## ABSTRAK

Penelitian ini bertujuan untuk menganalisis implementasi kebijakan Jaminan Kesehatan Nasional (JKN) oleh BPJS Kesehatan dalam meningkatkan kualitas pelayanan di Rumah Sakit Umum Royal Prima Marelan. Permasalahan utama yang diidentifikasi mencakup lemahnya sosialisasi kebijakan kepada tenaga medis dan pasien, kompleksitas prosedur administrasi, serta keterbatasan fasilitas layanan bagi peserta BPJS. Penelitian ini menggunakan pendekatan deskriptif analitik dengan model SERVQUAL (Service Quality) dan Expectancy–Disconfirmation Theory (EDT) sebagai landasan teoritis untuk menilai kesenjangan antara harapan dan persepsi pasien terhadap pelayanan yang diterima. Data dikumpulkan melalui observasi, wawancara, dan kuesioner terhadap tenaga medis, petugas administrasi, serta pasien peserta BPJS. Hasil penelitian menunjukkan bahwa dimensi *Tangibles* dan *Reliability* sudah cukup baik, namun *Responsiveness* dan *Empathy* masih rendah akibat keterbatasan sumber daya manusia dan beban kerja tinggi. Implementasi kebijakan BPJS belum sepenuhnya optimal karena kurangnya pelatihan, belum terintegrasinya sistem informasi digital secara menyeluruh, dan minimnya dukungan manajerial terhadap monitoring serta evaluasi mutu layanan. Berdasarkan analisis EDT, ditemukan ketidaksesuaian antara harapan dan kenyataan yang menimbulkan ketidakpuasan pasien. Integrasi antara kebijakan JKN, SERVQUAL, dan EDT merekomendasikan perlunya penguatan sosialisasi, peningkatan kapasitas SDM, serta reformasi sistem manajemen pelayanan berbasis digital dan humanis untuk mewujudkan pelayanan kesehatan yang adil, efisien, dan berkelanjutan di RSU Royal Prima Marelan.

**Kata kunci:** BPJS Kesehatan, JKN, kualitas pelayanan, SERVQUAL, Expectancy–Disconfirmation Theory.

## ABSTRACT

*This study aims to analyze the implementation of the National Health Insurance (JKN) policy by BPJS Kesehatan in improving the quality of services at Royal Prima Marelan General Hospital. The main problems identified include weak policy socialization to medical staff and patients, complex administrative procedures, and limited service facilities for BPJS participants. This*

*research employs a descriptive-analytic approach using the SERVQUAL (Service Quality) model and Expectancy–Disconfirmation Theory (EDT) as theoretical foundations to assess the gap between patients' expectations and their perceived service quality. Data were collected through observation, interviews, and questionnaires involving medical staff, administrative officers, and BPJS patient participants. The findings reveal that the Tangibles and Reliability dimensions are relatively good; however, Responsiveness and Empathy remain low due to limited human resources and heavy workloads. The implementation of BPJS policies has not been fully optimized because of insufficient training, lack of integration in digital information systems, and minimal managerial support for service quality monitoring and evaluation. Based on the EDT analysis, there is a noticeable mismatch between patient expectations and actual experiences, resulting in dissatisfaction. The integration of JKN policy, SERVQUAL, and EDT frameworks recommends strengthening policy dissemination, enhancing human resource capacity, and reforming management systems through a digital and human-centered approach to achieve equitable, efficient, and sustainable health services at Royal Prima Marelan General Hospital.*