ORIGINAL RESEARCH

ANALYSIS OF THE EFFECT OF PATIENT EXPERIENCE AND PATIENT SATISFACTION ON PATIENT LOYALTY

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ABSTRACT	Keywords
Hospitals have been competing to provide the best services in order to gain patient loyalty. Patient loyalty can be assessed from patient satisfaction and experience during hospitalization. This study aims to analyse the influence of patient experience and patient satisfaction on patient loyalty in the Outpatient Installation of Darmo Hospital. An analytical observational study using a cross-sectional approach was used in this study. The sample used in this study was 181 patients who were treated in the outpatient installation of Darmo Hospital Surabaya, selected using proportionate stratified random sampling technique. The independent variables in this study were patient experience and satisfaction, while the dependent variable was patient loyalty. Data was collected using a questionnaire and analyzed using logistic regression. The results showed a significant influence of patient experience on satisfaction (0.0001), patient experience on loyalty (0.0001), and satisfaction on loyalty (0.0001). Patient loyalty can be achieved by improving and enhancing patient experience, as better patient experience leads to increased patient satisfaction and loyalty towards the hospital. To gain patient loyalty, hospital services must be improved based on feedback in accordance with patients' wishes.	**Patient Experience, Satisfaction, Loyalty.**

INTRODUCTION

Patient satisfaction occurs when the needs, desires and expectations of patients can be met through the products or services received. Therefore, patient satisfaction is the quality felt by patients compared to patient needs, wants, and expectations (Supriyanto & Ernawati, 2015). Loyalty is a long-term effect of patient satisfaction. At some level, satisfaction is able to build patient loyalty by making repeat purchases.

Patient satisfaction and loyalty are the result of the perception of service from the value of a product (Elvina & Lestari, 2022; Hendra, 2017).

Outpatient services are a "gateway" for hospitals, because they can influence patients' decisions to return to use hospital services. If when receiving outpatient services, patients get services that are in accordance with patient expectations,

patients will have a good experience and positive assessment. This positive experience and assessment will affect the patient's decision to make a repeat visit to the hospital (Anggraini et al., 2020; Parante et al., 2022).

Patient experience measurement is more effectively used as an indicator of service quality so that *the National Health Services* (NHS) England sets patient experience as one of the indicators of service quality in addition to clinical effectiveness and patient safety (Darzi, 2018). Patient experience and satisfaction are 2 variables that need to be identified to determine steps to solve the problem of old patient visits that continue to decline, so that the hospital can determine policies, strategies and improvements to maintain and increase patient loyalty in the hospital, besides that the hospital can also develop and improve the quality of patient-oriented services in accordance with what is needed and expected by patients (Liu et al., 2021; Sari W et al., 2021; Sofia, 2023).

Observations in the last 5 years of patient loyalty at Darmo Hospital have decreased, this can be seen from the decrease in old visits at Darmo Hospital since 2017-2021 which continues to decrease. The percentage of old visits at Darmo Hospital Outpatient Installation decreased from 81.0% in 2017 to 79.3% in 2018 then decreased again in 2019 to 77.4% and in 2020 continued to decrease to 73.1%, until 2021 to 70.7%. It can be concluded that the number of old visits has a downward trend of 15.02% obtained from the difference in the number of old visits in 2021 and 2017 divided by the patient's old visits in 2017, so this is a problem because loyal patients can become marketers of cheap "promotional tools".

Based on the description of the problem data above, the research problem raised was a decrease in patient loyalty at the Darmo Hospital Outpatient Installation by 15.02% over the last 5 years from 2017-2021. The purpose of this study was to analyze the effect of *patient experience* and patient satisfaction on patient loyalty in the Darmo Hospital Outpatient Installation.

METHOD

Observational studies of analytical with a cross sectional approach have been used in this study. The research location is at the Outpatient Installation of Darmo Hospital Surabaya from October 2022 to May 2023. In this study the samples to be taken are in all poly: General Poly; specialist poly; dental poly; Darmo Children Center (DCC); Mother and child Poly; Psychology Poly; Mental Health Poly; Nutrition Poly; Hearing Center/Audiometry. The population were all patients who visited and used services at the Outpatient Installation at Darmo Hospital Surabaya for the period January - September 2022. The instrument used was a questionnaire given to respondents after signing the informed consent.

Inclusion criteria included: (1) All patients aged 17 years and over. Patients who are less than 17 years old (starting from the age of toddlers, children, early adolescents) and Patients over 65 years old (Seniors) in filling out the questionnaire can be assisted and accompanied by parents / relatives who escort the patient. Patients who are unable in condition and age to fill out the questionnaire will be represented by parents/siblings who escort the patient; (2) The patient can communicate well; (3) The patient has used the services at the Darmo Hospital Outpatient Installation; (4) The patient is willing to fill out a questionnaire; (5) The patient already has a medical record number. So that as many as 181 respondents were obtained for this study (table 1).

Table 1 Number of Patient Samples per Polyclinic based on the proportion of average visits.

No.	Poly	Average patient visits per month (N_i)	Proportion (%)	Number of respondents (n_i)
1.	Darmo Children Center	190	8.20	15
2.	Surgical poly + thorac and cardiovascular surgery poly	25	1.07	2
3.	Digestif surgery poly	39	1.68	3
4.	Oncology surgery poly	89	3.84	7
5.	Orthopedic poly	50	2.15	4
6.	Neurosurgery poly	9	0.38	1
7.	Plastic surgery poly	14	0.60	1
8.	General dentist Poly + specialist dentist poly	96	4.14	8
9.	Cardiovascular poly	114	4.92	9
10,	Dermatologist poly	45	1.94	4
11.	Ayes poly	21	0.90	2
12.	Gynaecology and obstetrics poly	146	6.30	11
13.	Urology poly	149	6.43	12
14.	Intern poly	833	35.96	65
15.	Neuro poly	87	3.75	7
16.	Pulmonary poly	88	3.79	7
17.	Ears, Nose, throat poly	47	2.02	3
18.	General Poly	221	9.54	17
19.	Mother and Child Poly + Nutrition Poly	9	0.38	1
20.	Audiometry Poly	31	1.33	2
	Total	2.316	100.0	181

Test Validity and Reliability

The significance test was performed by comparing the calculated r value with the table r for *degree of freedom* (df) = n-2, in this case n is the number of samples. The next step was to compare the *Correlated Item-Total Correlation value* with the calculation results of the r-table. If the calculated r was greater than the table r and the value is positive, then the question or indicator was declared valid. While the reliability test was carried out by comparing the calculated r value with the table r (*Cronbach's alpha*) with reliable conditions if the *Cronbach Alpha* value was >0.602.

Data Analysis

Data processing was carried out in stages: *Editing*, *Coding, Scoring Processing*, *Cleaning*. In the variables *Patient Experience* and Patient Satisfaction, the values of all indicators in each variable were composite and totaled to calculate the Mean value and then calculate the SD value. The division of categories on the variables *of patient experience*, patient satisfaction, and

patient loyalty were based on the range of mean and SD values.

Data analysis was carried out in two ways, namely descriptive analysis and quantitative analytics. Data were collected and statistical influence tests were carried out to look for influences between variables. The influence test used ordinal logistic regression analysis techniques with the aim of analyzing the influence of the independent variable on the dependent variable then the data is used to conclude the results. Influence analysis was conducted to see the probability of the influence of *patient experience* variables on patient satisfaction, the influence of *patient experience variables* on patient loyalty and the influence of patient satisfaction variables on patient loyalty.

Determine Strategic Issues based on: (1) Descriptive Analysis by looking at the mean value of each indicator that was less than the mean on the overall indicator; (2) Influence Analysis by looking at variables whose results are significant. The results of descriptive analysis and influence analysis were presented in Focus *Group Discussion* (FGD). The purpose of conducting Focus *Group Discussion* (FGD)

was to confirm the cause and solve problems with hospital management and compile recommendations for improvement of the problems found based on the researcher's review.

RESULTS
The Effect of *Patient Experience* on Patient Satisfaction

The cross-tabulated results of each variable used to see an overview of the influence between the variables. Cross-tabulated results between *Patient Experience* variables and Patient Satisfaction (table 2). Based on Table 2, it can be seen that the better the patient's experience while getting treatment at the Darmo Hospital Outpatient Installation, the level of satisfaction will also increase. Patients who have a very bad experience tend to give a very dissatisfied rating, and conversely patients who have a very good experience tend to give a very satisfied rating. There is a positive relationship or correlation between *Patient Experience* and Patient Satisfaction. In addition, it also shows an indication of a significant influence between the patient's experience and satisfaction.

Table 2. Cross-Tabulation *of Patient Experience* with Patient Satisfaction

| Patient Experience | Patient Satisfaction | | | | | | | | total | |
| | Very satisfied | | Satisfied | | Not Satisfied | | Very Not Satisfied | | | |
	n	%	n	%	n	%	n	%	N	%
Excellent	22	53.7	19	46.3	0	0.0	0	0.0	41	100.0
Good	6	11.1	32	59.3	16	29.6	0	0.0	54	100.0
Less good	1	1.8	14	23.7	31	52.5	13	22.0	59	100.0
worse	0	0.0	0	0.0	4	14.8	23	85.2	27	100.0

To determine the effect of *the Patient Experience variable* on Patient Satisfaction, an influence test was carried out using ordinal logistic regression. Test results of the effect of ordinal logistic regression on *Patient Experience* on Patient Satisfaction (table 3). The results of ordinal logistic regression of the effect of *patient experience* variables on patient satisfaction showed a significant assessment of very satisfied. This is indicated by the significance value in column *p* where all values below α which is less than 0.05. Estimate b shows a positive value which means that *patient experience* in all categories is more *likely* to get a very good level of satisfaction with patients.

Table 3 Results of Ordinal Logistic Regression Effect of Patient Experience on Patient Satisfaction

No	Variable	Estimate (b)	Significant (p)
1	*Excellent Patient Experience* (1)	+7.883	0.0001
2	*Good Patient Experience* (2)	+5.365	0.0001
3	*Worse Patient Experience* (3)	+3.186	0.0001

The *patient experience* with the very good category has a greater probability of 7.8 times getting patient satisfaction, while *the patient experience* with the bad category has a 3 times smaller probability of getting patient satisfaction. This shows that the better the *patient experience*, the greater the *probability* of getting patient satisfaction.

The Effect of *Patient Experience* on Patient Loyalty

The cross-tabulated results of each variable used to see an overview of the influence between the variables. Cross-tabulated results between *Patient Experience* variables and Patient Loyalty (table 4). The better the patient's experience while getting treatment at the Darmo Hospital Outpatient Installation, the loyalty also tends to increase. Patients with very unfavorable experiences tend to give very dissatisfied judgments. Patients with excellent experience tend to give very satisfied ratings. This indicates a positive relationship between the two variables and indicates a significant influence of patient experience on patient loyalty. To determine the effect of *the Patient Experience* variable on Patient Loyalty, an influence test was carried out using ordinal logistic regression.

Table 4 Cross-Tabulation *of Patient Experience* with Patient Loyalty

Patient Experience	Patient Loyalty								Total	
	Very Loyal		Loyal		Disloyal		Very Not Loyal			
	n	%	n	%	n	%	n	%	N	%
Excellent	31	75.5	10	24.5	0	0.0	0	0.0	41	100.0
Good	13	24.1	25	46.3	16	29.6	0	0.0	54	100.0
Less Good	2	3.4	18	30.5	35	59.3	4	6.8	59	100.0
Very Not Good	0	0.0	0	0.0	10	37.0	17	63.0	27	100.0

The results of ordinal logistic regression, the effect of *patient experience* variables on patient loyalty to get a very loyal assessment is significant. These results are shown in all significance values below 0.05, namely p = 0.0001. Estimate b shows a positive value, which means that *patient experience* in all categories is more likely to gain a very good level of patient loyalty (table 5).

Table 5 Results of Ordinal Logistic Regression of the Effect of *Patient Experience* on Patient Loyalty

No	Variable	Estimate (b)	Significant (p)
1	*Excellent Patient Experience* (1)	+7.683	0.0001
2	*Good Patient Experience* (2)	+5.201	0.0001
3	*Worse Patient Experience* (3)	+3.450	0.0001

The *patient experience* with the very good category has a greater probability of 7.6 times getting patient loyalty, while *the patient experience* with the bad category has a 3.4 times smaller probability of getting patient loyalty. This shows that the better the *patient experience*, the greater the probability in creating loyalty to patients.

The effect of patient satisfaction on patient loyalty

Based on table 6, the better patient satisfaction with the service at the Darmo Hospital Outpatient Installation, the loyalty also tends to increase. Patients who are dissatisfied with Darmo Hospital's Outpatient Installation services tend to show bad loyalty. When patients were satisfied with their services, it will have an impact on increasing patient loyalty to the Darmo Hospital Outpatient Installation, and vice versa. This indicates a positive relationship between the two variables and indicates a significant effect of patient satisfaction on patient loyalty.

Table 6 Cross-Tabulation of Satisfaction with Patient Loyalty

Patient Satisfaction	Patient Loyalty								Total	
	Very Loyal		Loyal		Disloyal		Very Not Loyal			
	n	%	n	%	n	%	n	%	N	%
Very satisfied	27	93.1	2	6.9	0	0.0	0	0.0	29	100.0
Satisfied	18	27.7	41	63.1	6	9.2	0	0.0	65	100.0
Not Satisfied	0	0.0	7	13.7	40	78.5	4	7.8	51	100.0
Very dissatisfied	1	2.8	3	8.3	15	41.7	17	47.2	36	100.0

To determine the effect of the Patient Satisfaction variable on Patient Loyalty, an influence test was carried out using ordinal logistic regression. Based on table 7, the results of ordinal logistic regression, the effect of patient satisfaction variables on patient loyalty in order to get a very loyal assessment was significant. These results were shown in all significance values below 0.05, namely (p = 0.0001). Estimate b shows a positive value which means that patient satisfaction in all categories is more likely to get a very good level of loyalty to patients.

Table 7 Results of Ordinal Logistic Regression Effect of Patient Satisfaction on Patient Loyalty

No	Variable	Estimate (b)	Significant (p)
1	*Excellent Patient Experience* (1)	+8.988	0.0001
2	*Good Patient Experience* (2)	+5.443	0.0001
3	*Worse Patient Experience* (3)	+1.680	0.0001

Patient satisfaction with the highly satisfied category had a greater probability of 8.9 times obtaining patient loyalty, while patient satisfaction with the dissatisfied category had a 1.6 times smaller probability of gaining patient loyalty. This shows that the better the patient satisfaction, the greater the probability in creating loyalty to patients.

DISCUSSION

Patient satisfaction is defined as a person's assessment of product performance in relation to expectations (Kotler, 2000). In patient satisfaction, there are several indicators that have low values, namely *Financial Aspect, Accessibility and Convenience,* and *Facilities and services* (Alfarizi & Ngatindriatun, 2022; Ferreira et al., 2023; Manzoor et al., 2019). In the *Financial aspect* indicator, patients feel that the suitability of the costs incurred with the facilities obtained is still not appropriate and cannot use BPJS facilities at Darmo Hospital. Patients will be interested in making repurchases if the price is affordable, thus patients will feel comfortable to purchase services, because this is considered in accordance with the patient's ability to buy services and the patient's expectations to get good services. The more attractive the price offered; the more patients will make repeat visits to the hospital.

In the *Accessibility and Convenience indicator,* some patients find it difficult to make an appointment and consultation with one of the specialists at Darmo Hospital because the quota is limited based on the results of the FGD which causes quota restrictions due to the length of consultation and examination time for doctors in each patient. General poly that is only available in the morning is also a complaint because some patients who want to go to the public poly in the afternoon will be directed to the ER while patients feel that the room in the ER is not as comfortable as in the general poly room in the Outpatient Installation.

In the *Facilities and services indicator* based on the results of analysis and interviews with patients, patients feel that the building looks old-fashioned scary, the interior design is less updated even though the patient feels that he has paid a high price. Lighting at the front of the hospital is still lacking, road access from the parking lot to the Outpatient Installation needs to be improved so that it is flatter and does not endanger patients.

In this study patient satisfaction was measured using 7 indicators. The indicators that have the highest value are *technical quality* and *communication*. This shows that the ability, thoroughness, accuracy, and explanation given by specialist doctors at Darmo Hospital in conducting examinations and then establishing diagnoses and treating patients are very good and make patients feel satisfied with the services provided. A study shows that to increase patient satisfaction, hospitals need to touch consumers' hearts through a good patient experience (Maghfiroh, 2017).

Loyalty is defined as a commitment and willingness of patients to make repeat visits, reuse existing services at the hospital and recommend to others (Arman et al., 2023; Prakoeswa et al., 2022; Winda Trisnawati Utami & Sentot Imam Suprapto, 2022). In this study, patient loyalty was measured

using 4 question indicators, namely the patient's willingness to say positive, recommend Darmo Hospital to others, make repeat visits to the hospital, and reuse the services and services at Darmo Hospital. Darmo Hospital not only provides excellent service to patients but also needs to provide a good experience to patients when and after receiving services from Darmo Hospital so that the service products provided by the hospital can be memorable and stick in the hearts of patients.

In the test results, the effect of *patient experience* variables on patient satisfaction shows that patient experience has a significant influence on patient satisfaction. The better the patient experience while getting services at the Darmo Hospital Outpatient Installation, the level of satisfaction will also increase. Patients with very bad experiences will feel very dissatisfied with the services provided (Ling et al., 2021). Based on these results, it can be concluded that a good patient experience will have a higher level of satisfaction than patients with a less good experience.

Patient satisfaction depends on the quality of service provided by the hospital in meeting patient expectations (Mardikaningsih, 2022). If the hospital can create satisfaction in patients, patients will feel comfortable, happy, and patient loyalty will be well formed. When the patient is satisfied, the patient will have the desire to come and reuse the services at the hospital, with repeated visits made by the patient, the patient's loyalty to the hospital will be well formed. Extreme patient satisfaction obtained from patient experience can develop into loyalty (Prasanthi & Budiasni, 2022). If the hospital cannot create a very good experience for patients, then patients will feel disappointed so that it can reduce patient retention to return to service at the hospital (El-Haddad et al., 2020; Lateef, 2011).

Based on the results of the influence test in this study shows that *Patient Experience* has a significant positive effect on patient loyalty of Darmo Surabaya Hospital, of the five indicators only 1 indicator has less value. This shows that the application of *patient experience* carried out by Darmo Surabaya Hospital has provided real experience to patients before, during and after receiving services so that it really makes patients memorable and sticks in the patient's heart. Specialists at Darmo Surabaya Hospital are doctors who are quite popular with old patients and new patients and have been widely recommended by friends and family. This can indirectly bind patients to continue to choose Darmo Hospital as an option in getting health services.

In this study, based on the results of interviews with several new patients who visited Darmo Hospital knowing Darmo Hospital from *online google reviews*, this shows that the use of social media also plays an important role in creating *patient experience* because good *reviews* and experiences from previous patients will be able to attract people who read it to visit Darmo Hospital. Therefore, Darmo Hospital needs to intensify filling *in google reviews* and other social media because in the era of digitalization it will also make it easier for hospitals to find and capture the market. Based on the results of research 60% of patients at Darmo Hospital come from the city of Surabaya and 40% come from outside the city of Surabaya, showing that the need to create *patient experience* on *the relate* indicator because it is very possible and easier for new patients outside the city of Surabaya who want to find good doctors and hospitals, if Darmo Hospital succeeds in improving and implementing this then *good experience* that patients have during treatment at Darmo Hospital can increase the rating of Darmo Hospital on social media so that patient visits will increase and patient loyalty to Darmo Hospital will also increase

because more patients will recommend and invite other new patients to entrust treatment and choose services to Darmo Surabaya Hospital.

CONCLUSIONS

This study indicates that there is an influence of *Patient Experience* on patient satisfaction that affects loyalty in using hospital services. The three variables in this study, namely *Patient Experience*, Patient Satisfaction, and Patient Loyalty, have a positive and significant influence. Recommendations to improve patient loyalty based on *patient experience* analysis and patient satisfaction at the Darmo Hospital Outpatient Installation were carried out in discussions with Darmo Hospital management which included the Deputy Director of Medical Services, Head of Nursing, Marketing Team, Head of Outpatient Installation, Outpatient Nursing Coordinator and PMKP Team with the aim of providing concrete solutions in increasing loyalty through the number of patient visits.

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