

# Image, Service Quality, Customer Satisfaction as Antecedents to Loyalty, and Performance in Private Hospitals

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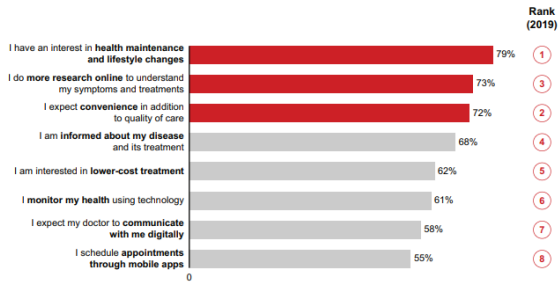
**Abstract**— *There is an observable increase in the phenomenon of consumerism within the healthcare sector, whereby patients are assuming an active and empowered role as consumers. In a fiercely competitive healthcare industry characterized by the presence of alternative options, the significance of customer experience cannot be overstated. Understanding the journey of customers will provide a powerful insight to leverage more important aspects of the journey that will enhance satisfaction and ultimately loyalty. Best-practice measurement systems are used by companies with consistently high customer satisfaction scores because they allow them to identify the most important drivers of customer satisfaction / experience and measure ongoing performance in those areas; link improvements in the customer experience with desired business outcomes (such as repeat sales); and uncover operational insights that enable the frontline staff to make better decisions. However, studies focused on customer experience in healthcare are limited, therefore, this study explores the linkage of variables of image, service quality, customer satisfaction, and its effect on loyalty and performance. A sample of 225 respondents who have experience as customers from three large hospital chains in Jabodetabek area was collected through questionnaire-based primary data. Through a rigorous procedure of structural equation modelling (SEM-LISREL), it was found that all variables of image, service quality, customer satisfaction have a positive and significant effect to loyalty and performance. These study results confirm the need for healthcare organizations to focus on enhancing their service quality and image to improve customer satisfaction and loyalty.*

**Index Terms**— *Customer Satisfaction, Image, Loyalty, Performance, Service Quality.*

## I. INTRODUCTION

Personal interactions, organizational culture, patient and family views, and the continuum of care are identified as four essential aspects for understanding the patient experience in this concept. As patients go through their journey within the health-care system, the patient's perception, or perspective on the health treatment they receive has become a recurring and prominent subject in discussions of patient experience. Healthcare providers, such as hospitals, will have a better knowledge of patient experience when they try to comprehend the patient's point of view on their experience. Understanding patient experience and their journey is believed to have a competitive advantage for organization such as customer satisfaction, retention, brand image, loyalty, and positive impact on performance. Today's healthcare

systems have the same objectives as companies in any sector: strengthening bonds with loyal patrons. When compared to the past, today's healthcare consumers enjoy unprecedented agency. Because of the Covid-19 epidemic, consumers have a better understanding of their health and have more opportunities to use cutting-edge medical technologies. Customers' expectations are rapidly growing and changing as a result of their heightened awareness. (Bain & Company, 2022). Moreover, McKinsey & Company (2021) stated that with rising consumer expectations due to health and wellness costs, consumers are increasingly looking for convenient, affordable care. The rising of consumer expectation creates the urge for patient-centered care approach. A new kind of patient is developing, one that is interested in health promotion, alternative treatments, and preventive medicine (see Figure 1).



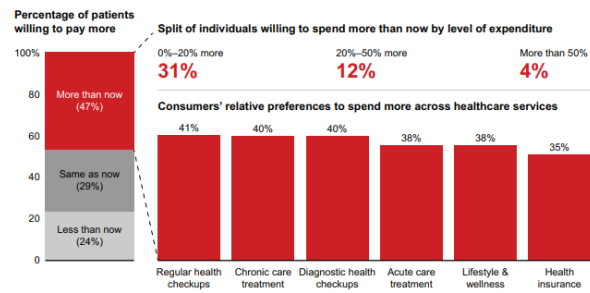
Question: Compared with 3-5 years ago, to what extent are the following statements about you true today?  
Source: Bain Front Line of Healthcare Asia-Pacific Survey, 2021 (n=1,750)

Source: Bain & Company, Asia Pacific Frontline Report, 2022

Figure 1. Consumers are pro-actively managing their health and well-being.

As a result of the Covid-19 epidemic, health and wellness have become top priorities for both consumers and businesses. Nearly 80% of customers are enthusiastic about health promotion and behavioral changes, and nearly 50% are prepared to spend extra out of pocket for superior health results and service. (See Figure 1 and Figure 2) (Bain & Company, 2022). A growing movement known as "health consumerism" has people acting more like shoppers when it comes to their own medical treatment. Consumers report doing health-related searches online to get insight into their problems, become familiar with diseases and treatments, and monitor their progress. As a result, patients and their families are increasingly anticipating higher-quality treatment and more satisfying interactions with the health care system. Deloitte (2016) found that a hospital's bottom line may benefit from focusing on patients by strengthening customer loyalty, boosting its Source: Indonesia Health Report, Ministry of Health, 2021

When faced with competing goals and limited resources, healthcare organizations may dispute the financial benefit of collecting, analyzing, and acting upon patient experience data. Deloitte (2016) research, however, suggests that hospitals may increase their profits by focusing on improving patients' experiences, with the greatest link being made between these two factors at the points when patients' satisfaction is most directly tied to the quality of treatment they get. Understanding the journey of customers will provide a powerful insight to leverage more important aspects of the journey that will enhance satisfaction and ultimately loyalty. According to McKinsey (2023) data, revenue for healthcare providers increased by up to 20% over a five-year period when they made adjustments to improve the patient experience, including via marketing initiatives, while expenses



Question: Compared with today, how much would you be willing to pay out of pocket for healthcare, in exchange for a better outcome, better experience, and greater efficiency in the next 3 years?  
Source: Bain Front Line of Healthcare Asia-Pacific Survey, 2021 (n=1,750)

Source: Bain & Company, Asia Pacific Frontline Report, 2022

Figure 2. Consumer willingness to pay more for better health outcomes.

reputation and brand, and seeing more referrals from satisfied patients. The healthcare market has become more competitive due to the proliferation of both public and private facilities (see Figure 3). The compound annual growth rate (CAGR) for private hospitals in Indonesia between 2016 and 2021 is almost double that of state hospitals. Because of this, hospitals need the help of their staff and patients to build a positive reputation and provide excellent service to their patients and visitors.

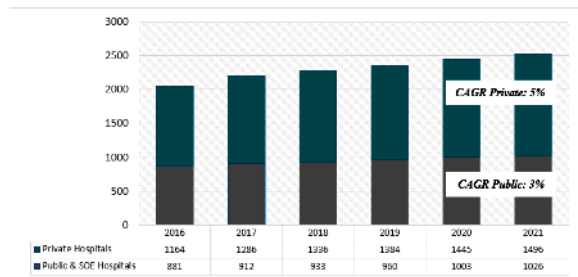


Figure 3. Hospital Growth by Owner Representation in Indonesia

of providing treatment reduced by up to 30%. Various academic research and theories show a relationship on the implementation usage of Net Promoter System (NPS) as one of several metrics for business performance, affected by service perception, service quality that linked to loyalty behavior potentially serve as competitive advantage for business performance.

Historically, only when unwell did consumers interact with healthcare systems. A patient would check into the hospital, receive treatment, and then be released. This relationship revolved around an incident, not the individual's lifestyle or long-term well-being (Bain & Company, 2022). As customers become more engaged and empowered regarding their health care, and as non-traditional organizations and new entrants continue to offer customer-friendly health and wellness services,

organizations are realizing that if they do not evolve with customers, they risk losing market share (Deloitte, 2021). Rising consumerism and a growing retail-oriented approach to health care pose challenges to existing players where healthcare organizations, such as hospitals, are still in the early stages in responding to this shift. The current trend is for patient centricity (patient-centric approach), in which posit opportunity and establish specific strategies to leverage positive patient experience as competitive advantage to gain market share and induce business growth. From experience, satisfied customers do not necessarily convert to a high net promoter score even when they are satisfied the with service received. This sparks curiosity in the author as to why that is while looking at more available data and journal that can answer the author research questions and support hypotheses. Good patient experience is linked to higher hospital profitability, and this link is strongest for aspects of patient experience linked to better care. Established partnership among providers, patients, and their families to align decisions with patients' needs and preferences will act as a powerful marketing tool to spread the good word on how good experience will lead to better patient outcome. This study will observe the phenomena of patient experience, the epicentrum, as an important business performance driver. This study examines the relationship between image, service quality, customer satisfaction, loyalty, and organizational performance within the context of private hospitals in Jabodetabek area.

## II. LITERATURE REVIEW

### A. Image

The arrangement of the complete field of the item, including advertising, and the customer's disposition and attitudinal screen through which he sees all contribute to the formation of an image, rather than the mere reliance on objective facts and specifics (Dichter, 1985). The term "image" refers to a person's or a company's collective set of preconceived conceptions about something or someone (Kotler, 2000; Newsom, Turk, & Kruckeberg, 2006). Image will serve as a filter for the sense of quality, satisfaction, and perceived value, as well as a criterion for decision making process customers undergo while deciding where to purchase services (Özkan et al., 2019). In the previous study by Leonnard & Susanti (2019), they outlined image has two indicators of image, namely visual and behavioral indicators. Visual indicators refer to features of an organization that are visible to the naked eye. It may consist of organizational style, layout, employee appearance, brand, exterior,

interior, cleanliness, and lighting, among others. Behavior indicators are linked to the management and output of the company such as financial performance, strategic position, excellent management, and social responsibility. The image of a company can be viewed as the accumulation of consuming experience through time.

### B. Service Quality

High-performing hospitals, in order to optimize resource usage, survive, and compete with one another, have made service quality a focal point (A'aqoulah et al., 2022). Hospitals strive to offer services in accordance with objective standards of quality because patients want to receive service without error. Despite well-intentioned care services, well-trained medical staff, and well-equipped medical facilities, the healthcare business is dealing with growing costs and unequal quality therefore healthcare leaders embark on the journey to reduce errors, enforce evidence best practices, convert patients into loyal customers, and implement technology-based systems such as electronic medical records (Hong & Lee, 2017). Technical (outcome) quality relates to the results of the service performance, whereas functional (process) quality refers to the way the service is provided (Gronroos, 2016). SERVQUAL-based service quality refers to an attitude toward a service provider's service that results from a comparison of expectations and actual performance therefore able to compare the customer's expectations before and after service delivery (Parasuraman, et al., 1988).

### C. Customer Satisfaction

Today's increasingly competitive business environment places a premium on both service quality and client happiness. Satisfaction, as defined by Phillip Kotler (1994), is the degree to which a person feels the product has met or exceeded their expectations for its intended use. "Customer satisfaction" is defined as "a person's emotional state coming from comparing the perceived performance (outcome) of a product to the person's expectations. Therefore, if companies want to enhance and grow their businesses, they must have a thorough understanding of the variables that influence customer satisfaction and understand the factors that can increase customer value. Customer satisfaction is associated with the journey and experience that customers go through at every touchpoint they encounter with the product / service they received. To understand the relationship between satisfaction and loyalty, it is pertinent to understand the values customers consider important. In the context of healthcare setting, patients are the primary service recipients

and purchasers in the healthcare value chain, and they should be at the center of all value-added activities (Miao et al., 2019).

#### D. Loyalty

Customer satisfaction has been shown to have a direct impact on a company's bottom line, with Gounaris et al. (2003) arguing that providing superior service to customers is an effective way to win over new customers and retain those already on board. Customer loyalty is emphasized in marketing literature because it drives behavioral intentions. In the service sector, the emphasis on loyalty is growing as a result of customer satisfaction, which leads to an increase in organizational image and market share (Shabir et al., 2016). How to retain profitable customers and increase customer loyalty is an enduring concern for retailers (Narvanen & Kuusela, 2020). Oliver (1999) posits that consumer loyalty has emerged as the central focal point in the marketplace. Customer loyalty, according to Watson et al. (2015), is "a set of sentiments associated with a sequence of purchasing behaviors that consistently favor one entity over rival entities."

#### E. Performance

Organizational performance outcomes are determined by operational effectiveness and efficiency in process, customer focus, workforce focus, leadership and governance, and financial and market results, as stated by the Baldrige Health

Care Criteria for Performance Excellence (NIST, 2017). Prior research has tended to examine business performance as a unitary concept, mostly on financial performance, focusing on factors such as revenue, profitability, return on investment, market share, among others (Richter & Muhlestein, 2017, Eklof et al., 2018, Lim et al., 2018, Tomic et al., 2018). Focusing primarily on financial metrics pulls firms into a short-term mindset and feeds concerns about the negative consequences of short-term thinking. This is why many businesses have long tracked nonfinancial indicators of business performance (e.g., operational, and product-level quality, customer satisfaction, loyalty, and retention) (Gök & Peker, 2016). To better understand customer needs, customers' opinions, or perceptions of the quality of the care they received should be used to gauge the performance of care providers (Lee et al., 2012).

#### F. Research Framework

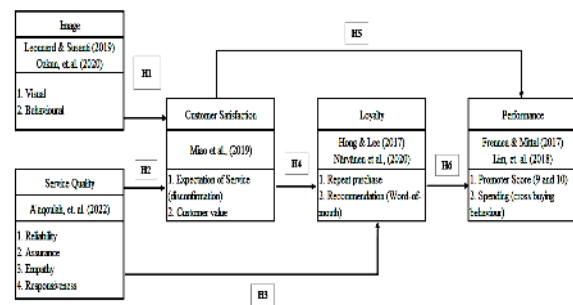


Figure 4. Research Framework

information on subjects (including persons, organizations, and brands), settings, and circumstances. This study combines descriptive and survey research methods. Data processing is the next distinction between descriptive and inferential statistics. Inference analysis uses more complex approaches, such as comparing data and making predictions, whereas descriptive analysis employs relatively simple methods, such as mean and variance. Causal Research Questions will be used to gain knowledge on whether one variable causes another variable to change. Based on its objective, this research is classified as quantitative. This study is classified as causal comparative research due to its design. Testing hypotheses about the relationship between two or more variables is one method of doing causal comparative research. depending on its objectives (Kumar, 2018). There are several methods for gathering information in research, all of which are classified into two broad categories: primary data

Based on the research model above, the following hypotheses are formulated:

- H1: Image is hypothesized to influence Customer Satisfaction
- H2: Service Quality is hypothesized to have effect on Customer Satisfaction
- H3: Customer purchases are based on their expectations, attitudes, and intentions. During or after consumption, customers evaluate their Service Quality and form an experiential perspective which is hypothesized to have effect on Loyalty.
- H4: Customer Satisfaction is hypothesized to have effect on Loyalty.
- H5: Customer Satisfaction is hypothesized to influence Performance.
- H6: Loyalty is hypothesized to have effect on Performance.

### III. METHODS

Descriptive research and self-administered questionnaires will be used by the author to gather

and secondary data. This research explains the many ways in which primary and secondary information differ from one another. The major difference between primary and secondary data is that secondary data is only an interpretation of primary data, whereas primary data is the actual data itself. Secondary data is obtained for reasons other than helping with the source data's intended issue.

The population of this study is all customers (patient and / or family) who have experience service from select private hospitals within the scope of this study. The sample for this study was chosen based on several criteria, such as the respondent having to live in Jabodetabek and having experienced service at least two times from the private hospitals being studied. The sampling technique utilized is random sampling, which takes a random sample of a population that has been selected and indicates optimum sample of 225 respondents are required. In this study, data will be gathered from a questionnaire filled by respondents through an online form. In the model

evaluation, it will analyze the hypothesis which is represented by the research model. The hypothesis is tested using statistical techniques and the data will be analyzed by using Structure Equation Modelling (SEM), which will be run in LISREL 8.70 version software.

**IV. RESULT**

*A. Hypothesis Test*

This study's hypothesis testing employed a combination of the model appropriateness index test and the critical ratio (CR) test, both of which are part of the structural equation modeling (SEM) approach.

*Structural Model Fit*

In SEM, the first step is to check the overall model's fit using an indicator like the LISREL Statistical Goodness of Fit Index (GFI) (Hair et al., 2014). Table 1 provides an overview of the crucial value for the structural model's overall appropriateness test.

Table 1. Structural Model Fit Test Results

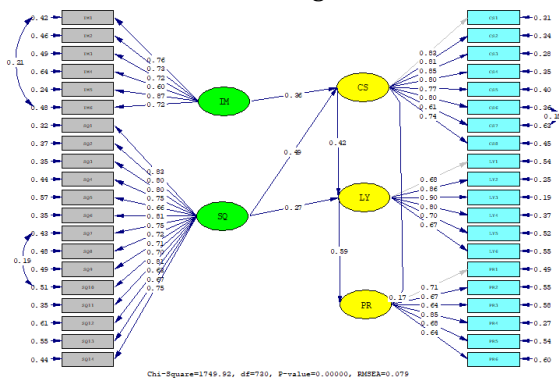
Degree of Fit	Definition of Model Fit	Score	Acceptable match rate	Information
Goodness of Fit Index (GFI)	A measure of the accuracy of the model in producing the observed covariance matrix	0,92	GFI ≥ 0,9	<i>Good Fit</i>
Root Mean Square Error of Approximation (RMSEA)	Measure the deviation of the parameter values in the model with the population covariance matrix	0,079	RMSEA ≤ 0,08	<i>Good Fit</i>
Normed Fit Index (NFI)	Is one additional original match index	0,94	NFI > 0,90	<i>Good Fit</i>
Adjusted Goodness of Fit Index (AGFI)	Calculation of different levels of model complexity/adjusting the effect of degrees of freedom on the model	0,98	AGFI ≥ 0,90	<i>Good Fit</i>
Comparative Fit Index (CFI)	This is an extended match index which is an improved version of the normal match index	0,92	CFI > 0,90	<i>Good Fit</i>
Incremental Fit Index (IFI)	Used to address parsimony and sample size issues, which are associated with NFIs	0,96	IFI > 0,90	<i>Good Fit</i>
Relative Fit Index (RFI)	Used to measure fit where the value is 0 to 1	0,93	RFI > 0,90	<i>Good Fit</i>

Source: LISREL Result 8.70 (2023)

Table 1 above shows that the results of the model fit test show an RMSEA of 0.079, which is smaller than 0.08, so it is said to be a good fit model. The Normal Fit Index (NFI) obtained from model testing is  $0.94 > 0.9$ , so the model is said to fit (Ghozali and Fuad, 2007:316). Then the Comparative Fit Index (CFI) value according to Bentler (1990) in Ghozali and Fuad (2007: 316) a model is said to be good if it has a CFI value between 0.9 and 1, the CFI value obtained from testing a model is 0.92 can be said to be a fit model. The results of the fit model are confirmed by obtaining an incremental fit index (IFI) value is 0.96, which according to Byrne (1998) in Ghozali & Fuad (2007) an IFI value of 0.96 obtained from the model is greater than the cut-off

limit of 0.90. Therefore, the model has a good match rate. According to Ghozali and Fuad (2007: 316), a value close to 1 for both the NFI and the RFI suggests a well-fitting model. With an NFI of 0.94 and an RFI of 0.93, the model used in this research is very close to being considered a perfect match. While the Good Fit Index (GFI) and Adjusted GFI (AGFI) obtained from model testing were 0.92 and 0.98 which were greater than 0.9 so the model was said to be a good fit.

These results can be concluded that the research model is in accordance with empirical conditions. The following is a picture of the structural model (standardized solution):

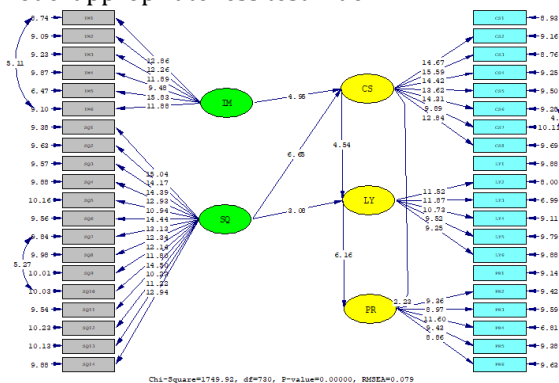


Source: LISREL Result 8.70 (2023)  
Figure 5. Structural Model Results (Standardized Solution)

Multiple models were used in the Goodness of Fit (GOF) analysis. The GOF metric incorporates absolute, relative, and parsimony standards. The model utilized in this research passes the excellent fit criterion and may be used in further testing based on the results of many tests regarding the model appropriateness test index.

*Hypothesis testing*

In this research, we tested our hypotheses using the CR at the 95% confidence level, yielding a CR score of 1.96 at the 5% error rate (Hair et.al., 2014: 390). This study's test findings are shown in the following diagram.



Source: LISREL Result 8.70 (2023)  
Figure 7. Hypothesis Testing Results (T-Value)

Table 2. Hypothesis Test Results

From	To	Coefficient	T- Value	Conclusion
Image (IM)	Customer (CS) Satisfaction	0,36	4,95	H1 Accepted
Service Quality (SQ)	Customer (CS) Satisfaction	0,49	6,65	H2 Accepted
Service Quality (SQ)	Loyalty (LY)	0,27	3,08	H3 Accepted
Customer Satisfaction (CS)	Loyalty (LY)	0,42	4,54	H4 Accepted

Customer Satisfaction (CS)	Performance (PR)	0,17	2,23	H5 Accepted
Loyalty (LY)	Performance (PR)	0,59	6,16	H6 Accepted

Source: LISREL Result 8.70 (2023)

Based on the table above, a hypothesis analysis can be carried out by looking at the critical ratio (CR) value contained in the LISREL output table shown in the following table. Then the structural equation obtained can be seen in Figure 6:

$$CS = 0,36 IM + 0,49 SQ$$

$$LY = 0,27 SQ + 0,42 CS$$

$$PR = 0,17 CS + 0,59LY$$

#### Determination Coefficient Results

According to Ghozali (2018), R<sup>2</sup> is an indicator of how well a model describes the relationship between an independent and dependent variable. The determination coefficient ranges from 0 to 1. Coefficient of determination tests are summarized in Table 3.

Table 3. Determination Coefficient Results

Variable	R Square
Customer Satisfaction	0,58
Loyalty	0,42
Performance	0,50

Source: LISREL Result 8.70 (2023)

Based on Table 3 above, it is known that the R-Square results of Customer Satisfaction aim to see how much the Image and Service Quality variables contribute, these results show an R-Square value of 0.58 or 58%. Meanwhile, the R-Square Loyalty value aims to see how much the Service Quality and Customer Satisfaction variables contribute, these results show an R-Square value of 0.42 or 42%. Then the R-Square Performance value aims to see how much the contribution of the Customer Satisfaction and Loyalty variables, these results show an R-Square value of 0.50 or 50%.

#### V. DISCUSSION

The results of the first hypothesis prove that Image has a positive and significant effect on Customer Satisfaction in private hospital patients in the Jabodetabek area. Based on the findings, it shows that image affects customer satisfaction. In this case, the company should conduct periodic patient satisfaction assessments so that it can evaluate the strengths and weaknesses using certain benchmarks objectively and periodically at certain times so that they can be followed up to find solutions or as a basis for maintaining the company's image. The results of this hypothesis

support research conducted by Sukawati (2021) that hospital brand image has a significant positive effect on patient satisfaction. The same results were shown by Fiqhta, Kuraesin, and Muniroh (2019) that brand image influences customer satisfaction. Santana & Keni (2019); Witama (2019) also prove that image has a positive influence on customer satisfaction.

The results of the second hypothesis prove that Service Quality has a positive and significant effect on Customer Satisfaction in private hospitals patients. The same results were shown by Fiqhta, Kuraesin, and Muniroh (2019) that there is an influence between service quality and customer satisfaction. Furthermore, the impact of service quality is known to be the most dominant in influencing customer satisfaction. In this case, service quality is the highest factor affecting customer satisfaction. Thus, it is important for hospital management to make customer satisfaction a top priority by focusing on the aspects of service that are most expected by customers, such as healthcare professionals who are able to provide accurate and reliable information, staffs who are able to demonstrate empathy and responsiveness in handling customer problems, and service delivery that is performed promptly, as promised.

The results of the third hypothesis prove that Service Quality has a positive and significant effect on Loyalty in private hospitals patients. The results of this hypothesis support the research conducted by Irfansius & Firdausy (2021) that service quality has a positive and significant effect on loyalty. Customer loyalty is obtained from the results of measuring customer satisfaction and dissatisfaction, if the customer's perception of the services provided is low, the customer will move to another place unless there are other strong factors for the customer to return.

The results of the fourth hypothesis prove that customer satisfaction has a positive and significant effect on loyalty in private hospital patients in the Jabodetabek area. The findings of this hypothesis corroborate those of Ardiani, Sarikadarwi, Yulsiati, and Sandrayanti (2019), who found that patient satisfaction factors had a substantial influence on patient loyalty. The impact of customer satisfaction is the most dominant factor influencing loyalty. This finding elucidates that customers who experience satisfaction with the hospital are more likely to

exhibit loyalty. Due to this rationale, it is imperative for hospital administration to conduct regular assessments of the services rendered. This enables management to ascertain the specific services that are in highest demand among customers, and subsequently implement enhancements to ensure that these services not only meet but surpass customer expectations.

The fifth hypothesis proves that customer satisfaction has a positive and significant effect on performance in private hospitals in the Jabodetabek area. Furthermore, the influence of Customer Satisfaction on Performance is found to be much stronger when mediated by Loyalty. Customers who are satisfied are more likely to be loyal. They prefer the company to its competitors, are less price sensitive, and gain new consumers by word-of-mouth. Furthermore, client satisfaction through loyalty leads to increased sales and improved financial performance (Eklof, et.al., 2018).

The sixth hypothesis proves that Loyalty has a positive and significant effect on Performance in private hospitals. The results of this study support research from Hallowell (1996) in Prakarsa and Tarigan (2016) which proves that there is a positive relationship between customer loyalty and performance. These results demonstrate that customer loyalty has the greatest impact on performance. This is because retaining customers is more cost-effective than acquiring new ones, as companies do not incur large costs for promotional and marketing activities, and customers are already loyal to them. However, in reference to loyalty behavior, it was found that customers are willing to perform repeat purchases for themselves, however when faced with encouraging and endorsing other customers to engage with the trusted hospital is still a challenge.

## VI. CONCLUSION

Gaining an understanding of the customer journey yields valuable insights that can be utilized to prioritize and optimize key areas of the experience, leading to increased satisfaction and eventually fostering customer loyalty. This study aimed to validate the findings of prior research studies, which indicated that certain factors, including image, service quality, and satisfaction, were anticipated to have an impact on customer loyalty. The level of loyalty exhibited by customers can be influenced by their emotive behavior, which is shaped by their subjective sense of the quality of service received. Once a sense of satisfaction is experienced, it becomes assimilated into the overall consumer experience, leading to the establishment of a commitment to engage in future purchases. The

results of this study further support the utilization of the Oliver Loyalty Model, which posits that loyalty behavior is cultivated through a progression of stages that ultimately culminate in action, subsequently enabling repurchase and promotional behavior. Based on the conclusions above, the authors try to provide suggestions for private hospitals, especially in the Jabodetabek area, the suggestions are expected to be useful for hospitals. It is critical to direct management's focus towards identifying and addressing the pain point areas experienced by customers. According to the findings of this study, it is imperative for management to prioritize the enhancement of service quality, as well as the metrics associated with customer satisfaction and loyalty.

The issue faced by private hospitals pertains to the need for existing customers to engage in behavior that entails advocating for the hospital's services to others, thus facilitating the growth of its non-captive market. This can be achieved through the implementation of Word-of-Mouth marketing strategies, wherein customers are encouraged to recommend the hospital's services to their family, friends, and relatives as their preferred healthcare provider.

Related to the service quality variable, it is strongly recommended that the management of private hospitals can improve service quality by paying attention to aspects of reliability and assurance metrics such as increase the competence / expertise of medical staff and / or hospital staff in providing services to patients. Developing a more streamlined process can improve the service quality provided by the medical team. Additionally, supported by the advancement of information technology, the hospital will be able to achieve continuous improvement, allowing their business processes to operate more efficiently, quickly, safely, and accurately. Related to the customer satisfaction variable, it is strongly recommended that the management of private hospitals pay attention to aspects that can increase customer satisfaction by focusing to establish business process that will culminate positive customer experience. Communication and relationships between health professionals and customers are key to satisfaction, when the bond and sense of closeness is developed then customers tend to trust and be confident that the hospital will provide the best care. Paying attention to aspects of timeliness can also increase satisfaction. Related to variable loyalty, it is strongly recommended that the management of private hospitals can increase loyalty by paying attention to aspects of service quality and customer satisfaction.

The author duly acknowledged the presence of various limitations in this study. The sample size of 225 respondents was determined using the SEM method. Participants in this study were selected from three private hospital networks in Jabodetabek. However, it is important to acknowledge that there are additional private hospitals that were not included in this study. The exclusion of these hospitals may result in varying perspectives, as they serve distinct client populations. Moreover, it is expected that further investigation would enhance the demographic reach of private hospitals and increase the sample sizes, thus leading to more comprehensive and representative research outcomes. Future research can also be conducted based on the findings of the Determination of Coefficients analysis, which suggests the presence of unexamined external factors that potentially exert a greater influence on the observed outcome. Finally, the analysis can be conducted by incorporating moderating variables, such as age and customer attitudes, to ascertain the potential impact of consumer attitudes on customer loyalty in relation to supporting corporate performance.

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