

The Effect of Hospital Image and Service Quality on Patient Loyalty through Satisfaction as an Intervening Variable in the Outpatient Unit Sawit Indah Perbaungan General Hospital

Farhana Abdul Hakim^{1*}, Syafrizal Helmi Situmorang², Beby Karina Fawzee
Sembiring³

Universitas Sumatera Utara, Indonesia

Corresponding Author: Farhana Abdul Hakim farhanaabdulhakim1@gmail.com

ARTICLE INFO

Keywords: Service Quality,
Patient Loyalty, Intervening
Variable

Received : 16, December

Revised : 30, December

Accepted: 28, January

©2025 Hakim, Situmorang, Sembiring:

This is an open-access article
distributed under the terms of the
[Creative Commons Atribusi 4.0
Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the factors influencing patient loyalty at Sawit Indah General Hospital in Perbaungan, focusing on the role of hospital image, service quality, and patient satisfaction. Using a quantitative approach with an associative method, this research connects the variables of hospital image (X1), service quality (X2), patient satisfaction (Z), and patient loyalty (Y) to examine the relationships among these variables. Data were collected through questionnaires, interviews, and documentation, and then analyzed using descriptive statistical analysis and path modeling with Structural Equation Modeling (SEM) and Partial Least Squares (PLS) methods. The results show that hospital image and service quality significantly affect patient satisfaction, which in turn influences patient loyalty. This research is expected to provide insights for hospital management to improve patient satisfaction and loyalty, as well as contribute to the sustainability of the hospital's operations.

INTRODUCTION

Hospitals are one of the important pillars in the healthcare system in Indonesia, playing a central role in providing comprehensive medical services to the public. As healthcare institutions, hospitals are involved in prevention, diagnosis, treatment, and rehabilitation, which are essential in a country with a population of over 270 million people. The increase in the number of hospitals in Indonesia in recent decades has been a response to the challenges of healthcare services, particularly in vast and remote geographic areas. Hospitals serve as referral centers for further healthcare services, especially for patients with conditions requiring specialized care. In addition, hospitals also play a significant social and economic role, including providing employment for healthcare workers and support staff, as well as contributing to the economy through related industries such as pharmaceuticals and medical equipment. Private hospitals, in particular, rely on patients as a source of funding for their operations, including salaries for medical staff and the provision of hospital facilities. Therefore, patient satisfaction and loyalty are the primary goals that hospitals must achieve.

Patient loyalty, which reflects the willingness of patients to return for services and recommend the hospital to others, is a key element in the long-term success of a hospital. Loyal patients contribute to the stability of the hospital's revenue, as they are more likely to use additional services, reduce marketing costs, and strengthen relationships with the hospital. However, loyalty can only be achieved if patients are satisfied with the services they receive. Patient satisfaction is a major predictor of loyalty because satisfied patients are more likely to return for services and recommend the hospital to others. Various factors, such as the hospital's image and service quality, also influence the levels of patient satisfaction and loyalty. A good hospital image boosts patient confidence, while high-quality services, especially personal attention and the ability of medical staff to provide clear information, also play a key role in enhancing patient satisfaction and loyalty.

However, despite the important role hospitals play in healthcare, many face challenges in increasing patient loyalty. For example, Sawit Indah General Hospital in Perbaungan has experienced a decline in the number of patients, even though it has a fairly good image. Internal survey data from the hospital in early 2024 indicated that although most patients were satisfied with the services they received, only about 60% expressed a desire to return for services at the same hospital. This indicates a gap between patient satisfaction and loyalty, likely influenced by a less-than-optimal hospital image and varying service quality. A pre-survey conducted with patients at this hospital revealed several issues related to the hospital's image, service quality, and patient satisfaction, such as difficulty in accessing hospital service information, inadequate medical facilities, and long waiting times. All of these factors contribute to low patient satisfaction, which in turn affects their level of loyalty to the hospital.

LITERATURE REVIEW

Hospital Image

Hospital image refers to the overall perception formed by the community, patients, and other stakeholders about the hospital, based on various experiences and interactions with the institution. The hospital image is the result of an accumulation of impressions formed through both direct and indirect interactions, such as service experiences, the quality of medical staff, facilities, and the reputation gained through information from various sources, including social media and online reviews. According to Kotler & Keller (2016), image is the perception formed in the minds of consumers about an organization, including hospitals, based on experiences and the information they receive. A positive image is crucial for hospitals as it can enhance trust among patients and the general public. Harrison et al. (2019) defines hospital image as the overall perception held by patients and the public about the hospital, influenced by service quality, reputation, facilities, and both direct and indirect interactions with the hospital.

Service Quality

According to Gronroos (2020), service quality is the extent to which a service meets or exceeds customer expectations. Service quality is influenced by the interaction between the service provider and the customer, as well as the outcomes of the service. The main dimensions of service quality include reliability, responsiveness, assurance, empathy, and tangibles. Parasuraman et al. (2018) state that service quality is the gap between customer expectations for a service and their perception of what they actually receive. Service quality consists of five dimensions: tangibility, reliability, responsiveness, assurance, and empathy, which form the foundation of the SERVQUAL model.

Satisfaction

According to Oliver (2018), satisfaction is an emotional state that arises as a result of comparing one's expectations with the actual performance received. If the performance exceeds expectations, individuals will feel satisfied, while if the performance falls below expectations, individuals will feel dissatisfied. Kotler and Keller (2019) explain that satisfaction is the feeling of pleasure or disappointment that occurs after comparing one's perception of the outcome of a product or service with their expectations. The level of satisfaction can be influenced by factors such as product quality, after-sales service, and interactions with the brand.

Patient Loyalty

According to Dick & Basu (2020), loyalty can be defined as a strong commitment from an individual to continue using the products or services of a particular brand or company, regardless of external influences and marketing efforts from competitors. Loyalty includes not only the desire to repurchase but also the intention to recommend the brand to others. According to Kumar & Shah (2018), loyalty can also be understood as the level at which customers feel satisfied with the services provided and choose to stay with a particular brand.

This is closely related to satisfaction, trust, and the perceived value from interactions with the company.

Research Hypotheses

According to Hardani et al. (2020), a hypothesis is a preliminary research result, as the answer provided is based only on relevant theories and has not yet been supported by empirical facts obtained through data collection. A hypothesis is an assumption or possible answer to a research question. In other words, a hypothesis is a temporary answer formulated by the researcher, which will then be tested for its validity through the conducted research. Based on the conceptual framework, the research hypotheses are as follows:

- H1: Hospital Image has a positive and significant effect on Patient Satisfaction at the Outpatient Unit of Sawit Indah Perbaungan General Hospital.
- H2: Service Quality has a positive and significant effect on Patient Satisfaction at the Outpatient Unit of Sawit Indah Perbaungan General Hospital.
- H3: Hospital Image has a positive and significant effect on Patient Loyalty at the Outpatient Unit of Sawit Indah Perbaungan General Hospital.
- H4: Service Quality has a positive and significant effect on Patient Loyalty at the Outpatient Unit of Sawit Indah Perbaungan General Hospital.
- H5: Patient Satisfaction has a positive and significant effect on Patient Loyalty at the Outpatient Unit of Sawit Indah Perbaungan General Hospital.
- H6: Hospital Image has a positive and significant effect on Patient Loyalty through Patient Satisfaction at the Outpatient Unit of Sawit Indah Perbaungan General Hospital.
- H7: Service Quality has a positive and significant effect on Patient Loyalty through Patient Satisfaction at the Outpatient Unit of Sawit Indah Perbaungan General Hospital.

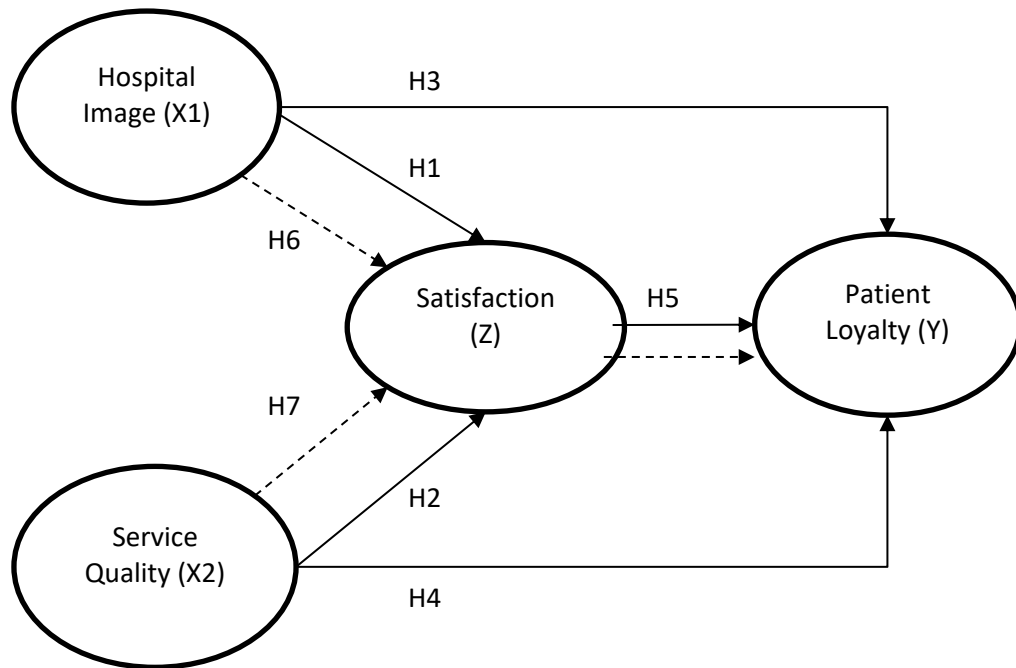


Figure 1. Conceptual Framework

METHODOLOGY

Type of Research

This study uses a quantitative approach with an associative method, aiming to examine the relationships between variables. The research connects two or more variables to determine the relationship between them through hypothesis testing. In this study, the independent variables being tested are Hospital Image (X1) and Service Quality (X2), while the intervening variable is Satisfaction (Z), and the dependent variable is Patient Loyalty (Y).

Data Collection Methods

In this study, data were collected through several methods as follows:

1. Questionnaire

A questionnaire is a data collection method used by distributing a set of statements to respondents to be filled out. Respondents are asked to choose one of five answer options provided in the questionnaire. The responses given by the respondents are then analyzed as data.

2. Interview

Interviews were conducted to obtain additional data through direct interaction with the respondents. The questions asked were related to the answers in the questionnaires filled out by the respondents, with the aim of deepening the understanding of the collected data.

3. Documentation

Relevant data were also collected from written sources, such as books, online journals, scientific articles, and company websites that provide information related to this research.

Population and Sample

Data analysis in this study was conducted using several methods, including:

a. Descriptive Statistical Analysis

Descriptive statistics are used to explain the characteristics of the variables being studied based on the responses provided by the respondents. According to Malhotra (2017), descriptive statistics systematically describe the facts and characteristics of the research objects or subjects. Several indicators used in this descriptive analysis include the mean, maximum value, and minimum value. The results of the descriptive analysis will provide a clear understanding of the data used in this study. The following table shows the mean interval categories for assessing respondent answers:

Table 1. Mean Range Score

Category	Mean Interval
Strongly Disagree (STS)	1.00 - 1.79
Disagree (TS)	1.80 - 2.59
Slightly Agree (KS)	2.60 - 3.39
Agree (S)	3.40 - 4.19
Strongly Agree (SS)	4.20- 5.00

Source: Ghozali (2021)

b. Hypothesis Testing

Hypothesis testing was conducted using path modeling to show the relationships between the variables being tested. This path model was used in the analysis with the Structural Equation Modeling (SEM) approach and tested using the Partial Least Squares (PLS) method. According to Hair et al. (2021), PLS is an analytical method that does not rely on many assumptions and can be used in conditions where the data do not have to be normally distributed and with relatively small sample sizes. Ghozali (2018) states that PLS can be used for models that do not have to be theory-based and allows the use of both reflective and formative indicators.

RESEARCH RESULT

General Description

Sawit Indah General Hospital Perbaungan is located at Jl. May. Jend (Purn) H.T. Rizal Nurdin No.10 Perbaungan. Sawit Indah General Hospital Perbaungan has the motto "Prioritizing Patient Safety with PATEN" and the vision "To become a leading hospital that provides high-quality and holistic healthcare services by prioritizing patient safety, innovation, and community service."

Descriptive Statistical Analysis

According to Sugiyono (2017), descriptive analysis is a type of analysis used to describe or provide an objective explanation of the characteristics of the data that has been collected. This process includes the collection, arrangement, grouping, analysis, and interpretation of data to provide an overview of the

issues being faced and an explanation of the results of the calculations. In this study, the questionnaire used contains 28 items of statements consisting of 6 items for the service quality variable (X1), 10 items for the institutional image variable (X2), 8 items for the patient satisfaction variable (Z), and 4 items for the patient loyalty variable (Y). The data obtained from the questionnaire are then analyzed using descriptive statistical techniques to describe the characteristics respondents and present relevant findings.

Description of Research Variables

The following is the Distribution of Respondent Answers for the Hospital Image Variable (X1).

Table 2. Results of Descriptive Statistical Analysis for the Hospital Image Variable (X1)

Hospital Image (X1)													
Item No.	STS		TS		KS		S		SS		Average	Average Dimension	Note
	F	%	F	%	F	%	F	%	F	%			
Trust													
Experience	0	0	3	2,1	12	8,6	53	37,9	72	51,4	4,39	4,4	SS
Recommendation from others	0	0	5	3,6	7	5,0	53	37,9	75	53,6	4,41		
Staff Interaction													
Staff friendliness	0	0	2	1,4	14	10,0	60	42,9	64	45,7	4,33	4,36	SS
Staff's ability to provide attention	0	0	1	0,7	13	9,3	56	40,0	70	50,0	4,39		
Hospital Reputation													
Hospital success track record	0	0	4	2,9	19	13,6	64	45,7	53	37,9	4,19	4,23	SS
Awards held by the hospital	0	0	5	3,6	13	9,3	62	44,3	60	42,9	4,26		
Average											4,33		SS

The distribution of responses from respondents on the Hospital Image variable (X1) shows very positive results. The statement regarding past experiences has an average of 4.39, with the majority of respondents feeling satisfied and having a good experience when visiting Sawit Indah General Hospital Perbaungan, although a small number expressed dissatisfaction with the administrative process, which they found difficult. Regarding recommendations from others, the average response was 4.41, where most respondents frequently received recommendations from friends or family. The statement about the friendliness of medical staff recorded an average of 4.33, with the majority feeling that the staff was friendly, although some respondents felt the staff only worked according to procedures without adding value. The medical staff's ability to provide attention had an average of 4.39, supported by the majority who felt well cared for by the staff. The hospital's track record received an average of 4.19, where most respondents were aware of the hospital's good reputation, although some had heard negative news. Lastly, regarding the

awards held by the hospital, the average response was 4.26, with the majority aware of the awards received by Sawit Indah General Hospital Perbaungan, while a small number were unaware of this information. Overall, this variable shows a very high perception of the hospital's image.

Here is the distribution of respondent answers for the Service Quality Variable (X2):

Table 3. Results of Descriptive Statistical Analysis for the Service Quality Variable (X2)

Service Quality Variable (X2)													
Item No.	STS		TS		KS		S		SS		Average	Average Dimension	Note
	F	%	F	%	F	%	F	%	F	%			
Trust													
Hospital's ability to provide promised services	0	0,0	3	2,1	13	9,3	52	37,1	72	51,4	4,38	4,39	SS
Timeliness of care	0	0,0	4	2,9	9	6,4	54	38,6	73	52,1	4,40		SS
Staff Interaction													
Speed in responding to patient needs	0	0,0	2	1,4	13	9,3	63	45,0	62	44,3	4,32	4,36	SS
Efficient administrative process	0	0,0	2	1,4	12	8,6	53	37,9	73	52,1	4,41		SS
Hospital Reputation													
Staff's ability to build trust	0	0,0	4	2,9	18	12,9	59	42,1	59	42,1	4,24	4,3	SS
Medical staff expertise in providing care	1	0,7	1	0,7	10	7,1	62	44,3	66	47,1	4,36		SS
Staff's ability to listen to patient complaints	0	0,0	2	1,4	11	7,9	62	44,3	65	46,4	4,36	4,32	SS
Staff's concern for patient needs	1	0,7	3	2,1	13	9,3	66	47,1	58	41,4	4,29		SS
Hospital cleanliness	0	0,0	1	0,7	9	6,4	59	42,1	71	50,7	4,43	4,41	SS
Professional appearance of medical staff	0	0,0	1	0,7	13	9,3	55	39,3	71	50,7	4,40		SS
Average											4,36	SS	

Based on Table 4, the average responses of respondents to 10 statements regarding the services of the Outpatient Unit at Sawit Indah General Hospital Perbaungan are in the very high category, with a modal value of 5 (strongly agree). The majority of respondents are satisfied with the promised services,

timeliness of care, responsiveness, efficient administration, trust, medical staff expertise, enthusiasm in listening to complaints, concern for patients, cleanliness of the environment, and the professional appearance of staff. However, a small number of respondents expressed dissatisfaction regarding service negligence, inefficient administrative processes, and lack of care and professionalism from staff.

Here is the distribution of respondent answers for the Satisfaction Variable (Z):

Table 4. Results of Descriptive Statistical Analysis for the Satisfaction Variable (Z)

Satisfaction													
Statement	STS		TS		KS		S		SS		Average	Average Dimension	Note
	F	%	F	%	F	%	F	%	F	%			
Comfort of the treatment room	0	0,0	3	2,1	12	8,6	54	38,6	71	50,7	4,38	4,38	SS
Availability of facilities	0	0,0	5	3,6	9	6,4	54	38,6	72	51,4	4,38		
Doctor's ability to explain diagnosis	0	0,0	3	2,1	12	8,6	66	47,1	59	42,1	4,29	4,34	SS
Doctor's ability to provide care	0	0,0	1	0,7	12	8,6	57	40,7	70	50,0	4,40		
Availability of nurses to assist when needed	0	0,0	4	2,9	16	11,4	67	47,9	53	37,9	4,21	4,25	SS
Nurse communication level with patients	0	0,0	2	1,4	16	11,4	60	42,9	62	44,3	4,30		
Availability of clear information	0	0,0	2	1,4	9	6,4	68	48,6	61	43,6	4,34	4,26	SS
Clarity of care procedures	0	0,0	4	2,9	19	13,6	64	45,7	53	37,9	4,19		

Based on Table 5, the analysis of the eight statements indicates that all the indicators of respondent satisfaction with the services of the Outpatient Unit at Sawit Indah General Hospital Perbaungan are in the very high category, with average scores ranging from 4.19 to 4.40 and a modal value of 5 (strongly agree). The majority of respondents are satisfied with the comfort of the treatment room, facilities, explanation of diagnosis and treatment by the doctor, availability of nurses, nurse communication, provided information, and clarity of care procedures. However, a small number of respondents mentioned issues such as

less conducive rooms, unclear information and procedures, and perceived informality in nurse communication.

Here is the distribution of respondent answers for the Patient Loyalty Variable (Y):

Table 5. Results of Descriptive Statistical Analysis for the Patient Loyalty Variable (Y).

Patient Loyalty (Y)													
Statement	STS		TS		KS		S		SS		Average	Average Dimension	Note
	F	%	F	%	F	%	F	%	F	%			
Patients' desire to return to the hospital for future care	0	0,0	3	2,1	13	9,3	53	37,9	71	50,7	4,37	4,38	SS
Patients' intention to use other services offered by the hospital	0	0,0	5	3,6	7	5,0	55	39,3	73	52,1	4,40		
Patients' willingness to recommend the hospital	0	0,0	3	2,1	15	10,7	64	45,7	58	41,4	4,26	4,32	SS
Positive reviews given by patients on online platforms	0	0,0	1	0,7	13	9,3	57	40,7	69	49,3	4,39		
Average											4,36		SS

Based on Table 6, the analysis of the four statements shows that all indicators have a very high average score (ranging from 4.26 to 4.40) with a modal value of 5 (strongly agree). The majority of respondents have the desire to return to Sawit Indah General Hospital Perbaungan, the intention to use other services, the willingness to recommend the hospital to others, and the readiness to give positive reviews. This is due to their satisfaction with the services provided. However, a small number of respondents gave answers of disagreement or strong disagreement due to certain reasons, such as dissatisfaction with previous experiences.

PLS-SEM Analysis

According to Hair et al. (2022), path models are diagrams used to visually represent hypotheses and the relationships between variables examined when using Structural Equation Modeling (SEM). These path models help researchers to illustrate the relationships between independent variables, intervening variables, and dependent variables in a study. In this research, the variables used

consist of two independent variables, namely Hospital Image (X1) and Service Quality (X2), the intervening variable, which is Satisfaction (Z), and the dependent variable, Patient Loyalty (Y). The researcher assigns codes to each variable to facilitate the visualization of the relationships between the variables being tested.

The first or initial model in this study was conducted using all the indicators for each construct. This initial model was analyzed with reference to the model framework presented in Figure 1.

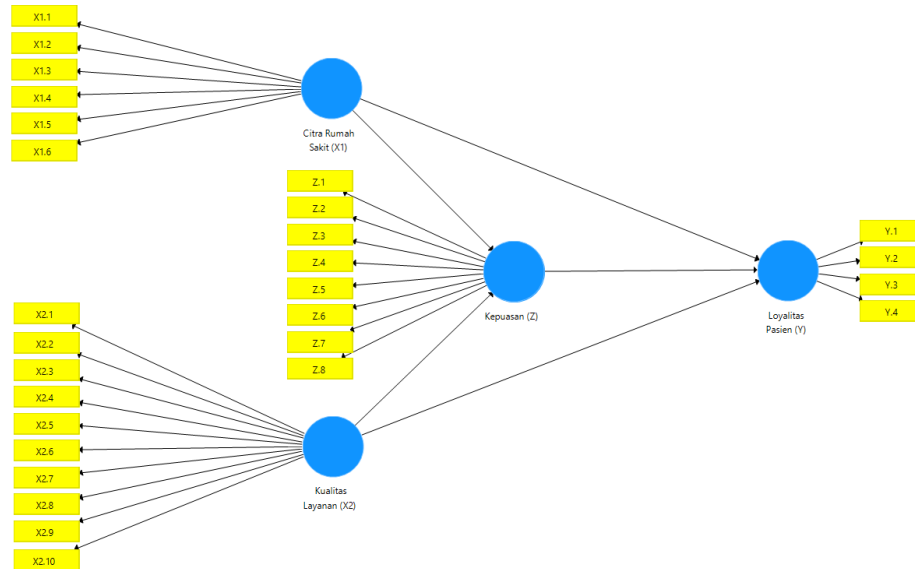


Figure 1. Initial Model Loading Factor

Figure 1 illustrates the loading factor analysis of the initial model, conducted to test the suitability of each indicator with the dimensions referenced in the study. This process is essential to ensure that the indicators used accurately measure the intended dimensions. When the indicators for each dimension are reliable and valid, the model developed will be more accurate in predicting the relationships between the variables. For reflective constructs, the reliability of the indicators is tested using the loading factor. The loading factor measures the contribution of each indicator to its respective construct. In this study, the expected loading factor value is greater than 0.7. However, for exploratory research, a loading factor value greater than 0.5 is considered adequate (Ghozali, 2014). The loading factor values for each indicator against their respective constructs are measured using the algorithm in the SmartPLS program. The results of the algorithm calculations for the first model can be seen in Figure 2.

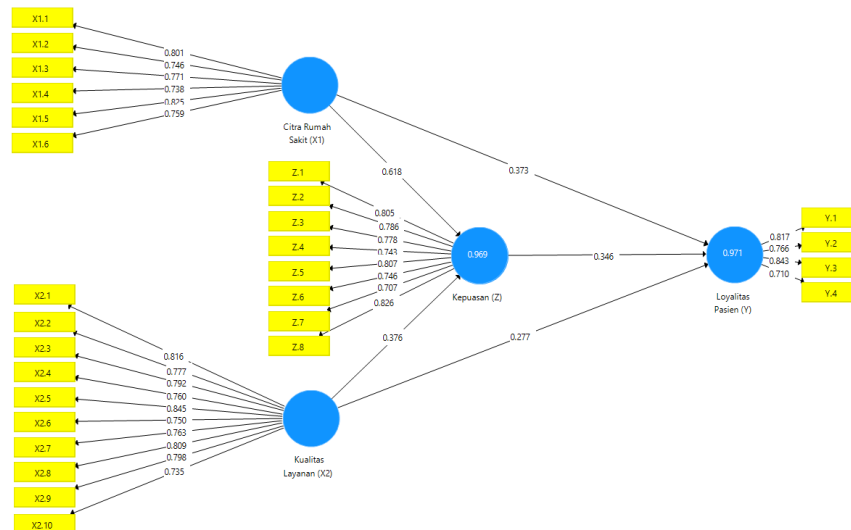


Figure 2. Final Model Loading Factor

Figure 2 shows the results of the algorithm, displaying the loading factor values for each indicator in every construct. This testing process is repeated, especially if any indicator has a loading factor of less than 0.5; those indicators will be removed from the model. In the final model, as illustrated in Figure 4.3, it can be seen that all indicators have a loading factor value greater than 0.5, indicating that these indicators are reliable enough to measure the intended constructs.

Thus, the results of the loading factor analysis in this final model suggest that the indicators used in this study are appropriate and can be used to accurately predict the relationships between variables.

DISCUSSION

Here is a summary with seven main sections from the text:

- a) Hospital Image on Patient Satisfaction
Hospital image has a positive and significant effect on patient satisfaction with a coefficient of 0.618 and t-statistics (5.202). A good image increases patient trust and satisfaction.
- b) Service Quality on Patient Satisfaction
Service quality has a positive and significant effect on patient satisfaction with a coefficient of 0.376 and t-statistics (3.178). Service quality factors such as quick response, medical staff competence, and comfort of facilities enhance satisfaction.
- c) Hospital Image on Patient Loyalty
Hospital image has a positive and significant effect on patient loyalty with a coefficient of 0.373 and t-statistics (3.940). A good image strengthens patient loyalty to the hospital.
- d) Service Quality on Patient Loyalty
Service quality has a positive but not significant effect on patient loyalty with a coefficient of 0.277 and t-statistics 1.528. Its impact on patient loyalty is weaker compared to hospital image.
- e) Patient Satisfaction on Patient Loyalty

Patient satisfaction has a positive and significant effect on patient loyalty with a coefficient of 0.400 and t-statistics (3.334). Satisfied patients are more likely to be loyal.

f) Patient Satisfaction as an Intervening Variable

Patient satisfaction serves as an intervening variable between hospital image and patient loyalty, enhancing the effect of hospital image on loyalty.

g) Service Quality and Hospital Image on Patient Loyalty

Hospital image has a greater influence than service quality on patient loyalty. A good image has a larger impact in building loyalty compared to service quality.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings, it can be concluded that hospital image and service quality have a positive and significant impact on patient satisfaction at the Outpatient Unit of Sawit Indah Perbaungan General Hospital. This means that improving the hospital image and service quality will significantly enhance patient satisfaction. Additionally, the hospital image also has a positive and significant effect on patient loyalty, indicating that improving the hospital image can significantly increase patient loyalty. Although service quality has a positive effect on patient loyalty, its impact is not significant, suggesting that even with improvements in service quality, patient loyalty does not change significantly. Overall, patient satisfaction plays a crucial role in enhancing patient loyalty, as increased satisfaction can significantly drive patient loyalty.

Based on the discussion and research findings, the researcher provides several recommendations as follows:

For Sawit Indah Perbaungan General Hospital Here are some technical suggestions and actionable steps that can be implemented by the Outpatient Unit of Sawit Indah Perbaungan General Hospital to improve patient satisfaction and loyalty:

1. Improve Service Quality Standards

Staff Training: Conduct regular training for medical and non-medical staff to enhance communication skills, empathy, and patient-centered service.

Optimize Waiting Time: Implement an electronic queue system to reduce patient waiting time and provide real-time service time estimates.

Supporting Facilities: Enhance the comfort of outpatient facilities, such as clean, comfortable waiting rooms with Wi-Fi access and light entertainment.

2. Focus on the Patient Experience

Personalized Approach: Provide personalized attention to patients, such as addressing them by name, giving clear explanations of medical procedures, and inquiring about their specific needs.

Patient Feedback System: Set up suggestion boxes or use digital applications to collect direct feedback from patients regarding their experiences, and follow up on complaints promptly.

Proactive Communication: Use SMS, email, or apps to remind patients of appointment schedules or provide post-treatment information.

3. Enhance Reputation and Hospital Image

Positive Image Promotion: Publish positive patient testimonials on social media or the hospital's website to showcase successful services.

Service and Cost Transparency: Provide clear information about service costs and procedures so that patients feel confident and not worried.

Community Partnerships: Engage in social activities or health education outreach to strengthen the hospital's relationship with the community.

4. Leverage Technology

Service Digitalization: Implement an online registration system to make it easier for patients to schedule visits without having to come to the hospital in person.

Telemedicine: Provide online consultation services for patients with minor needs, thereby enhancing convenience and service efficiency.

Electronic Medical Records: Ensure that all patient data is integrated into a digital system that is easily accessible by medical staff to improve service speed and accuracy.

5. Enhance Post-Treatment Relationships

Routine Follow-Up: Contact patients after treatment to monitor their condition and show genuine care.

Patient Loyalty Program: Offer additional benefits such as discounts for future visits, regular health check-up packages, or priority services for returning patients.

6. Monitor and Evaluate Regularly

Service Audits: Conduct regular evaluations of service quality and identify areas for improvement.

Benchmarking: Compare the hospital's services with other healthcare facilities to ensure competitive standards and relevance to patient needs.

ADVANCED RESEARCH

Based on the limitations of this study, and to gain a deeper and more comprehensive understanding of hospital image, service quality, patient satisfaction, and patient loyalty, it is recommended that future research expand the scope of the study by examining various hospitals with larger capacities. This will allow for more specific research on the variables that can influence patient satisfaction and loyalty levels.

ACKNOWLEDGMENT

The researcher expresses all praise and gratitude to Allah Subhanahu wa Ta'ala for His endless mercy and guidance, which enabled the researcher to compile and complete this thesis titled "The Influence of Hospital Image and Service Quality on Patient Loyalty through Satisfaction as an Intervening Variable in the Outpatient Unit of Sawit Indah Perbaungan General Hospital" as a requirement for obtaining a Master's degree in Management at the Graduate School of the University of Sumatera Utara.

REFERENCES

- Ali, A., & Islam, M. (2018). Differentiation through Hospital Image: How It Affects Patient Loyalty. *International Journal of Healthcare Management*.
- Alkire, M. (2020). Patient Experience and Service Quality in Hospitals: Analyzing the Role of Key Dimensions in Improving Satisfaction. *Health Services Management Research*.
- Alrubaiee, L., & Alkaaida, F. (2019). The Mediating Role of Patient Satisfaction in the Relationship Between Hospital Image and Patient Loyalty. *Journal of Patient Experience*.
- Alshurideh, M. A., & Salloum, S. (2021). The Impact of Patient Satisfaction on Patient Loyalty in Healthcare Services: A Mediating Role of Perceived Value. *Journal of Customer Behaviour*.
- Babakus, E. (2019). Adapting SERVQUAL to Assess Hospital Service Quality. *Journal of Health Care Marketing*.
- Bagnasco, A. (2020). The Role of Physicians in Enhancing Patient Satisfaction: A Systematic Review. *Patient Experience Journal*.
- Berry, L. L., & Haeckel, S. (2019). Managing the Total Customer Experience. *MIT Sloan Management Review*.
- Bukhari, S., & Abu-Rahme, A. (2020). Factors Influencing Patient Loyalty in Healthcare Services. *International Journal of Health Care Quality Assurance*.
- Chahal, H. (2019). Building Emotional Relationships in Health Care: A Study of Patient Loyalty. *Journal of Health Management*.
- Chen, C., Lin, C., & Liu, Y. (2018). Hospital Image, Service Quality, and Patient Satisfaction in the Healthcare Industry. *Journal of Business Research*.
- Choi, K., & Park, S. (2020). The Influence of Perceived Service Quality on Customer Loyalty in Healthcare: A Moderated Mediation Model. *International Journal of Healthcare Management*.
- Dagger, T. (2020). The Impact of Service Quality on Hospital Patients' Loyalty and Satisfaction. *Journal of Service Research*.
- Dewi, A. R. (2023). Pengaruh Kualitas Pelayanan dan Citra Rumah Sakit terhadap Kepuasan Pasien di Indonesia: Literature Review. *Media Publikasi Promosi Kesehatan Indonesia*.
- Dick, A., & Basu, K. (2020). Customer Loyalty: Toward an Integrated Conceptual Framework. *Journal of the Academy of Marketing Science*.

- Eftitah, E., & Martini, N. (2023). Pengaruh Kepuasan Dan Citra Rumah Sakit Terhadap Kepercayaan Dan Loyalitas Pasien Rumah Sakit Islam Fatimah Banyuwangi. *Jurnal Ekonomi*.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gonzalez, M. E., & Mueller, R. (2021). Patient Satisfaction and Loyalty: The Moderating Role of Perceived Value in Healthcare Services. *Journal of Healthcare Services Management*.
- Gronroos, C. (2020). *Service Management and Marketing: Managing the Service Profit Logic (4th ed.)*. Wiley: New Jersey.
- Situmorang, S. H. (2023). *Analisis Data Untuk Riset Manajemen Dan Bisnis*. Medan: USU Pres.
- Supartiningsih, S. (2017). Kualitas Pelayanan Kepuasan Pasien Rumah Sakit: Kasus Pada Pasien Rawat Jalan. *Jurnal Medicoeticolegal dan Manajemen Rumah Sakit*.
- Tzeng, J. (2019). Patient Loyalty: An Integrative Review of the Literature. *International Journal of Health Care Quality Assurance*.
- Wu, H., & Hsu, H. (2021). Exploring the Antecedents of Patient Loyalty: A Study of Healthcare Services. *Health Marketing Quarterly*.