

How Good Corporate Governance Influences Patient Satisfaction in Hospitals: A PRISMA-Based Systematic Review of Empirical Evidence

Windi Wiyarti^{1*}, Indri Sepriany Putri Ali², Syukra Alhamda³, & Andi Indahwaty Sidin⁴

¹*Universitas Mohammad Natsir, Indonesia, ²Universitas Hasanuddin, Indonesia, ³Poltekkes Kemenkes Padang, Indonesia, ⁴Universitas Hasanuddin, Indonesia

*Co e-mail: windiwiyarti@gmail.com¹

Article Information

Received: December 11, 2025

Revised: December 31, 2025

Online: January 13, 2026

Keywords

Good Corporate Governance, Hospital Governance, Patient Satisfaction, Healthcare Management, Service Quality, Accountability

ABSTRACT

Good Corporate Governance (GCG) has increasingly been recognized as a key governance mechanism in healthcare organizations, particularly in developing health systems. Purpose: This study aims to synthesize empirical evidence on the relationship between GCG implementation and patient satisfaction and to identify dominant governance mechanisms influencing patient-centered outcomes. Methods: A systematic literature review was conducted following the PRISMA framework. Ten peer-reviewed empirical studies published between 2019 and 2025 were included, the majority of which employed quantitative cross-sectional designs and were conducted in Indonesian hospital settings. Study quality and potential risk of bias were assessed narratively based on methodological rigor and measurement consistency. Results: The synthesis reveals a consistent positive association between GCG implementation and patient satisfaction, with transparency and accountability emerging as the most influential principles. These principles primarily affect patient satisfaction through trust-building, service quality enhancement, and operational efficiency, while the effects of fairness and responsibility appear more context-dependent. This review extends governance theory in healthcare by conceptualizing GCG not merely as an administrative control framework but as a relational mechanism that shapes patient experience through trust and service responsiveness. Implications: The findings highlight the need for hospital governance models that prioritize transparent information systems, accountable performance mechanisms, and patient-centered service processes to improve satisfaction outcomes.

Keywords: Good Corporate Governance, Hospital Governance, Patient Satisfaction, Healthcare Management, Service Quality, Accountability



This work is licensed under a [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/)

Journal of Health Service Administration and Hospital Management (LACERI)

Vol. 02, No. 1, January 2026

INTRODUCTION

Good Corporate Governance (GCG) has become a critical component of hospital management as healthcare organizations are increasingly required to deliver transparent, accountable, and patient-centered services. GCG is defined as openness in setting organizational goals, achieving them, and evaluating performance (Karsono, 2023a). In hospital settings, governance practices influence not only organizational performance but also patient experiences and satisfaction (Dzulkifli et al., 2020).

Recent empirical studies published within the last five years indicate that the implementation of GCG principles such as transparency, accountability, responsibility, independence, and fairness has a positive relationship with patient satisfaction in hospitals (Mulyarahayu, 2022). Studies show that satisfied patients tend to develop greater trust and loyalty toward hospitals and are more likely to provide positive recommendations, whereas dissatisfaction may lead to reputational damage and patient loss. Furthermore, increased patient satisfaction has been associated with organizational sustainability and improved hospital value, which may enhance investor confidence (Zebua & Tewu, 2023).

Although numerous studies have examined GCG in healthcare organizations, the existing literature remains fragmented. Many studies focus on governance in relation to financial performance, investor trust, or board effectiveness (Lateef & Akinsulore, 2021; Alhady & Risanty, 2023). While fewer studies explicitly synthesize how governance practices influence patient satisfaction as a service outcome. Moreover, most available evidence is derived from single-institution or context-specific studies, limiting broader conclusions regarding governance mechanisms that support patient-centered care.

The application of Good Corporate Governance principles varies across countries in accordance with contextual factors such as institutional settings, culture, and healthcare system structures. In Nigeria, governance practices in hospital services emphasize efficiency, promptness, responsiveness, accountability, equality, and fair access (Offu et al., 2018), while in Kenya's national referral hospitals, GCG implementation focuses on employee performance, board structure, stakeholder engagement, transparency, and organizational arrangements (Muthengi & Ragui, 2023). The Indonesian government has established a Public Service Agency (BLU) to implement GCG in state-owned hospitals as regulated in PP RI Number 23 of 2005 (Said et al., 2020). The procedures for implementing GCG in Indonesia are regulated in the Minister of BUMN Regulation Number: PER-01/MBU/2011 (Kesuma & Nurhayati, 2020).

Unlike previous studies that primarily examined Good Corporate Governance in financial or administrative contexts, this systematic review emphasizes the operational, ethical, and service-quality implications of GCG and synthesizes their relevance to patient satisfaction in hospital settings. By shifting the focus toward patient-related outcomes, this review provides a more integrated understanding of hospital governance from a service delivery perspective.

Therefore, this study aims to systematically review and synthesize empirical evidence on the relationship between the implementation of Good Corporate Governance and patient satisfaction in hospitals. This study contributes to the literature by synthesizing governance mechanisms that directly influence patient-centered outcomes, an area that remains underexplored in prior hospital governance reviews and policymakers in strengthening governance structures to support patient-centered and high-quality healthcare services.

METHODS

This systematic literature review was conducted following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. A comprehensive search was performed using the Google Scholar database with the assistance of the Publish or Perish (PoP) application. The search strategy employed the keywords "Good Corporate Governance" AND "Patient Satisfaction." The search was restricted

to peer-reviewed journal articles published between 2019 and 2025 to ensure the inclusion of recent evidence relevant to current hospital governance practices.

2.2 Inclusion and Exclusion Criteria

Studies were included if they examined the implementation of Good Corporate Governance principles in hospital settings, analyzed patient satisfaction as an outcome variable, employed empirical research designs (quantitative, qualitative, or mixed methods), were published in peer-reviewed journals between 2019 and 2025, and were available in full-text and written in English. Studies were excluded if they were published outside the specified time frame, did not focus on hospitals or healthcare organizations, discussed GCG without explicitly examining its relationship with patient satisfaction, were review articles, editorials, conference papers, or theses, or presented insufficient methodological information.

The study selection process followed four PRISMA stages: identification, screening, eligibility, and inclusion. Initially, 248 articles were identified through database searching. After excluding articles published outside the 2019–2025 period, 148 articles remained. Title and abstract screening resulted in the exclusion of 126 articles that did not meet the inclusion criteria. Full-text assessment of 22 articles led to the exclusion of 15 studies that did not explicitly examine the relationship between GCG principles and patient satisfaction. Consequently, ten studies were included in the final review. Data extraction was conducted systematically by recording key study characteristics, including author(s), publication year, country, hospital type, study design, GCG dimensions assessed, and main findings related to patient satisfaction. Risk of bias was assessed narratively across key methodological domains. Most studies showed low to moderate risk of bias, with limitations mainly related to cross-sectional design and confounding control.

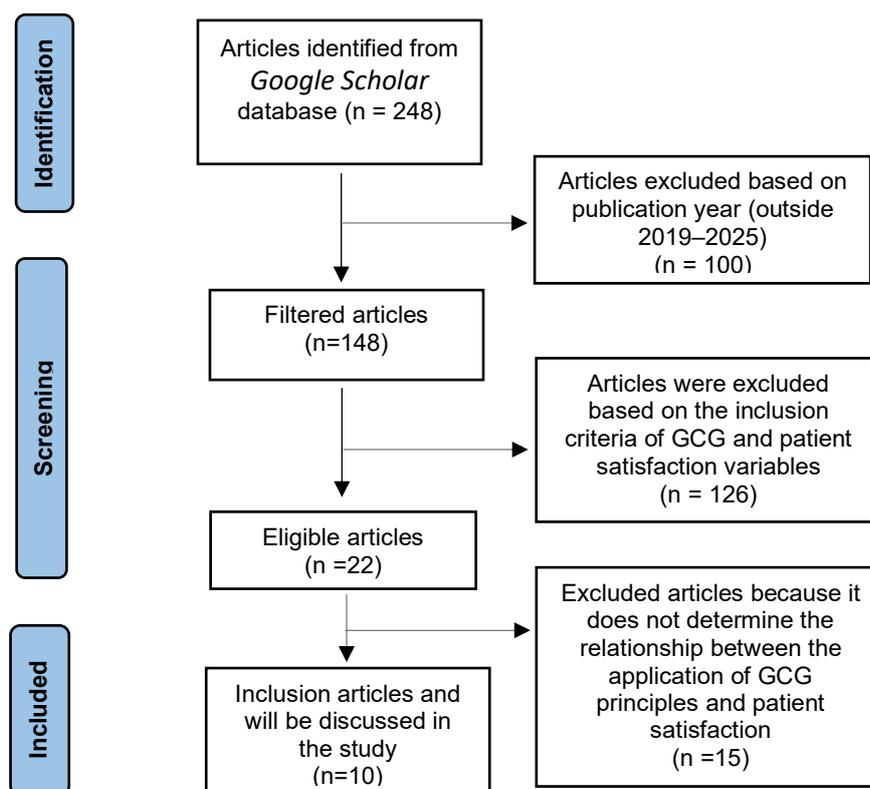


Chart 1. Article Review Flow



RESULTS

Studies from different research indicates a consistent positive relationship between Good Corporate Governance (GCG) implementation and patient satisfaction. A cross-study synthesis shows that transparency and accountability are the most dominant governance principles, as they demonstrate direct and statistically significant effects on service quality, patient trust, and perceived care reliability.

In contrast, fairness and responsibility exhibit mixed and context-dependent effects. Several studies identify them as influential, while others report non-significant partial effects, suggesting that these principles function primarily as normative or supporting governance values unless reinforced by operational transparency and accountability mechanisms.

The principle of independence appears less consistently examined and shows significance mainly in inpatient or clinical decision-making contexts, indicating an indirect influence on patient satisfaction through professional autonomy rather than administrative governance alone.

Importantly, although international comparative tables are not presented, the observed dominance of transparency and accountability aligns with governance patterns commonly reported in developing-country health systems, where information asymmetry, institutional trust deficits, and service inefficiencies remain central challenges. This indicates that GCG principles most closely linked to patient satisfaction are those that directly address structural governance weaknesses typical of resource-constrained healthcare settings.

Table 1. Summary of Studies Examining the Relationship between Good Corporate Governance and Patient Satisfaction

No.	Findings
1.	Accountability and transparency, as both have a direct and significant impact on service delivery, patient trust, and perceived quality of care, whereas fairness and responsibility remain largely normative and do not exhibit a significant partial effect (Lutfillah & Annisa, 2025).
2.	Transparency, accountability, and stakeholder engagement have a significant relationship with service quality and patient satisfaction in Aceh hospitals (Fasalli, 2024).
3.	The principles of fairness, transparency, independence, accountability and responsibility applied by hospitals can support patient satisfaction (Santosa et al., 2025).
4.	There is a relationship between the principles of independence and justice on the satisfaction of inpatients at Bahagia Hospital Type C Makassar (Dzulkifli et al., 2020)
5.	The most influential variables are the principles of accountability, responsibility and transparency on patient satisfaction in the Mamuju Hospital inpatient unit. However, there is no influence between the principle of fairness and patient satisfaction (Said et al., 2020)
6.	These factors fairness, transparency, accountability, and responsibility do affect patient satisfaction in the inpatient area at RSU Royal Prima Medan. Among them, fairness has the biggest impact (Rizki et al., 2023)
7.	There is a relationship between the principles of transparency, accountability and responsibility on the satisfaction of inpatients at Bahagia Regional Hospital, Makassar City(Dzulkifli et al., 2020b).



No.	Findings
8.	Responsibility and Fairness are the dominant GCG principles in the implementation of GCG at RSUD Haji Makassar (Rusydi et al., 2019)
9.	There is a significant relationship between fairness, transparency, accountability, responsibility, and independence with patient satisfaction at the Medan Haji General Hospital. Multivariate analysis results show variables. Responsiveness is the most dominant variable in influencing patient satisfaction (Halawa et al., 2022)
10.	The principles of fairness, transparency, accountability, and responsibility have a significant and positive influence on patient satisfaction in the inpatient unit at RSPP Jakarta (Mulyarahayu, 2022)

DISCUSSION

This systematic review demonstrates that the implementation of Good Corporate Governance (GCG) principles in hospitals is consistently associated with higher patient satisfaction. Across the included studies, governance dimensions transparency, accountability, responsibility, independence, and fairness are shown to influence patient trust, service quality, ethical conduct, and operational effectiveness (Karsono, 2023b; Rizki et al., 2023; Wijayanti & Setyorini, 2023a). Transparency in service procedures and cost disclosure reduces information asymmetry and strengthens patient trust, while accountability and responsibility support service reliability and compliance with care standards (Rusydi et al., 2019; Dion & Evans, 2023).

However, the findings indicate that GCG principles do not exert uniform effects across contexts. In particular, the principle of fairness does not show a significant association with patient satisfaction in certain hospital settings (Said et al., 2020), suggesting that fairness may function more as a normative governance value than as a direct operational determinant. Similar variations are observed across studies examining independence and responsibility, highlighting the role of institutional context in shaping governance effectiveness (Karsono, 2023b; Tjaija et al., 2021).

These results are consistent with prior empirical research demonstrating that effective governance improves hospital performance and patient-related outcomes (Brandão et al., 2013; Dobrzykowski & McFadden, 2020a). While earlier studies primarily emphasized financial performance, board effectiveness, or regulatory compliance (Lateef & Akinsulore, 2021; Alhady & Risanty, 2023), this review extends the literature by synthesizing evidence on how governance practices influence patient experiences and satisfaction. By integrating operational, ethical, and service-quality perspectives, the findings reinforce the view that GCG functions not only as a control framework but also as a relational and behavioral mechanism shaping organizational culture and patient-centered care delivery. In this process, trust emerges as a key mediating factor linking governance practices to patient satisfaction (Dobrzykowski & McFadden, 2020).

From a managerial perspective, strengthening GCG should be regarded as a strategic approach to improving patient satisfaction. Practical measures include enhancing transparency in service information and costs, reinforcing accountability through clear organizational roles and performance monitoring, embedding ethical responsibility within clinical governance, and strengthening responsiveness to patient feedback (Rizki et al., 2023; Gupta & Symss, 2023). At the policy level, clearer governance guidelines and context-sensitive implementation frameworks may support more consistent and effective adoption of GCG principles, particularly in public hospitals in Indonesia and comparable settings (Said et al., 2020; Abor et al., 2023).

This review contributes to governance theory by positioning Good Corporate Governance as a multidimensional construct that directly influences patient-centered outcomes rather than merely



This work is licensed under a [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/)

Journal of Health Service Administration and Hospital Management (LACERI)

Vol. 02, No. 1, January 2026

administrative or financial performance. The findings support governance theories emphasizing transparency and accountability as core mechanisms for reducing information asymmetry and strengthening institutional trust in healthcare organizations (Brandão et al., 2013; Dobrzykowski & McFadden, 2020a).

Furthermore, the mixed effects observed for fairness and responsibility suggest that these principles operate as enabling or moderating conditions rather than primary causal drivers of patient satisfaction. This underscores the importance of moving beyond formal compliance toward the functional integration of governance principles into daily service delivery and clinical decision-making processes. Accordingly, this review advances hospital governance theory by highlighting the central role of trust, responsiveness, and service quality as pathways through which GCG practices shape patient satisfaction (Dobrzykowski & McFadden, 2020b; Dion & Evans, 2023).

CONCLUSIONS

This systematic review concludes that the implementation of Good Corporate Governance (GCG) principles particularly transparency and accountability has a positive and meaningful influence on patient satisfaction in hospital settings. The findings demonstrate that GCG affects patient satisfaction through interconnected mechanisms, including institutional trust, perceived service quality, operational efficiency, financial accountability, and ethical integrity. Rather than operating uniformly, the effectiveness of GCG principles varies across contexts, with transparency and accountability emerging as the most functionally dominant drivers of patient satisfaction.

Despite these contributions, this review has several limitations. First, the literature base is constrained by the limited number of international databases accessed, which may have restricted the inclusion of relevant studies from broader geographical contexts. Second, the reviewed evidence is heavily dominated by studies conducted in Indonesia, limiting the generalizability of the findings to other healthcare systems, particularly in high-income or structurally different settings.

Future research should address these limitations by expanding database coverage, increasing cross-country comparative studies, and employing more robust methodological designs. Longitudinal and mixed-methods studies are particularly needed to examine causal pathways linking specific GCG principles to patient satisfaction over time. Additionally, future research should explore the moderating roles of organizational culture, hospital ownership, and health system maturity in shaping the effectiveness of governance mechanisms.

ACKNOWLEDGMENT

The authors would like to express their deepest gratitude to all parties who have supported the completion of this research. This article was presented at the International Conference on Medical & Health Research (ICOMERS 2023), held on November 26th, 2023, at Hasanuddin University Hotel, Makassar. The feedback and insights provided by the conference participants and reviewers have significantly contributed to refining the analysis and improving the overall quality of this manuscript.

REFERENCES

- Abor, P. A., & Tetteh, C. K. (2023). Accountability and transparency: Is this possible in hospital governance? *Cogent Business and Management*, 10(3). <https://doi.org/10.1080/23311975.2023.2266188>
- Agnihotri, A., & Arora, S. (2021). Study of corporate governance in government hospitals: A case study of the emerging market. *Corporate Governance and Sustainability Review*, 5(1), 8-14. <https://doi.org/10.22495/cgsrv5i1p1>



- Alhady, M. A., & Risanty. (2023). Effect of Good Corporate Governance, Company Size, and Voluntary Disclosure on Cost of Debt in Healthcare Companies Listed on the Indonesia Stock Exchange (Period 2017 - 2021) (vol. 1188). Institute of Physics. <https://doi.org/10.1088/1755-1315/1188/1/012030>
- Brandão, C., Rego, G., Duarte, I., & Nunes, R. (2013). Social responsibility: A new paradigm of hospital governance? *Health Care Analysis*, 21(4), 390-402. <https://doi.org/10.1007/s10728-012-0206-3>
- Brown, A., Dickinson, H., & Kelaher, M. (2018). Governing the quality and safety of healthcare: A conceptual framework. *Social Science and Medicine*, 202, 99-107. <https://doi.org/10.1016/j.socscimed.2018.02.020>
- Delaney, L. (2015). The challenges of an integrated governance process in healthcare. *Clinical Governance*. Emerald Group Publishing Ltd. <https://doi.org/10.1108/CGIJ-02-2015-0005>
- Dion, H., & Evans, M. (2023). Strategic frameworks for sustainability and corporate governance in healthcare facilities; approaches to energy-efficient hospital management. *Benchmarking*. <https://doi.org/10.1108/BIJ-04-2022-0219>
- Dobrzykowski, D. D., & McFadden, K. L. (2020). Examining Governance in Hospital Operations: The Effects of Trust and Physician Employment in Achieving Efficiency and Patient Satisfaction. *Decision Sciences*, 51(1), 74-109. <https://doi.org/10.1111/deci.12414>
- Dzulkifli, A. M., Arifin, M. A., & Salmah, A. U. (2020). Effect of the principles of good corporate governance on satisfaction of inpatients at Bahagia type c hospital, Makassar City. *Enfermeria Clinica*, 30, 257-260. <https://doi.org/10.1016/j.enfcli.2019.10.079>
- Eeckloo, K., Van Herck, G., Van Hulle, C., & Vleugels, A. (2004). From Corporate Governance to Hospital Governance. Authority, transparency and accountability of Belgian non-profit hospitals' board and management. *Health Policy*, 68(1), 1-15. <https://doi.org/10.1016/j.healthpol.2003.07.009>
- Fasalli, A. (2024). *Good Corporate Governance Practices and Service Quality in Aceh Hospitals* (vol. 1). <https://greet-research.org/index.php/Great>
- Goel, P. (2018). Implications of corporate governance on financial performance: an analytical review of governance and social reporting reforms in India. *Asian Journal of Sustainability and Social Responsibility* 3(1). <https://doi.org/10.1186/s41180-018-0020-4>
- Gupta, R., & Symss, J. (2023). Does Corporate Governance Impact Risk Disclosure? An Empirical Analysis in the Indian Context. *Indian Journal of Corporate Governance*, 16(1), 9-27. <https://doi.org/10.1177/09746862231170428>
- Halawa, Y. N. E., Ginting, C. N., & Kurnia, M. A. (2022). The Relationship between the Implementation of Good Corporate Governance and the Quality of Health Services on Patient Satisfaction in the Inpatient Unit at Haji General Hospital, Medan. *Jurnal Kesehatan Komunitas*, 8(3), 496-505. <https://doi.org/10.25311/keskom.vol8.iss3.1330>
- Karsono, B. (2023). Good Corporate Governance: Transparency, Accountability, Responsibility, Independency dan Fairness (Literature Review). *DIJMS Dinasti International Journal of Management Science*, 4(5), 811-821. <https://doi.org/10.31933/dijms.v4i5>
- Kesuma, I. M., & Nurhayati, Y. (2020). The Effect of Implementing Good Corporate Governance in Improving Hospital Performance in Lubuklinggau City and Musi Rawas Regency Using the Balanced Scorecard Approach. *Jurnal Ecoment Global*, 5(1), 12-27. <https://doi.org/10.35908/jeg.v5i1.804>
- Lateef, M. A., & Akinsulore, A. O. (2021). Covid-19: Implications for Corporate Governance and Corporate Social Responsibility (CSR) in Africa. *Beijing Law Review*, 12(01), 139-160. <https://doi.org/10.4236/blr.2021.121008>
- Lutfillah, N. Q., & Annisa, A. R. (2025). The Role of Accountability and Transparency in Improving Public Hospital Patient Satisfaction, 11. <https://doi.org/10.26486/jramb.v11i1.4563>



This work is licensed under a [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/)

Journal of Health Service Administration and Hospital Management (LACERI)

Vol. 02, No. 1, January 2026

- Marzo, R., Bhattacharya, S., Ujang, N., Naing, T., Huong Fei, A., Chun, C. P Shanmuganathan, K. (2021). The impact of service quality provided by health-care centers and physicians on patient satisfaction. *Journal of Education and Health Promotion*, 10(1). https://doi.org/10.4103/jehp.jehp_979_20
- Mulyarahayu, R. S. D. (2022). Legal Implications of the Implementation of Good Corporate Governance According to the Circular Letter of the Minister of State-Owned Enterprises Number SE-2/MBU/07/2019 Dated July 29, 2019 on the Satisfaction of Inpatients at Pertamina Central Hospital, Jakarta. *Jurnal Ilmiah Publika*, 11(2), 307-313.
- Muthengi, F. K., & Ragui, M. (2023). Corporate Governance and Organizational Performance of Referral Hospitals in Kenya: A Case of Kenyatta National Hospital. *International Journal of Business Management, Entrepreneurship and Innovation*, 5(2), 13-31. <https://doi.org/10.35942/jbmed.v5i2.319>
- Nunes, C., Gomes, P., & Santana, J. (2023). Transparency, accountability, and governance: a literature review in the context of public hospitals. *Revista de Administracao Publica*, 57(2). <https://doi.org/10.1590/0034-761220220238x>
- Offu, P. O., Ukeje, I. O., & Offu, O. F. (2018). Service: The Matrix of Good Governance in Nigeria-Africa. Dans *Global Encyclopedia of Public Administration, Public Policy, and Governance* (p. 1-15). Springer International Publishing. https://doi.org/10.1007/978-3-319-31816-5_3499-1
- Rizki, A. A., Ginting, C. N., & Nasution, A. N. (2023). Analysis of the Influence of Good Corporate Governance (GCG) on Patient Satisfaction at Royal Prima Medan Hospital. *Jurnal Sosial dan Sains*, 3(8). <https://doi.org/10.59188/jurnalsosains.v3i8.991>
- Rusydi, A. R., Palutturi, S., Noor, N. B., Pasinringi, S. A., Multazam, A., Zuardin, Yani, A. (2019). Application of good corporate governance principles in public regional hospital of Haji, Makassar. *International Journal of Innovative Technology and Exploring Engineering*, 9(1), 805-808. <https://doi.org/10.35940/ijitee.A4309.119119>
- Ryynänen, S. P., & Harisalo, R. (2018). A strategic and good governance perspective on handling patient complaints. *International Journal of Health Care Quality Assurance*, 31(8), 923-934. <https://doi.org/10.1108/IJHCQA-11-2016-0168>
- Sudarmini, N. L. P., Gorda, A. A. N. O. S., & Subanda, I. N. (2022). Intesenden Kepercayaan Pasien Dengan Mediasi Kepuasan Pasien: Refleksi Dari Good Governance. *Jurnal Kesehatan*, 5(1). <https://doi.org/10.33096/woh.vi.135>
- Said, R. R., Samsualam, & Alwi, Muh. K. (2020). Pengaruh Penerapan Prinsip Good Corporate Governance terhadap Kepuasan Pasien di Unit Rawat Inap Rumah Sakit Umum Daerah Mamuju Tahun 2019. *Jurnal Mitrasehat*, 10(2). <https://doi.org/10.51171/jms.v10i2.245>
- Saktaganova, I. S., Saktaganova, G. S., Ormanova, S. S., Ashimova, E. A., & Saulen, N. (2019). Legal framework of developing corporate governance in healthcare organizations in kazakhstan. *Journal of Advanced Research in Law and Economics*, 10(3), 890-902. [https://doi.org/10.14505/jarle.v10.3\(41\).26](https://doi.org/10.14505/jarle.v10.3(41).26)
- Santosa, D. H., Dangu Wole, B., & Nenobais, D. I. (2025). The Influence of Good Governance and Service Quality on Patient Satisfaction at HVA Toeloengredjo Hospital, Pare, Kediri, 46-53. <https://doi.org/>
- Tjaija, A., Sabir, M., Usman, M. H., & Samad, M. A. (2021). Good Hospital Governance at the Indonesian Hospital. *International Journal of Criminology and Sociology*, 10, 554. <https://doi.org/10.6000/1929-4409.2021.10.64>
- Wijayanti, D., & Setyorini, C. T. (2023). Implementation of Good Corporate Governance in Public Hospitals in Indonesia: Systematic Literature Review Approach. *Buletin Poltanesa*, 24(1). <https://doi.org/10.51967/tanesa.v24i1.2567>



Zebua, O., & Tewu, D. (2023). Good Corporate Governance (GCG) at the Hospital. *Collegial*, 11(1).
<https://doi.org/10.55744/kolegial.v11i1.196>