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## CORRELATION BETWEEN GENERAL PATIENT PERCEPTION OF SERVICES MARKETING MIX WITH PATIENTS LOYALTY IN THE OUTPATIENT DEPARTMENT IN RS ADVENT MANADO

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### ABSTRACT

The hospital is a health care institution that organizes personal health services in the plenary. Hospitals will have to increase its services, applying the principles of patient safety, be professional, based on the continuous improvement of service quality, as well as the active marketing management. In every marketing in hospitals need to understand marketing mix. The marketing mix is expected to improve the perceived quality of consumers. Objectives to be achieved from this study was to determine the correlation between perceptions of loyalty marketing mix with outpatients in Manado Adventist Hospital. This research is an analytical survey. The research was conducted in the outpatient unit Adventist Hospital Manado, from September to December 2014. Samples are outpatients Adventist Hospital Manado 4 months since the last visit. Marketing mix of product, price, Gated, promotion, personnel, process and physical evidence is the independent variable while the patient loyalty is the dependent variable. The results showed that there is a correlation between the marketing mix of product, price, place, promotion and physical evidence with loyaltas patient while marketing mix officer, the process no significant correlation.

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## INTRODUCTION

Hospital is a health care institution which operates individual health service completely (consists of promotive, preventive, curative, and rehabilitative) by preparing in-patient service, outpatients service, and emergency service (UU No. 44 Year 2009). Hospital is one of the health service which can be operated by government and private.

Hospital is company which runs in service field that needs quite a lots of employees who comprehend the technology of medical tools, satisfied facilities and utilities, and well coordinated administration management. Hospital is expected to be always increasing the service, implementing the safety of patients, professional, founded by the improving of service quality continously, and there are an active marketing management.

Considered from hospital's management aspect, there are some factors that should be achieved, they are: 1) consumers who are fulfilled and satisfied their needs and wants, 2) employees who work with full of dedications, 3) efficiency the resources, 4) hospital's development is appropriate with the consumers' needs, 5) acquisition of commercial expense after operating is appropriate with the hospital's objectives. Knowing that consumers are basic of marketing, so the hospital should be able to understand how is the consumer sees, thinks, feels, and acts toward the services and products, cost finding, distribution, and promotion in order to be able to stand and grow. As an organisation which results health service product, one of the factgors that determines the product quality is the executor personnel who full of dedications. This will be achieved if the manager is able to stimulate proud at the employees about their works and the involvement of all employees actively. In each hospital's marketing, it needs to be understood 7P which called marketing mix, that are product, process, and physical evidence. Those are marketing variables strip which can be controlled and used by the marketing officers of the hospital to market the health service produced (Aditama, 2010).

Marketing mis is company's tool to get the responses wanted from the target marketing, but the more important thing is how o understand the marketing mix from the consumers' point of view or persepction. From the consumers' frame or point of view, marketing mix is solution for the patients' problem, the cost which could be paid by the patients, get the service which are nice, comfort, and kind communication between the hospital and consumers. (Kotler, 2007)

Marketing mix is expected to be able to improve consumers' perceived quality, that is consumers' assessment to certain product. If the consumers' persepction to the service quality which given by the hospital is good, so the consumers' image to the hospital will be positive, this condition could be able to improve the consumers' or patients' satisfaction. The effect of patients' satisfaction is Customer Loyalty which is customers' behaviour as the result of prime service given. Prime service is the best service given which is appropriate with satisfied quality standard and appropriate with the expectation or more than the expectation which make the customers have recur impression or loyal.

Customers' loyalty is a loyalty which showed by the act of regular purchasing for long time through a range of customer's decision. Customers'/clients' satisfaction is measurement of marketing success. By the satisfaction, it is established positive image from the clients. To get good image, it is needed a good correlation and communication.

Poernomo (2009) analized The Influence of Patients' Persepction of Marketing Mix toward Patients' Loyalty in Outpatient Polyclinic of Baptis Hospital Kediri. Based on the research's result, known that the patients' persepction about product is good (56%), about price is good (58,7%), about place is good (52,7%), about promotion is poor (52%), about people is good (58,7%), about process is good (56,7%), loyal patients is (60,7%). The reseach showed that there was no correlation between *product* ( $p=0,604$ ), *place* ( $p=0,062$ ), *promotion* ( $p=0,201$ ), *people* ( $p=0,291$ ) with patients' loyalty, and there was correlation between ( $p=0,016$ ), *process* ( $p=0,019$ ) with patients' loyalty. The research also showed the collective influence between persepction of price and process toward the patients' loyalty.

The benefit of loyalty is long-term and cummulative, where the improvement of customers' loyalty can cause higher profitability and more stable financial basis. More, the company which is able to keep the customers will get much profit. Those profits are: lower the marketing cost, short time and transaction cost, lower the turn over cost, improve the cross selling which will step up the segment of market, lower the fail cost, such as claim cost.

The appearance of new private hospitals and the growth of private hospitals cause the users of the hospital have many preferences. This condition cause a competition between private hospital and private hospitan and government's hospital. Hospital should keep the customers (patients) and take the competitors' patients. The hospitals which don't do any new

innovations and don't improve the service quality will be leaved by the users, the hospital which give priority to the patients' satisfaction and interest will get benefits and motivated employees. Finally, it is the patients who decide the kinds of service given by the hospital and decide the service quality, not the hospital.

In North Sulawesi, the growth of hospital is very rapis each year. According to the data in the Book of Health Profile of North Sulawesi Province year 2012, the number of hospital in Sulawesi are 35 units where 19 units are managed by government which consist of Health Department's, North Sulawesi province's, TNI/POLRI's hospitals and 16 units are managed by private. From 15 regencies/municipalities in North Sulawesi, three regencies don't have any hospitals, that are East Bolaang Mongondow, South Bolaang Mongondow, and North Bolaang Mongondow Regencies. Distribution of the hospitals are all North Sulawesi.

Advent Manado Hospital is a Christian health service institution which full supported by an institution which overshadowed under the Chruch of Masehi Advent Hari Ketujuh gives the service of outpatient with the service of general polyclinic and specialist polyclinic. By the growth of hospitals in Manado, the Advent Manado Hospital face tight competition with other hospitals. Number of general outpatients year 2011 are 8970 from total of outpatients 10578. Number of general outpatients year 2012 are 8525 from total of outpatients 11658. Number of general outpatients year 2013 are 6789 from total of outpatients 10302. Since the last 3 years, number of general outpatients showed decrease *trend* over the years.

Based on that condition, it is important for Advent Manado Hospital has appropriate marketing strategy, by those marketing programs it could be done any efforts to improve service quality, with good service quality it could satisfy the customers so that the customers will loyal to the Advent Manado Hospital. In

order to observe whether the marketing programs or ather activities done are effective, it needs a research which will analyze the patients' perception about marketing mix and it's effect to the loyalty. By knowing how the patients' perception about marfketing mix, it will give any input for the hospital marketing division to make marketing programs which can improve the service quality so that it can satisfy the pasients and improve the loyal customers of Advent manado Hospital.

## METHODS

This research is analytic survey with *Cross sectional study* approach. The research was done in outpatient unit of Advent Manado Hospital on September until December 2014. The population of this research were the outpatients of Advent Manado Hospital who visited the hospital since the las 4 months. The sample were 96 respondents. The instrument of data collection was quesioner. The data collection was done by interview and observatgion processes. The data collected consist of primary and secondary data. Data analysis was by univariat toward the distribution of respondents' characteristic and independent and dependent variables; bivariat analysis by using chi-square test; multivariat analysis by using logistic regression.

## RESULTS

- a. The relationship between the Product of Outpatient Service and Patients' Loyalty in Outpatient Room of Advent Manado Hospital

The correlation between the Product of Outpatient Service and Patients' Loyalty in Outpatient Room of Advent Manado Hospital can be seen in the Table 1 below.

**Table 1.** The relationship between the Product of Outpatient Service and Patients' Loyalty in Outpatient Room of Advent Manado Hospital.

Product	Patient's Loyalty				Total	%	OR (95% CI)	P Value
	Good		Poor					
	N	%	n	%				
Good	63	65,6	8	8,3	71	74,0	8,53 (2,91-25,01)	0,000
Poor	12	12,5	13	13,5	25	26,0		
<b>Total</b>	<b>75</b>	<b>78,1</b>	<b>21</b>	<b>21,9</b>	<b>96</b>	<b>100,0</b>		

The data in Table 1 shows significance value of 0,000, thereby the probability (significance) is smaller than 0,05 ( $0,000 < 0,05$ ), so H1 is approved or there is correlation between service product and patient's loyalty. Concerned from OR (odds Ratio) shows that good service product will make patients became loyal 14,29 time greater than poor service product.

Product indicator which consist of service completeness, service clinical quality, service efficiency quality, give significant influence toward the patients' loyalty in outpatient room of Advent Manado Hospital. The polycies related with product indicators issued by the hospital management were very influenced the patients' loyalty, where the products offered by the hospital can be able to fulfill the patients' needs or wants. If it can be able to fulfill the patients' need, so that the patients will more loyal to the hospital.

The concept of service product should be seen as a *bundle of activities* between main service product and seconder services, in order to be able to get total offering optimally, so that the hospital can be able to fulfill the

customers' needs, wants, and expectations. The development of seconder services of certain service product will have special quality of competition as the seapon to be survive. More, the service suppliers can choose the alternative of service product strategy, that are: doing market penetration, market development, developing the service product, and diversification. Which strategy is choosen is depended on the situation of each company. For the service supplier which will do diversification, it should utilize technology and make innovation, so that can result service product which is able to give solution for the customers (Sumaryanto, 2009).

b. The Correlation Between the Cost of Outpatient Service and Patients' Loyalty in Outpatient Room of Advent Manado Hospital

The Correlation Between the Cost of Outpatient Service and Patients' Loyalty in Outpatient Room of Advent Manado Hospital Can be Seen in Table 2 below.

**Table 2.** The Correlation Between the Cost of Outpatient Service and Patients' Loyalty in Outpatient Room of Advent Manado Hospital.

Cost	Patient's Loyalty				Total	%	OR (95% CI)	P Value
	Good		Poor					
	n	%	n	%				
Good	61	63,5	6	6,3	67	69,8	10,89 (3,59-33,08)	0,000
Poor	14	14,6	15	15,6	29	30,2		
<b>Total</b>	<b>75</b>	<b>78,1</b>	<b>21</b>	<b>21,9</b>	<b>96</b>	<b>100,0</b>		

According to the significance value of 0,000, thereby the probability (significance) is smaller than 0,05 ( $0,000 < 0,05$ ), so H1 is approved or there is correlation between service product and patient's loyalty. Concerned from OR value so that good service cost will make patients became loyal 10,89 time greater than poor cost service.

Advent manado Hospital is a private hospital where in determining the cost of service should consider depreciation, maintenance, salary, tax, and other factors. According to the research, it explained that if there is cost rising in Advent Manado Hospital, it will not influence the patients' loyalty because the tarif in other hospitals are usually rising and the patients belief that the cost rising will also be followed by the increasing of service quality. However, the loyalty of patients in

Advent Manado Hospital might be because the patients don't have other preference of hospitals, and more, Advent Manado Hospital also serves the patients of Askes, Jamkesmas, Jamkesda and other health assurances so that those patients will keep choose Advent Manado Hospital.

c. The Correlation Between the Service Place of Outpatient and Patients' Loyalty in Outpatient Room of Advent Manado Hospital

The Correlation Between the Service Place of Outpatient and Patients' Loyalty in Outpatient Room of Advent Manado Hospital can be seen in the Table 3 below.

**Table 3.** The Correlation Between the Service Place of Outpatient and Patients' Loyalty in Outpatient Room of Advent Manado Hospital.

Place	Patients' Loyalty				Total	%	OR (95% CI)	P Value
	Good		Poor					
	n	%	n	%				
Good	63	65,6	9	9,4	72	75,0	7,00 (2,42-21,25)	0,000
Poor	12	12,5	12	12,5	24	25,0		
<b>Total</b>	<b>75</b>	<b>78,1</b>	<b>21</b>	<b>21,9</b>	<b>96</b>	<b>100,0</b>		

According to the significance value of 0,000, thereby the probability (significance) is smaller than 0,05 ( $0,000 < 0,05$ ), so H1 is approved or there is correlation between service product and patient's loyalty. From OR value show that good service place will might make patients became loyal 7,0 time greater than poor service place.

The location of hospital is depended on customers' kinds and interest where the customers come to the service providers. The location of Advent Manado Hospital is strategic enough, located in centre of Manado City, it is easy reached by general transportation, near the centre of economy such as shopping complex, market, and self-service market. Those make Advent Manado Hospital always becomes the preference of the most people because strategic, comfort, and save.

In case of place, it is considered from the easy of access and performance, and the whole conditions. When hospital concerns with it's performance (example,

the pleasure of the hospital) so that the attention toward the access will be lost (Wijaya, 2008). Place is generally meant distribution that is an effort in order that the product offered could be in the right place and time which is appropriate with customers' need. In hospital, this variable can be interpreted as place of health service, including the pleasure, safety, and kindness experienced by the customers. The customers' opinion about certain service can be influenced by exterior and interior of that place's facilities. Advent Manado Hospital tries to give the pleasure to the patients by keep cleanliness, keep the shade trees, wide field, good ventilation and light, and safety around the hospital.

d. The Correlation between Promotion of Outpatients Service and Patients' Loyalty in Outpatient Room of Advent Manado Hospital.

The Correlation between Promotion of Outpatients Service and Patients' Loyalty in Outpatient Room of Advent Manado Hospital can be seen in Table 4 below

**Table 4.** The Correlation between Promotion of Outpatients Service and Patients' Loyalty in Outpatient Room of Advent Manado Hospital.

Promotion	Patients' Loyalty				Total	%	OR (95% CI)	P Value
	Good		Poor					
	n	%	n	%				
Good	45	46,9	9	9,4	54	56,3	2,00 (0,75-5,33)	0,250
Poor	30	31,3	12	12,5	42	43,8		
<b>Total</b>	<b>75</b>	<b>78,1</b>	<b>21</b>	<b>21,9</b>	<b>96</b>	<b>100,0</b>		

According to the significance value of 0,250, thereby the probability (significance) is greater than 0,05 ( $0,250 > 0,05$ ), so H1 is rejected or there is no correlation between service promotion and patient's loyalty.

Promotion is one of the marketing mix element which can't be ignored in a sale process. In the effort of supporting the sale of a product and introduce it to other people or customers, and attract the customers to buy the product, it is needed an effort to promote the product.

Marketing promotion is useful for the service company not just enough to give important information about the service product offered by the hospital, but also is very useful to influence and persuade the customers to buy the hospital's service than it's competitors. To make the promotion becomes optimum, the hospital could use promotion mix which consist of advertisement, PR, mouth to mouth information, direct marketing, and publication.

Promotion is an activity aimed to persuade the customers in order that they know the product offered

and they like it and then buy the product (Nasution, 2008). The promotion activity is responsible to share information about the product and service offered out of the organization's wall. The advertisement through mass media, radio, television, brochure, leaflet, and price list are the promotion medium to the society. Promotion activity also can be functioned as communication media between the company and society, as media to introduce

the product and service to the customers and also to build a long term compromy with any parts in the principle of profitable each other.

e. The Correlation between Officers of Outpatient and Patients' Loyalty in Outpatient Room of Advent Manado Hospital

The Correlation between Officers of Outpatient and Patients' Loyalty in Outpatient Room of Advent Manado Hospital can be seen in Table 5 below.

**Table 5.** The Correlation between Officers of Outpatient and Patients' Loyalty in Outpatient Room of Advent Manado Hospital.

Officers	Patients' Loyalty				Total	%	OR (95% CI)	P Value
	Good		Poor					
	N	%	n	%				
Good	68	70,8	16	16,7	84	87,5	3,04 (5,77-83,84)	0,128
Poor	7	7,3	5	5,2	12	12,5		
<b>Total</b>	<b>75</b>	<b>78,1</b>	<b>21</b>	<b>21,9</b>	<b>96</b>	<b>100,0</b>		

According to the significance value of 0,128, thereby the probability (significance) is greater than 0,05 (0,128>0,05), so H1 is rejected or there is no correlation between officers and patient's loyalty.

Patients set hope on that they are served kindly, tenderly, respectfully, seriously, and full of understanding and affection. However, concernrd with the officers' work load and responsibility, the service to the patients oftentimes cause any problems.

Officers are all subjects who play a part of service and of course it influences the loyalty. Officers are essential element who are important in producing and operating the service which can be additional value and more competitive. In marketing service, officers or employees are hoped to have *responsiveness*, *assurance*, *emphaty*, that are: have an ability of quiet response in solving the patients' complaint, give clear and intelligibly information, quick reaction when the patients need any help.

The success of service marketing of hospital is very depended on it's officers. In the concept of integrated marketing, the roles of marketing are done by all officers of each parts. Officers as important factor in determining the success of marketing, shoul be trained and given motivation so that they show good dedication. Some matters related to the management of officers are selection process, giving motivation and training, and also human resources management. Moreover, latterly, there is a view that to market the service properly, so it should be managed to fulfill internal needs, especially the needs of hospital's officers.

f. The Correlation between Outpatients Service Process and Patients' Loyalty in Outpatient Room of Advent Manado Hospital

The Correlation between Outpatients Service Process and Patients' Loyalty in Outpatient Room of Advent Manado Hospital can be seen in Table 6 below.

**Table 6.** The Correlation between Outpatients Service Process and Patients' Loyalty in Outpatient Room of Advent Manado Hospital.

Process	Patients' Loyalty				Total	%	OR (95% CI)	P Value
	Good		Poor					
	n	%	n	%				
Good	61	63,5	5	5,2	66	68,7	13,94 (4,37-44,48)	0,000
Poor	14	14,6	16	16,7	30	31,3		
<b>Total</b>	<b>75</b>	<b>78,1</b>	<b>21</b>	<b>21,9</b>	<b>96</b>	<b>100,0</b>		

Discern from the significance value of 0,000, thereby the probability (significance) is smaller than 0,05 ( $0,000 < 0,05$ ), so H1 is approved or there is correlation between service process and patient's loyalty. Concerned from OR (odds Ratio) shows that good service product will make patients became loyal 13,94 times greater than poor service process.

Process happened because of support from employees and management who manage all processes to be successful. Process of service delivery is very significant in supporting the success of service marketing (Puspaningtyas, 2010). Process is all actual procedure, mechanism and activities flow with which the service delivered, that is the service system or service operation. Process is covering service procedure, included the steps covered and room's lay out.

The same service may have different value if the process is different. The process' speed and exactness can be a device to stimulate the customers' interest. Quick and exact procedure of patients' reception, checkup service, quick and exact treatment and care, the nurse/doctor do the service exactly, the officers do the service well and is not complicative.

There is a correlation between process and patients' loyalty because process is covering the

procedure of service given to the patients, the patients who comes to the hospital with physically inconveniently, needs a quick and exact service so that the patient could go home and take a rest immediately. If the service takes long time, the procedure is complicated, so that the patient will be dissatisfied, and if this condition is oftentimes faced by the patients so that they will have poor opinion and it will cause the patients move to other hospital which give quicker service.. Although patients' opinion about the product, place, and officers is good but the service process isn't appropriate with the patients' expectation, it can influence patients' opinion about the whole marketing mix. By ordering the system of service process, it can reduce the cost, increasing productivity, and easy of serving the patients in the hospital.

g. The Correlation between Physical Evidence and Patients' Loyalty in Outpatient Room of Advent Manado Hospital

The Correlation between Physical Evidence and Patients' Loyalty in Outpatient Room of Advent Manado Hospital can be seen in Table 7 below.

**Table 7.** The Correlation between Physical Evidence and Patients' Loyalty in Outpatient Room of Advent Manado Hospital.

Physical Evidence	Patients' Loyalty				Total	%	OR (95% CI)	P Value
	Good		Poor					
	N	%	n	%				
Good	68	70,8	9	9,4	77	80,2	12,95 (4,05-41,43)	0,000
Poor	7	7,3	12	12,5	19	19,8		
<b>Total</b>	<b>75</b>	<b>78,1</b>	<b>21</b>	<b>21,9</b>	<b>96</b>	<b>100,0</b>		

Discern from the significance value of 0,000, thereby the probability (significance) is smaller than 0,05 ( $0,000 < 0,05$ ), so H1 is approved or there is correlation between physical evidence and patient's loyalty. Concerned from OR (odds Ratio) shows that

good physical evidence will make patients became loyal 12,95 times greater than poor physical evidence.

Management of physical evidence in Advent Manado Hospital is good enough. It is appropriate with the research where almost of the respondents said that

they agree with the service given, the officers are quick and responsive in helping the patients, the treatment given make the patients feel save, the officers are able to give emphaty to the patients, the service is accurate, credible, and consistent.

Hospital development, todays, faces any challenges including people’s expectations. The hospital’s management is charged to be always do service quality improvement through the skilled and 37 ultivariate human resources, satisfied equipments, satisfied medicines, and well treatment’s facilities.

#### h. Multivariat Analysis of the Research

After being examined by 37 ultivari analysis, then the data was examined by 37 ultivariate analysis where the test was done by logistic regression analysis in order to find out the most dominant of 37 ultivariat variable. The result of 37 ultivariate analysis can be seen in the Table 8 below.

**Table 8.** Result of Logistic Regression Analysis.

	S.E.	Sig.	OR	95% C.I	
				Lower	Upper
Price	0,923	0,004	13,752	2,255	83,875
Physical Evidence	0,931	0,018	9,120	1,471	56,537
Process	0,831	0,024	6,541	1,283	33,353
Place	0,783	0,075	4,021	0,867	18,648
Prodict	0,758	0,113	3,328	0,753	14,699
Officers	1,405	0,058	0,070	0,004	1,097
Constant	2,581	0,001	.000		

The result analysys in the Table 8 shos that Price has the greatest value of OR (13,752). It means that dominant variable which is affected to patients’ loyalty in Advent Manado Hospital is Price. So that, good price will make the patients become loyal of 13,752 times than the poor price after being controlled by varfiabes of product, place, officer, process, and physical evidence.

The respondents were sensitive to the product, price, place, proces, and physical evidence so that it has effect toward the patients’ loyalty. Based on the research result, it means that the hospital’s management, especially the marketing management, need to improve the marketing mix elements of product, price, place, process, and physical evidence in order to improve the patients’ loyalty in the outpatient department of Advent Manado Hospital.

## DISCUSSION

From the research, it can be concluded as follow:

1. There was a significant correlation between the marketing mix perception of service and the patients’ loyalty in the outpatients department of Advent Manado Hospital.

2. There was a significant correlation between marketing mix perception of price and the patients’ loyalty in the outpatients department of Advent Manado Hospital.
3. There was a significant correlation between marketing mix perception of place and the patients’ loyalty in the outpatients department of Advent Manado Hospital.
4. There wasn’t any significant correlation between marketing mix perception of promotion and the patients’ loyalty in the outpatients department of Advent Manado Hospital.
5. There wasn’t any significant correlation between marketing mix perception of officers and the patients’ loyalty in the outpatients department of Advent Manado Hospital.
6. There was a significant correlation between marketing mix perception of process and the patients’ loyalty in the outpatients department of Advent Manado Hospital.
7. There was a significant correlation between marketing mix perception of physical evidence and the patients’ loyalty in the outpatients department of Advent Manado Hospital.
8. The variable of marketing mix perception of price was the most dominant variable toward the patients’

loyalty in the outpatients department of Advent Manado Hospital.

## CONSLUSION

1. Advent Manado Hospital is suggested to be immediatly oriented to marketing mix as a whole and to arrange marketing strategy, decide the superior product and design the innovation product which is appropriate with customers' expectation.
2. Advent Manado Hospital is suggested to improve the administration service through stremlining the shift/turn system. By the system of shift/turn, the administration service to the customers of outpatient can be done nicely because every patient needs service so that administration officers shoul be always ready to serve 24 hours, in the morning, afternoon, and night.
3. Advent Manado Hospital is suggested to do some efforts to improve the officers' competency who have direct role in giving the service in the outpatient department by doing training, programmed and continous improvement and also do improvement of incentive system, prosperity, and personnel administration.
4. Advent Manado Hospital is suggested to get relation with companies or third-side which insures their employees' health and management of insurances except askses, in order that number of customers are increasing so that the hospital's income also will be increasing and it could increase the employees' prosperity.
5. Advent Manado Hospital is hoped to stand the location because it's location is very strategic, so that the patients' loyalty could be defended or increased.
6. In order to support the promotion of Advent Manado hospital, it is suggested to improve the communication with suctomers of outpatients, by exploring all employees to promote Advent Manado Hospital so that the patients' loyalty will be improving.
7. Advent Manado Hospital is suggested to improve the quality of human resources by doing training and studying program periodically following the improvent of health care field, especially about hospital. By improving the quality and professionalism of human resources, it will give

service which focused on patients so that the hospital could fulfill the patients' needs and wants, thereby the patients' loyalty also will be improving.

8. Advent Manado Hospital is suggested to activate the information system based computer in order that the process of service, the line/waiting time, and report become quicker and more accurate.
9. Advent Manado Hospital is suggested to repair all poor facilities, prepare ash cans which separated between medical rubbish and non-medical rubbish, improve the cleanness of rooms and bathrooms, so it could make the customers of outpatient fell comfort when they are in the hospital.

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