# "Increasing Patient Loyalty: The Role of Service Reliability, Brand Image, and Price with Integrity as the Key at the Executive Polyclinic of Afiat PMI Bogor Hospital"

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**Submission date:** 16-Sep-2024 08:18PM (UTC+0700)

**Submission ID:** 2455756457

File name: Artikel inggris tesis 6 dengan tinjauan pustaka 1.pdf (705.79K)

Word count: 5151

Character count: 26526

#### Master of Hospital Administration Study Program

Graduate School of Esa Unggul University

2024

"Increasing Patient Loyalty: The Role of Service Reliability, Brand Image, and Price with Integrity as the Key at the Executive Polyclinic of Afiat PMI Bogor Hospital"

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Abstract:

Business Aspects In the current era of globalization, hospital management is inevitable, this is also faced by PMI Bogor Hospital which is a class B private hospital located in the middle of Bogor City. Assessing the results of Google reviews until January 2024, PMI Hospital Bogor received a Rating rating of 3.7 out of 5.0, which means that the level of trust and patient satisfaction with PMI Bogor Hospital's services is still low, data on repeat visits of old patients at the Afiat polyclinic which reflects a cumulative decrease in patient loyalty, which is around 1-2% in 2023 compared to the previous year. The reliability to the service, brand image and price as well as integrity are suspected to be the causes. The research method used is quantitative descriptive with a cross sectional approach. The number of samples in this study was taken using a convenient sampling technique with a sample of 170 respondents. The data collection tool used used a questionnaire with a linkert scale. It was found that the increase in patient loyalty was indirectly positively influenced by brand image through service integrity as an intervention (indirect > direct estimation value; 0.284 > 0.171), and directly positively influenced by price (estimated value 0.663; P value 0.000) and Service Reliability (estimated rulue 0.170; P value 0.048) without going through integrity as an intervention. The conclusion of this study is that there is a significant positive influence between brand image variables that are influenced by integrity, but not on price and service reliability which directly have a positive effect on increasing patient loyalty without going through integrity variables.

Keywords: Loyalty, Integrity, service reliability, Price, Brand Image.

#### INTRODUCTION

Business Aspects In the current era of globalization, hospital management is inevitable, hospitals that used to be social enterprises, have now shifted towards business, although they must still not leave the social aspect. This inevitably makes a hospital have to face competitive competition between one hospital and another. PMI Hospital itself is a class B private hospital located in the middle of Bogor City which has two types of poly services, namely BPJS services at the Regular Hospital polyclinic and non-BPJS at the Afiat executive polyclinic, and for the executive poly itself has 35 outpatient clinics, the PMI Hospital Management assesses the importance of the number of visits at the Afiat Executive Polyclinic of PMI Hospital compared to the PMI Polyclinic of the Regular BPJS Hospital, This is because in 2023 45% of PMI Hospital's revenue depends on this poly and is targeted to reach 63% by 2024, while the rest is from the Regular and Emergency Department. Assessing the results of Google regews until January 2024, PMI Bogor Hospital received a Rating rating of 3.7 out of 5.0, which means that

the level of trust and patient satisfaction with PMI Bogor Hospital's services is still low. This has led to a decrease in the number of patient visits, where from September 2023 to January 2024, the data on repeat visits of old patients receiving treatment at the Afiat polyclinic decreased cumulatively, by around 1-2%, especially with independent or general payments.

#### Literature Review

#### a. Patient Loyalty.

Loyalty is a benchmark regarding the customer's commitment to a company to be willing to make repeated purchases of goods or services sold by the company (Schiffman and Kanuk, 2004). With the dimension of Loyalty based on the theory of Schiffman and Kanuk (2004), namely attitude loyalty and behavioral loyalty.

#### b. Integrity.

Integrity is how sellers behave in doing their business by providing reliable information about the goods or services they sell (Meyer *et al*, 2005). The dimensions and indicators of Integrity itself consist of the Responsibility dimension, the positive friendship dimension, the honesty dimension and the humility dimension (Effan, 2001).

#### c. Service Reliability.

Service Reliability is the ability of an organization to serve to meet its expectations and promises to its customers (Gronroos, 1984). The reliability dimensions used are consistency, timeliness, availability, and accuracy (Parasuraman *et al*, 1985).

#### d. Hospital Brand Image

Brand image is the patient's mind about the identity of a certain good or service that he remembers (Keller, 2009), with the dimensions in this Brand Image being Uniqueness, Likeness, and Power.

#### e. Price.

Price is an exchange rate, usually in the form of money that must be spent by consumers to be able to obtain and use a product 20 d service sold by a company (Kootler and Amrstrong, 2001), with the dimensions used are price affordability, price suitability with product quality, price suitability with benefits, and price competitiveness.

#### RESEARCH METHODS

#### A. Place and Time of Research.

This research was conducted at the Indonesia Red Cross Hospital located on Jalan Pajajaran No. 80, Tanah Sereal Village, Central Bogor District, Bogor City. This research was conducted in May 2024 – completed, which began with developing a research plan.

#### B. Research Method.

The design of this study uses an associative quantitative approach, with the correlation technique of the Path analysis model. For data collected later by and known variability and reliability using SPSS and processing the results as a whole, it is planned to use SEM AMOS to analyze variable relationship patterns. The data will later be obtained using a questionnaire with a cross sectional method in its collection, where the data will be converted into quantitative data using a linkert scale

#### C. Population and Sample.

The patient population at PMI Hospital's executive poly consists of general or self-paid patients, and patients with private insurance. The sample was selected by the Accidental or Contemporary sampling technique, meaning that a non-random sample was taken for each visitor to the Afiat poly with the criteria of having visited and received services at least twice or more at the Afiat poly and being aged 18-65 years. The number of samples taken in this study is based on the theory of Hair et al (2019), and the number of samples taken is 170 samples.

#### D. Data Collection Techniques.

The data collection technique uses a questionnaire that has been prepared previously, and uses an odd linkert scale or 5.

#### Skala Linkert (Sugiyono, 2013)

It	Answer	768itive
		Score
1	Strongly agree	5
2	Agree	4
3	Neutral	3
4	Disagree	2
5	Strongly disagree	1

#### E. Hipotesis statistics.

The statistical hypothesis in this study is made as follows:

#### 1. Hipotesa 1:

H0: pZX1 > 0, There is no positive influence between service reliability and Integrity.

H1:  $pZX1 \le 0$ , There is a positive influence between reliability and integrity of service.

#### 2. Hipotesa 2:

H0: pZX2 > 0, There is no positive influence between brand image and Integrity.

H1:  $pZX2 \le 0$ , There is a positive influence between brand image and Integrity.

#### 3. Hipotesa 3:

H0: pZX3 > 0, There is no positive influence between service price and Integrity.

H1:  $pZX3 \le 0$ , There is a positive influence between service price and Integrity.

4. Hipotesa 4:

H0: pYZ > 0, There is no positive influence between Integrity and patient loyalty.

H1:  $pYZ \le 0$ , There is a positive influence between Integrity and patient loyalty.

5. Hipotesa 5:

H0: pYX1 > 0, There is no positive effect between service reliability and patient loyalty.

H1 :p YX1  $\leq$  0, There is a positive influence between service reliability and patient loyalty.

6. Hipotesa 6:

H0: pYX2 > 0, There is no positive influence between brand image and patient loyalty.

H1:  $pYX2 \le 0$ , There is a positive influence between brand image and patient loyalty.

7. Hipotesa 7:

H0: pYX3 > 0, There is no positive effect between price and patient loyalty.

H1:  $pYX3 \le 0$ , There is a positive influence between price and patient loyalty.

8. Hipotesa 8:

H0: pYZX > 0, There is no positive influence on service reliability, brand image, and service price with patient loyalty through Integrity.

H1:  $pYZX \le 0$ , There is a positive influence of service reliability, brand image, and service price with patient loyalty through Integrity.

#### RESEARCH RESULTS AND DISCUSSIONS

#### A. Hospital Review.

PMI Hospital was established during the Netherlands colonial period, this hospital was established starting from the initiative of the Netherlands social group, so that a hospital was established in Bogor in 1931, then in 1951 it was handed over to the Indonesia Red Cross Headquarters and appointed as a general hospital and renamed the Indonesia Red Cross Hospital (PMI Bogor Hospital). In 2019, PMI Bogor Hospital received the status of a type B hospital with a bed capacity of approximately 300 beds.

#### **B.** Data Description

In terms of respondent characteristics, data was our ined that the age range of respondents varied greatly, ranging from 18 years to 65 years. The majority of respondents are in the productive age range, which is between 27 and 54 years old. The gender of respondents also varied, with slightly more women than men. Of the 170 respondents, there were 93 women and 77 men.

The frequency of doctor visits also varied, with most respondents having a second or third visit. A total of 116 respondents made a second visit, and 53 respondents made a third visit.

Respondents' education is also diverse and dominated by S1 education levels, ranging from high school (24%), D3 (25%), S1 (48%), S2 (2%), and S3 (1%), while patient payment patterns consist of insurance (62.4%), and general (37.4%), which means that the distribution of respondents is dominated by insurance payments.

#### C. Data Analysis Testing.

#### Test for normality.

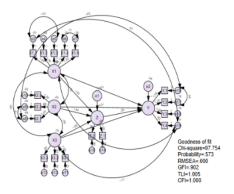
#### Results of the Initial Data Normality Test

<b>4</b> ariable	Min	Max	Condong	C.R.	kurtosis	C.R.
Y.4	2.000	5.000	167	683	705	-1.440
Y.3	2.000	5.000	.111	.453	754	-1.539
Y.2	2.000	5.000	.060	.246	694	-1.416
Y.1	3.000	5.000	.274	1.118	684	-1.397
Z.2	2.000	5.000	.155	.634	900	-1.838
Z.1	2.000	5.000	175	712	623	-1.271
X3.3	2.000	5.000	094	384	153	312
X3.2	3.000	5.000	.266	1.087	752	-1.535
X3.1	3.000	5.000	.328	1.339	994	-2.030
X2.3	2.000	5.000	.004	.015	620	-1.266
X2.2	2.000	5.000	199	814	040	081
X2.1	2.000	5.000	.160	.653	775	-1.582
X1.5	2.000	5.000	022	088	-1.020	-2.082
X1.4	2.000	5.000	257	-1.049	621	-1.267
X1.3	2.000	5.000	.135	.552	746	-1.523
X1.2	2.000	5.000	.064	.262	958	-1.956
X1.1	3.000	5.000	.305	1.247	981	-2.002
Multivarian					325	064

Source: Test Results using IBM SPSS Amos Version 26, 2024

Based on the test results in the table above, it shows that the multivariate data meets the assumption of normality, because all univariate data are below 2.58, as well as multivariate values with a value of 0.064<2.58, so that the data of this study is considered to have been distributed regularly or has met the data normality standards.

The merits of *the fit and* cut-off *value indices* of the modified SEM model based on the *Modification Index* are presented below.



Ganbar SEM AMOS output chart Hasil Indeks Goodness of Fit Full Model

Match	Limit Value	Result	Conclusion
Chi Square	Expected small	97,754	Good fit
Sig. Probability	$\geq 0.05$	0,573	13 od fit
CMIN/DF	≤2.00 a.m.	0,110	Good fit
RMSEA	≤0.08	0,0001	Good fit
GFI	≥0,90	0,902	Good fit
TLI	≥0,90	1,005	Good fit
CFI	≥0,90	1,005	Good fit

Source: Test Results using IBM SPSS Amos Version 26, 2024

The table above shows that the overall customized model shows a high degree of concordance with results that have matched the value *cutoff value*, *up to* This study can conclude that the observed data is consistent with the theory or model.

#### D. Hypothesis testing.

#### Relationship between Variables

#### 1. The Effect of Service Reliability Variables on Integrity

Hypothesis 1 (H1) in this study state that there is a significant influence between service reliability on integrity obtained with a probability value of 0.006 (p<0.05) and the estimated parameter value of the steplard regression weight coefficient value obtained is 0.304 and the C.R. value is 0.284. These results show that the reliability of the service has a positive and significant effect on the integrity of the Afiat Executive Polyclinic of PMI Bogor Hospital. So hypothesis 1 of this study is accepted.

#### 2. The Influence of Brand Image Variables on Integrity

Hypothesis 2 (H2) in this study which cates that there is a significant influence between brand image on integrity is obtained with a probability value of 0.000 (p<0.05) and the estimated value of the parameter value of the standard regression weight coefficient value is obtained at 1.401 and the C.R. value is 5.595. These results show that brand image has a positive and significant effect on the integrity of the Afiat Executive Polyclinic of PMI Bogor Hopital. So the hypothesis of these 2 studies is accepted.

#### 3. The Effect of Service Price Variables on Integrity

Hypothesis 3 (H3) in this study which states that there is a significant influence between price on integrity is obtained with a probability value of 0.420 (p>0.05) and the estimated value of the standard regression weight coefficient parameter is obtained at 0.091 and the CR value is 0.420. These results show that price has a negative and insignificant influence on the integrity of the Afiat Executive Polyclinic of PMI Bogor Hospital. So the hypothesis of these 3 studies is ejected.

#### 4. The Effect of Integrity Variables on Patient oyalty

Hypothesis 4 (H4) in this study states that there is a significant influence between integrity on patient loyalty, probability value 0.026 (p<0.05) and estimated parameters of standard ogression weight coefficient value 0.112 and CR value 0.487. These results show that integrity has a positive and significant effect on patient loyalty at the Afiat Executive Polyclinic of PMI Bogor Hospital. So the hypothesis of these 4 studies is accepted.

#### 5. The Effect of Service Reliability Variables on Patient Loyalty

Hypothesis 5 (H5) in this study which stages that there is a significant influence between price reliability on patient loyalty is obtained with a probability value of 0.048 (p<0.05) and the parameter estimate value of the standard regressions veight coefficient value is obtained at 0.170 and the C.R. value is 1.979. These results show that service reliability has a positive and significant effect on patient loyalty at the Afiat Executive Polyclinic of PMI Bogor Hospital. Some hypothesis of these 7 studies is accepted.

#### 6. The Influence of Brand Image Variables on Patient Loyalty

Hypothesis 6 (H6) in this study which states the there is no significant influence between brand image on patient loyalty was obtained with a probability value of 0.752 (p>0.05) and the estimated parameter value of the standard regression weight coefficient value was obtained as 0.169 and the CR value was 0.031. These results show that service reliability has a negative and insignificant influence on patient loyalty to the Afiat Executive Polyclinic of PMI Bogor Hospital. So the hypothesis of these 5 studies was rejected.

#### 7. The Effect of Price Variables on Patient Loyalty

Hypothesis 7 (H7) in this study which states that there is a significant influence between price on patient legalty is obtained with a probability value of 0.000 (p<0.05) and the estimated parameter value of the standard regression weight coefficient value is obtained at 0.663 and the CR value is 5.906. As many as 66% of respondents thought that price had a positive effect directly on loyalty, This result shows that price has a positive and significant effect on patient loyalty at the Afiat Executive Polyclinic of PMI Bogor Hospital. So the hypothesis of these 6 studies is accepted.

### 8. The Effect of Service Reliability Variables, Brand Image, and Price on Patient Loyalty through Integrity as an Intervening Variable.

The effect between prior on patient loyalty through integrity as an intervention variable was carried out by comparing the value of the indirect effect with the value of the direct effect. The test results showed that the value of the indirect effect (0.022) was smaller than the value of the direct effect (0.804), which means that integrity did not positively intervene in price on patient loyalty. This means that the better the price offered, the more it can directly increase patient sayalty without going through increased integrity.

The influence of brand image of patient loyalty through integrity as an intervention variable was carried out by comparing the value of the indirect effect with the value of the

direct effect. The test results showed that the indirect effect value (0.284) was greater that the direct effect value (0.171), which means that integrity positively intervened the brand image on patient loyalty.

The effect of service reliability patient loyalty through integrity as an intervention variable was carried put by comparing the value of the indirect effect with the value of the direct effect. The test results showed that the indirect effect value (0.008) was smaller than the direct effect value (0.194), which means that integrity did not positively intervene service patiently intervene service patiently on patient loyalty. Overall from the chisquare test, the P value is 0.573, meaning it is greater than the p value of 0.05, so hypothesis 8 is accepted.

#### E. Discussion of Research Results.

### E.1. The Effect of Service Reliability on the Integrity of the Executive Polyclinic of Afiat PMI Bogor Hospital

Based on the results of the study, service reliability has a positive and significant influence on the integrity of the Afiat Executive Polyclinic of PMI Bogor Hospital. This means that the more reliable the service provided, the higher the integrity felt by the patients at the polyclinic.

Service reliability includes consistency in providing services that are timely, accurate, and in accordance with patient expectations. Patients who receive reliable services will feel more satisfied and trust the polyclinic. This trust contributes to an increase in the perception of polyclinic integrity in the eyes of patients. This also creates a sense of mutual trust and good cooperation between various parties, thereby improving the overall quality of service (Slotsvik *et al.*, 2023). Thus, focusing on improving service reliability is an important strategy to strengthen the integrity of the Afiat Executive Polyclinic of PMI Bogor Hospital.

# E.2 The Effect of Brand Image Variables on the Integrity of the Executive Polyclinic of Afiat PMI Bogor Hospital

Based on the results of the research, brand image has a positive and significant influence on the integrity of the Afiat Executive Polyclinic of PMI Bogor Hospital. A positive brand image can increase patient trust and confidence in the services provided. Patients who feel confident and confident in the brand image tend to value the integrity of the polyclinic more. High integrity then contributes to increased patient satisfaction and loyalty. Thus, investment in strengthening the brand image is a strategic step to improve the integrity and success of the Afiat Executive Polyclinic of PMI Bogor Hospital.

# E.3 The Effect of Service Price Variables on the Integrity of the Afiat Executive Polyclinic of PMI Bogor Hapital

Based on the results of the study, the price does not have a positive influence on the integrity of the Executive Polyclinic of Afiat PMI Bogor Hospital/ The initial hypothesis of the study was rejected. This means that variations in the price of services charged by polyclinics do not affect the perceived integrity of patients. Patients may focus more on other aspects such as reliability in service quality rather than price.

While price is important, the study suggests that other factors may be more critical in shaping the perception of integrity. Therefore, polyclinics should remain focused on improving the quality and reliability of services to maintain and improve their integrity. The results of this study are different from the initial theory of research from Schiffman and Kanuk (2020) which stated that one of the input variables that affects customer perception of service integrity in trust is the customer decision-making process to make repeat purchases.

## E.4 The Effect of Integrity Variables on Patient Loyalty of Fiat PMI Executive Polyclinic Bogor Hospital

Based on the results of the study, integrity has a positive effect on patient loyalty at the Afiat Executive Polyclinic of PMI Bogor Hospital. This means that the higher the integrity shown by the polyclinic, the higher the patient's loyalty to the polyclinic. Integrity includes honesty, consistency, and responsibility in providing services to patients.

Patients who feel high integrity from polyclinics tend to be more trusting and loyal to the services provided. Patient loyalty can also be seen from their willingness to recommend polyclinics to others. Therefore, maintaining and improving integrity is an important strategy to maintain and increase patient loyalty at the Afiat Executive Polyclinic of PMI Bogor Hospital.

### E5. The Effect of Service Reliability Variables on Patient Loyalty of the Executive Polyclinic Afiat PMI Bogor Hospital

Based on the results of the study, the reliability of the service has a positive effect on patient loyalty at the Afiat Executive Polyclinic of PMI Bogor Hospital. This means that the more reliable the service provided, the higher the patient's loyalty to the polyclinic. Service reliability includes consistency in providing services that are timely, accurate, and in accordance with patient expectations.

The reliability of medical services has a positive effect on patient loyalty by providing a strong sense of trust and trust in healthcare providers. When patients feel reliable in medical services, they tend to remain loyal and continue to use the services of the same doctor or institution in the future, even though the are other options that may be better (Ying Jin, 2024), meaning that the better the reliability of the quality of hospital services, the higher the patient's loyalty to the hospital.

# E6. The Effect of Brand Image Variables on Patient Loyalty of the Executive Polyclinic of Afiat PMI Bogor Hospital

Based on the results of the study, brand image does not have a positive effect on patient loyalty at the first Executive Polyclinic of PMI Bogor Hospital/The initial research hypothesis was rejected. This means that the brand image owned by the polyclinic does not affect patient loyalty to the polyclinic. A positive brand image can affect patient loyalty to the services provided, if it is influenced by other factors such as good integrity, competitive prices and good service reliability, so that patients will tend to be more loyal and want to return to using the services of the executive polyclinic afiat PMI Bogor Hospital.

# E.7. The Effect of Price Variables on Patient Loyalty of the Executive Polyclinic of Afiat PMI Bogor Hospital

Based on the results of the study, price has a positive effect on the loyalty of patients at the Afiat Executive Polyclinic of PMI Bogor Hospital. This means that the more affordable the price of the services offered, the higher the patient's loyalty to the polyclinic, Competitive and reasonable prices can increase patient satisfaction, which in turn strengthens their loyalty various pricing decisions that must be consistent with the overall marketing strategy, If a product requires consumers to spend more than the benefits received, then what happens is that the product has a negative value so that the level of consumer loyalty will also decrease, Therefore, maintaining a balance between price and service quality is an important strategy to maintain and increase patient loyalty at the Afiat Executive Polyclinic of PMI Hospital Bogor.

### E.8 The Effect of Service Reliability, Brand Image, and Price Variables on Patient Loyalty through Integrity as an Intervention Variable

The results of the above study show that the variables of price reliability, and direct price can increase patient loyalty without the role of integrity, but on the brand image variable, the role of integrity has a positive effect on increasing loyalty. Integrity does not positively interfere with service reliability on patient loyalty. This means that the more reliable provided, the more patient loyalty will increase directly without going through the role of integrity.

The results of this study also found that integrity intervened brand image on patient loyalty positively. This means that the brand image will have a significant effect on loyalty through integrity interventions. All of these findings can have a positive effect on loyalty so that patients are willing to return to visit and get health services at the Afiat PMI Polyclinic Bogor Hospital.

#### F. Research Findings.

Based on the results of this study, the strongest value that affects loyalty is in the pattern of indirect relationships, it is found that the dominant brand image variable affects loyalty through integrity, this is in accordance with the theory of Swaen and Chumpitaz, 2008 which states that Brand Image affects the consumer's mind so that it can have an effect on consumer thoughts and attitudes and gives trust where one of the aspects that affects trust and gives rise to Loyalty is the integrity of the service that customers feel. While in the direct relationship pattern, it is the service price variable that is dominant in having a positive effect on customer loyalty based on the estimation standard obtained from existing calculations, this supports the theory of Kotler and Armstrong (2001), which states that price is the sum of all the values provided by consumers to obtain profits (*Benefit*) for the ownership or use of a product or service. Historically, price has been the main factor influencing a buyer's choice.

#### CONCLUSION

#### A. Conclusion

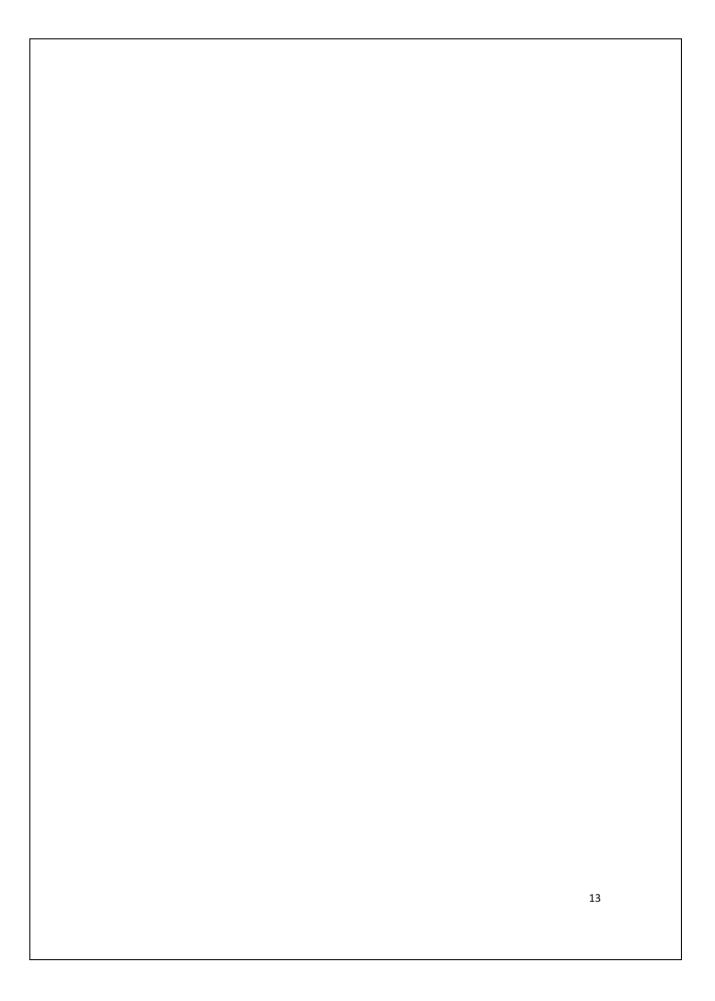
1. There is a positive influence of service reliability on integrity, meaning that the more reliable a service will affect the patient's positive perception of service integrity.

- 2. There is a positive influence of brand image on integrity, meaning that a good hospital brand image will lead to a positive perception of the integrity of patient service.
- 3. Price does not have a positive effect on service integrity, meaning that the variation in service prices charged by the polyclinic does not affect the perception of integrity felt by patients, patients can focus more on other factors that affect integrity such as service reliability and brand image.
- 4. There is a positive influence of integrity on loyalty, meaning that the higher the integrity shown by the polyclinic, the higher the patient's loyalty to the polyclinic.
- 5. There is a positive influence of service reliability on patient loyalty, meaning that the more reliable the service provided, the higher the patient's loyalty to the polyclinic.
- 6. Brand image does not have a positive effect on patient loyalty, meaning that the brand image owned by the PMI Hospital polyclinic does not affect the loyalty of patients who make repeated visits to the polyclinic. A positive brand image can affect patient loyalty to the services provided when it is influenced by other factors such as good integrity, competitive pricing, and good service reliability.
- 7. There is a positive influence of price variables on loyalty, meaning that the more affordable the price offered, the higher the patient's loyalty to the polyclinic.
- 8. There is a significant influence between brand image variables that are influenced by integrity, but not on price and service reliability, meaning that in theory only brand image variables as independent variables have a positive effect through integrity while other independent variables such as price and service reliability will directly have a positive effect on increasing patient loyalty without going through integrity variables.

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