

Article

The Impact Of Service Quality And Patient Satisfaction On Patient Loyalty In Outpatient Installations In Rsud Kaur Bengkulu In 2024

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Abstract: Hospitals in Indonesia are currently making various efforts to grow and maintain customer loyalty by improving service quality and customer satisfaction. This research aims to determine the impact of service quality using a business process and internal Balanced Scorecard perspective and patient satisfaction on patient loyalty in the outpatient installation at Kaur Hospital Bengkulu in 2024. This research uses mixed-method research using Convergent Mixed Methods Design, which was carried out from January to July 2024. The results of the univariate test analysis showed that almost all respondents stated that the quality of service was good, almost all respondents stated that the waiting time for outpatient care, doctors providing services, service availability and service opening hours were up to standard. The majority of respondents stated that they were satisfied with the service, almost all respondents stated that they were satisfied with the type of service available at the hospital, almost all respondents stated that the service was easy, almost all respondents stated that the service time was fast, almost all respondents stated that the costs or rates were according to standard/reasonable, almost all respondents stated that they were satisfied with the service product, almost all respondents stated that the competence was competent, almost all respondents stated that they were satisfied with the behavior of the officers, almost all respondents stated that they were satisfied with the available infrastructure, and almost all respondents stated that the handling of complaints was good. The bivariate test results showed that the type of service, ease of service, service time, costs or rates, service products, competence, staff behavior and infrastructure had an impact on patient loyalty. Multivariate test results showed that service time had the most dominant impact on patient loyalty in the Outpatient Installation at Kaur Regional Hospital, Bengkulu. The informant mapping model based on the Net Promoter Score (NPS) found that almost all customers were in the Promoter customer category. Researchers suggest that Kaur Bengkulu Regional Hospital can improve the quality of service and patient satisfaction for patients in the Outpatient Installation thereby increasing patient loyalty.

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1. Introduction

Hospitals are one of the health facilities that carry out comprehensive individual health services in the form of outpatient, inpatient, and emergency services. Plenary hospital services include the provision of promotive, preventive, curative, and rehabilitative health services (Indonesian Ministry of Health, 2020). Based on information from the Central Bureau of Statistics, there were 3,072 hospitals in Indonesia in 2022 of which 2,561 units were general hospitals and 511 units were special hospitals, while Bengkulu Province has 25 hospitals, 23 of which are general hospitals and 2 of which are

special hospitals. In Kaur Regency there is 1 general hospital, 16 Puskesmas, with 12 Inpatient Puskesmas and 4 Non-Inpatient Puskesmas, 2 Primary Clinics, and 211 Posyandu (Badan Pusat Statistik Provinsi Bengkulu, 2022).

Bengkulu's economic growth in 2022 contributed to the economy of Sumatra Island by 2.09 percent with growth of 3.96 percent, including health services as one of the increasing business field categories. The Central Bureau of Statistics (BPS) recorded a 0.99% increase in the number of hospitals compared to the previous year. The increasing trend in the number of hospitals from year to year indicates that hospitals must be able to compete, so hospitals must be able to create and maintain quality hospital services and satisfaction for their customers so that they do not move to other hospitals so as to create patient loyalty (Sudrartono et al., 2020).

RSUD Kaur Bengkulu is a government hospital that provides emergency, outpatient, inpatient, and other supporting services. RSUD Kaur Bengkulu is the only government-owned hospital in Kaur Regency. Customers of RSUD Kaur are the general public, health insurance users, and service user groups from companies.

In the initial interview conducted by researchers at the Kaur Hospital Outpatient Instalansi conducted by 4 (four) patients, it was found that patients were dissatisfied with the quality of service where the registration process, waiting time for the doctor's arrival, and the waiting room made the patient less comfortable. In addition, patients feel that when using BPJS, officers serve not wholeheartedly such as lack of responsiveness in serving patients and few doctors are able to provide solutions or responses about diseases when consulting. In addition, the quality of service tends to be low with frequent delays in service. In the internal medicine polyclinic, there are still patients referred for laboratory and radiology examinations. For laboratory and radiology examination results cannot be issued when the patient performs the service, so the patient is forced to return again to wait for the results of the service examination.

From the results of preliminary interviews conducted by researchers at the Outpatient Installation of Kaur Bengkulu Hospital, it turns out that there are many factors that affect patient loyalty and have never known the quality of service using business process perspectives and internal Balanced scorecard and patient satisfaction on customer loyalty at the Outpatient Installation of Kaur Bengkulu Hospital, so the authors are interested in researching customer satisfaction and loyalty at Kaur Bengkulu Hospital and factors related to service quality using business process perspectives and internal Balanced scorecard and patient satisfaction on customer loyalty, especially in people who get services at Kaur Hospital. Therefore, it is necessary to improve the quality of patient services so that the quality of service and patient satisfaction can be carried out in full.

To overcome this, strategies and policies are needed in the implementation of achieving patient loyalty by analyzing the impact of quality using the perspective of business processes and internal Balanced scorecard and patient satisfaction on patient loyalty in the Outpatient Installation at Kaur Hospital Bengkulu which refers to the Net Promoter Score (NPS) measurement method.

2. Materials and Methods

This study used mixed-method research in which a single-phase study was conducted using the Net Promoter Score method to respond to the research question to

incorporate elements of service quality and patient satisfaction in determining patient loyalty. The quantitative phase used a cross-sectional methodology to investigate patient loyalty in the Outpatient Department of Kaur Hospital, Bengkulu. The qualitative phase conducted in-depth interviews with patients with the aim of obtaining answers or in-depth information about a person's opinions and perceptions. The population used in this study were all patients who used services at the Outpatient Installation at Kaur Hospital in 2022 which amounted to 9,081 patients with a sample size of 263 respondents taken by accidental sampling with the number of research informants as many as 3 patients. Data analysis used is univariate, bivariate with chi square test and multivariate with logistic regression.

3. Results

Outpatient waiting time is one that affects patient loyalty where outpatient waiting time, especially waiting time for the doctor's arrival. If the outpatient waiting time is not clear from the nurse, the patient will be disappointed and eventually the patient will go home and not seek treatment even until the patient does not want to return for another visit to the hospital (Peranginangin, 2019). This is supported by the answer from informant code I.1 during the interview with the following quote:

“Waiting time at the Poly is very influential in loyalty, loyal patients want to seek treatment here (RSUD Kaur Bengkulu), especially when the doctor comes and the waiting time when taking medicine, if it takes a long time the patient can be disappointed, not seeking treatment...”

Doctors providing services in outpatient care at the hospital are specialists who serve patients. The availability of specialists is a factor that affects loyalty. However, the uneven availability of specialist doctors is a limitation in some hospitals (Wulan et al., 2022). This is supported by the statement of informant code I.3 during the interview with the following quote: “The problem in Kaur is that specialists are still rare. Many specialists are in Bengkulu. This limitation is a problem for loyal patients at Kaur Hospital” (I.3).

Service availability is important in influencing patient loyalty where specialty outpatient services are carried out at the hospital in accordance with the hospital class. This is supported by the statement of informant code I.2 during the interview with the following quote: “... so the problem is the specialist doctor, has come to the hospital eh ... the specialist doctor is not there because he has business at another practice in Manna” (I.2)

Service opening hours are in line with Permenkes number 129 / Menkes / SK / II / 2009 where outpatient services by specialists are from 08.00 to 13.00 every working day (Novita et al., 2022). This is supported by the statements of informants code I.1 and I.3 during the interview with the following quotes: “...this doctor must be able to be on time according to the service opening schedule, but sometimes at 11:00 a.m. the specialist is no longer there” (I.1). “Actually the service here is good, but the specialist doctor should be available every day, Monday to Saturday. Right now it's at most 2 or 3 days a week of poly practice” (I.3)

The type of service is important services provided by doctors and received by patients in accordance with the patient's health needs (Meilinda et al., 2023). This is also supported by the statement of code informant I.2 during the interview with the following quote: “...most of the loyalty of these patients is also determined by the completeness of the

types of services available at the hospital such as complete specialist doctors, there are doctors of internal medicine, heart, pediatrics, skin. Yes, complete and..."

Friendly and polite officer behavior is very important in influencing patient loyalty (Afrizal & Suhardi, 2020) (Anfal, 2020). The attitude of officers in providing friendly and polite health services is also supported by the statements of informants I.2 and I.3 during interviews with the following quotes: "...Friendly and polite doctors are very important so that patients can be loyal to continue seeking treatment at Kaur Hospital." (I.2) "Well ... this officer should not be angry with the patient, but if there is a problem, especially the lack of BPJS administration, it should be explained, because of the friendliness and politeness of the officers, the patient is satisfied and will always be here." (I.3)

The infrastructure used in health services and supporting the main supporting facilities in the service process is also one of the factors that influence patient loyalty (Puryanti & Muhadi, 2020). This is also supported by the statement of code informant I.3 during the interview with the following quote: "Apart from the staff, the most important thing is that the infrastructure in Kaur Hospital must be maintained, clean, and maintained so that it is not damaged." (I.3)

Handling complaints is also something that can affect patient loyalty because with this handling of patient complaints, analysis and follow-up are carried out to achieve patient expectations and improve quality (Wahyudi et al., 2023) (Kurniawan et al., 2022). This is also supported by the statement of code informant I.2 during the interview with the following quote: "... Handling patient complaints is important so that these complaints can improve services in the hospital"

4. Discussion

Patient Loyalty at the Outpatient Installation at Kaur Bengkulu Hospital

Patient loyalty at the Outpatient Installation at Kaur Bengkulu Hospital means that the respondent's desire to return to utilize outpatient services at Kaur Bengkulu Hospital in the future, promote outpatient services at Kaur Bengkulu Hospital to family or friends, and utilize or buy products of Kaur Bengkulu Hospital services. Based on the results of the study, it shows that almost all respondents are loyal in utilizing services at the Outpatient Installation at RSUD Kaur Bengkulu.

The most dominant factor that has an impact on patient loyalty at the Outpatient Installation at Kaur Bengkulu Hospital is service time. This should be a concern for management and hospital staff as well as relevant stakeholders that the impact of patient loyalty in the hospital must be supported by service quality and patient satisfaction. If the quality of service and patient satisfaction are low, it will cause low patient loyalty (Sari et al., 2020). Loyalty is a customer commitment to survive deeply to repurchase products and services, thus if the quality of service and patient satisfaction is improved, it can achieve what is expected by customers, customers will be satisfied so that they will be loyal to the product or service provided (Peranginangin, 2019).

a. The Impact of Outpatient Waiting Time on Patient Loyalty in the Outpatient Installation at Kaur Bengkulu Hospital

The results of the bivariate analysis showed that almost all loyal respondents stated that the waiting time was according to standard. This is in accordance with research conducted by Fitri et al (2020) where most loyal patients stated that the waiting time at

the Outpatient Installation of the South Sumatra Province Special Eye Hospital was good (≤ 60 minutes).

Waiting time is one that often causes problems and patient complaints in several hospitals. This can affect patient loyalty in the hospital. The length of time the patient waits is a reflection of how a hospital manages service components tailored to the situation and patient expectations. In the case of this study, patient waiting time services are used by patients to get outpatient services from the registration place until they are served by a specialist doctor with a service standard of ≤ 60 minutes.

b. The Impact of Service Providing Doctors on Patient Loyalty in the Outpatient Installation at Kaur Hospital Bengkulu

The results of bivariate analysis show that almost all respondents are loyal patients. This is in accordance with research conducted by Faaghna et al (2019) where high loyalty is obtained from outpatient services performed by specialist/subspecialist doctors at the Specialist Polyclinic of RSI Ibnu Sina Padang. It is clear that the provision of services provided by specialist doctors can increase patient loyalty. In line with research conducted by Sitomorang N (2020) that there is no relationship between service providers and patient loyalty.

Outpatient installation specialist services in hospitals are a standard regulated in the Minister of Health Regulation number 129 / Menkes / SK / II / 2007 concerning Minimum Hospital Service Standards where the standard must be 100%, meaning that if services in outpatient installations in hospitals are not carried out by specialists, it will affect patient loyalty.

c. The Impact of Service Availability on Patient Loyalty in the Outpatient Installation at RSUD Kaur Bengkulu

From the univariate results obtained, almost all respondents stated that the availability of services at the Outpatient Installation of Kaur Bengkulu Hospital was in accordance with the standard where it already had 4 (four) specialist doctors, namely specialists in internal medicine, pediatrics, surgery, obstetrics and gynecology and one supporting specialist doctor including anesthesia, radiology and clinical pathology services. This is in accordance with research conducted by Yasril et al (2019) where the availability of services at Arosuka Hospital is appropriate, complete and ready to serve patients every working hour.

Based on the bivariate results that almost all respondents stated that the availability of services was in accordance with the standards. This makes patients loyal to the hospital. The results of this study are also in accordance with those conducted by Wildani et al (2020) that almost all respondents at RSU Muhammadiyah North Sumatra stated that the availability of specialist doctors was good and in accordance with Class D hospitals. Based on fisher's exact test that there is no impact relationship between service availability and patient loyalty in the Outpatient Installation at Kaur Bengkulu Hospital. This contradicts research conducted by Wildani et al (Wildani et al., 2020) that there is service availability affecting patient loyalty.

Outpatient services include general practitioners and specialists. For some hospitals, general practitioner polyclinic services are not too many. This is because the hospital is a provider of specialized services, meaning that services are provided by specialist doctors. RSUD Kaur Bengkulu is a class C hospital that must have basic specialist medical services

including specialists in internal medicine, pediatrics, surgery, obstetrics and gynecology and one supporting specialist doctor including anesthesia, radiology and clinical pathology services. The accreditation demands of class C hospitals require hospitals to try to increase the number of specialists.

d. The Impact of Service Opening Hours on Patient Loyalty in the Outpatient Installation at Kaur Hospital Bengkulu

Based on the bivariate results obtained service opening hours according to the standard, almost all respondents are loyal patients and affect patient loyalty at the Outpatient Installation of Kaur Bengkulu Hospital. This is in line with research conducted by Yasril et al (Yasril et al., 2019) that respondents stated that service opening hours were in accordance with the standard, namely 08.00 WIB to 13.00 WIB. The results of the fisher's exact test found that there was no impact relationship between service opening hours and patient loyalty in the Outpatient Installation at Kaur Bengkulu Hospital. This is not in line with research at the Arosuka Hospital Polyclinic found that there is a relationship between service opening hours and patient loyalty (Yasril et al., 2019).

Based on the multivariate results, it is found that opening hours are the dominant factor affecting patient loyalty. This is contrary to research conducted by Yasril et al (Yasril et al., 2019) where researchers found that the strongest relationship with patient loyalty was the service opening hours included in the assessment of physical evidence (tangibel) which has 2 times caused patients to be disloyal if the service opening hours are not in accordance with working hours, namely 08.00 WIB to 13.00 WIB.

e. The Impact of Service Type on Patient Loyalty at the Outpatient Installation at Kaur Bengkulu Hospital

Bivariate results obtained type of service according to the standard there are almost all respondents are loyal patients funds based on continuity correction obtained there is an impact relationship between the type of service with patient loyalty in the Outpatient Installation at Kaur Bengkulu Hospital. This is in accordance with research conducted by Sary et al (2023) there is a relationship between the type of service and patient loyalty to make repeat visits. If the patient's perception of the type of service is good, the patient will be satisfied with the services provided by the hospital, so that the patient will be loyal and come back to visit the hospital.

Multivariate results obtained that the type of service is the dominant factor affecting patient loyalty in the Outpatient Instalansi RSUD Kaur Bengkulu. This is in accordance with research conducted by Herman et al (2022), the type of service is the dominant factor affecting patient loyalty. The level of customer satisfaction can be obtained by comparing the type of service received by the customer with the type of service expected. Services that are satisfying and in accordance with service expectations are expected to increase consumer loyalty. The types of health services that can be offered at the Outpatient Installation can provide more value and benefits for use so that patient needs are met and increase patient loyalty.

f. The Impact of Ease of Service on Patient Loyalty at the Outpatient Installation at Kaur Bengkulu Hospital

Based on the bivariate results obtained ease of service there are almost all respondents are loyal patients. Increased patient loyalty is due to the ease of service procedures obtained by patients at the Prof. Dr. Moestopo University Dental and Oral

Hospital. Based on continuity correction, it is found that there is an impact relationship between service convenience and patient loyalty in the Outpatient Installation at Kaur Hospital, Bengkulu. This is in accordance with research conducted by Ilhamsyah & Mulyani (2019) that ease of procedure has a significant effect on patient loyalty at Dr. Rivai Abdullah Leprosy Hospital, Banyuasin Regency, South Sumatra Province.

Based on the multivariate results, it is found that service convenience is not the dominant factor influencing patient loyalty. This is contrary to research conducted by Ilhamsyah & Mulyani (Ilhamsyah & Mulyani, 2019) that ease of service is the dominant factor influencing patient loyalty at Dr. Rivai Abdullah Leprosy Hospital, South Sumatra Province. The servicer must have empathy in understanding the problems of the party to be served, namely difficulties in service. The party being served should understand the limitations of knowledge and experience of service procedures so that the integration between the party serving and getting service must have the same feeling.

g. Impact of Service Time on Patient Loyalty at the Outpatient Installation at Kaur Bengkulu Hospital

Based on the results of bivariate research obtained fast service time, almost all respondents are loyal patients and the results of continuity correction that there is an impact relationship between service time and patient loyalty at the Outpatient Installation at Kaur Bengkulu Hospital. This is in accordance with research conducted at Arosuka Hospital where there is a relationship between service time and patient loyalty. Patient assessment of the hospital's ability with the accuracy of services ranging from registration to examination / treatment by assessing the suitability between expectations and realization of time for patients.

Based on multivariate results, it is the most dominant factor affecting patient loyalty. This is in accordance with research conducted by Peranginangin (Peranginangin, 2019) that service time in accordance with patient expectations can increase patient loyalty by 5.8 times. Service time is one of the factors that can be used to measure the effectiveness of an organization which consists of timeliness, while the lowest indicator is information. The timeliness of the services provided is related to patient satisfaction. The quality of the doctor's service can be assessed by the accuracy of arriving and confirming the service time to the patient.

h. The Impact of Cost on Patient Loyalty in the Outpatient Installation at Kaur Bengkulu Hospital

The results of bivariate analysis obtained reasonable service costs / tariffs found that almost all respondents were loyal patients. This is in accordance with research conducted by Wiratman et al (2023) that service costs do not have a significant effect on patient loyalty at Dr. Tadjuddin Chalid Hospital, Makassar City.

Based on continuity correction, it is found that there is an impact relationship between service costs and patient loyalty at the Outpatient Installation at Kaur Bengkulu Hospital. Mahyardiani's research (2020) states that cost affects patient loyalty in outpatients at Premier Bintaro Hospital. However, this contradicts research conducted by Wiratman et al (Wiratman et al., 2023) that service costs do not have a significant effect on patient loyalty at Dr. Tadjuddin Chalid Hospital, Makassar City.

i. The Impact of Service Products on Patient Loyalty at the Outpatient Installation at Kaur Bengkulu Hospital

Based on the bivariate results, service products according to standards are loyal patients and based on continuity correction, it is found that there is an impact relationship between service standards and patient loyalty in the Outpatient Installation at Kaur Bengkulu Hospital. This is in line with the research conducted, service products are not effective in influencing patient loyalty because the types of service products the majority of hospitals offer are almost the same, while promotion is generally only through the distribution of brochures, so it has no impact on patient loyalty.

Based on the results of service products, it is not the dominant factor influencing patient loyalty. This is contrary to research conducted by Wiratman et al (Wiratman et al., 2023) that service products affect patient loyalty. This is related to a service offered by the hospital to attract attention that is able to provide customer needs or desires so that it will increase patient loyalty.

j. Impact of Competence on Patient Loyalty in the Outpatient Installation at Kaur Bengkulu Hospital

The bivariate results in this study obtained competence according to the standard, almost all respondents were loyal patients and based on the results of continuity correction there was an impact relationship between competence and patient loyalty in the Outpatient Installation at Kaur Bengkulu Hospital. This is in line with research at Labuang Baji Hospital Makassar where there is an influence of competence on patient loyalty so that patients ask for treatment again when sick (Fitriana et al., 2022).

Based on multivariate results, it is found that competence is the dominant factor influencing patient loyalty. This research is in line with Fitriana et al (2022). Competence concerns the authority of each individual to perform tasks or make decisions in accordance with the profession that is relevant to the expertise, knowledge and abilities possessed. If good competence is shown by health workers, it will form satisfaction in patients which will have an impact on patient re-interest, If the patient is satisfied with hospital services, it will create an assessment that the hospital has been able to provide maximum service to patients. This means that the higher the satisfaction felt by the patient, the higher the patient's loyalty to the hospital.

k. The Impact of Officer Behavior on Patient Loyalty in the Outpatient Installation at Kaur Bengkulu Hospital

Based on the bivariate results, it was found that the behavior of officers was polite and friendly, it was stated that almost all patient respondents were loyal and based on continuity correction, it was found that there was an impact relationship between officer behavior and patient loyalty in the Outpatient Installation at Kaur Bengkulu Hospital. This is in line with research conducted by Yasril et al (2019) that there is a relationship between officer behavior and patient loyalty.

Officer behavior in a service is a polite, friendly, and empathetic attitude that gives attention, seriousness, sympathy, understanding and involvement to patients in service. Those who provide services must have this behavior so that limited understanding and abilities in service recipients can be combined, so that they have the same feelings. If the officer's behavior is in accordance with patient expectations, it will increase patient loyalty.

l. Impact of Infrastructure Facilities on Patient Loyalty in the Outpatient Installation at Kaur Bengkulu Hospital

Based on the bivariate results obtained that there is an impact relationship between infrastructure facilities and patient loyalty in the Outpatient Installation at Kaur Bengkulu Hospital. This is in line with research conducted by Yuliana et al (2022) that there is a relationship between the availability of infrastructure facilities and outpatient satisfaction. Facilities and infrastructure are tangible evidence of the services provided by hospitals which include physical facilities, equipment and technological equipment used. Thus the form of facilities and infrastructure provided by service providers is evidence of satisfaction assessment. This makes people choose or consider using services.

From the results of multivariate analysis, it was found that facilities and infrastructure are factors that affect patient loyalty. This is in line with research conducted by Yuliana et al (2022) where the availability of facilities and infrastructure is a factor affecting patient loyalty. Thus the form of facilities and infrastructure provided by service providers is evidence of satisfaction assessment. This makes people choose or consider using services again which increases patient loyalty.

m. The Impact of Complaint Handling on Patient Loyalty at the Outpatient Installation at Kaur Hospital Bengkulu

From the bivariate results obtained, the handling of complaints has gone well and is felt by almost all loyal patient respondents and there is an impact relationship between handling complaints and patient loyalty at the Outpatient Installation at Kaur Bengkulu Hospital. This is in line with research conducted by Wahyudi et al (Wahyudi et al., 2023) that there is an effect of complaint management on patient loyalty.

Based on the multivariate results in this study that complaint handling is not the dominant factor that has an impact on patient loyalty. This contradicts research conducted by Suryandartiwi (2020) that complaint handling is not a dominant factor affecting patient loyalty. Fair complaint handling cannot restore patient trust and this also cannot renew the patient's commitment to the health service, so that it will affect patient loyalty.

5. Conclusion

Variables that have an impact on patient loyalty in the outpatient installation at Kaur Bengkulu Hospital are the type of service, ease of service, service time, cost or tariff, service products, competence, officer behavior, and infrastructure facilities. Service time is the most dominant variable that has an impact on patient loyalty at the Outpatient Installation at Kaur Bengkulu Hospital. This is supported by informants in this study. RSUD Kaur Bengkulu can improve service quality and patient satisfaction in patients at the Outpatient Installation at RSUD Kaur Bengkulu which has never been analyzed so that hospital management can take the right corrective steps to improve service quality by using business process perspectives and internal Balanced scorecard and patient satisfaction which will result in improved quality of health services at the Outpatient Installation at RSUD Kaur Bengkulu.

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