

# THE INFLUENCE OF SERVICE QUALITY AND PROMOTION ON PATIENTS' SATISFACTION AND ITS IMPLICATION ON PATIENTS' LOYALTY

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## ABSTRACT

*The Central Cimahi Health Centre, a prominent healthcare facility in the Cimahi City area, plays a crucial role in providing quality services to alleviate the public's health concerns. Alongside this, the centre is tasked with promotion initiatives, aimed at educating the community and familiarizing them with the services and facilities available. Despite these responsibilities, the Central Cimahi Community Health Centre encounters challenges in optimizing service quality, particularly in the administration department, which is perceived as suboptimal, less friendly, and somewhat intimidating. Furthermore, the promotional efforts are deemed ineffective, failing to reach the target audience and resulting in a lack of awareness among the public about ongoing activities. This study adopts a descriptive verification research approach, utilizing a combination of primary and secondary data. The research population consists of all outpatients who have accessed services at the Central Cimahi Health Centre, Cimahi City. Quota random sampling was employed, with inclusion criteria focusing on patients who underwent outpatient treatment multiple times at the health centre. The findings reveal that patient perceptions of service quality, promotion, satisfaction, and loyalty at the Central Cimahi Health Centre are consistently rated as very high. Service quality perceptions are influenced by the availability of comprehensive and comfortable facilities. Effective promotion is attributed to easily understandable content. Patient satisfaction is shaped by the accessibility of services, emphasizing simplicity. Loyalty is evidenced by a high interest in accessing additional services at the health centre and a willingness to recommend services to family and colleagues. Moreover, the research identifies significant positive correlations: service quality positively impacts patient satisfaction, promotion positively influences patient satisfaction, and patient satisfaction positively affects patient loyalty. These insights provide valuable information for enhancing the overall effectiveness of the Central Cimahi Community Health Centre.*

**Keyword:** - loyalty, promotion, service quality, patients' satisfaction.

## 1. INTRODUCTION

In accordance with Government Regulation no. 47 of 2016, a health facility is defined as a dedicated space for the provision and execution of health services, whether managed by governmental bodies or independently. Its fundamental purpose is to generate fourfold impacts, encompassing treatment or health enhancement (curative function), disease and infection prevention (preventive function), dissemination of various health-related behaviours and habits, alongside the availability of healthcare amenities (promotional function), and restoration of health for affected communities (rehabilitative function). Among the plethora of health service facilities prevalent in Indonesian society, community health centres, commonly referred to as Puskesmas, stand out as a quintessential example. These institutions serve as pivotal hubs in delivering comprehensive healthcare services to local communities, thereby contributing significantly to the well-being and vitality of the populace.

In accordance with regulations set by the Minister of Health, Community Health Centres are defined as primary scope facilities providing both inpatient and outpatient services, with specific standards ensuring operational feasibility and optimal staffing levels for impactful community service delivery. Given their focus on basic healthcare, it's imperative for Community Health Centres to enhance competitiveness and survivability through added value propositions. This could involve diversifying services to include preventive healthcare programs, community outreach, health education, or complementary services like nutrition counselling and mental health support. By broadening their scope and fostering partnerships while prioritizing patient-centred care and leveraging technology, Community Health Centres can effectively position themselves as holistic healthcare hubs, better meeting the evolving needs of their communities and ensuring long-term sustainability in the dynamic healthcare landscape.

Beyond their role as providers of healthcare services, community health centres possess significant capacity and business potential, given the perpetual demand from the community for tailored, appropriate, and high-quality health services. Furthermore, community health centres function as organizations with a business imperative, aiming to generate profits to sustain operations and expand their impact. To meet these objectives, community health centres can leverage the marketing function, akin to business organizations, to effectively promote their services and stimulate desired levels of consumer engagement and uptake. Through strategic marketing initiatives, community health centres can enhance visibility, communicate value propositions, and cultivate trust within their communities, ultimately facilitating increased utilization of their services and ensuring financial viability while fulfilling their core mission of healthcare provision.

Surahmah et al. [1] indicates that enhancing service quality can cultivate robust customer loyalty, particularly when customers express high satisfaction with the service provided. Within the realm of healthcare services, customer satisfaction is gauged by the extent to which their medical and welfare requirements are fulfilled. When customers perceive that the service they receive aligns with or surpasses their expectations, they are inclined to exhibit greater loyalty and may advocate for the service to others. Consequently, initiatives aimed at elevating service quality within community health centres can yield favourable outcomes, not only in retaining current clientele but also in attracting new patrons through word-of-mouth recommendations and the positive influence of satisfied customers. In the study of Al-Mhasnah et al. [2], identified that service quality formed by the SERVQUAL dimension has a significant influence on consumer satisfaction. Similar result was identified by Srinivas Rao & Charan Sahu [3] and Rita et al. [4] were based on measurements of service quality dimensions using the SERVQUAL approach, it was found that there is a significant correlation between service quality and consumer satisfaction.

Marketing functions can be carried out in various types, namely business to customer (B2C), business to business (B2B), and business to government (B2G) [5]. The desired target market of a health centre inherently shapes the type of marketing or promotional strategies employed, aiming for optimal purchasing outcomes and revenue enhancement. Community health centres may adopt various approaches tailored to their specific target demographics. Some centres might establish contractual agreements with corporations to stimulate utilization of health services among their employees, while others may collaborate with governmental bodies to attract consumers from the national civil service. Additionally, outreach initiatives targeting the public can be conducted to promote affordable access to health services offered by the centre. By strategically aligning marketing efforts with the needs and preferences of their target market, community health centres can effectively drive engagement, utilization, and ultimately, bolster their financial sustainability.

Basically, promotional objectives contain three elements, namely providing information, influencing and reminding customers about the company and the products offered [6]. With the support of good visual design, promotion can also be used as an effective tool in increasing public knowledge about the virtues of healthy living [7]. More than that, health promotion will also help health facilities to socialize the various services they have, as well as supporting infrastructure to optimize public trust in these health facilities [8]. From a number of research results, health promotion is a vital aspect in socializing the various facilities and services provided at community health centres, but also an important factor in increasing health knowledge.

Puskesmas, or Community Health Centres, serve as pivotal healthcare facilities accessible to the Indonesian population, often serving as the primary point of contact for health services. Governed by regulations such as Mayor Decree No. 1 of 2014, specific to the Cimahi City Government area, the Central Cimahi Community Health Centre operates as a technical implementation unit under the Cimahi City Health Service. Its responsibilities encompass various aspects of health development within its jurisdiction, including driving health-oriented community empowerment initiatives and providing essential primary healthcare services. These efforts are delineated through individual and public health endeavours, aligning with the overarching vision, mission, motto, and values of health development articulated within the Cimahi Sehat Mandiri 2022 movement. Through strategic alignment with these

guiding principles, the Central Cimahi Community Health Centre aims to enhance community well-being and promote self-reliant health practices, contributing to the overarching goal of achieving a healthier populace by 2022. As a key healthcare provider serving the community within the Cimahi City area, the Central Cimahi Community Health Center situated near Cimahi Square has a paramount responsibility to deliver high-quality services that alleviate the public health burden, particularly concerning the provision of first aid with standards and optimal service quality. Ensuring optimal service quality is imperative, aiming to attain a level of patient satisfaction that fosters trust in the health centre as a dependable healthcare provider institution. This entails implementing rigorous standards and protocols for first aid procedures, coupled with continuous training and education for healthcare staff to maintain proficiency and competence. Additionally, fostering a patient-centric approach, ensuring accessibility, and actively soliciting feedback from the community are essential strategies to uphold and enhance service quality standards, ultimately solidifying the Central Cimahi Community Health Centre's reputation as a trusted and reliable healthcare resource for the community.

The surge in patient visits at the Central Cimahi Community Health Centre over the past three years, from 16,109 patients in 2020 to 28,914 patients in 2021, and further to 38,409 patients in 2022, indicates several potential factors contributing to this escalation. Firstly, demographic shifts and population growth within the catchment area could have increased the demand for healthcare services. Additionally, heightened awareness of health issues due to public health campaigns or increased prevalence of certain diseases might have prompted more individuals to seek medical attention. Moreover, improvements in the accessibility and availability of healthcare services, coupled with enhanced service quality and reputation of the health centre, could have also influenced the surge in patient visits. Furthermore, external factors such as the COVID-19 pandemic might have led to heightened health concerns and increased healthcare-seeking behaviour among the populace. Analysing these factors comprehensively can provide insights into the drivers behind the escalation in patient visits, enabling the health centre to tailor its strategies and resources to meet the evolving needs of the community effectively.

Indeed, the escalation in patient visits at the Central Cimahi Community Health Centre could also be attributed to an increase in promotional activities conducted by the health centre. Various promotional endeavours, such as health education initiatives and dissemination of information about the services and facilities offered at the Community Health Centre, play a crucial role in raising awareness and stimulating healthcare-seeking behaviour among the community. These promotional activities utilize diverse media channels including leaflets, pamphlets, brochures, flyers, videos, local television advertisements, banners, posters, and infographics. By effectively leveraging these promotional strategies, the health centre can effectively communicate its value proposition, enhance visibility, and encourage greater utilization of its services, thus contributing to the observed surge in patient visits. Continuing to innovate and refine promotional efforts in alignment with the evolving needs and preferences of the community can further amplify the impact of these initiatives in promoting health and well-being within the catchment area.

The assessment of patient satisfaction through distributed questionnaires revealing complaints regarding service quality, such as unfriendly staff, long waiting times, and confusing queues at the Central Cimahi Community Health Centre, raises significant concerns. Particularly noteworthy is the dissatisfaction reported not only with administrative personnel but also with medical staff, including attending doctors. This feedback is further corroborated by negative assessments on platforms like the Google Review page. However, juxtaposed with the significant escalation in patient visits over the last three years, it suggests a potential anomaly, or a non-dominant case compared to overall positive outcomes that may not be optimally highlighted based on patient opinion alone. Therefore, it becomes imperative for the health centre to conduct a comprehensive analysis of patient feedback, identifying areas for improvement and implementing targeted interventions to address service quality issues. Strategies may include enhancing staff training on patient communication and empathy, streamlining administrative processes to minimize wait times, and improving signage and communication to facilitate better patient navigation. By proactively addressing these concerns, the health centre can optimize patient experiences and further solidify its reputation as a trusted healthcare provider within the community.

The feedback regarding the lack of clear signposts and confusing facility layout at the Central Cimahi Health Centre is crucial for improving the overall patient experience. Clear and visible signage is essential for guiding patients to various facilities within the health centre, such as dental clinics or vaccination sites, thereby reducing confusion and facilitating efficient navigation. Additionally, optimizing the placement of waiting rooms and improving communication about queue numbers can enhance the organization and flow of patient traffic, ensuring that individuals receive services in an orderly manner. To address these issues, the health centre could consider conducting a comprehensive assessment of its facility layout and signage, identifying areas for improvement, and implementing targeted interventions such as installing clear signage at strategic locations and redesigning waiting areas for better functionality and accessibility. Moreover, leveraging technology such as digital displays or mobile apps for queue management can further streamline the patient experience and minimize wait times. By prioritizing



these enhancements, the Central Cimahi Health Centre can effectively improve patient satisfaction and ensure a more seamless and efficient healthcare delivery process for the community.

The findings from simple patient interviews reveal a critical gap in the dissemination of promotional activities by the Central Cimahi Health Centre. While promotions are being conducted, a significant portion of patients remain unaware of them, primarily because these efforts are predominantly limited to conventional media channels such as television or radio. Moreover, promotional materials such as standing banners, leaflets, and pamphlets have not been effectively distributed to the target audience, further impeding awareness and engagement. Additionally, the absence of a dedicated call centre exacerbates the challenge of accessing information or lodging complaints, hindering effective communication between the health centre and the community. This underscores the importance of diversifying promotional strategies to include a broader range of channels, such as community events, social media platforms, and local partnerships, to reach a wider audience effectively. Furthermore, establishing a call centre or implementing alternative communication channels can enhance accessibility and facilitate seamless interaction between the health centre and the public, thereby improving awareness and understanding of available services. By addressing these shortcomings and enhancing communication efforts, the Central Cimahi Health Centre can bridge the gap in promotion, foster greater community engagement, and ensure that its services are more widely known and accessible to those in need.

In several studies that have been conducted previously, it is known that a strong correlation and collaboration is needed between promotional activities and service quality to produce optimal patient satisfaction [9], [10], [11], [12]. The data from the Central Cimahi Health Centre presents an interesting phenomenon where despite identified weaknesses in service quality, there has been a significant increase in patient visits over the last three years (2020-2022). This suggests that contrary to the majority of research findings, patient loyalty at the health centre remains relatively strong, evidenced by the rising number of visits. Furthermore, this increase in patient visits implies not only a retention of existing patients but also the attraction of new patients to the facility. While complaints from patients indicate areas for improvement in service quality, the sustained growth in patient visits may be attributed to other factors such as convenience of location, affordability, or perceived value of services provided. It's important for the Central Cimahi Health Centre to leverage this positive trend in patient visits while also addressing identified weaknesses in service quality to ensure continued satisfaction and loyalty among its patient population. This could involve implementing targeted quality improvement initiatives, enhancing communication and transparency with patients, and ensuring that promotional efforts align with the actual patient experience. By balancing efforts to maintain patient loyalty and address service quality issues, the health centre can strive towards delivering optimal healthcare services and fostering lasting relationships with its community.

The background described indeed suggests an intriguing dynamic between promotional activities, service quality, patient satisfaction, and loyalty at the Central Cimahi Health Centre. Despite identified weaknesses in service quality, the significant increase in patient visits implies a level of satisfaction and loyalty that may be influenced by promotional efforts. This deviation from the findings of previous studies sparks the author's interest in conducting research to delve deeper into the relationship between service quality, promotions, patient satisfaction, and loyalty specifically within the context of the Central Cimahi Health Centre. The proposed research aims to investigate the impact of service quality and promotional activities on patient satisfaction and subsequent loyalty formation at the health centre. By analysing these factors comprehensively, the study seeks to provide valuable insights into the unique dynamics at play in shaping patient perceptions and behaviours within the healthcare setting. Additionally, the research could potentially inform strategic initiatives aimed at optimizing service quality, enhancing promotional effectiveness, and fostering long-term patient loyalty at the Central Cimahi Health Centre, ultimately contributing to improved healthcare delivery and patient outcomes.

## 2. LITERATURE REVIEW

Management or management is the foundation of organizational success. Management itself can be stated as the art and science of managing various resources in an organization, as an effort to achieve predetermined goals [13], [14]. Human resources indeed play a pivotal role in the management of health facilities, particularly hospitals, as they significantly influence various aspects related to the sustainability and competitiveness of these facilities within the healthcare industry. The individual performance of each component within the hospital's health service system, including healthcare professionals, administrative staff, and support personnel, collectively shapes the overall service quality offered by the hospital. Effective recruitment, training, and retention strategies are essential for ensuring a skilled and motivated workforce capable of delivering high-quality care and meeting the evolving needs of patients. Moreover, fostering a culture of continuous learning, professional development, and teamwork among staff members is paramount for enhancing service excellence and driving innovation within the healthcare facility. By investing in human resources management practices that prioritize employee satisfaction, engagement, and well-

being, hospitals can cultivate a positive organizational climate conducive to delivering superior healthcare services and maintaining a competitive edge in the dynamic healthcare landscape.

Based on the theory put forward by Kenkel & Crossan [15], Human resource management encompasses a range of strategic actions and management policies aimed at effectively utilizing human resources to achieve organizational objectives. It involves decision-making processes related to recruitment, training, performance evaluation, compensation, and employee development, among others, with the overarching goal of maximizing the contributions of personnel towards organizational success. Furthermore, human resource management is regarded as a field of study focused on optimizing the utilization of human resources to create strategic advantages within industries. This involves aligning HR practices with broader organizational strategies, fostering a supportive work environment, and leveraging the skills and capabilities of employees to drive innovation, productivity, and competitive advantage. By adopting strategic HR management approaches, organizations can capitalize on their human capital to achieve sustainable growth and maintain a competitive edge in the marketplace [16].

Mustika et al. [17] develop a quality measurement formulation based on the level of consumer complaints regarding health services, the benefits obtained, and the costs that consumers must incur. Badri et al. [18] states that the level of satisfaction, which is often used as a quality reference, is a measurement aspect that is formed based on the identification of performance advantages or disadvantages displayed in forming the quality of the service itself. Differently, Ghimire et al. [19] developing the concept of quality measurement by expanding the scope of SERVQUAL which was initiated by Ziethaml et al. [20] which consists of physical evidence, reliability, responsiveness, assurance, and empathy.

Physical evidence (tangible) is a service in the form of physical facilities such as equipment and tools used (technology). Meanwhile, reliability is the ability to provide a level of service with optimal accuracy and suitability. Responsiveness describes the responsiveness of an organization, to help and provide services to consumers quickly and precisely. Guarantee (assurance) is the capacity that an organization has and practices with consumers to generate trust or confidence in the organization's ability to meet their needs [21]. Related to empathy, Kotler et al. [21] defines that empathy is the willingness to feel, care, and express concern for consumers or the problems faced by consumers.

Based on the provided description, service quality in healthcare can be defined as the consistent ability to deliver patient satisfaction by providing services effectively, efficiently, and accurately in accordance with predetermined standards and guidelines. This entails meeting the needs of patients and ensuring that they feel satisfied with the care they receive. In essence, the quality of health services can be represented by the effectiveness of activities that directly or indirectly contribute to patient health and satisfaction. Therefore, healthcare organizations must strive to maintain high standards of service quality through adherence to protocols, continuous improvement efforts, and a patient-centred approach to care delivery. By prioritizing service quality, healthcare providers can enhance patient outcomes, foster trust and loyalty, and ultimately achieve excellence in healthcare delivery.

Indeed, marketing activities play a crucial role in the success of organizations within the health services sector, particularly in achieving goals related to patient satisfaction and loyalty. Effective marketing strategies enable healthcare providers to effectively communicate their value proposition, services, and unique offerings to the target audience. By understanding patient needs, preferences, and behaviours, healthcare organizations can tailor their marketing efforts to resonate with their target demographic, thereby attracting and retaining patients. Moreover, strategic marketing initiatives can enhance brand awareness, build trust, and differentiate the organization from competitors, ultimately driving patient satisfaction and fostering long-term loyalty. From promoting preventive care services to highlighting specialized treatments, marketing activities empower healthcare providers to connect with patients, engage them in their healthcare journey, and ultimately deliver a positive patient experience. Therefore, integrating robust marketing strategies alongside effective human resource management practices is essential for optimizing patient satisfaction and loyalty, ultimately contributing to the overall success and sustainability of healthcare organizations [22].

Promotion is also a way to communicate the existence and value of a product to potential customers [23]. Fietroh & Kristiana [24] explains that promotion is a set of actions aimed at increasing sales, as well as a strategy to invite potential consumers to make transactions. Ulus [25] argued that promotion is a form of marketing communication which is a marketing activity that seeks to disseminate information, influence/persuade, and/or increase the target market for a company and its products so that they are willing to accept, buy, and be loyal to the products offered by the company in question. Absolutely, promotional activities must align with maintaining product or service quality to achieve the desired level of satisfaction effectively. In the context of health facilities, satisfaction is indeed the outcome of healthcare providers delivering quality services that meet or exceed patient expectations. When promotional efforts accurately reflect the high standards of care offered by the facility, patients are more likely to perceive value in the services provided and experience satisfaction with their healthcare experience. Therefore,

maintaining a balance between promotional activities and service quality is essential for fostering patient satisfaction and loyalty. By consistently delivering on promises made through promotions and ensuring that the quality of care remains high, health facilities can enhance patient experiences, build trust, and ultimately achieve long-term success in the healthcare industry [26], [27]. Based on these perspectives, it can be concluded that patient satisfaction refers to the extent to which patients' healthcare needs are met in comparison to their expectations regarding the quality of services provided. A higher level of patient satisfaction is indicative of a successful fulfilment of healthcare needs and expectations, which in turn can lead to increased profitability for a health facility. Satisfied patients are more likely to return for future services, recommend the facility to others, and remain loyal to the organization. This positive word-of-mouth and repeat business contribute to enhanced revenue and financial performance for the health facility. Therefore, prioritizing patient satisfaction is not only essential for fulfilling the organization's mission of providing quality care but also for achieving financial success and sustainability in the healthcare industry [28].

Indeed, there is a growing recognition worldwide of the importance of measuring patient satisfaction as a key indicator of healthcare delivery and quality of care reform. In many countries, the shift towards prioritizing the patient perspective in healthcare assessments reflects an understanding of the pivotal role that patient satisfaction plays in shaping healthcare outcomes and driving improvements in service delivery. Several studies have highlighted the positive correlation between patient satisfaction and various aspects of healthcare delivery, including loyalty to healthcare providers, establishment of strong relationships with the healthcare system, and ultimately, improved service quality. Satisfied patients are more likely to develop trust in their providers and feel confident in the care they receive. This sense of trust and confidence fosters loyalty, encouraging patients to continue seeking care from the same providers and engaging with the healthcare system over time. Furthermore, patients who are satisfied with their healthcare experiences are more inclined to actively participate in their own care, follow treatment plans, and adhere to medical recommendations. This proactive engagement contributes to better health outcomes and overall satisfaction with the healthcare system. As a result, healthcare organizations and policymakers are increasingly recognizing the value of measuring and prioritizing patient satisfaction to drive improvements in service quality, enhance patient experiences, and ultimately achieve better healthcare outcomes for individuals and communities alike. [29], [30].

Naidu [31] The statement accurately reflects the concept of patient satisfaction as a perception formed by comparing patient expectations with the quality of services provided by healthcare providers. This comparison is essential for assessing the effectiveness of healthcare delivery and informing the design and management of healthcare services. Patient satisfaction serves as valuable feedback for evaluating service quality and identifying areas for improvement within the healthcare system. Additionally, the statement identifies several key indicators of patient satisfaction, including Access to Service, Quality of Service, Quality of Process, and Quality of System. These indicators encompass various aspects of the healthcare experience, such as the ease of accessing care, the effectiveness and appropriateness of treatments received, the efficiency and professionalism of healthcare processes, and the overall functioning and organization of the healthcare system. By evaluating these indicators, healthcare organizations can gain insights into the factors that contribute to patient satisfaction and implement targeted strategies to enhance the quality of care provided. In summary, patient satisfaction is a critical component of healthcare assessment and quality improvement efforts, and the identified indicators help healthcare organizations measure and monitor patient perceptions to ensure the delivery of high-quality, patient-centred care.

The statement emphasizes the significance of patient satisfaction as an outcome of healthcare services and underscores the importance of measuring it to guide improvements in the healthcare system. Indeed, patient satisfaction serves as a crucial metric for assessing the effectiveness of healthcare delivery and identifying areas in need of enhancement. Furthermore, the statement highlights the necessity for reliable and trustworthy tools to measure patient satisfaction accurately. Valid and robust measurement tools ensure that the feedback obtained is meaningful and actionable, enabling healthcare organizations to make informed decisions and implement targeted interventions to improve patient experiences. By prioritizing the measurement of patient satisfaction and using reliable assessment tools, healthcare systems can effectively gauge the quality of care provided, identify areas for improvement, and drive positive changes that enhance patient outcomes and satisfaction. This approach fosters a patient-centred healthcare environment that prioritizes the needs and preferences of individuals, ultimately leading to better health outcomes and increased patient satisfaction. [30]. Kotler & Armstrong [32] stated that there are four methods for measuring satisfaction, namely a complaint and suggestion system, customer satisfaction surveys, ghost shopping, or lost customer analysis.

Basically, service satisfaction is something that is intangible but can fulfil the needs and desires of customers or society, so that it can provide satisfaction [33]. Satisfaction of health service users is generally influenced by factors such as communication, empathy, cost, physical appearance (cleanliness and comfort provided by service personnel to patients), safety, skills (reliability) and responsiveness[34]. According to Swain & Kar [27], Patient satisfaction



can be measured based on the quality produced in the process of doctor services, nursing services, nutritional services, laboratory services, pharmaceutical services, administrative services, public facilities and services. From this definition, the characteristics of patient satisfaction can be said to be closely related to the formation of the quality of health services which will then result in a series of purchases and proportion of purchases, or purchase probability, level or measure of customer closeness to a product or service, positive feelings towards the product or service, regular use of the same product or service. In the long term, optimal service quality, maintained patient satisfaction, and consistency in providing good service will result in customer loyalty [31]. A customer will show a loyal attitude if a company is able to provide satisfaction to its customers.

Loyalty is a level of psychological tendency of positive, consistent and repeated consumer attitudes and behaviour to carry out an activity that has the power of loyalty to the various references they encounter to continue to choose things that are in the form of or at least different from the attributes they already have [35]. The level of loyalty of consumers towards a particular brand of goods or services depends on several factors, namely: the amount of costs to switch to another brand of goods or services, the similarity in quality, quantity or service of substitute types of goods or services, the risk of changes in costs due to the goods or replacement services and changes in the level of satisfaction obtained from the new brand compared to experience with the previous brand that has been used [36].

Creating strong and close relationships with customers is the key to success in creating loyalty. Based on the opinion of Kotler & Keller [21], there are several strategies to build customer loyalty, such as improving the quality of interactions with customers, developing loyalty programs, applying marketing personalization, and creating institutional ties. According to Griffin [37] Loyal customers are customers who have characteristics namely, (1) Regular repeat purchases; (2) Purchases across product and service lines; (3) Other referrals; and (4) Immunity from competition.

### 3. METHOD

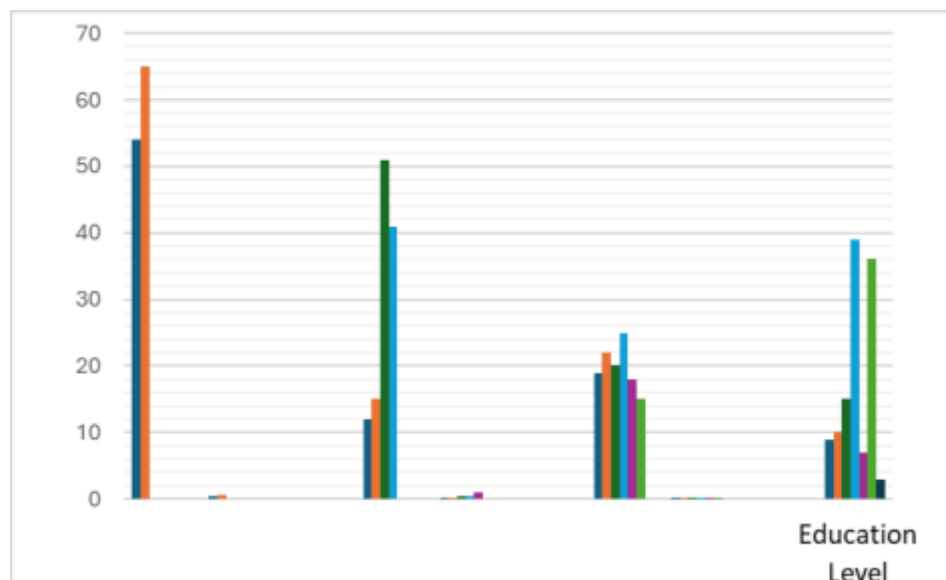
The research described utilizes a descriptive verification approach with a cross-sectional design. Both primary and secondary data are employed in the study. Primary data is collected through the distribution of questionnaires to research subjects, while secondary data is gathered from relevant literature such as journals, proceedings, and other scientific works. Additionally, data published by the Central Cimahi Health Centre regarding patient visits and human resource availability serves as supplementary information.

The population under study comprises all outpatients at the Cimahi Tengah Health Centre in Cimahi City. The sample is selected using a quota random sampling technique, resulting in a sample size of 119 patients from a total population of 168 outpatients. This sample size is chosen to achieve a margin of error of 5%.

The collected data is analysed using Partial Least Squares (PLS) to ensure accurate data interpretation. PLS is a statistical technique commonly used in structural equation modelling to analyse relationships between variables and assess the strength and significance of these relationships. By employing this method, the study aims to provide a comprehensive understanding of patient satisfaction and its determinants within the context of the Cimahi Tengah Health Centre.

### 4. RESULTS AND DISCUSSION

The data collected from 119 respondents in this study includes characteristics such as gender, age, occupation, and education level. Regarding gender, the respondents consisted of 54 men and 65 women. This indicates a relatively balanced gender distribution among the respondents. In terms of age distribution, the respondents were categorized as follows: 12 respondents were less than 20 years old, 15 people were between 20 and 30 years old, 51 people were between 30 and 40 years old, and the remaining 41 people were more than 40 years old. This distribution reveals that most respondents fall within the age range of 30 to 40 years old, with a considerable number of respondents being over 40 years old. Additionally, there are smaller proportions of respondents in the younger age brackets of less than 20 years old and between 20 and 30 years old. These demographic characteristics provide valuable insights into the composition of the respondent sample, which can help contextualize the findings of the study and understand any potential variations in responses based on demographic factors such as age and gender.



**Fig -1: Respondents Characteristics**

The jobs of the respondents varied across six main categories. Among these categories, 19 respondents were housewives, 22 were state civil servants or ASN, 20 were employees of private companies, 25 were independent entrepreneurs or business owners, 18 were unemployed, and 15 were retirees. Regarding education level, respondents were categorized into seven groups. There were 9 respondents with no formal schooling, 10 with an education equivalent to elementary school, 15 with a final education at the junior high school level, 39 with a final education at the senior high school level, 7 with a diploma, 36 with a bachelor's degree, and 3 with postgraduate education. This distribution of respondent characteristics provides insight into the diverse backgrounds of the study participants, which may influence their perceptions and experiences related to healthcare services. Understanding these demographic factors can help contextualize the findings of the study and identify any potential patterns or trends based on respondents' jobs and education levels. The demographic profile of patients at the Central Cimahi Community Health Centre indicates a predominance of female patients, particularly those over 30 years old. These patients typically have varied employment statuses, including self-employment as entrepreneurs, and employment in both government and private institutions. Furthermore, most patients have attained at least a junior high school education level, with some having achieved educational attainment up to postgraduate level. This demographic composition reflects the diverse backgrounds and needs of the patient population served by the health centre. Understanding these demographic characteristics is essential for tailoring healthcare services to meet the specific needs and preferences of the patient population effectively.

From the outlined characteristics, it is evident that patients at the Central Cimahi Community Health Centre have high expectations regarding the quality of service provided by healthcare professionals. Most patients are employed and possess sufficient financial resources to access healthcare facilities, indicating a level of expectation for optimal services. Given that most patients are over 30 years old, with a significant portion over 40, it is imperative for the health centre to prioritize patient comfort, especially for older patients who comprise a substantial percentage of the patient population. To enhance patient satisfaction and foster loyalty, the Central Cimahi Community Health Centre must ensure that services are optimized to meet the diverse needs of its patient demographic. This entails providing attentive and high-quality care that aligns with patient expectations. By addressing patient comfort, providing personalized care, and delivering services that meet or exceed expectations, the health centre can effectively enhance patient satisfaction and encourage loyalty among its patient bases. Furthermore, recognizing the demographic composition of the patient population is crucial for tailoring services to meet their specific needs. By acknowledging the preferences and expectations of patients, the health centre can create a positive healthcare experience that fosters patient satisfaction and loyalty in the long term. Ultimately, prioritizing patient-centred care and delivering exceptional services are key to achieving high levels of patient satisfaction and building lasting relationships with patients at the Central Cimahi Community Health Centre.

The findings from the questionnaire distributed to respondents reveal that while many patients perceive the Central Cimahi Health Centre as providing high-quality services, there are still areas for improvement identified by some patients. Specifically, there is a perceived discrepancy between the services provided and the information



disseminated through marketing channels regarding the types of services offered by the health centre. From these results, it can be inferred that Service Quality plays a significant role in shaping Patient Satisfaction. Despite the overall positive perception of service quality, the identified areas for improvement highlight the importance of ensuring that services align with patient expectations and the information communicated through marketing efforts. Addressing these discrepancies and enhancing service quality based on patient feedback can lead to improved patient satisfaction levels and foster greater loyalty among patients. Therefore, it is essential for the Central Cimahi Health Centre to continuously assess and improve service quality to meet the evolving needs and expectations of patients. By prioritizing patient-centred care and actively addressing areas for improvement, the health centre can enhance patient satisfaction and reinforce its reputation as a provider of high-quality healthcare services.

The research findings indicate that promotional activities conducted by the Cimahi Tengah Community Health Centre have been implemented optimally, although there are some weaknesses in their execution. Despite this, some patients perceive that there is room for improvement in promotional efforts to enhance clarity and reach potential patients beyond the operational area of the Central Cimahi Health Centre. Interestingly, the research results also highlight a significant positive correlation between promotional activities and patient satisfaction. This suggests that effective promotional strategies play a crucial role in shaping patient perceptions and ultimately contribute to their satisfaction levels. Therefore, it is essential for the Central Cimahi Health Centre to continue investing in promotional activities and address any identified weaknesses to maximize their impact. By refining promotional efforts to increase clarity, reach a broader audience, and effectively communicate the services offered, the health centre can enhance patient satisfaction and potentially attract new patients from outside its immediate operational area. This approach can contribute to the overall success and reputation of the health centre while further strengthening patient satisfaction levels.

Similarly, Saragih et al. [38] which states that all elements of the marketing mix in health facility management, including health promotion, have a positive and significant influence on patient satisfaction. Riswardani [39], also discover similar results through research focused on the influence of facilities, costs and promotions on patient satisfaction. According to him, promotions will have a significant influence on the level of patient satisfaction, if carried out in accordance with actual service. This result is also supported by research results from Hendriani & Hadi [40] the research findings align with existing literature, indicating that well-executed promotional activities are instrumental in fostering optimal levels of patient satisfaction. The results of this study contribute to strengthening theoretical understanding by providing empirical evidence of the significant influence of promotions on patient satisfaction within healthcare settings. By corroborating findings from previous studies, this research reinforces the importance of effective promotional strategies in shaping patient perceptions and enhancing satisfaction levels. It underscores the value of investing in promotional efforts that adhere to good standards to maximize their impact on patient satisfaction. Overall, these findings highlight the pivotal role of promotions in healthcare service delivery and emphasize the need for healthcare facilities to prioritize the development and implementation of high-quality promotional activities to cultivate positive patient experiences and satisfaction.

The research identifies that the placement of health promotion tools across various media, particularly in digital platforms, serves as the strongest indicator influencing the effectiveness of promotional efforts. Despite the lower quantity of promotions through digital media compared to conventional methods such as brochures, banners, and posters, digital promotions are found to be more effective due to their accessibility, ability to reach a wider audience without regional or time constraints, and enhanced visualization capabilities. The combination of digital and conventional promotional media at the Central Cimahi Community Health Centre has yielded optimal significance in raising awareness about the facility's existence and serving as an educational platform for promoting healthy living and increasing awareness about the importance of maintaining health. By leveraging both digital and conventional promotional channels, the health centre has been able to effectively reach and engage a diverse audience, ultimately contributing to the promotion of public health and well-being within the community.

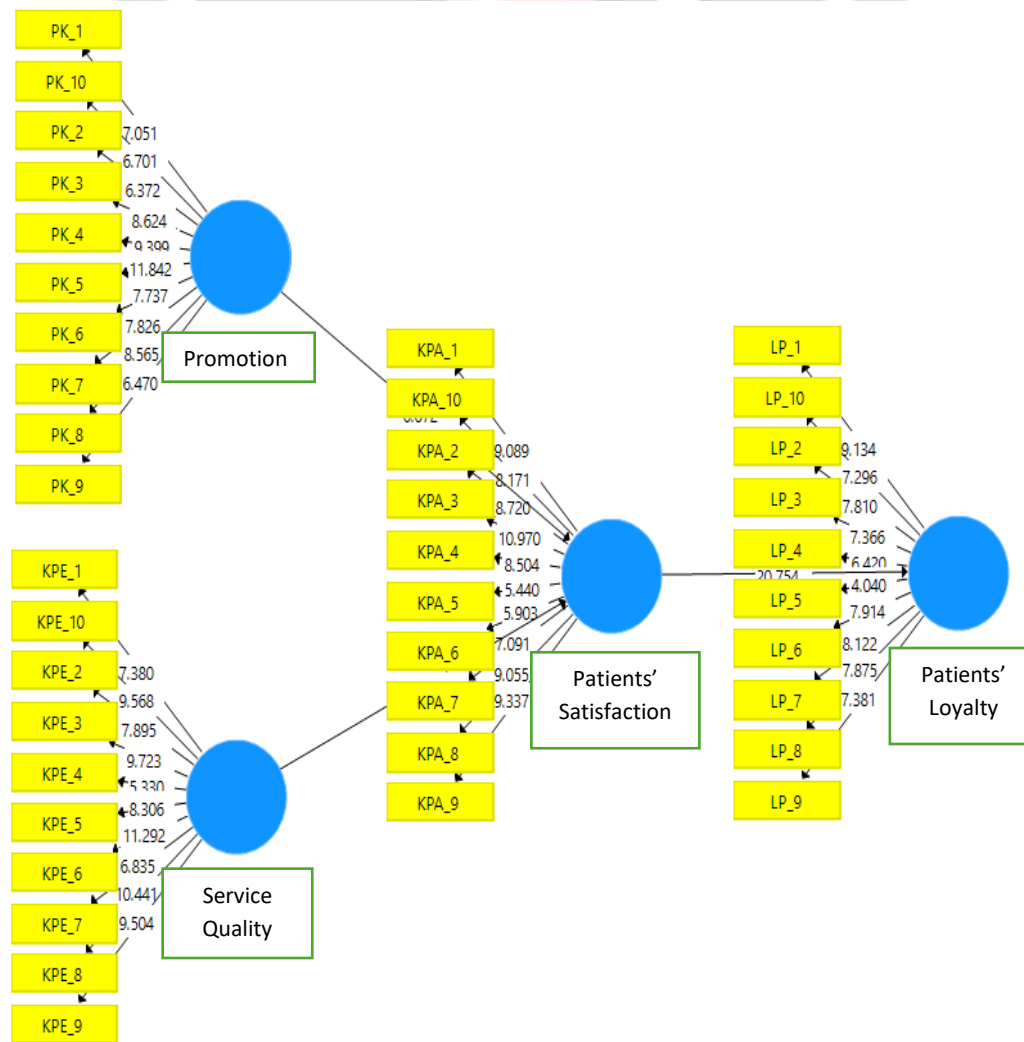
The findings from the respondents indicate that the Central Cimahi Health Centre has successfully achieved optimal levels of patient satisfaction. This satisfaction is attributed not only to the quality of facilities provided but also to the streamlined service process, which has resulted in reduced patient queue intervals at the health centre. Supportive facilities are highlighted as one of the key factors that contribute to the formation of high levels of satisfaction among patients with the services offered by the Central Cimahi Health Centre.

These results underscore the importance of comprehensive service delivery that encompasses both physical facilities and operational efficiency. By prioritizing the simplicity of the service process and providing supportive facilities, the health centre has effectively enhanced the overall patient experience and satisfaction levels. This, in turn, fosters a positive perception of the health centre among patients and reinforces their trust and loyalty to the facility. Moving forward, it is imperative for the Central Cimahi Health Centre to continue prioritizing patient-centric care and further optimizing its service delivery processes to sustain and build upon the achieved levels of patient satisfaction.

By continuously addressing patient needs and expectations, the health centre can solidify its reputation as a provider of high-quality healthcare services within the community.

This research also succeeded in identifying the significance of the positive influence between patient satisfaction and patient loyalty. From these results, it can be stated that if patient satisfaction increases, patient loyalty will also increase significantly. These results support the results of previous research conducted by Suwarsito & Aliya [41] which states that optimizing service quality and patient satisfaction will have a significant influence on patient loyalty. In another study, conducted by Novitasari et al. [42], It was found that patient satisfaction has a significant positive effect on patient loyalty, where satisfaction will encourage the formation of trust, resulting in patient loyalty to health facilities. It is known that the factor that has the greatest influence on the level of patient satisfaction is the provision of simple and uncomplicated services. In providing its services, the Cimahi Tengah Community Health Centre simplifies service bureaucracy, so that patients are only required to report complaints at the registration desk. Furthermore, the service process and allocation of health workers will be carried out by officers at the Central Cimahi Health Centre. The simplicity of this service process has become one of the strongest selling points for patients at the Central Cimahi Health Centre.

The patients who were respondents in this study indicated that they had high loyalty to the Cimahi Tengah Health Centre as the health facility they chose. This can be seen from the high interest of patients in accessing other services, and the strong desire to recommend the Central Cimahi Health Centre to their relatives. With the desire or encouragement to recommend this, it reflects the perceptions of the patients regarding their desire as individuals and groups to return to the Cimahi Tengah Health Centre to get health services if needed.



**Fig -2:** Outer Calculation Results of Research Path Analysis Model

The indicators that have the strongest influence on patient loyalty are characterized by the high interest of patients in getting additional services at the Central Cimahi Health Centre, as well as a strong desire to recommend the health services provided at the Central Cimahi Health Centre to the families or friends of these patients. This is in line with research from Mashuri [35] that the higher the patient's loyalty, the higher the patient's tendency to recommend health facilities to their family or friends, as well as the desire to access other facilities or services at the health facility. From the results of this research, this research has been able to confirm and strengthen the theory regarding the influence of service quality and health promotion on patient satisfaction, as well as the formation of patient loyalty based on the resulting satisfaction.

Based on the analysis presented in the table, it is evident that all indicators exhibit factor loading values above 0.60, indicating strong construct validity. Additionally, the Average Variance Extracted (AVE) values for all variables and indicators meet the construct validity criteria, further supporting their suitability for further testing and analysis. The results of the R-square test indicate that a substantial portion of customer satisfaction (86.3%) can be attributed to the service quality and promotion variables included in the research model. The remaining variance in customer satisfaction is explained by other variables not addressed in this study. Similarly, the analysis reveals that customer loyalty is predominantly explained by the patient satisfaction variable, accounting for 86.6% of the variance. The residual variance in customer loyalty is attributed to other unexamined variables. Overall, these findings suggest that the variables utilized in this research model possess strong measurement significance in explaining the respective dependent variables. This underscores the robustness of the research model and highlights the importance of service quality, promotion, and patient satisfaction in influencing customer satisfaction and loyalty within the context of the study.

**Table -1:** Direct Effect Hypothesis t Test Research Model

	<b>Hypothesis/ Relationship</b>	<b><math>\beta</math> standardized</b>	<b>t Statistics</b>	<b>p Values</b>	<b>f Square</b>	<b>Results</b>
H1	Service Quality -> Patients' Satisfaction	0.459	5.534	0.000	0.287	H <sub>1</sub> Accepted
H2	Promotion -> Patients' Satisfaction	0.494	5.943	0.000	0.332	H <sub>1</sub> Accepted
H3	Patients' Satisfaction -> Patients' Loyalty	0.929	21.954	0.000	6.291	H <sub>1</sub> Accepted

The results of the calculations demonstrate a clear and significant linear influence of patient satisfaction on customer loyalty, as indicated by a standardized beta value of 0.929. This suggests that higher levels of patient satisfaction led to increased customer loyalty. This finding is consistent with the hypotheses tested in the research. Similarly, the results confirm the hypotheses regarding the influence of health promotion and service quality on patient satisfaction. Both health promotion and service quality exhibit significant positive influences on patient satisfaction, with standardized beta values of 0.459 and P values of 0.000 (smaller than 0.05), respectively. Therefore, both H1 (Service Quality > Patient Satisfaction) and H2 (Promotion > Patient Satisfaction) are accepted, while their respective null hypotheses (H0) are rejected. Furthermore, the analysis reveals that patient satisfaction significantly influences patient loyalty, with a standardized beta value of 0.459 and a P value of 0.000 (less than 0.05). This supports H3 (Patient Satisfaction > Patient Loyalty), leading to the rejection of its null hypothesis (H0). In summary, the findings indicate strong positive relationships between service quality, promotion, patient satisfaction, and patient loyalty. These results provide valuable insights into the factors influencing customer loyalty within the context of healthcare services.

The influence of service quality factors on consumer satisfaction can be delineated into five key indicators: Tangible (complete service facilities), Reliability (provision of good and appropriate service), Responsiveness (timely and appropriate service), Assurance (consumer trust in the guarantees provided by the company), and Empathy (efficient and comprehensive complaint handling). These indicators collectively signify that higher service quality correlates with elevated levels of consumer satisfaction. When service facilities are complete and tangible, consumers are more likely to perceive the service positively. Similarly, reliability in service provision ensures that consumers receive consistent and satisfactory experiences, fostering trust and satisfaction. Responsiveness to consumer needs and concerns in a timely manner demonstrates attentiveness and care, further enhancing satisfaction levels. Additionally, assurance in the form of guarantees provided by the company instils confidence in consumers, contributing to their overall satisfaction. Lastly, empathetic handling of complaints underscores the company's commitment to addressing consumer concerns, thereby fostering goodwill and satisfaction. In essence, these service quality factors play a crucial role in shaping consumer perceptions and satisfaction levels. By prioritizing these indicators and striving to excel in each aspect, companies can enhance overall service quality and consequently, boost consumer satisfaction.



The indicator with the highest significance is the fourth indicator, which emphasizes the prompt and tailored provision of services by doctors and staff in response to patient complaints. This underscores the importance of responsive and personalized care in enhancing patient satisfaction and overall service quality. On the other hand, the indicator with the lowest significance value is the sixth indicator, which pertains to the alignment of services with the information provided in health centre promotional materials. While promotional materials serve to inform and attract patients, their alignment with actual service delivery may have less impact on overall satisfaction compared to other factors. Among the indicators with high significance scores are the third indicator, which highlights the completeness of facilities offered at the community health centre. This underscores the importance of well-equipped facilities in meeting patient needs and ensuring positive experiences. Additionally, the eighth indicator emphasizes the importance of staff expertise, suggesting that patients value receiving care from competent and specialized professionals. Furthermore, the ninth indicator underscores the significance of friendly, sincere, and non-discriminatory service delivery, indicating the importance of interpersonal interactions in shaping patient perceptions. Lastly, the tenth indicator emphasizes the reliability of service outcomes, suggesting that patients value consistent and dependable results from community health centre services. Overall, these findings highlight various aspects of service quality that significantly influence patient satisfaction, ranging from responsive and personalized care to the availability of comprehensive facilities and the reliability of service outcomes. By prioritizing these key indicators, community health centres can effectively enhance patient satisfaction and overall service quality.

The results of this research are also supported by research conducted by Imanuel & Tanoto [43] which states that the quality of services provided directly interacts with satisfaction, which will then become a strong motivation to provide services with the best performance. Apart from that, these results are also in line with the research results of Bata et al. [44] which states that there is a strong correlation between the quality of service determined by the five main indicators, namely reliability, assurance, tangible, empathy, responsiveness and patient satisfaction using Social Askes in Inpatient services at Lakipadada Hospital, Tana Toraja Regency in 2013. In this research, the indicator of health promotion with the greatest influence and highest significance value is the fifth indicator, emphasizing the completeness of tools used for health promotion activities. Conversely, indicators with the lowest scores in terms of significance include the second indicator, highlighting the importance of health promotion containing complete information about a service; the ninth indicator, emphasizing the significance of promoting services not only within the community health centre but also in other locations such as social media; and the tenth indicator, stressing the importance of ensuring that promotional materials are easily understood by the target audience. Overall, these findings underscore the importance of comprehensive, multi-channel promotional strategies that provide detailed information and are easily understandable to patients, enabling community health centres to enhance the effectiveness of their health promotion efforts and better meet the needs and preferences of their target audience.

The findings from the field and statistical analysis align, indicating that the promotional tools utilized at the Cimahi Tengah Community Health Centre are well-equipped. This encompasses both conventional tools such as posters, leaflets, and pamphlets, as well as digital platforms like social media and websites. However, despite the comprehensiveness of these tools, there is a discrepancy in patient understanding. The promotions predominantly feature detailed information with extensive written content, lacking simplicity in the form of infographics or charts. Consequently, this diminishes the attractiveness and effectiveness of the promotional materials used, highlighting the need for more visually appealing and easily understandable formats to enhance patient engagement and comprehension.

Despite the various weaknesses in the content and attractiveness of the promotional props found at the Central Cimahi Community Health Center, the significant positive influence on patient satisfaction states that the better the quality of the promotion, the higher the patient satisfaction. This finding is in line with research conducted by Windreis [45], which revealed that promotion influenced patient satisfaction at Bina Kasih Hospital Pekanbaru with a correlation effect value of 0.32, which means that satisfaction could be explained by promotion by 32%. Apart from that, other research was also found which stated that promotion with a t-value of 2.33 and an estimated value of 0.20 or 20.0% influenced satisfaction and service quality with a t-value of 2.28 and an estimated value of 0.57 or 57.0% influence on satisfaction [46]. The indicator of patient satisfaction that has the greatest influence with the highest significance value in this research is the third indicator, namely the service provided in accordance with the patient's expectations. Meanwhile, there are two indicators with the lowest scores, namely the sixth indicator, namely that there is no need to wait long until the required service can be accessed and the fifth indicator, namely that the service process provided is very satisfactory.

These results indicate a correlation with the observations in the field, where the service process at the Central Cimahi Health Center is noted to be time-consuming, often resulting in significant patient queues. This aligns with the sixth indicator, which highlights the issue of prolonged waiting times until health services can be accessed.

Consequently, this leads to reduced patient loyalty and a decreased inclination to recommend the health services provided at the Central Cimahi Health Center. There is a clear need for evaluation and improvement of the service process to ensure that patients feel adequately accommodated, and waiting times for services are minimized to enhance overall patient satisfaction and loyalty.

The existence of a significant positive influence of patient satisfaction on patient loyalty is also supported by findings from research conducted by Dewi (2017) which found that patient satisfaction has a positive and significant influence on patient loyalty. This means that the higher patient satisfaction, the higher patient loyalty and vice versa. Apart from that, research results from Romadhona et al. were also found [47] who found that the quality of hospital services consisting of the dimensions of reliability, responsiveness, assurance, empathy and physical evidence jointly and partially influenced patient loyalty at the Polyclinic Hospital X Bandung. Other research that supports the results of this research is research from Jayadipraja et al. [48], with the finding that the results of this study show that there is a relationship between guarantees and patient loyalty with a value of  $p = 0.000$ . This means that the higher the level of quality of health services regarding guarantees, the higher the level of patient loyalty at the Kendari City Regional Hospital.

The findings of this research contribute to both theoretical and empirical understanding by reinforcing the significant positive relationship between patient satisfaction and loyalty. Building upon previous studies that have highlighted this association, particularly in the context of health facilities such as community health centers, this research provides additional empirical evidence to support this relationship. By affirming the importance of patient satisfaction in fostering loyalty among healthcare consumers, these results underscore the critical role of patient-centered care and service quality in shaping long-term relationships between patients and healthcare providers. This contributes to a deeper understanding of the factors influencing patient loyalty in healthcare settings and informs strategies aimed at enhancing patient satisfaction and retention.

#### 4. CONCLUSIONS

Patient perceptions of the quality of service, promotions, satisfaction, and loyalty at the Central Cimahi Community Health Centre in Cimahi City are overwhelmingly positive, falling within the "very high" category. Patients highly rate the quality of service, particularly emphasizing the comfort and completeness of health centre facilities. Similarly, patients perceive promotions at the health centre positively, noting their clarity and accessibility across various media platforms. Regarding satisfaction with services, patients appreciate the easy and uncomplicated access to care. Furthermore, patient loyalty towards the health centre is evident through their keen interest in accessing additional services and their willingness to recommend the health centre to others, highlighting a strong sense of trust and satisfaction with the provided healthcare services. The research findings reveal significant positive relationships between service quality, promotion, patient satisfaction, and patient loyalty at the Central Cimahi Health Centre. Service quality plays a crucial role in enhancing patient satisfaction, with higher service quality ratings correlating with increased outpatient satisfaction levels. Despite identified areas for improvement, patients generally express satisfaction with the quality of services provided at the health centre. Similarly, promotions have a notable impact on patient satisfaction, as evidenced by the correlation between increased patient visits and intensified promotional activities, particularly on social media platforms. Furthermore, patient satisfaction significantly influences patient loyalty, with high levels of satisfaction prompting patients to recommend the health centre to others and to access additional services offered. Overall, these findings underscore the importance of both service quality and effective promotional strategies in fostering patient satisfaction and loyalty within healthcare settings.

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