



DOI: <https://doi.org/10.38035/snefr.v2i2.832>  
<https://creativecommons.org/licenses/by/4.0/>

## Determinants of Health Service Quality in Health Service Institutions in The Era of The Regional Public Service Agency (BLUD): Systematic Literature Review

Siti Aisyah Nuraeni<sup>1</sup>, Aden Aulia Rahman<sup>2</sup>, Gugum Ahmad Suandana<sup>3</sup>, Cepi Hermansyah<sup>4</sup>, Rosa Eka Putri<sup>5</sup>

<sup>1</sup>Universitas Linggabuana PGRI Sukabumi, Jawa Barat, Indonesia, [sitianur89@gmail.com](mailto:sitianur89@gmail.com)

<sup>2</sup>Universitas Linggabuana PGRI Sukabumi, Jawa Barat, Indonesia, [aden811@gmail.com](mailto:aden811@gmail.com)

<sup>3</sup>Universitas Linggabuana PGRI Sukabumi, Jawa Barat, Indonesia, [gumifarrel1233@gmail.com](mailto:gumifarrel1233@gmail.com)

<sup>4</sup>Universitas Linggabuana PGRI Sukabumi, Jawa Barat, Indonesia, [hermansyahcepi7@gmail.com](mailto:hermansyahcepi7@gmail.com)

<sup>5</sup>Universitas Linggabuana PGRI Sukabumi, Jawa Barat, Indonesia, [rosaekaputri2101@gmail.com](mailto:rosaekaputri2101@gmail.com)

Corresponding Author: [sitianur89@gmail.com](mailto:sitianur89@gmail.com)<sup>1</sup>

**Abstract:** The quality of health services is an important indicator in assessing the success of health services in health service institutions in the era of the Regional Public Service Agency (BLUD). This study aims to analyze the determinants of health service quality through the Systematic Literature Review (SLR) approach of the PRISMA method. Articles were searched on Google Scholar, PubMed, ScienceDirect, and Garuda databases with a publication range of 2020–2025 using keywords related to health service quality and BLUD. The results of the identification obtained 1,377 articles, then a screening and selection process was carried out until 10 articles were analyzed. The results of the study show that the main determinants of health service quality include the implementation of BLUD, the competence of health human resources, infrastructure, administrative systems, service digitization, and patient satisfaction. The competence of health workers is the most dominant factor in improving the quality of services. This study concludes that improving the quality of health services requires strengthening management, human resources, service facilities, and technology-based service systems.

**Keyword:** Quality of Health Services, BLUD, Quality of Service, Systematic Literature Review, PRISMA.

### INTRODUCTION

First-level health service facilities have a strategic role in improving the degree of public health through the provision of promotive, preventive, curative, and rehabilitative services as a whole. In an effort to improve the quality of public services in the health sector, the government implements the financial management pattern of the Regional Public Service Agency (BLUD) in various health service institutions in order to be able to provide more

effective, efficient, flexible, and community-satisfied services. The implementation of the BLUD system is expected to improve the quality of health services through optimizing financial management, improving human resource performance, improving facilities and infrastructure, and accelerating the health administration service process (Septiana et al., 2023).

The quality of health services is an important indicator in assessing the success of health service delivery. According to Donabedian (1988), the quality of health services can be seen from the aspects of structure, process, and service results. Structure is related to human resources, facilities, and organizational systems, while the process includes the implementation of health services and outcomes related to patient satisfaction and the effectiveness of health services provided. Improving service quality is the main challenge for health service providers in the current era of health system transformation.

The implementation of BLUD in health service institutions has a significant impact on improving the quality of health services. Research by Septiana et al. (2023) explains that the implementation of BLUD is able to increase the flexibility of service management so that the health service process becomes faster and more effective. In addition, the implementation of BLUD also supports improving the quality of governance of health organizations through more independent and professional management of resources.

Various previous studies have shown that the quality of health services is influenced by many factors. These factors include the implementation of BLUD, the competence of health workers, the availability of facilities and infrastructure, administrative systems, communication of health workers, service waiting times, the effectiveness of financial management, and patient satisfaction. Research by Darus and Hartono (2023) states that the quality of health human resources is a dominant factor in improving the quality of health services because it is directly related to service effectiveness and community satisfaction.

In addition, other studies show that patient satisfaction is greatly influenced by the quality of services provided by health service institutions, especially in the aspects of service speed, communication of health workers, and comfort of service facilities. Good service quality will increase public trust in health service providers and encourage increased use of health services by the community (Pradana et al., 2025).

Although various studies related to the quality of health services in the BLUD era have been conducted, the results of the study still show various findings. Some studies state that the implementation of BLUD is able to improve service quality and patient satisfaction, while other studies show that improving service quality is not optimal due to limited human resources, organizational unpreparedness, weak supervision, and uneven quality of health service facilities (Humayrah et al., 2023).

In addition, previous research tended to only focus on one specific variable partially, such as BLUD financial management, patient satisfaction, or health worker competence. Research that comprehensively integrates various determinants of health service quality is still limited. Most of the research also uses a case study approach on one particular health service institution so that the research results have not been able to provide an overview of the dominant factors that affect the quality of health services in Indonesia (Darus & Hartono, 2023).

Based on these conditions, there is a research gap in the form of the absence of a comprehensive study that synthesizes various determinants of health service quality in health service institutions in the BLUD era systematically using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method. Previous research is still limited to discussing certain factors separately and has not integrated aspects of management, human resources, infrastructure, service effectiveness, and patient satisfaction in a systematic and comprehensive literature review.

Therefore, this research is important to be conducted through the Systematic Literature Review (SLR) approach of the PRISMA method to identify, evaluate, and synthesize various

determinants that affect the quality of health services in health service institutions in the BLUD era. This research is expected to be able to make a theoretical contribution to the development of health service management science and become a basis for recommendations for local governments and health service managers in improving the quality of health services that are effective, efficient, and oriented towards community satisfaction.

## **METHOD**

This study uses the Systematic Literature Review (SLR) method with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach. The SLR method is used to identify, evaluate, and synthesize various research results related to the determinants of health service quality in health service institutions in the era of the Regional Public Service Agency (BLUD) in a systematic, structured, and comprehensive manner. The PRISMA approach was chosen because it was able to increase the transparency of the article selection process and minimize bias in the literature review.

The literature search process is carried out through several scientific databases, namely Google Scholar, Garuda Kemdikbud, PubMed, Semantic Scholar, and ScienceDirect. The article search was conducted using a combination of keywords such as "health service quality", "health service quality", "BLUD", "health service quality", "primary healthcare", "healthcare service", and "Regional Public Service Agency". Article search was carried out in the 2020–2025 publication to obtain relevant and up-to-date literature.

The inclusion criteria in this study include: (1) national and international scientific articles that discuss the quality of health services in health service institutions in the BLUD era; (2) articles are indexed and available in full text PDF form; (3) articles in Indonesian or English; (4) articles using quantitative, qualitative, and literature review research methods; and (5) articles published in the range of 2020–2025. The exclusion criteria include: (1) articles that are not relevant to the research topic; (2) duplicate articles; (3) thesis, thesis, proceedings, and non-journal reports; and (4) articles that do not provide full text access.

The research stages are carried out based on the PRISMA flow which consists of four stages, namely identification, screening, eligibility, and included. At the identification stage, the researcher identifies the article through a predetermined database using research keywords. Furthermore, at the screening stage, duplicate and irrelevant articles are selected based on titles and abstracts. The eligibility stage is carried out by examining the entire content of the article (full text review) in accordance with the inclusion and exclusion criteria. Articles that meet all the criteria are then included in the included stage for further analysis.

Data analysis was carried out using the narrative synthesis technique by grouping research results based on the main themes of health service quality determinants, such as BLUD implementation, health human resource competence, service facilities and infrastructure, administrative system, patient satisfaction, service effectiveness, and financial management. Furthermore, the results of the study were compared, analyzed, and synthesized to obtain a comprehensive picture of the factors that affect the quality of health services in health service institutions in the BLUD era.

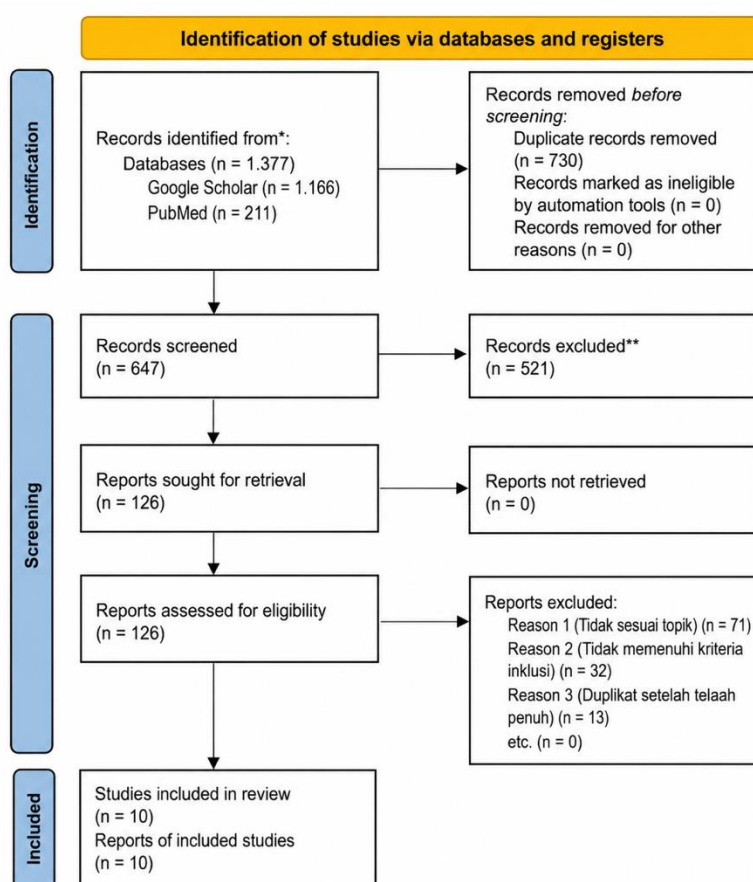
To increase the validity of the research, the article selection process is carried out systematically and transparently according to the PRISMA guidelines. In addition, this study also uses a literature synthesis matrix to facilitate the process of identifying, grouping, and analyzing the results of previous research so that objective conclusions can be obtained and can be scientifically accounted for.

## **RESULTS AND DISCUSSION**

Based on the results of a literature search using the Systematic Literature Review (SLR) method with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-

Analyses) approach, a number of relevant articles were obtained regarding the determinants of health service quality in health service institutions in the BLUD era. The article search process is carried out through Google Scholar and PubMed databases using predetermined keywords.

The article selection stages are carried out systematically starting from identification, screening, feasibility, to article inclusion. Based on the initial identification process, 1,377 articles were found, consisting of 1,166 articles from Google Scholar and 211 articles from PubMed. After checking for duplication, as many as 730 articles were eliminated so that 647 articles remained. Furthermore, a screening process was carried out based on titles and abstracts so that as many as 521 articles were issued because they were not in accordance with the research topic. At the eligibility level, a full review of the remaining articles was carried out and 126 articles were obtained that were eligible for further review. After the critical review process and feasibility test, a total of 116 articles were eliminated because they did not meet the inclusion criteria, resulting in 10 articles analyzed in this study.



**Figure 1. SLR method with PRISMA**  
Source: Processed by the author in 2026

**Table 1. Characteristics of Analyzed Articles**

Yes	Author	Year	Research Focus	Method	Key Results
1	Septiana et al.	2023	BLUD Implementation	Qualitative	BLUD increases service flexibility
2	Setiawan et al.	2022	Quality of health services	Systematic Review	Quality of service affects patient satisfaction
3	Andrian et al.	2025	Performance of health workers	SLR	HR competence improves service quality
4	Latifah et al.	2024	BLUD service system	Descriptive	Service systems affect service effectiveness
5	Fachrurrozi et al.	2023	Quality improvement strategy	SLR	Quality strategy to improve patient satisfaction
6	Prasetia et al.	2024	Digitization of services	SLR	Electronic medical records improve service quality
7	Darus & Hartono	2023	Quality planning	SLR	Human resources are the dominant factor in service quality
8	Humayrah et al.	2023	Evaluation of BLUD implementation	Literature Review	BLUD implementation is not optimal
9	Pradana et al.	2025	Patient satisfaction	Quantitative	Quality service increases satisfaction
10	Donabedian	1988	Service quality theory	Conceptual	Structure, process, and outcome determine quality

Source : Processed by the Author in 2026

### 1. Implementation of BLUD on Health Service Quality

The results of the literature synthesis show that the implementation of BLUD is one of the main determinants in improving the quality of health services in health service institutions. The flexibility of financial management owned by BLUD allows health service institutions to increase service effectiveness, accelerate the procurement of facilities and infrastructure, and improve the quality of governance of health organizations (Septiana et al., 2023).

The implementation of BLUD also has a positive impact on the efficiency of administrative services and increased access to health services for the community. However, several studies have shown that the implementation of BLUD has not run optimally due to limited managerial competence, weak supervision, and organizational unpreparedness in implementing a flexible financial management system (Humayrah et al., 2023).

### 2. Human Resource Competence as a Determinant of Service Quality

Based on the results of the review, the competence of health human resources is the most dominant factor in determining the quality of health services. Health workers who have good competence, work discipline, communication skills, and professionalism tend to be able to provide better quality health services and increase patient satisfaction.

Darus and Hartono's (2023) research explains that the quality of health human resources is directly related to the effectiveness of health services. This is in line with the research of Andrian et al. (2025) which states that improving the competence of health workers has a significant impact on improving service quality and patient satisfaction.

### 3. Health Service Facilities and Infrastructure

The availability of facilities and infrastructure is also an important factor in improving the quality of health services. Adequate service facilities are able to improve patient comfort, speed up services, and support the effectiveness of health workers' work.

The results showed that healthcare institutions with good facilities tended to have a higher level of patient satisfaction than institutions with limited facilities. In addition, the

digitization of health services, such as the implementation of electronic medical records, has also been proven to improve the efficiency and quality of health services (Prasetia et al., 2024).

#### **4. Patient Satisfaction as an Indicator of Service Quality**

Patient satisfaction is the main indicator in assessing the quality of health services. Based on the results of the literature, good service quality will increase patient satisfaction, public trust, and loyalty to health care institutions.

Some of the factors that affect patient satisfaction include the speed of service, friendliness of health workers, effective communication, comfort of facilities, and the ease of the service administration system. This finding is in line with Donabedi's (1988) theory which states that the quality of health services can be measured through aspects of the structure, process, and outcomes of health services

Based on the results of the literature synthesis, previous research still tended to discuss the quality of health services partially, such as only focusing on the implementation of BLUD, patient satisfaction, or human resource competence separately. In addition, most of the research uses a case study approach on one particular health service institution so that it does not provide a comprehensive picture of the determinants of health service quality in the BLUD era.

### **CONCLUSION**

Based on the results of the Systematic Literature Review (SLR) with the PRISMA approach, it can be concluded that the quality of health services in health service institutions in the era of the Regional Public Service Agency (BLUD) is influenced by various interrelated determinants. The most dominant main factors include the implementation of the BLUD system, the competence of health human resources, the availability of facilities and infrastructure, the effectiveness of the service administration system, the digitalization of health services, and the level of patient satisfaction.

The results of the study show that the implementation of BLUD has a positive impact on improving the quality of health services through flexibility in financial management, acceleration of administrative services, increasing the effectiveness of resource management, and improving the quality of services to the community. However, the implementation of BLUD in several health service institutions still faces various obstacles, such as limited managerial competence, suboptimal supervision, limited service facilities, and organizational unpreparedness in implementing effective governance.

In addition, the competence of health workers is the most consistent determinant affecting the quality of health services. Health workers who have professional skills, good communication, work discipline, and service competence are able to increase service effectiveness and patient satisfaction. The availability of infrastructure facilities and the implementation of a digital-based service system have also been proven to support improving the efficiency and quality of health services.

This study also found that most of the previous research still discussed the determinants of health service quality partially and was limited to one specific health service institution. Therefore, this study contributes in the form of a more comprehensive synthesis of literature on the factors that affect the quality of health services in the BLUD era through the SLR approach of the PRISMA method.

The implications of this research are expected to be a basis for consideration for local governments, managers of health service institutions, and health workers in formulating strategies to improve the quality of health services that are oriented towards service effectiveness and community satisfaction. In addition, further research is expected to develop empirical studies related to the relationship between determinants of health service quality with a wider scope of research area and more in-depth analysis methods.

## REFERENSI

- Andrian, H., Paramarta, V., Kosasih, K., & Yuliaty, F. (2025). Strategi peningkatan mutu pelayanan kesehatan dan kinerja petugas kesehatan yang berdampak pada kepuasan pasien di layanan kesehatan: Systematic literature review. *Jurnal Ners*, 9(3), 1–12.
- Batbaatar, E., Dorjdagva, J., Luvsannyam, A., Savino, M. M., & Amenta, P. (2017). Determinants of patient satisfaction: A systematic review. *Perspectives in Public Health*, 137(2), 89–101. <https://doi.org/10.1177/1757913916634136>
- Darus, M., & Hartono, B. (2023). Perencanaan mutu pelayanan kesehatan dalam meningkatkan kualitas pelayanan kesehatan: Systematic literature review. *Jurnal Ilmiah Kesehatan Indonesia*, 2(1), 45–56.
- Donabedian, A. (1966). Evaluating the quality of medical care. *The Milbank Quarterly*, 44(3), 166–206.
- Donabedian, A. (1980). *The definition of quality and approaches to its assessment*. Ann Arbor, MI: Health Administration Press.
- Donabedian, A. (1988). The quality of care: How can it be assessed? *Journal of the American Medical Association*, 260(12), 1743–1748. <https://doi.org/10.1001/jama.1988.03410120089033>
- Doyle, C., Lennox, L., & Bell, D. (2013). A systematic review of evidence on the links between patient experience and clinical safety and effectiveness. *BMJ Open*, 3(1), e001570. <https://doi.org/10.1136/bmjopen-2012-001570>
- Fachrurrozi, A., Prayogo, D. A., & Mulyanti, D. (2023). Strategi peningkatan mutu pelayanan kesehatan di rumah sakit: Systematic literature review. *Jurnal Riset Rumpun Ilmu Kedokteran*, 2(1), 45–57. <https://doi.org/10.55606/jurrike.v2i1.1045>
- Humayrah, S., et al. (2023). Literatur review evaluasi implementasi kebijakan badan layanan umum daerah (BLUD) terhadap kinerja pelayanan kesehatan. *Jurnal Keperawatan dan Kesehatan Masyarakat*, 11(2), 88–97.
- Kementerian Kesehatan Republik Indonesia. (2022). *Standar pelayanan minimal bidang kesehatan*. Jakarta: Kementerian Kesehatan Republik Indonesia.
- Latifah, P., Nurkaidah, N., & Tompo, N. (2024). Sistem pelayanan kesehatan di BLUD RS H.M Djafar Harun Kabupaten Kolaka Utara. *Publician: Journal of Public Service, Public Policy, and Administration*, 3(2), 55–66. <https://doi.org/10.56326/jp.v3i2.3577>
- Lee, D. (2017). HEALTHQUAL: A multi-item scale for assessing healthcare service quality. *Service Business*, 11(3), 491–516. <https://doi.org/10.1007/s11628-016-0317-2>
- Mosadeghrad, A. M. (2014). Factors influencing healthcare service quality. *International Journal of Health Policy and Management*, 3(2), 77–89. <https://doi.org/10.15171/ijhpm.2014.65>
- Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., et al. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *BMJ*, 372, n71. <https://doi.org/10.1136/bmj.n71>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- Pradana, R., et al. (2025). Korelasi jumlah kunjungan pasien terhadap pendapatan BLUD pada institusi pelayanan kesehatan. *JUMANJI*, 5(1), 21–30.
- Prasetya, A., Beddu, E., Buwana, G. A. A. W., Rochmawati, T., & Paramarta, V. (2024). Pengaruh rekam medis elektronik terhadap mutu pelayanan pada fasilitas pelayanan kesehatan: Systematic literature review. *Jurnal Kesehatan Tambusai*, 5(3), 455–468. <https://doi.org/10.31004/jkt.v5i3.30627>
- Republik Indonesia. (2005). *Peraturan Pemerintah Nomor 23 Tahun 2005 tentang Pengelolaan Keuangan Badan Layanan Umum*. Jakarta: Pemerintah Republik Indonesia.

- Septiana, A. P., Pujiyanto, T. I., & Hastuti, W. (2026). Studi fenomenologi pengembangan implementasi layanan BLUD berbasis teori sistematis kesehatan Donabedian di institusi pelayanan kesehatan. *Jurnal Ners*, 10(1), 1754–1760. <https://doi.org/10.31004/jn.v10i1.54151>
- Setiawan, M. D., Fauziah, F., Edriani, M., & Gurning, F. P. (2022). Analisis mutu pelayanan kesehatan program JKN: A systematic review. *Jurnal Pendidikan Tambusai*, 6(2), 10211–10220. <https://doi.org/10.31004/jptam.v6i2.4456>
- Sfantou, D. F., Laliotis, A., Patelarou, A. E., Sifaki-Pistolla, D., Matalliotakis, M., & Patelarou, E. (2017). Importance of Leadership Style Towards Quality of Care Measures in Healthcare Settings: A Systematic Review. *Healthcare*, 5(4), 73. <https://doi.org/10.3390/healthcare5040073>
- World Health Organization. (2020). *Quality health services: A planning guide*. Geneva: World Health Organization.