

## **The Effect of Effective Healthcare in Managing Customer Relationship - A Study on Health Care, Hospital Image, Satisfaction and Loyalty of Private Hospitals in Baghdad**

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### **Abstract**

This paper examines the relative effects of the three dimensions of perceptible health care on the image of health institutions and customer satisfaction and loyalty. Simple regression analysis is applied to data collected from 180 Iraqi patients for four private hospitals in Baghdad (Al-jarah, Al-kayal, Al-rahibat, Kamal al-Samarrai). An exploratory descriptive approach was used, and the questionnaire and personal interviews tool was the only means of collecting data, and the results indicate that the four dimensions did not affect the hospital image, customer satisfaction, and customer loyalty. The reason for this is a weakness in the provision of service and health care in private hospitals, and there is a clear weakness in the interest of the doctor and the administrative and nursing staff in the hospital as well as a weakness in the speed of providing health care, which led to adverse reactions to the customer's satisfaction and loyalty, and that the reason for the patient's call on these hospitals is because of the lack of the presence of price competition in the Iraqi market, as well as the doctor's insistence on his patients to go to a particular hospital, which led to patients complaining about the hospitals that were treated with it.

### **Keywords**

Health Care, Hospital Image, Satisfaction, Loyalty.

### **Introduction**

The health care industry is highly competitive globally because it was opened up to the private sector, and competition has become more intense given the high market value of the health care industry in advanced countries. This has forced private hospitals to compete with each other to earn the largest possible market share. As a result, many private hospitals are focusing more on marketing to compete for greater market share.

Companies image, customer satisfaction and customer loyalty may help health service organizations compete in this highly competitive environment. The image of these organizations will also play an increasingly important role in this environment of increasing competition and matching service offerings by attracting and retaining customers (Andreassen & Lindestad, 1998). In addition to that, health care provider satisfaction by health care providers is a key component of the strategy and a major determinant of long-term viability and success in a competitive situation (Andaleep, 1998). Moreover, maintaining and expanding customer loyalty is crucial to the long-term success of any service company (Kandampully, 1998).

Providing consistently high quality service has become an important prerequisite for many companies 'success as it affects hospital image, customer satisfaction and customer loyalty (Nguyen and LeBlanc, 1998). Accordingly, improving quality of perceptible service will enhance hospital image, customer satisfaction and customer loyalty. As a result, the company can effectively compete and succeed in an increasingly competitive environment.

For the purpose of measuring perceptible quality of service, this study applied perceptible quality of service using four dimensions which are (doctor's attention, employee's attention, ease of care process, tangibility).

Loyalty to trade brand requires psychological and behavioral measurements, brand loyalty is defined in theory as a behavioral response (i.e. purchase), the sympathy and impulsion toward that will be accomplished over time by the decision-making unit (i.e. an individual, family or company), in relation to one or most of the trade brands chosen for a group of these brands (i.e. looking at a set of brands before "choosing" and then "selection" certain brands) are a psychological process (i.e. decision-making, evaluation process) that has been developed to certain extent through commitment to a brand or certain multiple brands By consumers, the commitment is an important factor in distinguishing between brand loyalty and the behavior of the simple repetitive purchase (Jacoby and Kyner, 1973).

Likewise, customer loyalty is defined as a very strong commitment to constantly repurchase or re-sponsor a favorite product or service in the future and resistant to brand substitution, despite strong external influences and marketing efforts by other companies (Oliver, 1980). In addition, (Oliver, 1980) suggested that true brand loyalty exists at all three stages of decision-making: (1) knowledge and perceptible beliefs; (2) emotional

influence; and (3) intention, and indicated a preference for one brand. Perceptual loyalty occurs when a consumer thinks that a brand is better than a substitute because of knowledge and / or information about the brand's features. Emotional loyalty occurs when a consumer loves and has good attitudes toward a particular brand. At this point, the consumer has an awareness of emotional loyalty in his mind. Behavioral loyalty occurs when the consumer has a behavioral intent towards a specific brand.

Oliver, (1980) found that customer satisfaction can be influenced by expectations and a confirmation of distrust. Prediction is seen as an adjustment level or reference point used to compare actual performance with perceived performance. If the perceived offers are higher than (expectation), this will lead to positive confirmation. If the perceived offers are below expectations, it will lead to negative confirmation. These effects of uncertainty will, after the decision, deviate from the adjustment level. Then, the overall effects cause customer satisfaction.

Ross et al., (1987) stated that the patient's satisfaction is a result of the interaction between expectations and the expected performance of the service, if the patient has positive expectations and has been largely confirmed by recognizing poor service performance, the patient will be dissatisfied, and the opposite is also true.

Oliver, (1981) defined customer satisfaction as "an assessment of the surprise inherent in product acquisition and / or consumption experience", and that satisfaction relates to a specific transaction, whereas service quality is a global judgment related to service superiority, and likewise, (Patterson, 1993) found that consumers compare perceived performance with previous expectations, which leads to confirmation of negativity, and negative confirmation often leads to customer dissatisfaction, confirmation is likely to lead to customer satisfaction. Finally, positive confirmation tends to increase the level of customer satisfaction, (Gr Önroos, 1984) discovered that hospital image is very important to service organizations because clients can usually see the hospital and the human resources. When using the service because they require interaction between clients and service providers. He found that the companies image is a result of how customers perceive the hospital components they can see. The most prominent part that customers can see and perceive is hospital service, therefore, the image can be built mainly through the technical and functional quality of hospital service.

Kurtz and Clow, (1998) define the hospital image as "the public or global opinion of clients of a company or institution." If the hospital have good profile, they tend to care for it. On the other hand, in the event of a bad hospital image, the customer will be

dissatisfied and unlikely to return to the hospital, moreover they will tell their negative experiences to others, Choi et al., (2005) it was confirmed by that most previous studies on the healthcare industry rely on process quality in measuring perceptible service quality.

Laohasirichaikul & Chaipoopirutana, (2010) relied on four dimensions of quality: doctor attention, employee attention, care process, and tangibility. In the first stage, there is a set of questions completely developed to suit the Iraqi environment. SERVQUAL is adjusted to suit the quality of service in hospitals in Iraq where the healthcare system differs from other countries, Patients in the health care system in Iraq are free to choose a hospital.

The image can be built mainly through the technical and functional quality of hospital service, that the doctor's quality, advanced technology and overall quality have a strong and positive relationship with the hospital image. It is expected that the collective perception of quality of service from frequent service meetings will form the general picture of the hospital.

In addition, the quality of service is a precedent for customer satisfaction as well, (Anderson & Lehmann, 1994) suggested that customer satisfaction is affected by quality, expectations and price in general, moreover that the consumer will only be satisfied with the service after he realizes and experiences the service. This means that evaluation of the quality of service may come before customer satisfaction, Bloemer & Wetzels, 1999) stated that some dimensions of perceptible quality of service affect some dimensions of service loyalty in all four industries including health care. There was a direct relationship between quality of service and behavioral intention (an element of customer loyalty elements) across six service sectors, including health care.

(Petrick, 2004) found that the quality of service has a direct impact on the intention to repurchase, which is positively related to a positive word from the service provider, and that the intention to repurchase and the behavior of the service provider are components of customer loyalty. These indicate that perceptible quality of service has a direct impact on customer loyalty.

Accordingly, this study examines the effects of the four dimensions of perceptible quality of service on hospital image, customer satisfaction, and customer loyalty of outpatients in the private hospitals that been examined in Baghdad.

## **Research Methodology**

Descriptive method and survey research techniques were applied in this research, this paper will introduce the model of work form, Research questions, Research hypothesis variables defined, the methods used for collecting data and appliance their measures.

## **Research Importance**

Health care is one of the most important services in all countries of the developed world and the countries of the third world, because it is related to human life, and that reform and development of this sector leads to improving human health in general, and the health service is not limited to devices and technology only, but by the way it is presented and the effectiveness of workers and doctors with the patient The client, and from the psychological aspect, enhances the speed of treatment, and even enhances the immunity of the human being, it has become imperative to study an aspect of service and advanced patient care and ways to enhance it.

## **Research Aims**

The research seeks to achieve the following objectives:

1. Standing on the reality of providing health care to patient customers.
2. Knowing the impact of the speed, quality and type of health care provision on patients.
3. Learn about the impact of health care on improving the patient's image of the hospital.
4. Finally, determining the extent of the influence of the medical, administrative and technical interest of the owners on customer satisfaction.

## **Research Questions**

The human element is one of the foundations of the organization that must be preserved and strive to develop in order to advance it for the better and towards achieving the set goals. From this the current research thou at was launched to reveal the extent of the impact of health care represented by the service provided to customers on managing customer relationships in the health sector, and the most important what the hospitals provides of health care to customers through the doctor and employees and the ease and speed of health care, that all of these factors improve the image of the hospital and achieve the satisfaction of the customer receiving treatment and thus increases his loyalty, therefore the research questions can be formulated through the following:

- What is the level of health care provided by hospitals from the customer's point of view?
- What is the doctor's level of attention in providing patient care from the customer's point of view?
- What is the level of attention of employees working in private hospitals to provide health care to the patient from the customer's point of view?
- What is the quality of service provided to the patient in terms of ease, speed and accuracy in diagnosis and treatment from the customer's point of view?
- Does the health care provided by the doctor and the staff and the type and speed of treatment affect and satisfy the customer and therefore his loyalty?
- Does the health care provided by the doctor and the staff and the type and speed of treatment lead to improve the image of the hospital?

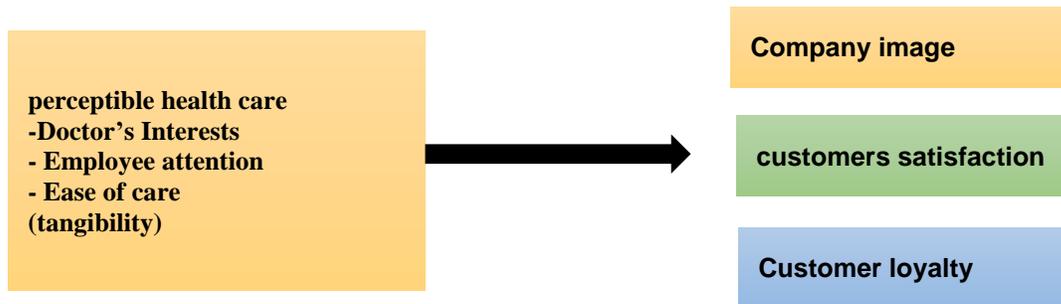
### **Research Hypothesis and Model**

A major hypothesis has been developed and a number of hypotheses can be branched into this research. They are as follows:

Main Hypothesis (Ho) (X - Y): Health care in its dimensions (doctor's interests, employee interest, ease of care process) affects the management of customer relationships with their dimensions (company image, customer satisfaction, and customer loyalty). The following sub-hypothesis branched from this hypothesis:

1. The first sub-hypothesis (Ho1): the doctor's attention affect morally and positively in improving the hospital image.
2. The second sub-hypothesis (Ho2): the employees' attention affect morally and positively in improving the hospital image.
3. The third sub-hypothesis (Ho3): the speed of the health response affects morally and positively the improvement of the hospital image.
4. The fourth sub-hypothesis (Ho4): the doctor's attention affect morally and positively the patient's satisfaction.
5. The fifth sub-premise (Ho5): the employees' attention affect morally and positively the patient's satisfaction.
6. Sixth Hypothesis (Ho6): Health response speed affects morally and positively the patient's satisfaction.
7. Seventh Hypothesis (Ho7): The doctor's attention affect morally and positively the patient's loyalty.

8. The Eighth Sub-Hypothesis (Ho8): Employee attention affect morally and positively the patient's loyalty.
9. Hypothesis ninth (Ho9): The speed of the health response affects morally and positively the patient's loyalty.



**Figure 1 Determinants of company image, customer satisfaction, and customer loyalty in building quality of perceptible healthcare**

### **Method of Used Search**

Data were collected by distributing questionnaires to 180 Iraqi patients in the four largest private hospitals in Baghdad, by taking samples based on the number of beds as a criterion. After that, a questionnaire was distributed equally to each hospital.

The questionnaire consisted of (27) items on perceptible health care variables and customer relationship management, and the questions were developed from the study Choi et al. (2005). The first part contains (5) paragraphs about the doctor's attention, the second part contains (5) paragraphs on the variable of employee attention, the third part contains (5) paragraphs on the variable response speed of health care, and the fourth part contains (4) paragraphs about the image variable and the fifth part contains On (4) paragraphs about the customer satisfaction variable. And the sixth part contains (5) paragraphs about the customer loyalty variable.

The research applied the Alpha Cronbach coefficient as a tool to measure the internal consistency of the building or concept (2003 Sekaran,), if the value is less than or equal to 0.6, it indicates that the internal consistency is not satisfactory (Malhotra, 2004). All variables in this study have an Alpha Cronbach Greater than 0.6 indicates satisfactory results: doctors attention ( $\alpha = 0.87$ ), employee attention ( $\alpha = 0.88$ ), care process speed ( $\alpha = 0.76$ ), hospital image ( $\alpha = 0.79$ ), customer satisfaction ( $\alpha = 0.81$ ), customer loyalty ( $\alpha = 0.78$ ), a five-degree Likert scale was used, which ranges from Strongly Disagree (1) to Strongly Agree (5).

## **Description, Analysis, and Hypothesis Data**

In this paragraph, the sample opinions on the research variables will be analyzed according to the arithmetic mean and the standard deviation, and by relying on the paragraphs of the questionnaire for the researched variables, and the following is detail of that:

### **Data Descriptive**

Will be Data Descriptive and analyzed according to the arithmetic mean and the standard deviation, as following:

- **Healthcare Variable**

The health care variable was measured through three variables, namely (doctors attention, employee attention, response speed), and here is an analysis of the sub variables:

- **Attention of the Doctor**

The results of the sample responses were analyzed by the arithmetic mean and the standard deviation of the variable (the doctor's attention). The sample responses showed regarding the total variable of the doctor's attention, as the arithmetic mean value (2.75) was a value below the standard mean of (3), and this value is minimal in reality. This result is indicated Until the sample agreed that the doctor did not pay enough attention to the patient, which would lead to a low level of morale for the patient, the standard deviation has reached (0.46) and this means there is almost agreement on this answer.

As for the paragraphs of the variable (the doctor's attention), the variable was measured through five paragraphs, and the arithmetic means of the sample responses confirm that the doctor shows some refinement towards the patient and tries to clarify the results of the examination, but the sample confirms that the doctor does not care to reduce the patient's fears, which affects the patient's psychology and the results also show that the doctor treats patients roughly and does not take into account the patient's comfort.

**Table 1 Arithmetic mean and standard deviation of the variable doctor attention**

	<b>The paragraphs</b>	<b>mean</b>	<b>Standard deviation</b>
1	The doctor was polite.	3.23	0.50
2	The doctor explained my condition, results of examination and treatment process.	3.21	0.50
3	The doctor allowed me to ask many questions, which is enough to clarify everything.	3.03	0.48
4	The doctor paid enough attention to my concerns when determining the medical procedure.	2.0	0.36
5	The doctor made me feel comfortable.	2.28	0.74
	Doctor's attention	2.75	0.46
	Total health care	2.7	0.47

- **Employee Attention**

The results of the sample answers were analyzed by the arithmetic mean and the standard deviation of the variable (employee attention). The sample responses showed regarding the total variable of the employee attention, as the arithmetic mean (2.3) was a value below the standard mean of (3), and this value is low, and this result indicated that the sample agreed that the administrative and nursing staff did not pay enough attention to the patient, which leads to the patient's dissatisfaction. The standard deviation reached (0.49), which means that there is almost agreement on this answer.

As for the items of the variable (employee attention), the variable was measured through four items and all answers were low, less than the standard mean of (3), and the arithmetic means of the sample responses confirm that hospital employees (such as the nursing staff, pharmacist, receptionist, and cashier except doctors) are not friendly and not polite towards patients enough, the nursing staff is not interested in clarifying the treatments accurately, and there is weakness by nursing staff in assisting patients, and there is no good coordination between hospital staff.

- **Response Speed**

The results of the sample answers were analyzed by the arithmetic mean and the standard deviation of the variable (response speed). The sample responses showed regarding the total variable of the response speed, as the arithmetic mean (3.13) was an average value above the standard of 3, and this result indicates that the sample they agreed that the speed of response to health care delivery is medium, and the standard deviation has reached (0.41). This means that there is almost agreement on this answer.

As for the paragraphs of the variable (response speed), the variable was measured through five paragraphs and all the answers were around the hypothetical (normative) medium of (3), and the arithmetic means of the sample answers confirm that the tests and analysis were acceptable, the arithmetic mean (3.2), But the results of the analysis are not quick, while the answers to the speed of cost payment were fast and the arithmetic mean reached (4.49), which is a high value, and this result indicates that the hospital's focus on obtaining cost significantly at the expense of providing adequate health care and even below the mean, and the answers indicated that determining an appointment with the doctor was easy, but they have to wait a long time.

**Table 2 Arithmetic mean and standard deviation of the variable response speed**

	<b>The Paragraphs</b>	<b>Mean</b>	<b>Standard deviation</b>
1	A laboratory examination (such as a blood test and urine test) was appropriate.	3.21	0.68
2	The lab test was done quickly.	2.49	0.70
3	The payment process was fast and simple.	4.15	0.58
4	The appointment process with the doctor was simple and easy.	3.4	0.36
5	It was not necessary to wait a long time for a medical examination from the doctor.	2.4	
	Response Speed	3.13	0.41

- **Customer Relationship Management Variable**

The health care variable was measured through three variables, namely (hospital image, customer satisfaction, and customer loyalty). Following is an analysis of the sub-variables:

- **Hospital Image**

The results of the sample responses were analyzed by the arithmetic mean and the standard deviation of the variable (hospital image). The sample responses showed regarding the total variable of the hospital image, as the arithmetic mean (2.1) was a value below the standard mean of (3), and this value is insignificant, and this result indicates that the sample agreed that the mental image of the hospital with the customer is weak, and the standard deviation has reached (0.39) and this means that there is almost agreement on this answer.

As for the paragraphs of the variable (hospital image), the variable was measured through four paragraphs, and the arithmetic means of the sample responses confirm that all of them are below the standard mean of (3). This result indicates that the employees do not care about the hospital's positive image through their dealings with the customer, as well as the lack of credibility in their dealings with the patient when providing health care, and this is reflected in conveying the bad image of the potential customer.

**Table 3 Arithmetic mean and standard deviation of the variable hospital image**

	<b>The paragraphs</b>	<b>Mean</b>	<b>Standard deviation</b>
1	Employees are obliged to give a positive image of the hospital	2.23	0.50
2	The hospital had an effect on gustatory formation	2.21	0.50
3	The hospital is credible	2.03	0.48
4	When customers advise their approach to dealing with this hospital	2.0	0.36
	hospital image	2.21	0.39

- **Customer Satisfaction**

The results of the sample responses were analyzed through the arithmetic mean and the standard deviation of the variable (customer satisfaction). The sample responses showed regarding the total customer satisfaction variable, as the arithmetic mean (2.25) was a value below the standard mean of (3), and this value is small, and it has been expressed by the sample, through the answers of the paragraphs, that is not satisfied with the health care provided in hospitals, and the standard deviation has reached (0.36). This means that there is agreement on this answer.

As for the paragraphs of the variable (customer satisfaction), the variable was measured through four paragraphs, and the arithmetic means of the sample responses confirm that all of them are below the standard mean of (3). This result indicates that patients are dissatisfied with the health care provided by the hospital staff, and that the patients' needs and desires are insufficient and unsatisfied due to the lack of distinctive services and lack of interest in the customer after receiving treatment, and this means there are no after-service patient follow-up programs.

**Table 4 Arithmetic mean and standard deviation of the variable customer satisfaction**

	<b>The paragraphs</b>	<b>Mean</b>	<b>Standard deviation</b>
1	feel completely satisfied when dealing with the hospital	2.73	0.50
2	Hospital services satisfy my needs and desires	2.27	0.50
3	The hospital provides excellent services and this is what keeps me going.	2.1	0.48
4	There is a constant connection between me and the hospital that is what makes me deal with it	1.9	0.36
	Customer satisfaction	2.25	0.39

- **Customer Loyalty**

The results of the sample responses were analyzed through the arithmetic mean and the standard deviation of the variable (customer loyalty). The sample responses showed regarding the total customer satisfaction variable, as the arithmetic mean (1.7) was a value below the standard mean of (3), and this value is very low, and certainly this result confirms that there is no loyalty on the part of the patients to the hospitals in which they are treated, and that the reason for their treatment in these hospitals is compelling due to the lack of alternative hospitals, as well as the patient is forced by the doctor to go to the hospital that he deals with, perhaps obtaining high financial returns in these hospitals, the standard deviation was (0.33). This means there is agreement on this answer.

As for the paragraphs of the variable (customer loyalty), the variable was measured through four paragraphs, and the arithmetic mean for the sample responses confirm that they are all very low and below the standard mean of (3). This result indicates that hospitals operating in Iraq do not have any loyalty programs for client patients, and an example of these programs is to provide an advanced waiting hall that contains advanced devices and technologies, the Internet, and screens that the patient and his companions can benefit from during waiting times, and the hospital did not provide in-kind gifts to customers to guarantee their loyalty and guarantee repeated call on to the hospital, as well as do not provide discounts for the patient to enhance patient's happiness, and the unhappiness of it, all patients confirmed during personal interviews that the hospital administration adds unapproved amounts, and it has been described by customers as a fraud on them.

**Table 5 Arithmetic mean and standard deviation of the variable customer loyalty**

	<b>The paragraphs</b>	<b>mean</b>	<b>Standard deviation</b>
1	The hospital has a waiting room to keep pace with technological developments	1.2	0.50
2	A receptionist will provide you with the information you need	2.87	0.50
3	The hospital presents gifts as well as vouchers for customers who frequently deal with it.	1.0	0.48
4	The hospital offers discounts to the clients that deal with it in abundance	1.8	0.36
	Customer loyalty	1.7	0.33

### **Hypotheses Testing**

For the purpose of knowing the extent of the impact of health care in private hospitals on the management of customer relationships, an impact hypothesis has been developed for this purpose, and a major impact hypothesis has been developed which is (health care affects customer relationship management), and here is an analysis of the main hypothesis and the sub-hypotheses:

### **Main Hypothesis (Ho): Health Care Affects Both Morally and Positively the Management of Customer Relationships**

Table (7) shows the impact relationship assumed by the main hypothesis, and the table indicates health care, which was coded with the symbol (X), and the adopted variable (Customer Relationship Management), which was coded with the symbol (Y), as the

aforementioned table confirms that (health care) did not morally affect (Customer Relationship Management), the determination coefficient (R<sup>2</sup>) represents the effect value (0.09), the calculated value of (f) reached (.112), while the morality reached (.124), and this result confirms The absence of a moral effect of (health care) on (customer relationship management), and this leads to rejection of the main hypothesis which states that (health care affects morally and positively In customer relationship management).

With regard to the sub-hypotheses, nine sub-hypotheses have been developed related to the dimensions of health care and the dimensions of customer relationship management, and these hypotheses will be analyzed as follows:

**First Sub-hypothesis (Ho1): The Doctor Attention Affect Morally and Positively in Improving the Hospital Image.**

Table (7) shows the relationship of influence assumed by the first sub-hypothesis, and the table indicates the attentions of the doctor, which was encoded with the symbol (X1), and the approved variable (hospital image), which was encoded with the symbol (Y1), as the aforementioned table confirms that (the doctor's attentions) It did not morally affect the (hospital image), the determination coefficient (R<sup>2</sup>) reached(0.08) and it represents the value of the effect, the calculated value of (f) reached (.092), while the morality reached (.101), and this result confirms that no presence of a moral effect of (doctor's interests) on (hospital image), and this leads to the rejection of the main hypothesis stipulated (doctor's attention affect morally and positively in hospital image).

**Second Sub-hypothesis (Ho2): The Employees' Attention Affect both Morally and Positively in Improving the Hospital Image**

Table (7) shows the relationship of influence assumed by the second sub-hypothesis, and the table indicates the attention of employees, which was encoded with the symbol (X2), and the adopted variable (hospital image), which was encoded with the symbol (Y1), as the aforementioned table confirms that (the attention of employees) did not morally affect the (hospital image), the determination coefficient reached (R<sup>2</sup>), and it represents the effect value (0.07), the calculated value of (f) reached (.078), while the morality reached (.114), and this result confirms that no presence of a moral effect of (employee attention) in (hospital image), and this leads to the rejection of the main hypothesis stipulated (employees' attention affect morally and positively in hospital image).

<b>Table 6 Impact hypothesis testing (relationship results)</b>					
Hypotheses tested	Variables	P-value	F-value	R <sup>2</sup>	Results
Ho	health care -managing customer relationships (X → Y)	.1240	.1120	0.09	rejected
Ho1	doctor's attention- hospital image (X1 → Y1)	.1010	.0920	.080	rejected
Ho2	employee attention - hospital image (X2 → Y1)	.1140	0.078	.070	rejected
Ho3	response speed - hospital image (X2 → Y1)	.1130	.1300	0.11	rejected
Ho4	doctor's attention- customer satisfaction (X1 → Y2)	.1120	0.131	0.11	rejected
Ho5	customer satisfaction - employee attention (X2 → Y2)	.1150	.0840	.0810	rejected
Ho6	response speed - customer satisfaction (X3 → Y2)	.1190	.060	.050	rejected
Ho7	doctor's attention - customer loyalty (X1 → Y3)	.1220	0.115	0.097	rejected
Ho8	employee attention - customer loyalty (X2 → Y3)	.1260	.0910	.0880	rejected
Ho9	response speed - customer loyalty (X3 → Y3)	.1130	.0870	.0840	rejected
n = 180					

**The Third Sub-hypothesis (Ho3): The Speed of the Health Response Affects Both Morally and Positively the Improvement of the Hospital Image**

Table (7) shows the impact relationship assumed by the third sub-hypothesis, and the table indicates the response speed, which was encoded with the symbol (X3), and the adopted variable (hospital image), which was encoded with the symbol (Y1), as the aforementioned table confirms that (response speed) did not morally affect (hospital image), the determination coefficient(R2) reached (.11) and it represents the effect value, the calculated value of (f) reached (.130), while the morality reached (.113), and this result confirms the absence of a moral effect on (response speed) on the (hospital image), and this leads to the rejection of the main hypothesis, which stipulated (the response speed affects morally and positively in the form of Hospital).

**Fourth Hypothesis (Ho4): The Doctor Attention Affect Morally and Positively the Patient's Satisfaction**

Table (7) shows the relationship of influence assumed by the fourth sub-hypothesis, and the table indicates the attention of the doctor, which was coded with the symbol (X1), and the approved variable (patient satisfaction), which was coded with the symbol (Y2), as the aforementioned table confirms that (the doctor's attention) did not morally affect (patient satisfaction), the determination coefficient(R<sup>2</sup>) reached(0.11) and it represents the value of the effect, the calculated value of (f) reached (.131), while the morality reached (.112), and this result confirms that no presence of a moral effect of (doctor's attention) on (patient satisfaction), and this leads to rejection of the main hypothesis stipulated (doctor's attention affect morally and positively in the patient satisfaction).

**Fifth Sub-hypothesis (Ho5): The Attention of the Employees affect Morally and Positively on the Patient's Satisfaction**

Table (7) shows the relationship of influence assumed by the fifth sub-hypothesis, and the table indicates the employees attention, which was encoded with the symbol (X2), and the adopted variable (patient satisfaction) which was encoded with the symbol (Y1), as the aforementioned table confirms that (the employees' attention) did not morally affect (patient satisfaction), the determination coefficient(R<sup>2</sup>) reached (0.081) and it represents the effect value, the calculated value of (f) reached (.084), while the morality reached (.1190), and this result confirms that no existence of a moral effect of (employee attention) on (patient satisfaction), and this leads to the rejection of the main hypothesis stipulated (employees' attention affect morally and positively on patient satisfaction).

**Sixth Sub-hypothesis (Ho6): The Speed of the Health Response affect Morally and Positively on the Patient's Satisfaction**

Table (7) shows the impact relationship assumed by the sixth sub-hypothesis, and the table indicates the response speed, which was encoded with the symbol (X3), and the adopted variable (patient satisfaction), which was encoded with the symbol (Y1), as the aforementioned table confirms that (response speed) did not morally affect (patient satisfaction), the determination coefficient( R<sup>2</sup>) reached (.05) and it represents the effect value, the calculated value of (f) reached (.06), while the morality reached (.119), and this result confirms The absence of moral effect of (response speed) on (patient satisfaction), and this leads to the rejection of the main hypothesis which stated (speed of response affects morally and positively the patient's satisfaction).

**Seventh Sub-hypothesis (Ho7): The Doctor's Attention Affect Morally and Positively the Patient's Loyalty**

Table (7) shows the relationship of influence assumed by the seventh sub-hypothesis, and the table indicates the attention of the doctor which was coded with the symbol (X1), and the approved variable (patient loyalty) which was coded with the symbol (Y2), as the aforementioned table confirms that (the doctor's attention) did not morally affect (patient loyalty), the determination coefficient (R2) reached (0.097) which represents the effect value, the calculated value of (f) reached (.115), while the morality (.122), and this result confirms that no presence of moral effect of (doctor's attention) on (patient loyalty), and this leads to rejection of the main hypothesis stipulated (doctor's attention affect morally and positively in the loyalty of a Patient).

**Eighth Sub-hypothesis (Ho8): The Attention of the Employees Affect Morally and Positively the Patient's Loyalty**

Table (7) shows the impact relationship assumed by the eighth sub-hypothesis, and the table indicates the employees' attention which was encoded with the symbol (X2), and the adopted variable (the loyalty of the patient) which was encoded with the symbol (Y1), as the aforementioned table confirms that (the employees' attention) did not morally affect (patient loyalty), the determination coefficient(R2) reached (0.088) and it represents the effect value, and the calculated value of (f) reached (.091), while the morality reached (.1260), and this result confirms that no existence of a moral effect of (employee attention) on (patient loyalty), and this leads to rejection of the main hypothesis stipulated (employees' attention affect morally and positively In the patient's loyalty).

**Ninth Sub-hypothesis (Ho9): The Speed of the Health Response Affects Morally and Positively the Patient's Loyalty**

Table (7) shows the impact relationship assumed by the ninth sub-hypothesis, and the table indicates the response speed, which was encoded with the symbol (X3), and the adopted variable (patient loyalty), which was encoded with the symbol (Y1), as the aforementioned table confirms that (response speed) did not morally affect (patient loyalty), the determination coefficient(R2) reached (.84) and it represents the effect value, the calculated value of (f) reached (.87), while the morality reached (.113), and this result confirms the absence of moral effect of (response speed) on (patient loyalty), and this leads to rejection of the main hypothesis, which stipulated (speed of response affects morally and positively the patient's loyalty).

## **Discussion and Conclusions**

The results of this research indicated that "the doctor's attention" is the most important factor that affects customer satisfaction and customer loyalty and the second most important factor that affects the hospital image. Therefore, the administration must employ the right people as experts and famous doctors to serve their patients because it leads to the positive reputation and image of the hospital. Moreover, doctors must be trained in interpersonal skills to provide care, comfort and individual attention to their patients.

Next, the Nursing "employee attention" is the second most important factor affecting customer satisfaction and customer loyalty. For nursing personnel, management must employ a service minded nursing staff. and other hospital staff must be trained in interpersonal skills to provide patient care, compassion and courtesy.

Moreover, "palpations" are the most important factor affecting the hospital's image. The administration should provide clean facilities such as the patient examination room and toilet. Moreover, clean and fresh smell is important for hospitals in reducing patients' stress. The hospital should provide adequate amenities (such as public phones, seats, toilets, etc.) for both patients, their family members and their friends. Also, the hospital must provide modern care facilities in order to be able to communicate professionally. For signs, symbols and artifacts, the administration must provide adequate indications of the direction of communication, the name of the site and the room number so that patients can easily find ways of the assigned place. Moreover, the signs must be very easy to read and clearly visible to all. In addition, the "comfort of the care process" must be improved especially with regard to waiting time, the hospital must improve the waiting process.

Finally, hospital management must continue to collect data on perceived quality of service for outpatients on a regular basis. In this way, they can monitor the perceived quality of service in the hospital and continuously improve the quality of service.

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