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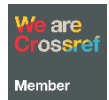
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Hospital image and service quality on patient satisfaction and patient loyalty of Mojowarno Christian hospital

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ABSTRACT

Patient loyalty is an essential factor contributing to increased in-patient hospital visits. This study aims to understand the importance of patient loyalty in the context of increasing patient visits. This study examines the impact of service quality variables, hospital brand image, patient-perceived value, and patient satisfaction on patient loyalty. Indonesia Mojowarno Christian Hospital located in the peripheral area of Jombang city, covering a wide health area. Looking at the data on hospital visits, there is still a high potential for an increase in the number of visits. Due to the unknown and uncertain population size, it is limited to patients at the Mojowarno Jombang Christian Hospital. The sampling technique is purposive sampling. The minimum number of samples used is 160 samples. The analysis used was PLS-SEM analysis. This research model can adequately predict patient satisfaction variables as mediation, so this research model can be recommended to be replicated and tested in different populations. From the results of the structural model analysis, Hospital Image is not proven to have an influence neither Patient Satisfaction nor Patient Loyalty, Service Quality affect both Patient Satisfaction and Patient Loyalty, and Patient Satisfaction has influence on Patient Loyalty.



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Introduction

The number of hospitals in Indonesia is growing every year. In 2021, there were 3,112 hospital units, 2,514 general and 598 specialized hospitals. This value increased by 5.17% from the previous year, which was 2,959 units. The data from the Central Statistics Agency (BPS) shows that hospitals increased by 80.8% from 2011 to 2021, as shown in Table 1. According to the region, most hospitals are in East Java province, with 445 units. One of the districts in East Java province, Jombang district, has 13 hospital units consisting of 11 general hospital units and two specialized hospital units. These hospitals consist of 1 type B hospital, 3 type C hospitals and 9 type D hospitals.

Mojowarno Christian Hospital is one of the type C hospitals that can provide level II emergency services, while the other 2 type C hospitals can only provide level I emergency services. The other two type C hospitals cannot yet be level II emergency services due to limited medical equipment in the hospital's emergency department.

A good hospital will perform health services according to the vision and mission of each hospital. Accreditation is usually required for private hospitals to achieve exemplary service standards. This has been regulated in the Regulation of the Minister of Health of the Republic of Indonesia number 12 of 2020, which explains that accreditation aims to obtain recognition from the government for meeting established service and management standards. The hospital will be accredited by the Hospital Administration Committee (KARS), which encourages the quality of the hospital on an international scale. This accredited hospital will improve the image of the hospital itself because hospital customers will feel comfortable. After all, the quality of hospital services has met good standards. The better the hospital accreditation, the better the image of the hospital, which affects the quality of services provided.

Hospitals with a good image in customers' eyes will find it easier to market the products and services offered. The image (image) of the hospital significantly affects customer satisfaction and loyalty. The quality of hospital services plays a significant role in increasing patient satisfaction, which will also increase patient loyalty. The patient assessment regarding the quality of hospital services is often a benchmark for hospitals to improve the performance of existing services and facilities so that satisfaction can be created. In public or private hospitals, service quality is a factor that must be developed and improved, given that service prioritizes psychology, empathy and professional attitudes. A good hospital image and service quality will increase customer satisfaction and loyalty. (Akob et al., 2021).

Mojowarno Christian Hospital is one of the type C hospitals in Jombang city. The image of this hospital has been well known for generations because it was founded in 1894, and it is the oldest hospital in the Jombang district. Since its establishment, Mojowarno Christian Hospital has experienced rapid development in terms of facilities, service management, and professionalism and integrity of medical and non-medical employees, so Mojowarno Christian Hospital has a good image in the community. Mojowarno Christian Hospital has received plenary accreditation from Hospital accreditation agencies in the last ten years.

According to data obtained from Mojowarno Christian Hospital, there was an increase in the number of inpatient and outpatient visits in the 2016-2019 period. The number of visits to Mojowarno Hospital increased every year starting in 2016. However, in 2020, the number of visits to the hospital decreased due to the COVID-19 pandemic, so the number of visits starting that year could not be used as a benchmark.

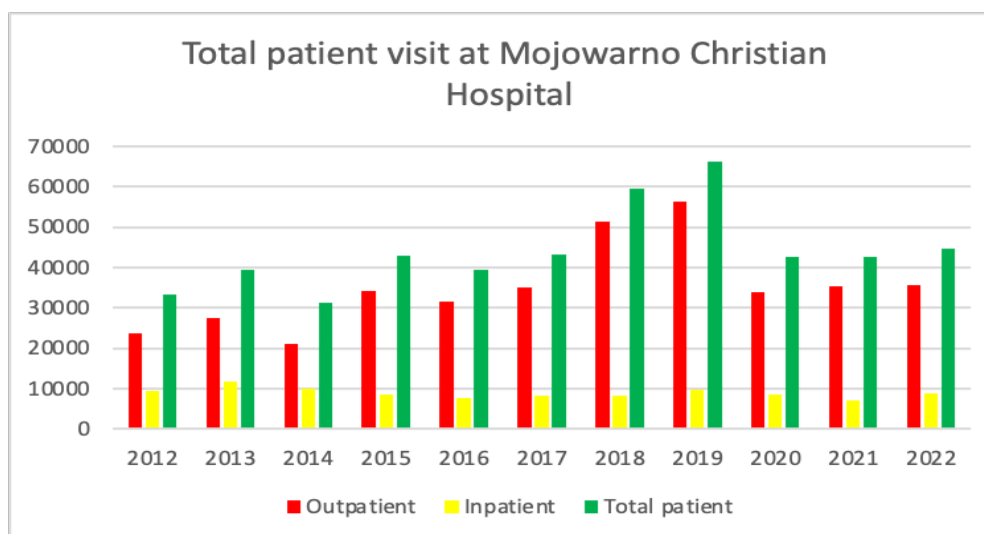


Figure 1. Number of Patient Visits at Mojowarno Christian Hospital
Source: Data from Mojowarno Christian Hospital

The number of visits to Mojowarno Christian Hospital in 2016 was 39,495; in 2017, it was 43,244 visits; in 2018, it was 59,521 visits; and in 2019, it was 66,211. This visit increased by 67.64% from 2016 to 2019. Although there was a significant increase in the number of patients at Mojowarno Christian Hospital from 2016 to 2019, the percentage increase is still lower than the average percentage increase in the number of patients at regional and private hospitals in Jombang. The average percentage increase in the number of visits to hospitals in Jombang was 92.5%. The low percentage increase in visits at Mojowarno Hospital is likely due to the reduced level of satisfaction of patient families at Mojowarno Hospital. In the satisfaction level survey conducted annually at Mojowarno Hospital, there was a decrease in the satisfaction level by 8% from 100% in 2016 to 92% in 2019. Based on previous interviews conducted with several patient families at Mojowarno Jombang Christian Hospital show that the level of satisfaction of patient families is still lacking, which is indicated by various complaints submitted through the patient suggestion box, including specialist doctors who do not arrive on time (polyclinics). This will undoubtedly have an impact on patient loyalty to the hospital.

Table 1. Total comparison of average patient visits at Jombang Hospital and Mojowarno Christian Hospital from 2016 to 2019.

Year	Total visits in 13 hospitals	Average number of visits	Increase from the previous year	RSK Mojowarno	Increase from the previous year
2016	303.616	23.355	0	39.495	0
2017	422.273	32.482	39.08 %	43.244	9.49 %
2018	496.431	38.187	17.37 %	59.521	37.64 %
2019	584.472	44.959	17.73 %	66.211	11.24 %
			92.5 % (2016 to 2019)		67.64 % (2016 to 2019)

Source: Jombang district health profile 2019 and data from Mojowarno Christian Hospital

Mojowarno Christian Hospital is located in the peripheral area of Jombang City, which covers a wide health area. Looking at the data of this hospital visit, there is still a high potential for an increase in the number of visits. This hospital consistently innovates to provide superior quality services so as not to lose competition with other adjacent hospitals.

Based on the above background, a study was conducted to examine whether, with the services that have been provided at the hospital, patients feel satisfied and loyal to the services obtained and by the image of the Mojowarno Christian Hospital in Jombang, excluding patients who come using the Social Security Organisation Agency (BPJS) card.

Theoretical Review

Consumer loyalty can be understood as "those who repurchase a brand considered only that brand and did not brand related information seeking". That is, loyal customers are consumers who repurchase a brand and consider the brand to be a solid commitment to subscribing (Alketbia et al., 2020). On the other hand, consumer loyalty is also translated as consumer preference to purchase the same brand in a specific product or service category (Wantara & Tambrin, 2019). In another sense, consumer loyalty is the representation of consumers repurchasing a preferred brand or service product consistently in the future, thus causing repeated purchases of the same brand despite situational influences and marketing efforts that have the potential to cause switching behaviour.

According to Sihombing (2021), the image of the hospital refers to the image of the hospital as a whole, so the image of the hospital itself is not the image of its products and services alone. Things that can improve the hospital's image are the hospital's glorious history or life history, successes in the financial sector that have been achieved, reputation as a large job creator, willingness to assume social responsibility, commitment to conducting research, and so on. According to the World Health Organization (WHO) in Wardhani (2017), hospitals have an essential role in the health care system. Hospitals are institutions that have organized medical services, professional medical staff, and inpatient facilities, providing medical, nursing and related services 24 hours per day, seven days per week. Thus, the hospital's image is formed from a history of success, stability in the financial sector, product quality and others. A good image will add trust to the hospital, while a lousy image will reduce

the patient's trust. Hospital image can be extrinsic information for existing or prospective patients. It may influence the loyalty of prospective patients, including their desire to improve the hospital's image through word of mouth.

Method

This study aims to analyze the positive effect of hospital image, service quality and customer satisfaction on customer loyalty. The object of research as an independent variable (independent variable) is customer loyalty. The object of research, which is the dependent variable (non-independent variable), is hospital image and service quality, and customer satisfaction.

In this study, the unit of analysis used was respondents who underwent this treatment at the Mojowarno Christian Hospital in Jombang. This research was conducted with a cross-sectional approach. Due to the many unknown and uncertain populations, restrictions are given only to patients at the Mojowarno Jombang Christian Hospital. The purposive sampling technique takes a representative sample with several sample selection criteria. The minimum sample using the inverse square root method will provide optimal results in calculations with PLS-SEM. Because this research uses the PLS-SEM analysis method, the minimum value of 160 is also a consideration in determining the minimum sample size. Data was collected using a survey method, namely by directly distributing a list of statements in the form of a closed questionnaire to be filled in by patients at Mojowarno Christian Hospital Jombang. Model analysis in this study using PLS-SEM.

Results and Discussions

The demographic profile averaged 61.3% of respondents aged <25 years were patients at Mojowarno Christian Hospital Jombang, and 13.1% were aged >40. This shows that 61.3% of respondents are under 40 years old. There were only 6.9% of respondents aged 30-35 years. Based on gender, 52.5% of respondents were female, compared to 47.5% of male patients. The educational background data also showed that 46.3% of respondents had a Diploma / D3 educational background. Respondents with a high school graduate or equivalent education background were only recorded at 8.1%. It is known that 31.9% of respondents are junior high school graduates, and 8.1% are college graduates.

Table 2. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	P Values	Result
Hospital Image → Patient Satisfaction	0.000	-0.403	0.026	1.853	0.065	Not Significant
Service quality → Patient Satisfaction	0.908	0.989	0.011	93.010	0.000	Significant
Patient Satisfaction → Patient Loyalty	0.452	0.476	0.221	2.049	0.041	Significant
Hospital Image → Patient Loyalty	-0.085	-0.081	0.046	1.863	0.063	Not Significant
Service quality → Patient Loyalty	0.446	0.427	0.226	1.969	0.050	Significant

Source: PLS data processing (2024)

With educational background of 46.3% of respondents having received higher education, most respondents can be considered capable of understanding the questions in the questionnaire that are technical and conceptual, for example, questions relating to the effect of patient satisfaction in mediating the effect of hospital image and service quality on patient loyalty. Of the 160 respondents

who qualified as respondents in this study, 47.5% were patients who worked as private employees. At the same time, 18.1% of respondents are working as housewives. 13.1% of respondents were patients with student status. The rest are respondents who work as civil servants / ASN by 8.1% BUMN / D employees by 6.9%.

In the results of testing hypothesis H1, it is known that hospital image has no effect on patient satisfaction with a T-statistic value of 1.853, which is smaller than the t-table value of 1.96. This insignificant value means this effect cannot be applied at the population level. The standardized coefficient value in hypothesis H1 is found to be 0.026, which means it has a positive direction and is by the direction of the hypothesis. Based on these two empirical data, it can be concluded that hypothesis H1 is not supported. If the perception of hospital patients on the hospital image is low, it will not be followed by decrease in their perception of patient loyalty, vice versa. This finding aligns with previous research by Asnawi et al. (2019), which states that a higher hospital image does have effect on patient loyalty. Similar result provided from research by Darti et al. (2018), stating that the higher the hospital image does not have much effect on patient satisfaction.

The above findings can provide managerial implications about the importance of hospital image, where hospital management must strive for a work process that can be accepted, understood and carried out properly by its employees (Pires, 2018). The quality of doctors, treatment facilities, technology, diagnostic facilities, and overall service quality influence a hospital's image. Although hospital image is not the only factor influencing patient loyalty, it has a significant role in building trust and positive perceptions. Therefore, maintaining and improving the hospital's image can help increase the overall level of patient loyalty. A good hospital image can create an environment where staff respond well to patient's needs and wants.

Service quality has an influence on patient satisfaction, according to the result of hypothesis testing H2, which is shown in table with a T-statistic value of 93.010 which is greater than the t-table value of 1.96. This significant value indicates that this effects can be applied at the population level. The standard coefficient value in the H2 hypothesis is 0.011, which indicates that the coefficient has a positive direction and is in accordance with the direction of the hypothesis. With the second empirical data, it can be concluded that the H2 hypothesis is supported or supported. If the perception of hospital patients on service quality is high, it will be followed by an increase in their perception of patient satisfaction in the hospital. This finding is in line with previous research by Putu et al., (2018) who stated that service quality has a positive and significant effect on patient satisfaction with a significance value in their research at Siloam Hospital Bali. Asnawi et al., (2019) explained that the quality of service provided by the hospital has a direct influence on patient satisfaction and loyalty. Therefore, the high quality of service provided by the hospital will affect patient satisfaction. Hasibuan et al., (2019) also conducted research on the influence between service quality and patient satisfaction. The latest research conducted by Al Omari (2022) stated that there is a significant influence between service quality and patient satisfaction. The statistical results that the quality of service in the form of concern for medical staff, procedural processes and tangibles do not actually affect patient satisfaction.

This is important because Yulianto et al., (2022) also stated that in addition to the image of the hospital that influences patient satisfaction, other variables such as service quality have a positive effect on patient satisfaction. Service quality can be measured through patient care outcomes. Good outcomes, rapid recovery, and minimal complications can increase patient satisfaction. Therefore, hospitals can improve patient satisfaction by focusing on improving service quality. Service quality includes interactions with medical and non-medical staff, ease of access, and effective communication. If patients feel well treated and receive adequate attention, this can improve their perception of the care they receive.

The results of testing hypothesis H3 show that patient satisfaction influences patient loyalty with a T-statistic value of 2.049, more significant than the t-table value of 1.96. With this significant value, this effect can be applied at the population level. The standardized coefficient value in hypothesis H3 is found to be 0.041, which means it has a positive direction and is by the direction of the hypothesis. Based on these two empirical data, hypothesis H3 is supported. If hospital patient's perception of patient satisfaction is high, it will also be followed by an increase in their perception of patient loyalty. This finding is in line with previous research by Ajmal et al. (2022), who also explained that patient

satisfaction has a major impact on maintaining patient loyalty. Patient satisfaction affects the behaviour of satisfied patients who tend to be loyal. In a review of previous research, loyalty can be the result of patient satisfaction. Setianingsih et al. (2021) stated that there is a significant influence between service quality and patient satisfaction. According to Liu et al. (2021), patients who are satisfied with hospital services will increase their trust and confidence that the hospital will continue to provide optimal service to patients, so that consumers will remain loyal to use services at the hospital in the future.

The above findings can provide managerial implications about the importance of patient satisfaction, where hospital management must strive for a work process that can be accepted, understood and carried out properly by its employees (Pires, 2018). The quality of doctors, treatment facilities, technology, diagnostic facilities, and overall service quality influence patient satisfaction. This is important because Utami et al. (2020), from the results of their research, found that service quality has a positive and significant effect on patient loyalty. The higher the patient satisfaction in the hospital, the higher the patient loyalty will be obtained. Satisfied patients may be more likely to consider the quality and safety of health services provided by a particular provider when remaining loyal. Patient satisfaction can create loyalty to a particular brand or healthcare institution. Satisfied patients may prefer to continue using the services of a hospital or doctor who has provided a positive experience for the patient.

The results of the H4 hypothesis test show that the image of the hospital has no impact on patient loyalty; the T statistic value of 1.863 is lower than the t table value of 1.96. With this insignificant value, it can be concluded that this influence cannot be applied at the population level. For the H4 hypothesis, the standardization coefficient value is 0.046, which indicates that the direction is positive and in accordance with the direction of the hypothesis. Based on the two empirical data, it can be concluded that the H4 hypothesis is not supported. If hospital patients have a good image of the hospital, it will not be followed by greater patient loyalty. This finding is not in line with previous research by Ramli (2019) who found that a high hospital image greatly influences patient loyalty. Asmaryadi et al., (2020) also said in a study at the Meloy Sanggata Regional General Hospital, East Kutai that hospital image has a positive influence on patient loyalty. A good image will shape the mindset of the community that if the community has health problems, the community does not need to think twice about where they will get health services, because it is based on their own experiences or based on the information they obtain. Antukay et al., (2022) conducted a similar study at the Siti Khadijah Mother and Child Hospital in Gorontalo. The study was conducted cross-sectionally and analyzed using the chi-square test. The results showed that the image of the hospital had an effect on patient loyalty. Oktoriani E.N., (2023) showed that the image of the hospital had a positive and significant effect on patient loyalty through the satisfaction of inpatient BPJS patients at the X Regional Hospital in Malang Regency.

The above findings can provide managerial implications about the importance of hospital image, where hospital management must strive for work processes that can be accepted, understood and carried out well by its employees (Pires, 2018). The better the hospital image, the higher the patient loyalty will be, conversely, the worse the hospital image, the lower the patient loyalty will be. This is important because the hospital image has a strategic function because a favorable hospital image helps strengthen the patient's intention to choose a hospital. Public assessment is important because it will affect the information circulating about the performance and services provided by the hospital.

In the results of hypothesis H5 testing, it is known that service quality influences patient loyalty with a T-statistic value of 1.969, more significant than the t-table value of 1.96. With this significant value, this effect can be applied at the population level. The standardized coefficient value in the H5 hypothesis is found to be 0.050, which means it has a positive direction and is by the direction in the hypothesis. Based on these two empirical data, hypothesis H5 is supported. If hospital patient's perception of service quality is high, it will be followed by an increase in their perception of patient loyalty. This finding aligns with previous research by Putu et al. (2018), which states that service quality positively and significantly affects patient loyalty, which is of significant value in his research at Siloam Bali Hospital. Ajmal et al. (2022) explain that the hospital's quality of service directly influences patient satisfaction and loyalty. Therefore, the hospital's high quality of service will affect patient loyalty. Aladwan et al. (2021) also researched on how service quality positively influenced patient satisfaction and patient loyalty. Recent research conducted by Al Omari (2022) states that there is a significant

influence between service quality and patient satisfaction. The statistical results show that the quality of service in medical staff care and procedural and tangible processes does not significantly affect patient satisfaction.

The above findings can provide managerial implications about the importance of service quality, where hospital management must strive for work processes that can be accepted, understood and carried out properly by its employees (Pires, 2018). The quality of doctors, treatment facilities, technology, diagnostic facilities, and overall service quality influence service quality. This is important because Yulianto et al. (2022) also stated that in addition to the hospital image that affects patient loyalty, other variables, such as service quality, positively affect patient satisfaction. Service quality can be measured through patient care outcomes. Good results, fast recovery, and minimal complications can increase patient satisfaction. Therefore, hospitals can improve patient loyalty by focusing on improving service quality. Service quality includes interactions with medical and non-medical staff, easy access, and effective communication. If patients feel they are treated well and receive adequate attention, this can improve their perception of their care.

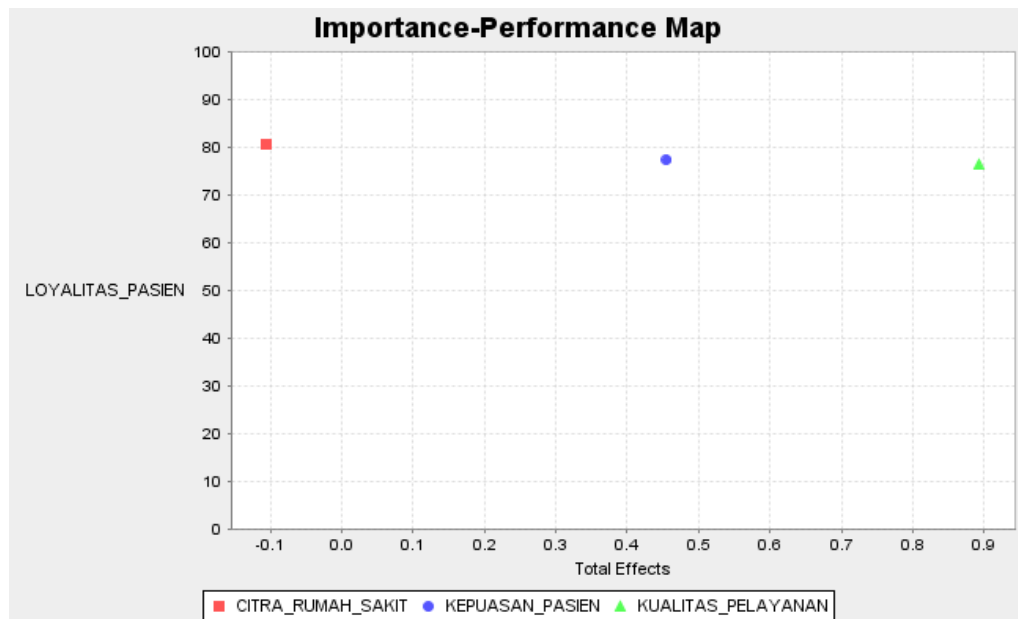


Figure 2. IPMA Construct Results
Source: Processed PLS-SEM Data (2024)

From the IPMA results picture above, it can be seen that for the target construct of the research model, namely patient loyalty, in the upper right quadrant, there are service quality variables. This quadrant shows an important area and is already performing or performing well. The service quality variable has been considered the most important by respondents, so it can be suggested that hospital managers always pay attention and maintain good service quality because this can affect hospital patient's perceptions of hospital service performance. Hospital directors are advised to allocate resources and budgets to maintain and improve hospital service quality. These are things that can be done, for example, by maintaining good communication with employees and creating a transparent and fair evaluation system for employees, including designing a more incentive system based on employee performance or achievement. The management of human resources also needs to be followed by increasing the communication space between employees within one department and between departments, as well as from superior to subordinate relationships to improve the quality of communication in the organization.

In the figure, it can also be seen that the variable with the lowest performance (left quadrant and bottom) is patient satisfaction. From the table of hypothesis testing results, it is known that patient satisfaction has a significant influence. Thus, hospital management should prioritize efforts related to patient satisfaction in the hospital. This is certainly not easy, especially during the COVID-19 pandemic, where hospitals are forced to spend extra budgets, such as additional costs for purchasing personal protective equipment (PPE) for health workers and additional disinfection procedures.

It can be suggested that hospital directors make efficiencies in certain areas by involving input from their employees, where employees are involved in the decision-making process of this efficiency programme. By involving employees, it is expected that the decision to make efficiency can be accepted and implemented better. This is done by prioritizing the interests and safety of patients and health workers. Thus, employees will feel cared for and have enthusiasm in serving patients.

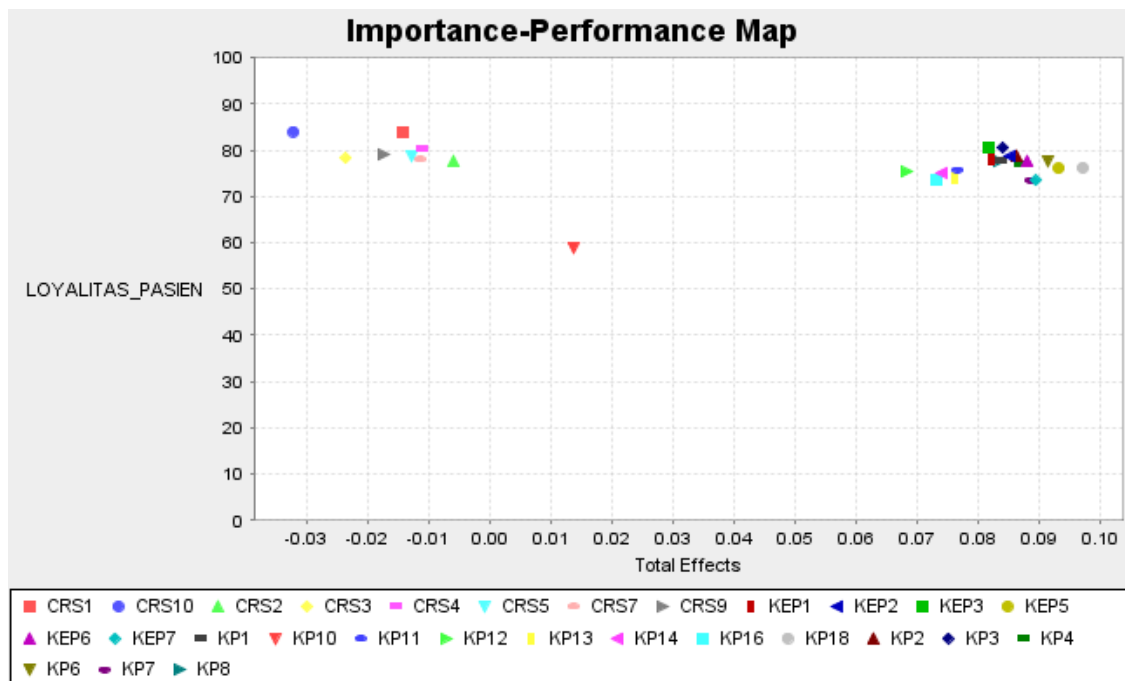


Figure 3. IPMA Indicators Results
Source: Processed PLS-SEM Data

At the indicator level from Figure 2, there are 2 indicators of the patient satisfaction and service quality variables that are in the highest position in the upper right quadrant, namely KEP3 and KP3. This indicator contains the questionnaire items "I am satisfied with the service at Mojowarno General Hospital because it has many services (KEP3)" and "RSKM has clean toilets (KP3)". These indicators are considered two important ones and have performed well. Thus, hospital management needs to maintain the services excellently provided by the hospital (in terms of patient satisfaction) and consistently ensure the quality of toilet cleanliness (in terms of service quality). Patients have a good assumption that the many services provided by RSKM are patient satisfaction. The quality of toilet cleanliness is also an indicator that is considered very important and already has a high performance in the eyes of patients, so this must be maintained. It can be seen in Figure 2 almost all indicators have exceeded the 50 per cent line, except for one indicator that is right on the 50 per cent line, namely KP10. Indicators that are just above the 50 per cent line mean that the indicator can be improved again (room for improvement). KP10 states, "Nurses are responsive to patient complaints (For example, the infusion runs out immediately replaced)." This indicates that patient perceptions of the alertness of nurses in responding to patient complaints can still be improved even better. This finding can be a suggestion for hospital management to improve nurse alertness by making better service SOPs.

Conclusions

From the results of the structural model analysis, conclusions were obtained to answer 40 research questions as follows: Hospital image is not proven to have an influence on patient satisfaction, if the hospital image is reduced, it will not be followed by a lack of patient satisfaction. Service quality has an influence on patient satisfaction; if service quality increases, it will be followed by high patient satisfaction. Patient satisfaction influences patient loyalty, if patient satisfaction is high, patient loyalty will follow. Hospital image has not been proven to have an influence on patient loyalty, if the hospital

image is high, it will not be followed by high patient loyalty. 5. Service quality has an influence on patient loyalty, if the service quality increases, it will be followed by high patient loyalty. With these results, there is no need for excessive effort to improve the image of the hospital. In this study it is suggested to focus on improving the quality of service in order to achieve maximum loyalty.

Thus, it can be concluded that this research model can adequately predict the patient satisfaction variable as a mediator, so it is recommended that this research model be replicated and tested on different populations. The findings of this study confirm the dynamic capability theory where this theory, through the process orientation approach can be implemented in the context of hospital organizations. The findings of this study not only support previous empirical research models but also provide novel contributions by highlighting the importance of patient satisfaction and loyalty in private hospitals.

This study has limitations that can be input for or recommendations for further research in the field of hospital management. First, the respondents of this study were limited to private hospitals, which has limitations in the generalization of the research findings. In hospitals, the level of service complexity and the number of departments or units of medical and medical support services are fewer. Private hospitals have more employees and more varied job descriptions. Therefore, it is recommended that this model be tested in type B and A hospitals with a large and representative number of respondents in future research.

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