



The influence of response timeliness and work motivation on service quality and its influence on the number of patient visits at serang city regional hospital

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ABSTRACT

This study aims to examine the influence of response time accuracy and work motivation on service quality, as well as the effect of service quality on the number of patient visits at the Regional Public Hospital of Serang City. A quantitative research approach was employed to achieve these objectives. The data analysis technique used was multiple regression analysis to measure the relationships between response time accuracy and work motivation with service quality, and subsequently the effect of service quality on patient visits. The research population consisted of 7,669 individuals associated with the Regional Public Hospital of Serang City. Using a disproportionate stratified random sampling technique, a total of 381 respondents were selected as the research sample. The results of the study indicate that response time accuracy accounts for 15.98%, work motivation for 22.89%, service quality for 20.12%, and patient visits for 20.40%. Furthermore, the magnitude of the influence of response time accuracy on service quality is 0.285, while the influence of work motivation on service quality is 0.281. In addition, service quality has an influence of 0.519 on the number of patient visits. These values indicate that the effects fall within the low to moderate category. The hypothesis testing results show that response time accuracy and work motivation jointly influence service quality with a hypothesis acceptance level of 11.4%. Meanwhile, the joint influence of response time accuracy and work motivation on patient visits reaches a hypothesis acceptance level of 20.7%.

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INTRODUCTION

Serang City Regional General Hospital (RSUD) is a hospital owned by the Serang City Government, Banten Province, and plays a strategic role in providing healthcare services to the community. As a public healthcare facility, RSUD Serang City offers a variety of services, including

inpatient care, outpatient care, emergency care, and specialist services in various medical fields. The hospital is committed to providing equitable, professional healthcare services in accordance with government service standards to improve the health of the people of Serang City and the surrounding areas.

The quality of healthcare services is a key indicator of a hospital's success in meeting community needs and increasing patient satisfaction (Alabbas et al., 2024; Mohiuddin, 2020; Shie et al., 2022; Utomo et al., 2023). Quality healthcare services not only impact patient satisfaction but also contribute to operational efficiency and increased public trust in healthcare institutions. (Y.-K. Kim et al., 2008; Murti et al., 2013) The World Health Organization (WHO) emphasizes that the quality of healthcare services encompasses the dimensions of timeliness, accessibility, efficiency, patient safety, and patient-centeredness (Gupta et al., 2023; O. T. Kim, 2022; Pilarska et al., 2020). In the hospital context, service quality is influenced by various factors, including timely response to patient needs, the effectiveness of the complaint process, and the reliability and convenience of the service.

Timely response is a crucial indicator in assessing the quality of healthcare services, particularly in high-urgency units like the emergency department. A rapid response reflects the professionalism of healthcare workers and a concern for patient safety (Harder & Chu, 2020; Olsen et al., 2023). Furthermore, an effective complaint process allows patients or their families to easily submit complaints and receive prompt resolution, thereby increasing satisfaction and trust in the hospital (Isangula et al., 2023; Jiang et al., 2014; Rhys et al., 2024; Suhadi et al., 2019; van Dael et al., 2020).

Despite various improvement efforts, Serang City Hospital still faces challenges in maintaining timely service response. Public complaints regarding long wait times, particularly during peak hours and when there is a surge in patient numbers, are still common. Field inspections by local officials indicate that some patients have to wait long periods for services, even just to get a queue number. Innovations such as implementing an online registration system through the Mobile JKN application have been implemented, but the wait time issue has not been fully resolved and continues to impact public perception of the hospital's service quality. These issues are operationally evident through specific and measurable service performance indicators, such as emergency department response time, waiting time for queue number collection, and the time required for complaint handling and resolution. Together, these indicators capture the hospital's responsiveness performance and clearly illustrate the underlying service timeliness problems, which tend to intensify during peak hours and significantly influence patient satisfaction and public perception of service quality.

In addition to operational factors, the work motivation of healthcare workers and support staff also plays a crucial role in determining the quality of hospital services. Work motivation reflects an internal drive that influences the attitudes, behaviors, and performance of the hospital's human resources, from doctors and nurses to administrative staff to support staff. Healthcare workers with high work motivation tend to demonstrate greater empathy, professionalism, and commitment to patient care. However, as a regional hospital, Serang City Regional General Hospital faces challenges such as high workloads, limited compensation, uneven task distribution, and limited sustainable capacity development programs, all of which have the potential to reduce employee work motivation (Haryadi et al., 2021).

Fluctuations in the number of patient visits to Serang City Regional Hospital in recent years reflect the changing public trust in the quality of hospital services. As healthcare users, the public is becoming increasingly selective in choosing healthcare facilities and tends to switch to other hospitals if the service they receive does not meet their expectations. Therefore, improving service quality is a crucial factor not only in increasing patient satisfaction but also in maintaining and increasing patient visits.

To strengthen the research context, a research mapping related to hospital service quality was conducted using a bibliometric analysis approach with the VOSviewer application (Smyrnova-Trybulska, 2018), as shown in Figure 1. The mapping results show three main research clusters, namely the service quality cluster (service quality, evaluation, expectation), the health service impact cluster (health care, effect, information), and the interpersonal relationship and service strategy cluster that emphasizes the role of medical personnel. Although the study of health service quality has developed widely, the relationship between response timeliness, work motivation, service quality, and the number of patient visits has not been widely studied in an integrative manner, especially in the context of public hospitals. This reveals a critical gap in the literature, as existing studies predominantly examine response timeliness and healthcare worker motivation as separate constructs, without empirically integrating both factors within a single analytical framework. Most prior research has focused either on operational service efficiency or on human resource aspects in isolation, thereby overlooking the potential interaction and combined influence of response timeliness and employee motivation on service quality outcomes. Moreover, limited empirical evidence explains how this integrated relationship subsequently affects patient visit decisions, particularly in government-owned public hospitals that face unique structural challenges such as high service demand, resource constraints, and bureaucratic service procedures. Consequently, the lack of integrative and context-specific evidence highlights the need for a comprehensive model that simultaneously examines response timeliness, healthcare worker motivation, service quality, and patient visit behavior in public healthcare settings.

This research is based on the Customer Satisfaction Theory put forward by Oliver (1980), which states that Customer satisfaction is influenced by suitability between expectations and perceived (Bhagat, 2015; James et al., 2015; Zboja et al., 2016) experiences. Timeliness of response (Chanif et al., 2024; Mitra et al., 2020) as well as management complaint patient (S.Phabmixay et al., 2021) play a role in forming perception and satisfaction patients, who ultimately influence decision visit (Boatman et al., 2022). In addition, the Quality Theory Service (Service Quality Theory) from Parasuraman et al. (1985) emphasizes that quality service determined by dimensions reliability, power responsiveness, empathy, and service assurance (Babakus & Inhofe, 2015; Kansara, 2020).

Based on the phenomenon empirical and research gaps, this study aims to analyze influence timely response and motivation Work to quality service as well as the impact to the number of visits patients at Serang City Regional Hospital. This research is expected to can give contribution empirical in development study quality service health as well as being material considerations for hospital management in formulating improvement strategies service and public trust.

RESEARCH METHOD

This study employed a descriptive quantitative approach to analyze the influence of response timeliness, complaint handling flow, and patient visit frequency on the quality of healthcare services. The research was conducted at Serang City Regional General Hospital (RSUD), located at Jl. Raya Jakarta KM 04, Kampung Turus, Penancangan Village, Cipocok Jaya District, Serang City. The study period spanned from September 2024 to September 2025.

The population of this study comprised all patients who utilized healthcare services at Serang City Regional General Hospital during the last five months, from July to November 2024, totaling 7,669 patients. The sampling technique applied was disproportionate stratified random sampling to ensure representation of different patient service categories despite unequal population proportions (Sugiyono, 2019). The sample size was determined using the Slovin formula with a tolerated margin of error, resulting in a total sample of 62 respondents. This sample consisted of hospital management representatives, complaint handling officers, patients who used complaint services, and general patients selected based on visit records.

Data collection was conducted through library research and field research. Library research involved reviewing relevant scientific literature, institutional reports, and supporting documents. Field research included direct observation, structured interviews, and the distribution of questionnaires to respondents. The primary research instrument was a structured questionnaire developed using a five-point Likert scale, ranging from very dissatisfied (score 1) to very satisfied (score 5) (Sugiyono, 2021). The questionnaire measured key variables, including response timeliness, work motivation, service quality, and patient visit frequency.

Data analysis was performed using SPSS version 27, encompassing descriptive statistical analysis, validity and reliability testing, and classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was conducted using multiple linear regression analysis to examine the effects of response timeliness and work motivation on service quality and patient visits. Statistical significance was assessed using t-tests and F-tests at a 5% significance level, while the coefficient of determination (R^2) was used to evaluate the explanatory power of the research model.

RESULTS AND DISCUSSIONS

Results

Characteristics of Respondents

This study involved 381 respondents, consisting of patients and service providers at Serang City Regional Hospital. Respondent characteristics are presented by gender, age, education level, and length of service, as shown in Table 2.

Table 2. Respondent Characteristics

Parameter	Category		P ercentage
	y	mount	
Gender	Male	9	7%
	Female	3	3%
Age (years)	26–30	3	1%
	31–40	0	2%
	> 40	9	7%
Education Level	Senior High School		%
	Bachelor (S1)	2	4%
	Master (S2)		3%
	< 5 years	4	3%
Length of Service	5–10 years	3	7%
	> 10 years	5	0%

This study involved 381 respondents. Based on gender, respondents were predominantly female (53%), while males (47%). In terms of age, most respondents were in the age group > 40 years (47%), followed by 31–40 years (32%) and 26–30 years (21%). In terms of education level, the majority of respondents were Bachelor (S1) graduates at 84%, followed by Master (S2) at 13%, and high school at 3%. Based on length of service, respondents with a work period of > 10 years dominated at 40%, followed by a work period of 5–10 years (37%) and < 5 years (23%).

Validity and Reliability Test

Validity testing was conducted to ensure that each questionnaire item accurately measured the constructs under investigation. The results of the analysis indicated that all statement items achieved correlation coefficients exceeding the critical r-value, confirming that each item was valid and appropriately represented its respective variable. Following this, reliability testing was carried out using Cronbach's Alpha to assess the internal consistency of the measurement instrument. The findings demonstrated that the instrument possessed a high level of reliability, indicating that the items consistently measured the intended constructs and were suitable for use in subsequent statistical analyses.

Table 3. Validity Test Results

Variable	Number of Items	Range of r-count	r-table	Result
Response Timeliness (X1)	4	0.929 - 0.944	0.101	Valid
Motivation Work (X2)	6	0.853 - 0.935	0.101	Valid
Quality Service (Y1)	5	0.883 - 0.933	0.101	Valid
Visit Patient (Y2)	5	0.871 - 0.934	0.101	Valid

The validity testing results demonstrated that all statement items across the research variables achieved r-count values exceeding the critical r-table value of 0.101. This indicates that each item was able to accurately measure the construct it was intended to assess. Consequently, all measurement items were deemed valid and suitable for inclusion in further statistical analyses, ensuring the credibility and accuracy of the data used in this study.

Table 4. Reliability Results

Variable	Cronbach's Alpha	Threshold	Result
Response Timeliness (X1)	0.951	> 0.60	Reliable
Motivation Work (X2)	0.948	> 0.60	Reliable
Quality Service (Y1)	0.947	> 0.60	Reliable
Visit Patient (Y2)	0.951	> 0.60	Reliable

The results of the reliability analysis revealed that all research variables obtained Cronbach's Alpha coefficients exceeding the minimum acceptable threshold of 0.60. This indicates that the measurement items exhibit strong internal consistency and are capable of consistently capturing the constructs being studied. Accordingly, the research instruments are considered reliable and suitable for use in further statistical analyses aimed at examining the relationships among the variables within the proposed research model.

Regression Results

Table 5. Regression Results (Dependent: Service Quality)

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	12,278	1,119	-	10,970	0.000
Responsiveness / Timeliness of Response (X1)	0.255	0.062	0.212	4,095	0.000
Work Motivation Work (X2)	0.165	0.041	0.206	3,982	0.000

The results of multiple linear regression analysis indicate that response timeliness and work motivation have a positive and significant effect on service quality. A constant value of 12.278 indicates that when response timeliness and work motivation are assumed to be constant, service quality remains at a positive level. The regression coefficient of response timeliness of 0.255 indicates that every one unit increase in response timeliness will increase service quality by 0.255 units, assuming other variables remain constant. Meanwhile, work motivation has a regression coefficient of 0.165, indicating that increasing work motivation also contributes to improving service quality.

Based on the standardized beta value, response timeliness ($\beta = 0.212$) has a slightly greater influence than work motivation ($\beta = 0.206$) on service quality. The significance value of both variables shows significant results at the 5% significance level ($p < 0.05$), so both are proven to play a role in improving service quality at Serang City Regional Hospital.

Table 6. Regression Results (Dependent: Number of Visits)

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	10,247	1,026	-	9,986	0.000
Responsiveness / Timeliness of Response (X1)	0.357	0.057	0.306	6,259	0.000
Work Motivation Work (X2)	0.194	0.038	0.251	5.130	0.000

The regression results show that promptness of response and work motivation have a positive and significant effect on the number of patient visits. A constant value of 10.247 indicates that under conditions when both independent variables are assumed to be constant, the number of patient visits remains at a positive level. The regression coefficient of promptness of response of 0.357 indicates that an increase in promptness of response will increase the number of patient visits by 0.357 units. Work motivation also has a positive effect with a coefficient of 0.194, which means that the higher the work motivation of hospital staff, the greater the tendency to increase the number of patient visits.

The standardized beta value shows that response timeliness ($\beta = 0.306$) is the variable that most dominantly influences the number of patient visits, followed by work motivation ($\beta = 0.251$). All variables have a significance value of $p = 0.000$, which means they have a significant effect at the 5% significance level.

Hypothesis Testing

Hypothesis testing was conducted to determine the effect of timely response and work motivation on service quality and number of patient visits, both partially (t-test) and simultaneously (F-test), at a significance level of 5%.

Table 7. Summary of Hypothesis Testing Results

Test	Variable	t / F Value	Sig.	Result
t-test	Responsiveness / Timeliness of Response (X1) → Quality Service	4,095	0.000	Significant
t-test	Work Motivation Work (X2) → Quality Service	3,982	0.000	Significant
F-test	X1, X2 → Quality Service	25,367	0.000	Significant
t-test	Quality Service → Amount Visit Patient	11,814	0.000	Significant
t-test	Responsiveness / Timeliness of Response (X1) → Total Visit Patient	6,259	0.000	Significant
t-test	Work Motivation Work (X2) → Total Visit Patient	5.130	0.000	Significant
F-test	X1, X2 → Total Visit Patient	50,667	0.000	Significant

The t-test results show that timely response (X1) and work motivation (X2) have a positive and significant effect on service quality. Timely response has a t-value of 4.095 with a significance of 0.000, while work motivation shows a t-value of 3.982 with a significance of 0.000. Thus, the hypothesis stating that timely response and work motivation have an effect on service quality is accepted.

Furthermore, the t-test results for the number of patient visits variable showed that timely response ($t = 6.259$, $p = 0.000$) and work motivation ($t = 5.130$, $p = 0.000$) also had significant effects. This indicates that increased service responsiveness and work motivation among hospital staff contribute to the increase in the number of patient visits.

Simultaneously, the F-test results showed that timely response and work motivation together significantly influenced service quality ($F = 25.367$; $p = 0.000$) and the number of patient visits ($F = 50.667$; $p = 0.000$). Thus, all proposed research hypotheses were accepted.

Discussion

a. Effect of Responsiveness on Service Quality

The findings of the study demonstrate that response timeliness has a positive and statistically significant effect on service quality at Serang City Regional Hospital. This is evidenced by a significance value of 0.000, which is below the 0.05 threshold, as well as a t-value of 4.095 that exceeds the critical t-table value. These results indicate that faster and more accurate responses from healthcare personnel in addressing patient needs contribute substantially to improving perceived service quality. Timely responsiveness enhances patient satisfaction, reinforces trust in healthcare services, and reflects the effectiveness of service delivery processes within the hospital setting.

These results align with research by Susilo and Kholid (2020), Pratama and Handayani (2021), and Wijaya and Santoso (2022), which states that responsiveness is a crucial dimension in shaping perceptions of healthcare service quality. Theoretically, these findings support the SERVQUAL model, which positions responsiveness as a key determinant of service quality. Therefore, increasing service speed and efficiency in service flows is a crucial strategy for improving hospital service quality.

b. Effect of Work Motivation on Service Quality

Work motivation has also been shown to have a positive and significant effect on service quality, with a significance value of 0.000 and a t-test value of 3.982. This indicates that healthcare workers and support staff with high work motivation tend to provide more optimal, empathetic, and professional services to patients.

These findings are consistent with research by Rampisela and Lumintang (2020), Mulasari (2021), and Putri and Endarti (2022), which confirmed that work motivation directly contributes to improving the quality of public services. Theoretically, these results support Herzberg and Vroom's motivation theory, which states that intrinsic and extrinsic employee motivation will improve service performance. Therefore, managing work motivation through reward systems, a conducive work environment, and competency development are strategic factors in improving the quality of hospital services.

c. Effect of Responsiveness and Work Motivation on Service Quality

Simultaneously, the timeliness of response and work motivation have a significant effect on service quality, as indicated by the F value of 25.367 with a significance of 0.000. These results indicate that the combination of service response speed and employee work motivation jointly contribute to improving service quality at Serang City Regional General Hospital.

The coefficient of determination (Adjusted R²) of 0.114 indicates that these two variables explain 11.4% of the variation in service quality, while the remainder is influenced by factors outside the model. This finding aligns with research by Nurhayati (2021), Sari and Prasetyo (2022), and Rahmawati (2023), which emphasizes that health service quality is a multidimensional construct influenced by various organizational and human resource factors.

d. Effect of Service Quality on Patient Visits

The results of the study reveal that service quality exerts a positive and statistically significant influence on the number of patient visits. This is evidenced by a significance value of 0.000, which is well below the established threshold of 0.05, as well as a t-statistic of 11.814 that exceeds the critical t-value. These findings indicate that improvements in service quality such as responsiveness, reliability, and attentiveness of healthcare personnel play a crucial role in increasing patient visits. Furthermore, the Adjusted R² value of 0.267 demonstrates that service quality accounts for 26.7% of the variance in patient visit numbers, suggesting that while service

quality is a substantial determinant, other factors outside the model also contribute to patients' decisions to seek healthcare services.

These findings support research by Febriani et al. (2024), Umami et al. (2022), and Rahmawati (2020), which states that quality service increases patient satisfaction, trust, and loyalty. Theoretically, these results align with the views of Parasuraman et al. and Kotler & Keller, who emphasize that superior service quality drives repeat visit intentions. Therefore, improving service quality is key to maintaining and increasing the number of patient visits at Serang City Regional Hospital.

e. Effect of Responsiveness on Patient Visits

The results of the study indicate that timely response has a positive and significant effect on the number of patient visits at Serang City Regional Hospital. This is evidenced by a significance value of 0.000 (<0.05) and a calculated t-value of 8.386, which is greater than the t-table (1.966). This finding indicates that the faster and more appropriately healthcare workers respond to patient needs, the greater the likelihood of patients returning to the hospital.

The coefficient of determination (Adjusted R^2) of 0.154 indicates that timely response time can explain 15.4% of the variation in patient visits, while the remainder is influenced by other factors outside the research model. This result is in line with research by Sulisna et al. (2023), Mahfuza et al. (2024), and Wulandari and Sahrudi (2024), which confirms that fast response time increases patient satisfaction and loyalty, which ultimately encourages repeat visits. Theoretically, this finding supports the views of Tjiptono (2020), Kotler and Keller (2021), and Zeithaml et al. (2020) who stated that responsiveness of service is a major determinant in building trust and patient visit decisions.

f. Effect of Work Motivation on Patient Visits

Work motivation has also been shown to have a positive and significant effect on the number of patient visits at Serang City Regional Hospital. The partial test results showed a significance value of 0.001 (<0.05) with a t-test of 7.515, indicating that increasing employee work motivation significantly increases the number of patient visits.

The adjusted R^2 value of 0.127 indicates that work motivation explains 12.7% of the variation in patient visits. This finding is consistent with research by Rahmawati (2021), Putri and Santoso (2022), and Fadilah et al. (2023), which states that motivated healthcare workers tend to provide friendlier, more responsive, and more professional services, thereby increasing patient trust. Theoretically, these results support the work motivation theory proposed by Hasibuan (2020), Mangkunegara (2021), and Sedarmayanti (2022), which emphasizes that work motivation is a crucial factor in improving service quality and patient visit intention.

g. Effect of Responsiveness and Work Motivation on Patient Visits

Simultaneously, the speed of response time and work motivation have a significant effect on the number of patient visits, as evidenced by the F value of 50.667 with a significance of 0.000. This indicates that the combination of service response speed and employee work motivation together contribute to increasing the intensity of patient visits to Serang City Regional Hospital.

The coefficient of determination (Adjusted R^2) of 0.207 indicates that these two variables can explain 20.7% of the variation in the number of patient visits, while the remaining 79.3% is influenced by other factors that have not been studied. This result is in line with research by Tinaningsih et al. (2024), Rakhmawati and Suhartini (2023), and Hidayah et al. (2023), which emphasized that fast service supported by high work motivation creates a positive experience for patients, increases satisfaction, and encourages repeat visits. Theoretically, this finding supports the views of Handayani (2021), Sutrisno (2020), and Hasibuan (2021) who stated that responsiveness of service and work motivation are key factors in building public trust in hospitals.

Therefore, improving response timeliness and sustainable management of work motivation are important strategies for Serang City Regional Hospital in increasing the number of patient visits.

CONCLUSION

The results of the study indicate that promptness of response and work motivation have an influence on the quality of service and the number of patient visits at Serang City Regional Hospital, although the magnitude of the influence is relatively limited. Partially, promptness of response and work motivation each make a small contribution to service quality, and simultaneously both are only able to explain a small portion of the variation in service quality. These findings indicate that the quality of hospital services is not only determined by the speed of response and work motivation of employees, but is also influenced by various other factors outside the research model. Furthermore, service quality is proven to have a greater influence on the number of patient visits than promptness of response and work motivation directly, which indicates that patient perceptions of service quality are important factors in shaping trust and decisions to revisit the hospital.

The implications of this study emphasize the importance of improving response timeliness and strengthening work motivation as part of a comprehensive service quality improvement strategy. The management of Serang City Regional Hospital needs to optimize the service system, particularly during peak hours, and create a supportive work environment through training, incentives, and employee capacity building. Based on the standardized beta coefficients, response timeliness shows a more dominant effect than work motivation on service quality and patient visits. Therefore, operational priority should be directed toward reducing waiting times, improving emergency response speed, and streamlining queue and complaint handling systems before strengthening motivational interventions. This study has limitations because it was conducted in only one hospital, used a quantitative approach, and involved limited variables. Therefore, further research is recommended to expand the research object, combine quantitative and qualitative methods, and add other variables such as patient satisfaction, leadership, and communication quality, to gain a more comprehensive understanding of the factors influencing service quality and the number of patient visits. Future research should consider longitudinal designs to observe changes over time, multi-hospital studies to improve external validity, and mixed-method approaches to complement quantitative findings with in-depth qualitative insights.

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