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Determinants of Outpatient Patient Loyalty Based on the Loyalty Triangle

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Abstrak

The Loyalty Triangle is a crucial framework influencing patient loyalty in hospitals, comprising business process variables, perceived value, and database management. This study aims to analyze the determinants of outpatient patient loyalty at Samarinda Medika Citra Hospital. Conducted with a quantitative research design and a cross-sectional approach, the research involved 150 respondents selected through purposive sampling. Data analysis utilized the Spearman Rank test to explore relationships between variables, while ANOVA and logistic regression tests assessed the impact of independent variables on patient loyalty. The Spearman test results indicated strong correlations: business processes (p = 0.718), perceived value (p = 0.842), and database management (p = 0.751) were all significantly related to patient loyalty. Multiple linear regression analysis further revealed that business processes (p = 0.086), perceived value (p = 0.081), and database management (p = 0.071) each significantly affect loyalty. The ANOVA test yielded an F-value of 106.510 with a significance level of 0.001, confirming the model's effectiveness. The study concludes that enhancing business processes, perceived value, and database management can significantly improve patient loyalty. It is recommended that the hospital invest in staff training to improve interpersonal communication and service quality for patients and their families.

Kata kunci: Patient Loyalty, Loyalty Triangle, Business Processes, Perceived Value, Database Management

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INTRODUCTION

A hospital is a health service facility that provides comprehensive individual health services through promotive, preventive, curative, rehabilitative, and palliative health services by providing inpatient, outpatient, and emergency services (Government of Indonesia, 2023). The paradigm regarding the main purpose of hospitals has begun to shift, where hospitals not only aim to carry out a social mission as an effort to provide health services to the community but also aim to increase productivity or profit orientation. This is a result of Indonesia's entry into free market competition, which necessitates a shift in our perception of hospitals. The health service industry in Indonesia is growing rapidly, making each hospital compete with each other to get customers (Bain & Company, 2015; Layman et al, 2023; Ministry of Health of the Republic of Indonesia, 2021)

One of the things that can be the best solution to face globalisation and the growth of hospital competition is to build high competitiveness; this can be done through leadership that is able to encourage change and professional management, change management, improvement in quality management, focus on human resource development, facilities and technology, increasing customer satisfaction, improving organisational culture, effective marketing, and improving mechanisms and activities to anticipate, monitor, and analyse environmental changes whose impacts can be threats and opportunities (Taurany, 2008).

Hospital marketing is important to develop due to several factors, including the development of information and communication technology that has led us into the free market era where geographical boundaries are no longer a problem, the characteristics of society that are increasingly intelligent in choosing hospitals, and the many new competing hospitals that have emerged so that hospitals need to recognise and meet the needs and desires of their customers by creating superior value for customers. Hospital marketing must contend with fierce competition to attract new customers in a market where many other industry segments have already reached maturity. It is generally known that satisfaction with health services is multidimensional, and there are many factors that influence it, starting with the direct way of providing them (Popa et al, 2022; Purcarea, 2019; Rahman et al, 2022).

Increasing customer loyalty, even on a small scale, can have a major impact on business profitability. Reichheld (1996) showed that a 5% increase in customer loyalty can drive profits up to 125% in the service sector. Attracting new customers costs up to six times more than retaining existing customers. High customer loyalty can reduce operational costs and increase revenue, so that overall it makes a significant contribution to business profit growth (Rahman et al., 2012; Yoo & Bai, 2013).

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Retaining customers through brand extension has made customer loyalty and customer relationship management crucial considerations. Customer loyalty is the attitude and actions of customers who make regular repeat purchases, then customers who refer to others to make purchases, and customers who are not easily influenced by competitors to move (Guerola-Navarro et al, 2022; Basiura, 2025).

Based on the research results from Merry (2020) entitled "Determinants of Loyalty Based on the Loyalty Triangle in Outpatients at Awal Bros Hospital Makassar," there is a significant relationship between business processes from the patient's perspective on patient loyalty ($p < 0.05$); there is a significant relationship between perceived value and patient loyalty ($p < 0.05$); and there is a significant relationship between database management/communication and patient loyalty ($p < 0.05$). The results of research conducted by Sembiring & Nurwahyuni (2022). entitled "Determinants of Loyalty of Executive Class Patients at Ambulatory Services at Siloam Hospitals" showed that most respondents were loyal to the services available at the executive clinic with an NPS of 50%. Samarinda Medika Citra Hospital is a class C hospital with full accreditation status that has an emergency room (IGD), a polyclinic, inpatient, an intensive care unit (ICU), perinatology, medical check-up (MCU) services, and medical support services including pharmacy, laboratory, radiology, physiotherapy, endoscopy, and haemodialysis (Nopradianty, 2022). The number of patient visits to the outpatient installation is one of the indicators of hospital performance and a favourite among patients who enjoy medical tourism.

Table 1. Data on the Number of Outpatient Visits at Samarinda Medika Citra Hospital in 2022-2024

Years	New Visit	Repeat Visit	Total Visits
2022	6,506	11,611	18,117
2023	12,486	5,323	17,809
2024	9,995	5,485	15,480

Note: *Secondary Data from Samarinda Medika Citra Hospital, 2024*

Table 1 shows the number of general patient visits to the outpatient polyclinic over the past 3 years. Based on these data, it can be seen that the number of repeat general patient visits at the outpatient installation of Samarinda Medika Citra Hospital has fluctuated over the past 3 years. Where in 2022, the number of repeat patient visits was 11,611 patients, then decreased in 2023 to 5,323 patients and increased again in 2024 to 5,485 patients, where patient data in 2024 is still data from January to November 2024. The number of visits that fluctuate indicates that the loyalty of general patients to making

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repeat visits is still low; this can be seen in the fairly drastic decline from 2022 to 2023 and only a slight increase in 2024. Based on the description and data regarding the number of outpatient visits that result in repeat visits, the researcher is interested in conducting research to identify the factors that contribute to an increase in outpatient loyalty at Samarinda Medika Citra Hospital. This research is intended to help the hospital's management meet customer expectations and enhance patient loyalty, particularly among outpatients.

METHOD

This study employs a quantitative research approach, utilizing a cross-sectional design to gather data at a single point in time. This method is chosen to facilitate the examination of relationships between variables and to quantify the prevalence of specific characteristics within the population. The research is conducted in Samarinda Medika Citra Hospital, located at Kadrie Oening Road No.85, Samarinda Ulu, Samarinda City, East Kalimantan, Indonesia. The data collection period spans from November 2024 to February 2025, allowing for a thorough investigation within a defined timeframe. Subjects for this study are selected based on specific inclusion criteria, which include outpatients who have received outpatient services at Samarinda Medika Citra Hospital. The research situation is designed to minimize bias and ensure that participants are representative of the broader population, with participants recruited through purposive sampling.

The study relies on a combination of primary and secondary sources of information. Primary data is collected through manual questionnaires, while secondary data is sourced from existing literature, including peer-reviewed journals, books, and reputable online databases. The target population for this research consists of outpatients aged 18 and above, with a sample size of 151 participants determined using purposive sampling to ensure representativeness and reliability of the findings. Prior to data collection, informed consent is obtained from all participants, who are provided with detailed information about the study's purpose, procedures, potential risks, and benefits, assuring them of their right to withdraw at any time without consequences.

The primary instrument for data collection is a structured questionnaire, which includes both closed and open-ended questions designed to measure specific variables or constructs and has been validated through a pilot study. Data collected from the questionnaires are coded and entered into SPSS for analysis. Descriptive statistics are used to summarize the data, while inferential statistics, such as Spearman correlation tests and logistic regression, are employed to examine relationships between variables. The processed data will be analyzed to identify trends and patterns, with results presented in the form of tables, graphs, and charts to facilitate understanding. A narrative description will accompany the visual data to provide context and interpretation.

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RESULT (S) AND DISCUSSION (S)

Results

In this study, the results of univariate analysis describe the frequency and percentage of variables. These variables include gender, age, last education, occupation, and monthly expenditure for household needs.

Table 2. Frequency Distribution of Respondent Characteristics at the Outpatient Installation of Samarinda Medika Citra Hospital in 2025

Variabel Charasteristics	Frecuency	
	N	%
Gender		
Male	58	38,7
Female	92	61.3
Age		
<25 years	42	28
26-35 years	56	37.3
36-45 years	27	18
46-55 years	12	8
>55 years	13	8.7
Last Education		
Did not complete elementry school	1	0.7
Elementary school		4.7
Junior high school/equivalent	8	5.3
Senior high school/equivalent	73	48.7
Associate degree	6	4
Bachelor's degree	55	36.7
Bachelor's degree		
Government employee	15	10
Entrepreneur	51	34
Employee	26	17.3
Housewife	41	27.3
Student	16	10.7
Farmer/Laborer	1	0.7
Monthly Expenditure		
< Rp. 3,000,000	54	36
Rp. 3,000,000 – Rp. 6,000,000	56	37.3
Rp. 6,000,000 – Rp. 9,000,000	29	19.3
Rp. 9,000,000 – Rp. 12,000,000	5	3.3
Rp. 12,000,000 – Rp. 15,000,000	4	2.7
> Rp. 15,000,000	2	1.3
Total	**150**	**100**

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Table 2 shows the distribution of the general characteristics of respondents in the outpatient installation of Samarinda Medika Citra Hospital in 2025. Based on gender, patients in the Outpatient Installation of Samarinda Medika Citra Hospital are dominated by women, where 58 respondents are male (38.7%) and 92 respondents are female (61.3%). Based on age group, the highest proportion is in the 26-35 age group, namely 56 respondents (37.3%), and the lowest proportion is in the 46-55 age group, namely 12 respondents (8%). Based on the last education, the highest proportion is at the S1 level of education, namely 55 respondents (36.7%), and the lowest proportion is at the level of no school education, namely 1 respondent (0.7%). Based on occupation, the highest proportion is in the type of work of a housewife, namely 41 respondents (27.3%), and the lowest proportion is in the type of work of a farmer/laborer, namely 1 respondent (0.7%). Based on monthly expenditure for household needs, the highest proportion is in the expenditure of IDR 3,000,000 - IDR 6,000,000, which is 56 respondents (37.3%), and the lowest proportion of expenditure is > Rp 15,000,000, which is 2 respondents (1.3%).
Bivariate analysis is used to see the relationship between independent (free) and dependent (bound) variables. To test several hypotheses, it is necessary to conduct tests using the Spearman rank test. The results of the hypothesis testing are as follows.

Table 3. Relationship Between Business Processes, Perceived Value, and Database Management with Patient Loyalty at the Outpatient Installation of Samarinda Medika Citra Hospital in 2025

Variable			Patient Loyalty Instrument
Spearman's rho	Business Process Instruments	Correlation Coefficient	0.718
		Sig. (2-tailed)	<.001
		N	150
	Perceived Value Instrument	Correlation Coefficient	.842
		Sig. (2-tailed)	<.001
		N	150
	Database Management Instrument	Correlation Coefficient	.751
		Sig. (2-tailed)	<.001
		N	150
	Patient Loyalty Instrument	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	150

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Table 3 presents the correlation coefficients between various business process variables and patient loyalty within the outpatient installation at Samarinda Medika Citra Hospital. The correlation between business process variables and patient loyalty is measured at 0.718, indicating a strong relationship. This suggests that improvements in business processes are likely to enhance patient loyalty significantly.

Additionally, the perceived value variable exhibits a correlation of 0.842 with patient loyalty, reflecting a very strong relationship. This finding underscores the importance of perceived value in fostering patient loyalty in the outpatient setting. Moreover, the correlation between database management and patient loyalty is recorded at 0.751, which also indicates a strong relationship. This suggests that effective database management practices contribute positively to patient loyalty at Samarinda Medika Citra Hospital. The Sigma values for each variable are less than 0.05, confirming a statistically significant positive relationship between these variables and patient loyalty. This implies that as the values of each variable increase, patient loyalty correspondingly rises within the outpatient installation.

To further explore the interrelationships among these variables, a multivariate analysis was conducted. This analysis aimed to assess the influence of business process variables, perceived value, and database management on patient loyalty. The results of this multivariate analysis, utilizing logistic regression, are detailed in the following table.

Table 4. Output coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**T**	**Sig.**
1	(Constant)	5.792	3.104		1.866	.064
	Business Process	.040	.023	.107	1.729	0,086
	Perceived Value	.272	.038	.487	7.181	0,091
	Database Management	.504	.098	.335	5.126	0,071

Note: Primer Data, 2025

Table 4 illustrates the influence of independent variables on the dependent variable, specifically patient loyalty. For the business process variable, the significance value obtained is 0.086, which exceeds the alpha level of 0.05. This indicates that the business process variable has a statistically significant effect on patient loyalty within the outpatient installation at Samarinda Medika Citra Hospital. Similarly, for the perceived value variable, a significance value of 0.091 was recorded, which also exceeds the alpha level of 0.05. This finding suggests that the perceived value variable significantly influences patient loyalty in the outpatient setting. These results underscore the importance of

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both business processes and perceived value in fostering patient loyalty, highlighting areas for potential improvement in service delivery at the hospital.

Table 5. ANOVA (Analysis Of Variance) Test Table Between Business Process Variables, Perceived Value and Database Management on General Patient Loyalty in Making Repeat Outpatient Visits at Samarinda Medika Citra Hospital in 2025

Model	Mean	Nilai F	Nilai p
Regresi	2134.370	106.510	0.001
Residual	20.039		

Note: Primer Data, 2025

Table 5 shows that in the ANOVA test, or F test, the calculated F value is 106.510 with a probability level of 0.001 (significance). Because the probability level is smaller than 0.05, it proves that business processes, perceived value, and database management simultaneously influence the loyalty of general patients in making repeated outpatient visits at the Outpatient Installation of Samarinda Medika Citra Hospital.

Discussion

The Influence of Business Processes on General Patient Loyalty at Samarinda Medika Citra Hospital.

This study refers to the business process as the customer's perspective on service provision. Service quality has a close relationship with patient satisfaction. Service quality encourages patients to continue to form bonds with the company. With patient satisfaction with the quality of the company's services, patient loyalty will increase (Fatima et al, 2018; Satyawati, & Berlianto, 2022).

The results of the study indicated that the business process at the Outpatient Installation of Samarinda Medika Citra Hospital was assessed as good by 137 respondents (91.3%). The quality of service from the patient's perspective that was assessed as good included the dimensions of empathy (95.3%), responsiveness (96%), professionalism and skill (85.3%), reliability and trustworthiness (80%), reputation and credibility (80.7%), service recovery (80.7%), and servicescape (95.3%).

After using the Spearman rank test on two variables, it was found that there is a strong correlation (0.001) between business processes and patient loyalty at the Outpatient Installation of Samarinda Medika Citra Hospital. This means that there is a link between the two.

Based on the results of multivariate analysis to measure the influence of business process variables on patient loyalty using multiple linear regression tests, the results of the significance value (0.086) > a (0.05) were obtained, which means that business process variables affect the Patient Loyalty Instrument at the Outpatient Installation of Samarinda Medika Citra Hospital

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with a B value of 0.040. This means that every 1-point increase in the business process variable will increase the patient loyalty value by 4%. So it can be concluded that the better the business process carried out, the higher the level of loyalty of general patients who make repeat outpatient visits at Samarinda Medika Citra Hospital. This study is in line with the study conducted by Sektiyaningsih et al. (2019) entitled "The Effect of Service Quality on Patient Satisfaction, Image, and Loyalty at the Outpatient Unit of Mampang Prapatan Hospital, South Jakarta, where the results show that service quality has a positive and significant effect on satisfaction, service quality has a positive and significant effect on hospital image, service quality has a negative but insignificant effect on patient loyalty, customer satisfaction has a positive effect on hospital image, customer satisfaction has a negative and significant effect on patient loyalty, and image has a positive and significant effect on patient loyalty. The conclusion of the study on this variable is that the better the business process carried out, the higher the level of loyalty among general patients making repeat outpatient visits at Samarinda Medika Citra Hospital. Service quality is crucial for consumer satisfaction. A service produced is the main consideration for consumers in choosing a product or service offered by the company, including hospitals. This means that consumers are now more discerning when selecting hospitals based on the quality of their products and services (Dharma, 2012).

The Influence of Perceived Value on General Patient Loyalty at Samarinda Medika Citra Hospital.

The definition of perceived value is the value given by customers to the overall benefits of a product/service based on consumer assessments of the benefits obtained after receiving the product and the costs/treatments that have been incurred to obtain and use the product (Chahal & Kumari, 2011; Moliner, 2009; Ozer et al., 2017; Sanchez et al., 2006; Sweeney & Soutar, 2001).

In this study, perceived value is measured based on seven dimensions which are basically a development of Sweeney's Theory (2001) using the PERVAL scale, namely functional value (quality and economic value), social value, emotional value. Then the dimensions used in this study are described in more detail considering that the object of this study is health services that have their own characteristics so that these dimensions are modified into functional value of installation, functional value of person's professionalism, functional value of service quality, functional value of monetary costs, functional value of non-monetary costs, social value, and emotional value. Several of these dimensions have also been studied in several countries (Caruana & Fenech, 2005; Moliner, 2009; Ozer, et al., 2016). From the results of the analysis, it has been obtained that most respondents have a good assessment of the perceived value of the outpatient installation of Samarinda Medika Citra Hospital.

The relationship between perceived value and loyalty is not new in the discipline of marketing. In the field of hospital management, both have their

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own characteristics. Based on the loyalty theory put forward by Dick & Basu (1994) in Fitriani (2019) that the conceptualization of loyalty is shown in the relationship between relative attitudes (attitudinal) and repeat purchasing behavior (behavioral). Customers who have a high level of preference and commitment (relative attitude) and repeat purchases are categorized as true loyal. If the relative attitude is low, while the repeat purchasing behavior is high, then it is categorized as pseudo loyalty (spurious loyalty), otherwise it is called latent loyalty (latent loyalty). Meanwhile, customers with low relative attitudes and purchasing behavior are called disloyal (no loyalty).

Based on the results of this study, it was found that the perceived value that was considered good in the Outpatient Installation of Samarinda Medika Citra Hospital was 135 respondents (90%) including the functional value of installation (98.7% stated good), functional value of person's professionalism (97.3% stated good), functional value of service quality (99.3% stated good), and emotional value (92% stated good), functional value of monetary costs (90.7% stated good), functional value of non-monetary costs (90.7% stated good), and social value (90.7% stated good).

Based on the results of bivariate analysis with the Spearman rank test, the correlation between perceived value and patient loyalty was obtained with a p value (0.001) <0.05, which means that there is a relationship between perceived value and patient loyalty in the Outpatient Installation of Samarinda Medika Citra Hospital.

Furthermore, based on the results of the multivariate analysis to measure the effect of perceived value on patient loyalty using multiple linear regression tests, the results of the significance value (0.091)> a (0.05) were obtained, which means that the Percieved value variable affects Patient Loyalty in the Outpatient Installation of Samarinda Medika Citra Hospital with a B value of 0.272. This means that every 1 point increase in the business process variable will increase the patient loyalty value by 2.72%. So it can be concluded that the better the Percieved value that is carried out will be followed by a higher level of loyalty of general patients who make repeat outpatient visits at Samarinda Medika Citra Hospital.

This study is in line with the study conducted by Glory (2013) in Merry (2020) which states that the perceived quality variable has a significant positive effect on consumer's trust honesty and consumer's trust benevolence, this means that the better the quality of the relationship between hospital staff and patients, the higher the level of consumer trust in the hospital. The perceived quality factor is the factor that has the second largest influence on the level of hospital trust.

The conclusion of this variable is that the higher the customer value felt by consumers (customers) through the sacrifice (cost) that must be incurred, the more satisfied the consumer will be. This happens because consumers feel satisfied if the service received is commensurate with the large cost that has

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been incurred. So that the value felt by customers has a significant effect on customer satisfaction.

The Influence of Database Management on General Patient Loyalty at Samarinda Medika Citra Hospital.

Database management is the company's ability to store individual customer data including individual service preferences, last visit time, visit frequency, total costs spent by customers per visit (Barsky, 1995; Magson, 1998; Stowe et al, 1999).

In the study, the meaning of database management is the hospital's ability to manage a database of information related to patients starting from administrative profile data and medical record data so that patients feel that there is individual privilege given by hospital staff.

The results of this study indicate that respondents who rated the database management at the Outpatient Installation of Samarinda Medika Citra Hospital as good were 141 respondents (94%), while respondents who rated the database management at Samarinda Medika Citra Hospital as bad were 9 respondents (6%). Furthermore, the results of the bivariate analysis showed a significant correlation between database management and patient loyalty, with a p-value of 0.000, which is less than 0.05. This result means that there is a relationship between database management.

Using multiple linear regression tests to look at the impact of database management on patient loyalty, it was found that the significance value (0.071) was higher than the significance level (0.05). This means that the perceived value variable does affect patient loyalty in the outpatient setting of Samarinda Medika Citra Hospital, with a B value of 0.504. This means that every 1-point increase in the business process variable will increase the patient loyalty value by 5.04%. So it can be concluded that the better the database management, the higher the level of general patient loyalty in making repeat outpatient visits at Samarinda Medika Citra Hospital. The research hypothesis states that database management has a significant effect on general patient loyalty at Samarinda Medika Citra Hospital. The p-value shown is 0.000 < 0.05, so in this case, the research hypothesis is accepted. This study is in line with the study conducted by Syaifullah (2018), which was conducted on PT Spectrum Lintas service customers in Batam City. The results showed that communication had a positive and significant effect on customer loyalty. This can be seen from the t-count value > t-table or 3.151 > 1.980 and a significant value of 0.002 < 0.05.

This study is also in line with research conducted by Merry (2020), where the results obtained show that database management has a significant effect on general patient loyalty at Awal Bros Hospital Makassar. Where the p-value is 0.000 < 0.05 so that the research hypothesis is accepted with a B value of 0.529.

The conclusion of the study on this variable is that the better the database management carried out, the easier it will be to identify patients who are

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targeted in customer relationship marketing (CRM) so that the level of loyalty of general patients who make repeat outpatient visits at Samarinda Medika Citra Hospital will also be higher.

The Influence of Business Process, Perceived Value, and Database Management Simultaneously on General Patient Loyalty at Samarinda Medika Citra Hospital.

The loyalty triangle is a study conducted by Shoemaker and Lewis in 1999. This study aims to understand the various determinants that influence customer loyalty. The three loyalty triangles include business processes, perceived value, and database management carried out by hospitals as an effort to maintain customer loyalty among those who use hospital services.

The measurement of the influence of business process variables, perceived value, and database management on outpatient loyalty at Samarinda Medika Citra Hospital was carried out using the ANOVA test. The results of the multivariate analysis using the ANOVA test indicated that the calculated F value was 106,510 with a probability level of 0.000 (significance). Because the probability level is smaller than 0.05, the three dimensions of the loyalty triangle, which include business processes, perceived value, and database management, have a simultaneous influence on outpatient loyalty at Samarinda Medika Citra Hospital. This means that these three variables can simultaneously influence patient loyalty. This study is in line with the research conducted by Merry (2020), which obtained results showing that the variables Database Management/Communication, Perceived Value, and Business Processes have a simultaneous effect on the Patient Loyalty Instrument because the probability of significance of all variables is far above 0.05.

CONCLUSION AND RECOMMENDATION

Based on the results of the research that has been conducted, it can be concluded that there is an influence of the ongoing business process on the loyalty of general patients in making repeat outpatient visits. Furthermore, there is an influence of the perceived value of general patient loyalty in making repeat outpatient visits. Furthermore, there is an influence of database management on the loyalty of general patients in making repeat outpatient visits. Furthermore, these three variables have a simultaneous effect on the loyalty of general patients in making repeat outpatient visits.

As a recommendation for hospitals, hospitals should increase the provision of socialization or coaching to staff, especially to staff/medical personnel who are in direct contact with patients regarding interpersonal communication, politeness, and friendliness towards patients and their families.

In addition, the quality of service that has become the best value in this hospital must be maintained through improving doctor services in all polyclinics. Hospitals need to build trust with all staff so that an emotional bond with the hospital arises, so that attendance is no longer just a written

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attendance that must be filled in every day but rather a calling of the soul with sincere values of service.

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