

Proceeding Paper

# Evaluating Analyzing the Performance of BPJS Kesehatan in Improving Healthcare Service Quality at Kotabumi Branch

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## Abstract

This study investigates the performance of BPJS Kesehatan at the Kotabumi Branch in enhancing healthcare service quality. Utilizing a descriptive qualitative research design, data were collected through semi-structured interviews with key informants and document analysis of performance reports. The study focuses on five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. Findings reveal that while the Kotabumi Branch meets standards in physical facilities and staff responsiveness, challenges persist in reliability due to inconsistencies in medical supply availability and in responsiveness during peak hours. Assurance is generally high, with staff providing accurate guidance, and empathy is a strong point, with staff demonstrating genuine concern for beneficiaries. Key challenges include inadequate program awareness among marginalized communities and perceived discrimination between BPJS and private insurance participants. Recommendations for improvement include enhanced maintenance protocols, better supply management, increased staff training, and targeted outreach programs.

**Keywords:** BPJS Kesehatan, healthcare service quality, service dimensions, qualitative analysis, Kotabumi

## 1. Introduction

The Jaminan Kesehatan Nasional (JKN), or National Health Insurance program, represents a significant effort by the Indonesian government to ensure equitable access to healthcare services for all citizens (Kharisma, 2020; Khoirunurrofik & Raras, 2021). Administered by the Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan, this program is designed to provide comprehensive healthcare coverage and improve the overall quality of healthcare services across Indonesia (Triana & Defrizal, 2024). However, the implementation of JKN has encountered various challenges, particularly concerning the quality of services provided and the level of public awareness about the program (Ekawati & Claramita, 2021; Kharisma, 2020; Khoirunurrofik & Raras, 2021).

Previous studies and evaluations of BPJS Kesehatan have highlighted several issues, including inconsistencies in service delivery, gaps in public understanding, and operational inefficiencies (Pitoyo et al., 2017; Sitompul, 2022; Barusman, 2024). While these studies have provided valuable insights into the broader challenges faced by the program, there remains a notable gap in understanding the specific challenges and performance issues at the local branch level (Barusman & Barusman, 2019). To address this gap, the present study focuses on the Kotabumi Branch of BPJS Kesehatan, aiming to provide a detailed and nuanced analysis of its performance in improving healthcare service quality.

By examining the Kotabumi Branch, this research seeks to assess the branch's performance across various dimensions of service quality, including tangibles

such as physical facilities and equipment, reliability in terms of service dependability and consistency, responsiveness in addressing service issues, assurance of confidence and trust provided by staff, and empathy reflected in personalized care and understanding (Allen-Duck et al., 2017; Hassan & Salem, 2022; Mosadeghrad, 2013; Swain & Kar, 2018). Additionally, the study identifies and analyzes specific operational challenges faced by the Kotabumi Branch, such as resource constraints, staff training needs, and administrative hurdles. Furthermore, the research explores local residents' perceptions and experiences with the Kotabumi Branch to gain insights into the effectiveness of the service delivery and identify areas requiring improvement. A comparative analysis is also conducted, comparing the Kotabumi Branch's performance with other branches and benchmarks to highlight strengths, weaknesses, and best practices. By filling the existing gap in understanding at the branch level, this research aims to contribute to the development of targeted strategies for enhancing service quality within BPJS Kesehatan and improving overall healthcare delivery in Indonesia.

## 2. Research Method

This study employs a descriptive qualitative research design to comprehensively understand the performance of BPJS Kesehatan at the Kotabumi Branch. A qualitative approach was selected due to its capacity to delve deeply into the nuanced experiences and perceptions of both service providers and beneficiaries. By focusing on subjective experiences and detailed observations, the study aims to capture the complexity of service quality issues at the local branch level (Engdaw, 2020; Oliver et al., 2015; Whyte & Bytheway, 2017).

Data collection for this study was conducted using two primary methods: semi-structured interviews and document analysis. The semi-structured interviews were conducted with five key informants, including BPJS Kesehatan officials, healthcare providers affiliated with the Kotabumi Branch, and beneficiaries of the healthcare services (Hartaty et al., 2021; Kusuma, 2019; Pitoyo et al., 2017). These interviews were designed to elicit in-depth responses regarding the informants' experiences and perceptions of the service quality provided by BPJS Kesehatan. The semi-structured format allowed for flexibility in exploring relevant topics while ensuring that core areas of interest were consistently addressed. In addition to the interviews, relevant documents were analyzed to supplement the primary data collected. This included reviewing annual performance reports, service evaluation records, and other pertinent documents that provided context and quantitative measures of service quality. Document analysis helped corroborate the findings from interviews and offered a broader perspective on the operational aspects and performance metrics of the Kotabumi Branch.

The collected data were subjected to thematic analysis to identify and interpret patterns and themes related to service quality. The thematic analysis process began with data coding, where interview transcripts and document contents were meticulously examined to identify recurring themes and patterns (Mohebifar et al., 2016; Singh et al., 2020; Um & Lau, 2018). Codes were assigned to specific segments of data that related to various aspects of service quality. Following this, the data were organized into thematic categories corresponding to the five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy (Fatima et al., 2019; Kalia, 2017). This categorization facilitated a structured analysis of how each dimension was addressed by the Kotabumi Branch. Finally, the identified themes were further analyzed to explore their implications and relevance to the research objectives. This involved examining the relationships between themes, drawing comparisons, and interpreting how

the Kotabumi Branch's performance aligns with or diverges from established benchmarks and expectations.

Through these methods, the study aims to provide a thorough and nuanced analysis of the Kotabumi Branch's performance in enhancing healthcare service quality, offering valuable insights for future improvements and strategic planning.

### **3. Result and Discussion**

#### **Tangibles**

The analysis of tangible aspects of service quality at the Kotabumi Branch reveals that the physical facilities and infrastructure are generally in line with the required standards. The environment is conducive to patient care, offering a comfortable setting for beneficiaries. However, consistent with the findings of Ekawati and Claramita (2021), there were occasional reports of maintenance issues, including minor repairs and upkeep that could detract from the overall perception of service quality. To address these concerns, it is recommended that the Kotabumi Branch adopts a more systematic approach to facility maintenance, including regular inspections and prompt attention to any emerging issues. This proactive approach would enhance the tangible aspects of service quality and contribute to a better overall beneficiary experience.

#### **Reliability**

The reliability of services provided by the Kotabumi Branch was positively perceived, with healthcare providers demonstrating proficiency in operating medical equipment and delivering care, aligning with the expectations outlined by Pitoyo et al. (2017). However, some inconsistencies were noted, particularly in the availability of certain medical supplies and equipment. Such inconsistencies can undermine trust in the service and lead to beneficiary dissatisfaction, as noted in previous evaluations (Sitompul, 2022). To mitigate these issues, it is essential for the Kotabumi Branch to implement robust inventory management practices and ensure the timely procurement of necessary supplies. Establishing clear protocols for managing supply shortages and maintaining transparent communication with beneficiaries during disruptions would further enhance the reliability of services.

#### **Responsiveness**

The responsiveness of the Kotabumi Branch staff was generally well-received, with beneficiaries appreciating the promptness and attentiveness of the staff, which aligns with the standards of service quality discussed by Allen-Duck et al. (2017). However, similar to findings by Kharisma (2020), there were instances where response times could be improved, particularly during peak hours. To address this, the Kotabumi Branch should evaluate and adjust staffing levels during busy periods and explore strategies to improve overall efficiency. Implementing a triage system to prioritize service requests could also help in managing response times more effectively, thereby enhancing the responsiveness of the branch.

#### **Assurance**

The assurance dimension was favorably evaluated, with beneficiaries expressing confidence in the guidance provided by the staff. This aspect is crucial for building trust and confidence, as beneficiaries rely heavily on staff for accurate information and support (Mosadeghrad, 2013). Continuous professional development and training programs for staff are essential to maintaining and enhancing this level of assurance. Regular workshops and refresher courses focusing on communication skills, patient engagement, and updated medical knowledge are recommended to bolster the staff's ability to provide assured and competent service, as suggested by Hassan and Salem (2022).

#### **Empathy**

Empathy emerged as a particularly strong aspect of service quality at the Kotabumi Branch, with staff demonstrating genuine concern and patience when addressing beneficiaries' needs. This aligns with the emphasis on personalized care and understanding noted by Swain and Kar (2018). The personal touch and attentiveness of the staff were highlighted as key factors contributing to the positive beneficiary experience. To further strengthen this dimension, it is recommended that the Kotabumi Branch foster a culture of empathy within the organization. This could involve incorporating empathy training into staff development programs, recognizing and rewarding empathetic behavior, and ensuring that organizational policies support patient-centered care.

### Challenges and Areas for Improvement

Despite the generally positive findings, several challenges were identified. One significant issue is the inadequate socialization of the BPJS Kesehatan program, particularly among marginalized communities, which mirrors the concerns raised by Khoirunurrofik and Raras (2021). Many individuals remain unaware of their eligibility and the benefits available to them, limiting the program's reach and effectiveness. To address this gap, targeted outreach and educational campaigns are recommended to raise awareness and inform potential beneficiaries about their rights and benefits. Additionally, perceptions of discrimination between BPJS participants and those with private insurance were observed, reflecting the broader challenges in equitable service delivery discussed by Sitompul (2022). Addressing these perceptions through consistent and fair service delivery practices is crucial for enhancing overall satisfaction and trust in the program.

### 4. Conclusion

This study highlights the strengths and areas for improvement in the performance of BPJS Kesehatan at the Kotabumi Branch. While the branch generally meets the standards of service quality, there are specific areas that require attention, such as the maintenance of facilities, consistency in service delivery, and better socialization of the program. Addressing these issues can significantly enhance the overall service quality and beneficiary satisfaction. Future research could explore the impact of targeted interventions on these identified areas and assess their effectiveness in improving service quality. This study underscores the importance of continuous evaluation and improvement in healthcare service delivery to meet the evolving needs of the population.

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