory (57.5%).

Table 8. The Relationship between the Role of Health Workers and Public Satisfaction in the Outpatient Room of Mayjen H.A Thalib Regional Hospital, Sungai Penuh City, 2025

Variable	Public Satisfaction				PR (95% CI)	P-Value	
	Not Satisfied	%	Satisfied	%			
Normative role	Not Good	44	73.3	16	26.7	1.406 (1.025-1.928)	0.041
	Good	24	52.2	22	47.8	Ref	
Ideal role	Not Good	60	92.3	5	7.7	4.731 (2.531-8.844)	0.000
	Good	8	19.5	33	80.5	Ref	
Factual role	Not Good	45	73.8	16	26.2	1.443 (1.045-1.993)	0.028
	Good	23	51.1	22	48.9	Ref	

Bivariate analysis results showed a significant relationship between the role of healthcare workers and BPJS participant satisfaction. Healthcare workers with unfavorable normative roles

tended to cause higher levels of public dissatisfaction (73.3%) than those with satisfactory roles. The analysis showed that unfavorable normative roles increased the risk of public dissatisfaction by 1.4 times compared to those with favorable normative roles (PR = 1.406; 95% CI: 1.025–1.928; p = 0.041).

Furthermore, unfavorable ideal roles were also significantly associated with public dissatisfaction, with the majority of respondents (92.3%) reporting dissatisfaction. A unfavorable ideal role increased the risk of dissatisfaction by 4.7 times compared to those with favorable ideal roles (PR = 4.731; 95% CI: 2.531–8.844; p < 0.001).

Similar results were found for factual roles, with healthcare workers with unfavorable factual roles causing more public dissatisfaction (73.8%). Poor factual roles were 1.4 times more likely to cause dissatisfaction than good factual roles (PR = 1.443; 95% CI: 1.045–1.993; p = 0.028).

DISCUSSION

The Relationship between the Normative Role of Health Workers and Public Satisfaction

The results of this study indicate that the normative role of health workers is significantly related to public satisfaction. Health workers with poor normative roles have a 1.4 times higher risk of causing public dissatisfaction compared to health workers who perform their normative roles well (PR = 1.406; p = 0.041). The normative role is related to staff compliance with regulations, standard operating procedures (SOPs), and established service standards in the provision of health services. Compliance with these standards is an important indicator in ensuring service quality and providing service assurance to the public. (Rinawati Zailani & Juli Tri Astuti, 2023)

Consistently meeting service standards can increase public trust in healthcare facilities. Conversely, inconsistencies in the application of procedures or a lack of clarity regarding service information often lead to complaints, affecting public perceptions of healthcare quality. Therefore, consistent implementation of service standards by healthcare workers is a crucial factor in increasing public satisfaction with healthcare services. (Septria Maya Trisna, 2025)

The Relationship between the Ideal Role of Healthcare Workers and Public Satisfaction

This study also shows that the ideal role of healthcare workers has the strongest relationship with public satisfaction. Healthcare workers with a poorly implemented ideal role have a 4.7 times higher risk of causing public dissatisfaction compared to healthcare workers who perform their ideal role well (PR = 4.731; p < 0.001). The ideal role reflects the values of professionalism, ethics, empathy, and respect for patients in the healthcare process. (Fuadah et al., 2025)

Interpersonal aspects such as good communication, empathy, and a friendly attitude from healthcare workers play a crucial role in shaping patients' experiences during healthcare services. Patients tend to feel more satisfied when they receive attention, respect, and clear communication from healthcare workers. Therefore, implementing professional values and a patient-centered approach (patient-centered care) are crucial factors in increasing public satisfaction with healthcare services. (Ramvi & Gripsrud, 2025)

The Relationship between the Factual Role of Healthcare Workers and Public Satisfaction

The factual role of healthcare workers has also been shown to have a significant relationship with public satisfaction. Healthcare workers with poor factual roles have a 1.4 times higher risk of causing public dissatisfaction compared to healthcare workers who demonstrate good factual roles (PR = 1.443; p = 0.028). The factual role reflects the actual performance of healthcare workers in providing services, including the speed of service, the accuracy of actions, and the behavior of healthcare workers when interacting directly with patients. (Septria Maya Trisna, 2025)

Several factors frequently contributing to public dissatisfaction include long wait times for services, unfriendly staff, and obstacles in the administrative process. These conditions demonstrate that the quality of service directly experienced by patients significantly influences their assessment of the healthcare they receive. Therefore, improving effective, responsive, and patient-centered service performance is crucial to increasing public satisfaction with healthcare services. (Fuadah et al., 2025; Mohamad et al., 2025)

CONCLUSION

The results of this study indicate that the majority of BPJS participants in the outpatient ward of Mayjen H. Thalib Regional General Hospital in Sungai Penuh City were dissatisfied with the services they received. The analysis revealed that the roles of healthcare workers, including normative, ideal, and factual roles, were significantly related to patient satisfaction. This suggests that adherence to service standards, professional attitudes such as empathy and friendliness, and the actual performance of healthcare workers in providing responsive and clear services are important factors in increasing patient satisfaction.

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