



THE IMPACT OF HOSPITAL IMAGE ON PATIENT LOYALTY: A STUDY ON PRIVATE ISLAMIC HOSPITALS IN MATARAM CITY WEST NUSA TENGGARA

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ABSTRACT: This study employed an observational analytic design with a cross-sectional approach to examine the impact of hospital brand image on patient loyalty in private Islamic hospitals in Mataram. Data were collected from 223 patients at RSI Siti Hajar Mataram using structured questionnaires. The sample was selected through proportional stratified random sampling, ensuring representation across various hospital care classes. The findings of this study reveal that: (1) a positive hospital brand image significantly correlates with patient loyalty ($p \leq 0.001$); (2) 96.5% of patients with a positive perception of the hospital's image demonstrated high loyalty; (3) demographic factors, such as age, gender, and education level, influence patients' perceptions of the hospital brand image; and (4) Muslim patients exhibited higher loyalty levels compared to non-Muslim patients, highlighting the relevance of Islamic values in healthcare services. The study underscores the critical importance of developing a positive brand image to enhance patient loyalty. Hospitals should adopt comprehensive strategies to improve service quality, ensure effective communication, and align their services with patients' cultural and religious values. These efforts can foster trust, strengthen the hospital's reputation, and secure long-term patient retention, particularly in culturally sensitive contexts.

Keywords: hospital brand image, patient loyalty, service quality, Islamic hospital

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INTRODUCTION

Patient loyalty to hospitals has become increasingly important in the competitive healthcare industry, especially in the Mataram region of West Nusa Tenggara (NTB). Hospitals in this area must attract and retain patients by providing high-quality services and positive experiences. Interestingly, the majority of Mataram's population is Muslim, so preferences in choosing healthcare services are often influenced by religious values. Hospitals that emphasize Islamic values and adhere to Sharia principles can create a strong emotional bond with patients, which ultimately has a positive impact on their loyalty (Rahman et al., 2021).

In the context of Islamic hospitals, the issue of patient loyalty is crucial because it is directly related to how patients perceive the hospital's image. Research shows that patients who feel an emotional connection to the hospital's values tend to be more loyal and are more likely to return in the future (Chen et al., 2022). This aligns with the increasing patient expectations for high-standard service quality and



facilities, requiring hospitals to continuously maintain and improve their quality to build trust and patient loyalty.

The main challenge for Islamic hospitals in Mataram is how to build and maintain a positive image that can attract patients to remain loyal to their services. As a city with a majority Muslim population, there is a preference among patients for hospitals that not only provide quality medical services but also uphold Islamic values. This adds an extra challenge for Islamic hospitals to ensure that every aspect of their services, from administration to medical care, reflects a commitment to transparent and trustworthy Islamic principles (Guo et al., 2020). To build loyalty, Islamic hospitals must create a holistic experience that aligns with the spiritual needs of patients. Common solutions that can be implemented include overall service quality improvement, transparent communication, and the creation of consistent and satisfying patient experiences. Research highlights elements such as trust, empathy, and professionalism as the foundation for building patient loyalty, especially in the context of Islamic hospitals (Alkhatib & Aloqaily, 2024).

Previous research shows that a positive hospital image, especially within the context of faith-based hospitals, plays an essential role in enhancing patient loyalty. A study by Sukartini & Ratna (2018) found that a positive hospital image significantly impacts loyalty through increased patient satisfaction. This research indicates that patients who perceive the hospital's image as aligned with their values are more likely to be loyal, particularly to services that adhere to Islamic values. Trust also acts as a critical mediating factor between hospital image and patient loyalty. It showed that trust in hospital staff, along with the belief that services adhere to Islamic principles, can strengthen long-term relationships with patients, ultimately increasing loyalty. Usman (2017) also emphasized that a positive image of Islamic hospitals serves as a reference for patients in assessing service quality, directly affecting their trust and loyalty. Therefore, it is important for Islamic hospitals to build trust through service approaches that reflect their religious values.

Moreover, the quality of services provided by Islamic hospitals is a crucial aspect that affects perceptions of the hospital's image and patient loyalty. Research by Zhang et al. (2018) indicates that empathy and trust in services mediate the relationship between service quality and patient loyalty. Improving service quality in aspects of comfort, as well as alignment with Islamic values such as maintaining privacy, politeness, and efficiency in delivering medical services, are important elements that can strengthen the positive image of Islamic hospitals and ultimately enhance patient loyalty (Azhari et al., 2020).

Although numerous studies have addressed the importance of hospital image in building patient loyalty, there remains a gap in understanding how these elements function within the context of Islamic hospitals, especially in Mataram, West Nusa Tenggara (NTB). Many studies have focused more on general service quality without considering how hospital image based on Islamic values influences long-term loyalty (Ahmed et al., 2017; Zarei et al., 2014). For instance, a study by Purwanti et al. (2020) in Indonesia revealed that core service quality affects patient satisfaction, yet it did not delve deeply into the role of hospital image in shaping loyalty in an Islamic context.



Additionally, few studies have explored how elements such as the reputation of Islamic hospitals, trust based on Sharia-compliant services, and Islamic branding interact with patient demographic variables. Research by Huang et al. (2021) indicated that personal characteristics, such as age and religious background, influence patient satisfaction with medical services, which affects loyalty. However, further studies are needed to understand how these religious preferences shape loyalty in Islamic hospitals in Mataram, where the majority of the population is Muslim. Thus, there is a need for a deeper understanding of how Islamic hospital image in Mataram contributes to building patient loyalty. This research aims to bridge this gap by analyzing the role of Islamic values in managing hospital image and its impact on patient loyalty.

The study seeks to identify the elements that shape the image of Islamic hospitals among patients, as well as the factors influencing their loyalty to these hospitals. Given that most residents of Mataram are Muslim, preferences in choosing healthcare services are not solely based on the quality of medical care but also on the extent to which the services align with religious values. This is a crucial element that can strengthen the emotional bond between patients and hospitals.

This study offers novelty by exploring the relationship between the Islamic hospital image and patient loyalty through a comprehensive approach. Previous research has typically focused on service quality without considering the critical role of religious values in forming a strong hospital image. Therefore, this research aims to fill that gap by exploring how specific elements of Islamic hospital image, such as reputation, trust, and Sharia principles, can enhance patient loyalty in Mataram, NTB (Fatima et al., 2018). The scope of this research focuses on private Islamic hospitals in Mataram, considering demographic variations and patients' religious backgrounds. This focus allows for a deeper understanding of how religious preferences and Islamic values influence patient perceptions and loyalty. This approach is expected to provide strategic recommendations for hospital administrators to enhance their Islamic branding and build stronger patient loyalty.

METHOD

This study employed an observational analytic design with a cross-sectional approach, which allowed for the simultaneous measurement of independent and dependent variables. The study population included all inpatients admitted to Siti Hajar Islamic Hospital, Mataram, from January 1 to December 31, 2023, totaling 6,029 patients. Patients were eligible for inclusion if they had been hospitalized for a minimum of two days, were conscious, and demonstrated cooperative behavior.

A proportional stratified random sampling technique was used to ensure representation across different hospital care classes: VIP, Class I, Class II, and Class III. Based on Slovin's formula, the sample size was calculated to be 223 patients, with the distribution as follows: 34 from the VIP class, 48 from Class I, 58 from Class II, and 83 from Class III. This method ensured that the sample accurately reflected the distribution of the overall hospital population.

The primary variables analyzed in this study were hospital image and patient loyalty. The hospital image was assessed through a structured questionnaire covering various aspects of service quality, with responses categorized as either



good or poor. Patient loyalty was evaluated using a Likert scale to gauge satisfaction levels and the likelihood of recommending the hospital to others, with outcomes classified as loyal, moderately loyal, and not loyal.

Key parameters measured included patient perceptions of the hospital image and their levels of loyalty. Data were collected through questionnaires, which captured patient experiences, satisfaction, and overall perceptions of the hospital services. Statistical analysis involved both univariate and bivariate methods. Univariate analysis described the frequency distribution of each variable, including demographic characteristics. Bivariate analysis was conducted using the Chi-square test with 2x2 crosstabulation to determine the association between hospital image (independent variable) and patient loyalty (dependent variable). A significance level of $p < 0.05$ was set, and data were processed using SPSS version 27.00.

RESULTS AND DISCUSSION

Research Location Profile

RSI Siti Hajar Mataram, located on Jl. Catur Warga, East Mataram, is a leading healthcare center in West Nusa Tenggara, offering high-quality medical services. With Paripurna accreditation (Certificate No: 00259/U/III/2023), the hospital ensures the highest service standards and is easily accessible from various parts of the city. Additionally, RSI Siti Hajar serves BPJS patients, expanding healthcare access to the broader community.

RSI Siti Hajar's inpatient facilities include 102 beds across four main wards: Arafah, Jabarrahmah, Multazam, and Zamzam. To support inpatient care, the hospital has a total of 52 nurses, consisting of 22 with D3 diplomas and 30 with a Ners (professional nurse) degree, distributed across the wards (10 in Arafah, 12 in Jabarrahmah, 14 in Multazam, and 16 in Zamzam). By integrating Islamic values into every aspect of its services, RSI Siti Hajar ensures comfort, professionalism, and quality care for all inpatients.

Demographic Variables, Brand Image, and Patient Loyalty

This section presents an analysis of demographic variables, hospital image, and patient loyalty. The focus is on three main aspects: respondent demographic characteristics, perception of the hospital image, and patient loyalty levels. Data from these variables are summarized in the table below, providing a comprehensive overview of the factors that influence patient loyalty at Siti Hajar Islamic Hospital.

Tabel 1. Demographic Variables, Brand Image, and Patient Loyalty (n=223)

| Variable and Category | Brand Image | | Loyalty | |
|-----------------------|---------------|---------------|----------------|--------------------|
| | Good n (%) | Poor n (%) | Loyal n (%) | Not Loyal n (%) |
| Gender | | | | |
| Male | 96 (47.8) | 7 (31.8) | 94 (47.5) | 9 (36.0) |
| Female | 105 (52.2) | 15 (68.2) | 104 (52.5) | 16 (64.0) |
| Age (Years) | | | | |
| <= 19 | 6 (3.0) | 2 (9.1) | 7 (3.5) | 1 (4.0) |
| 20 - 44 | 129 (64.2) | 9 (40.9) | 127 (64.1) | 11 (44.0) |



| Variable and Category | Brand Image | | Loyalty | |
|-----------------------|-------------|-----------|------------|-----------|
| | Good | Poor | Loyal | Not Loyal |
| | n (%) | n (%) | n (%) | n (%) |
| 44 - 59 | 52 (25.9) | 9 (40.9) | 51 (25.8) | 10 (40.0) |
| ≥ 60 | 14 (7.0) | 2 (9.1) | 13 (6.6) | 3 (12.0) |
| Religion | | | | |
| Islam | 175 (87.1) | 18 (81.8) | 172 (86.9) | 21 (84.0) |
| Hindu | 25 (12.4) | 3 (13.6) | 25 (12.6) | 3 (12.0) |
| Christian | 1 (0.5) | 1 (4.5) | 1 (0.5) | 1 (4.0) |
| Education | | | | |
| Primary Education | 34 (16.9) | 3 (13.6) | 31 (15.7) | 6 (24.0) |
| Secondary Education | 86 (42.8) | 6 (27.3) | 87 (43.9) | 5 (20.0) |
| Higher Education | 81 (40.3) | 13 (59.1) | 80 (40.4) | 14 (56.0) |
| Occupation | | | | |
| Government Employee | 49 (24.4) | 9 (40.9) | 47 (23.7) | 11 (44.0) |
| Private Sector | 60 (29.9) | 3 (13.6) | 59 (29.8) | 4 (16.0) |
| Housewife | 53 (26.4) | 5 (22.7) | 51 (25.8) | 7 (28.0) |
| Retiree | 4 (2.0) | 0 (0.0) | 4 (2.0) | 0 (0.0) |
| Entrepreneur | 35 (17.4) | 5 (22.7) | 37 (18.7) | 3 (12.0) |

Table 1 shows that females tend to have a more positive perception of the hospital's brand image, with 52.2% rating the brand as good, compared to 47.8% of males. However, dissatisfaction levels are also higher among females, with 68.2% perceiving the brand image as poor, compared to 31.8% among males. Additionally, female loyalty is slightly higher (52.5%) than male loyalty (47.5%). These findings indicate differences in preferences and sensitivities based on gender, which are crucial to consider. According to Ravichandran (2015), emotional factors and personal experiences play a significant role in shaping patient loyalty, especially among females who may be more sensitive to interpersonal aspects and trust in healthcare services. Therefore, hospital strategies that emphasize empathetic communication and a personal approach may be more effective in attracting and retaining female patients.

From the perspective of age distribution, the majority of respondents aged 20-44 (64.2%) had a positive view of the hospital's brand image. This age group also showed the highest percentage of loyalty (64.1%), indicating that they are more likely to choose and recommend the hospital they trust. Conversely, older age groups (44-59 years) and younger ones (≤19 years) showed higher levels of dissatisfaction, at 40.9% and 9.1%, respectively. These findings suggest that service expectations and preferences vary by age, with the productive age group being more responsive to promotions focusing on modern and efficient services. Guo et al. (2020) also confirm that good service quality directly contributes to patient loyalty across different age groups, indicating that hospitals need to tailor their approach to various demographic segments.



Regarding religious distribution, respondents of the Islamic faith dominated positive perceptions of the hospital's brand image, with 87.1% rating it as "good," and 86.9% showing loyalty. On the other hand, the lowest loyalty percentage came from Christian respondents, at only 0.5%. This indicates that religious factors can influence perceptions of quality and loyalty, particularly in communities with a religious majority. Rahman et al. (2021) suggest that alignment between services provided and patients' religious values can enhance trust and loyalty, emphasizing the importance of inclusive and culturally aligned services within hospital settings.

The distribution based on education shows that respondents with a secondary education background had the highest positive rating of the brand image (42.8%). However, those with higher education showed greater dissatisfaction (59.1%). This reflects that individuals with higher education tend to have greater expectations of service quality and are more critical in assessing their experiences. Findings by Sadeh (2017) confirm that patients with higher education may be more selective and demand better service quality, suggesting the need to improve service quality across all aspects, particularly in transparency of information, technology, and professional communication.

Based on occupation, respondents working in the private sector recorded the highest positive perception of the hospital's brand image (29.9%) and demonstrated strong loyalty (29.8%). Conversely, retirees showed high loyalty without any dissatisfaction, with 100% expressing loyalty. This indicates that work experience and exposure to various types of healthcare services influence patient perceptions. According to Guo et al. (2020), service quality plays a significant role in creating perceived value, which ultimately enhances loyalty, particularly among professional workers who may prioritize efficiency and credibility when choosing healthcare services. Therefore, approaches that focus on service efficiency and innovation may be more effective in attracting and retaining loyalty from private sector employees, while more personalized and empathetic approaches may be better suited for retirees.

From a descriptive statistical standpoint, out of the 223 respondents analyzed, 90.1% gave a positive assessment of the hospital's brand image, while 9.9% rated it as poor. In terms of loyalty, 88.8% of respondents demonstrated loyalty to the hospital, whereas 11.2% were not loyal. The data indicates that females, despite providing more positive assessments, were also more critical of aspects of the service they found lacking.

Age data reveals that the productive age group (20-44 years) showed the highest loyalty, offering hospitals an opportunity to develop marketing strategies focused on promoting healthy lifestyles and modern services. From a religious perspective, loyalty was dominated by respondents of the Islamic faith, while variations among other religious groups indicated the need for a more inclusive and personalized approach. Respondents with higher education, though more critical, present opportunities for hospitals to improve services and communication to meet



higher standards, while more tailored offerings could attract private sector employees who have shown strong loyalty.

These findings provide deep insights into how various demographic factors influence patient perceptions and loyalty toward the hospital's brand image. Suki (2011) found that commitment and trust built from personal interactions between hospital staff and patients can play a key role in establishing long-term loyalty, especially in addressing dissatisfaction. Understanding these variations is crucial for hospitals to develop differentiated strategies according to the needs and preferences of each demographic group.

For instance, improving empathetic communication and adopting a personalized approach can enhance loyalty among female patients, while strategies focused on efficiency and technological innovation can appeal to the productive age group and those with higher education. Additionally, service personalization based on cultural sensitivity and religious values can boost trust and loyalty in specific communities, in line with the findings of Rahman et al. (2021) on the importance of services that align with religious values. Thus, hospitals can effectively improve service quality, strengthen a positive brand image, and maintain patient loyalty over the long term.

Influence of Brand Image on Patient Loyalty

The table below presents the influence of the hospital's brand image on patient loyalty, detailing the results from the 2x2 crosstab analysis and the chi-square test. The analysis provides a comprehensive view of how brand image correlates with patient loyalty.

Table 2. Crosstab Analysis of the Influence of Brand Image on Patient Loyalty

| Brand Image | Patient Loyalty | | Sig** | Decision |
|-------------|-----------------|------------|-------|--------------|
| | Loyal | Not Loyal | | |
| Good | 194 (96,5%) | 7 (3,5 %) | ≤,001 | Ha: Accepted |
| Poor | 4 (18,2%) | 18 (81,8%) | | |
| Total | 198 (88,8%) | 25 (11,2%) | | |

**Chi-square test

The 2x2 crosstab analysis shows a significant association between hospital brand image and patient loyalty. In the Positive Brand Image category, 194 respondents (96.5%) were classified as loyal, while only 7 respondents (3.5%) were not loyal. Conversely, in the Negative Brand Image category, the majority of respondents (18 or 81.8%) were categorized as not loyal, with only 4 respondents (18.2%) being loyal. The chi-square test supports these results, showing a p-value of ≤ 0.001, confirming the statistical significance of the association between hospital brand image and patient loyalty. Therefore, the alternative hypothesis (Ha) is accepted, indicating a positive correlation between a strong brand image and increased patient loyalty.



These findings highlight the importance for hospitals to maintain and enhance their brand image to improve patient retention. They affirm that a positive hospital image significantly influences patients' decisions to continue using the services and recommend them to others. This aligns with findings by Guo et al. (2020), who state that service quality positively correlates with perceived value, patient satisfaction, and loyalty. The study also emphasizes the critical role of hospital image in building long-term relationships with patients. When hospitals can establish a good image, patients are more likely to remain loyal because they feel trust and comfort in the quality of services provided. This is further supported by Suki (2011), who found that patient commitment and trust in healthcare providers are key factors in fostering loyalty, particularly in the healthcare sector.

Previous research by Ravichandran (2015) supports these findings by demonstrating that reliable strategies and dependable services are essential in maintaining patient loyalty, especially in competitive environments. In this context, a positive image serves as a bridge between patients' positive experiences and their intention to return to the service in the future. As suggested by Fatima et al. (2018), high service quality directly enhances patient satisfaction, which mediates the relationship between service quality and loyalty. This indicates that while promotion and public communication can build an initial image, consistent positive experiences are crucial for maintaining patient loyalty.

The study provides several important implications for hospital management. Firstly, the significance of a positive image as a determinant of patient loyalty should be a primary focus in marketing strategies. Research shows that hospitals with a strong and positive image are more capable of retaining patients compared to those without a favorable image (Trisno & Berlianto, 2023). Additionally, Lis et al. (2011) state that willingness to recommend is a key indicator of patient loyalty, which is greatly influenced by the perception of service quality. Therefore, hospitals should focus on creating positive perceptions through quality services and appropriate promotion.

Moreover, Zarei et al. (2012) highlight that elements of service quality, such as processes, interactions, and the environment, are crucial in shaping patients' perceived value and behavior intentions. Consequently, focusing on improving the quality of personal interactions, efficient processes, and a comfortable physical environment should be management's priority to enhance the hospital's brand image. Engagement with the surrounding community is also a factor that can strengthen the hospital's image. Abhijeet & Sujata (2019) emphasize the importance of relationship marketing in building patient loyalty, involving efforts by hospitals to stay connected with the community through social and health activities. This shows that hospitals active in social initiatives demonstrate care not only for their patients but also for the wider community. This can improve the hospital's positive image and build a loyal patient base.

It is essential to understand that a positive hospital image is not only shaped by internal aspects such as service quality and staff interactions with patients, but also by external perceptions that can be influenced by promotion and public communication. The study by Saleem et al. (2015) suggests that brand awareness, perceived quality, and brand image should be seen as interconnected components



in building loyalty. When hospitals can communicate their strengths clearly and attractively, it helps strengthen a positive brand image and increases patient retention.

Hospital management should leverage various communication channels, both digital and traditional, to promote service quality and deliver messages that can build patient trust. For example, campaigns highlighting hospital achievements in healthcare, awards received, or patient success stories can help build a stronger positive image. Hospitals should also be responsive to online reviews and feedback to maintain a good reputation in the community. Guo et al. (2020) underline that effective communication about commitment to service quality enhances perceived value and ultimately loyalty.

However, it is crucial to realize that improving the hospital image is not just about creating a positive perception through promotion, but also ensuring consistent and satisfying experiences for patients. Findings by Lin & Yin (2022) emphasize that service quality, brand image, and perceived value are positively related to patient loyalty. Therefore, hospitals must ensure that the promises conveyed through promotion and public communication align with the actual quality of services received by patients. Positive and consistent experiences will strengthen the hospital's image and deepen patient loyalty, requiring a holistic approach where all service elements, from administrative staff, medical personnel, to physical facilities, contribute to creating an excellent patient experience.

This study also shows that patient loyalty is greatly influenced by emotional elements built from personal interactions with hospital staff. Ghorbanzadeh (2024) states that trust between patients and service providers acts as a bridge that strengthens long-term relationships. Warm interactions, empathy, and sincere care from medical staff play an important role in building that trust. Therefore, continuous training for staff on how to communicate and serve patients better is necessary. In this context, it is important for hospitals to manage their brand image sustainably. Patient loyalty is dynamic and can change based on recent interactions and experiences. Durmuş & Akbolat (2020) assert that patient satisfaction plays a mediating role between hospital image and loyalty, which means that even if the hospital has a good image, if the patient experience is inadequate, their loyalty may decline. Therefore, hospitals must be proactive in identifying and addressing issues that could affect patient satisfaction.

The findings of this study have important implications for facing increasing competition in the healthcare sector. Hospitals with a strong and positive image are more likely to survive and grow in a competitive market. For example, Akob et al. (2021) show that superior service quality is the core of consumer appeal in choosing healthcare providers, reinforcing the importance of maintaining service quality in market competition. In conclusion, this study emphasizes the critical role of brand image in shaping patient loyalty. A strong brand image not only increases the likelihood of patients returning but also makes them more likely to recommend the hospital to others. Therefore, hospitals should focus on building a positive image through superior service quality, good patient interactions, and effective and transparent communication strategies.



Ultimately, hospitals that successfully build and maintain a positive image will be better positioned to face competitive challenges in the healthcare sector. Through a proactive and responsive approach to brand image management, hospitals can enhance patient trust and loyalty, which in turn supports long-term growth and sustainability. Thus, investing in image management and service quality not only benefits direct loyalty but also strengthens the hospital's position in a competitive industry.

CONCLUSION

This study shows that a positive hospital brand image significantly enhances patient loyalty. The crosstab analysis revealed that most respondents who rated the hospital's brand image as good were more likely to be loyal patients. This finding is reinforced by the chi-square test, which showed a significance value of ≤ 0.001 , confirming a strong association between a positive hospital image and patient loyalty. The main implication of these results is the importance for hospitals to continuously build and maintain a positive image to improve patient retention.

The contribution of this study lies in strengthening the understanding of the crucial role of hospital image in shaping patient loyalty, especially in the context of Islamic-based hospitals in Mataram. Unlike previous research that generally emphasized service quality, this study highlights that perceptions of a good brand image can be a key factor in encouraging patients to return and recommend the hospital's services. This indicates that non-technical aspects such as trust, and reputation play a vital role in the healthcare sector. The study suggests that hospitals adopt a more holistic approach in managing their image, including effective communication, improving service quality, and a more inclusive approach to patient needs. Relevant further research could include deeper exploration of how elements such as trust, and reputation interact with patient demographic variables and their impact on long-term loyalty.

RECOMMENDATION

1. Hospital Director

The director should establish strategic policies to improve service quality, effective marketing strategies, and communication transparency. These policies are designed to strengthen the hospital's brand image and enhance patient loyalty through regular evaluations. The goal is to build a strong hospital brand and increase patient trust, which will contribute to patient retention and the hospital's long-term reputation.

2. Marketing Manager

The marketing manager should implement promotional policies that highlight the hospital's service excellence, facilities, and core values. Marketing campaigns should target a broad audience across various media to ensure a positive hospital image. Collaboration with other units is essential for message continuity and alignment with the hospital's mission and vision.

3. Human Resources (HR) Manager

The HR manager should enforce ongoing training policies for staff, focusing on communication, complaint handling, and professional conduct. These training



sessions aim to foster a patient-centered service culture. Regular evaluations are conducted to assess effectiveness and adjust programs, ensuring continuous improvement in service quality.

4. Customer Service Manager

The customer service manager should implement an efficient feedback and complaint-handling system. This system enables patients to provide input through various platforms, with quick response mechanisms. Feedback data analysis helps identify areas that need improvement, thereby strengthening loyalty through enhanced patient satisfaction.

5. Public Relations and Community Development Manager

The PR manager should enforce transparency policies regarding service information and costs, and actively participate in community activities. This builds trust through accurate information and social programs that strengthen the hospital's positive image. Collaboration with communities and public education activities demonstrates the hospital's commitment to societal well-being, fostering long-term relationships with patients.

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