

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
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EFFECT OF HEALTHCARE SERVICE QUALITY ON
PATIENT SATISFACTION AND PATIENT LOYALTY
TOWARDS
RWS SPECIALIST AND DIAGNOSTIC CENTER

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EMBA II - 30

EMBA 20th BATCH (Online)

JUNE, 2025

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ACADEMIC YEAR (2023 – 2025)

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A thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Healthcare Service Quality on Patient Satisfaction and Patient Loyalty towards RWS Specialist and Diagnostic Center**” has been accepted by the Examination Board for awarding the degree of Master of Business Administration (MBA) degree.

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ABSTRACT

The main objectives of this study are to analyze the effect of healthcare service quality on patient satisfaction and to examine the mediating effect of patient trust on the relationship between patient satisfaction and patient loyalty towards RWS Specialist and Diagnostic Center. Both primary and secondary data are used in this study. The total number of patients in 2024 is 150. The sample size of 109 is calculated by Raosoft sample size formula. A simple random sampling method is utilized to select the respondents. For primary data collection, a structured questionnaire with a 5-point Likert scale is applied using the personal interview method. Secondary data are gathered from previous research papers, textbooks, website, and other related information resources from RWS Specialist and Diagnostic Center. Descriptive statistics and regression analysis are applied to analyze the data. Regression result indicates that the administrative practices, medical care procedures, safety, infrastructure, and personal quality have positive and significant effect on patient satisfaction. It is also found that there is a mediating effect of patient trust on the relationship between patient satisfaction and patient loyalty. To improve patient satisfaction and loyalty, RWS Specialist and Diagnostic Center should focus on strengthening administrative practices, medical care procedures, safety, infrastructure, and staff professionalism. Although hospital image, trustworthiness and social responsibility were not statistically significant, they still contribute to overall perception and trust. Building patient trust through consistent, transparent, and empathetic care will be key to sustaining long-term loyalty.

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LIST OF ABBREVIATIONS

ALS	- Advanced Life Support
AV	- Arteriovenous
BLS	- Basic Life Support
BOD	- Board of Directors
CBC	- Complete Blood Count
CKD	- Chronic Kidney Disease
CME	- Continuous Medical Education
ENT	- Ear, Nose, and Throat
HD	- Hemodialysis
ISO	- International Organization for Standardization
JCI	- Joint Commission International
MBA	- Master of Business Administration
MMK	- Myanmar Kyat
NGO	- Non-Government Organization
OPD	- Outpatient Department
PLS	- Partial Least Squares (in reference to Smart PLS software)
PS	- Patient Satisfaction
RWS	- Renal Wellness Service
RO	- Reverse Osmosis
SEM	- Structural Equation Modeling
SERVQUAL	- SERVICE QUALITY
SOP	- Standard Operating Procedure
SQ	- Service Quality

CHAPTER 1

INTRODUCTION

Health is not merely the absence of disease or infirmity but a state of complete physical, mental, and social well-being. Every human being, regardless of race, religion, political belief, economic status, or social condition, has the fundamental right to attain the highest possible standard of health. Since health is an essential human need, ensuring access to quality healthcare is of utmost importance. Quality, as defined by ISO 9000, refers to the degree to which a set of inherent characteristics fulfills specified requirements (International Organization for Standardization, 2015). Today, quality is widely recognized as a strategic tool for enhancing operational efficiency and improving business performance. Jain and Gupta (2004) emphasized that quality has become an essential factor in achieving operational excellence and driving business success.

In healthcare sector, Ovretveit (1992) defined healthcare service quality as the provision of services that exceed patient expectations while achieving the highest possible clinical outcomes with the available resources. Service quality serves as a key differentiator and one of the most powerful competitive advantages for service organizations (Berry et al., 1988). Donabedian (1980) also described quality as the application of medical science and technology in a way that maximizes benefits while minimizing risks.

Given the competitive nature of the healthcare industry, delivering exceptional service quality is essential for attracting and retaining patients. Stock et al. (2010) emphasized that healthcare quality depends on making the right decisions to provide appropriate care at the right time, cost, and location. By understanding and addressing the factors that influence patient expectations, healthcare providers can effectively meet and exceed the increasing demand for high-quality services. Patient perception of service quality plays a vital role in the long-term success of healthcare providers (Tan et al., 2019).

Quality of service is usually defined as a customer's impression of the relative inferiority /superiority of a service provider and its acceptability range (Bitner & Hubert, 1994) and is often perceived as proportionate to the customer's overall attitude towards the provider (Parasuraman et al., 1988; Zeithaml, 1988; Bitner, 1990). Padma et al. (2010) examined how patient perception of service quality encompassing medical care procedures, administrative practices, hospital image, trustworthiness, patient safety, infrastructure, personal quality and social responsibility impact their overall satisfaction with the healthcare services provided by hospitals.

Medical care procedures are defined as the set of activities involved in diagnosing, treating, and managing a patient's health condition, which includes the application of medical knowledge, adherence to clinical guidelines, and ensuring patient safety during care delivery (Duggirala et al., 2008; Padma et al., 2010). Medical care procedures reflect the competence of hospital personnel in delivering promised, high-quality care while adhering to hospital standards and regulations (Camgöz-Akdağ & Zineldin, 2010). This aspect aligns with the reliability dimension of the SERVQUAL model. Administrative practice in a hospital setting is defined as the admission procedures, in-hospital processes, and discharge protocols (Duggirala et al., 2008).

Kotler (1991) defined hospital image as the combination of the institution's name, reputation, design, and symbols to create a distinct identity in the minds of patients and the public. Morgan and Hunt (1994) defined trustworthiness as the perception of a partner's reliability and integrity, which forms the foundation of successful and long-term relationships. The trustworthiness of a hospital, shaped by the patient's sense of security and overall well-being, influences their confidence in the hospital and, ultimately, their evaluation of the service received (Padma et al., 2010).

Duggirala et al. (2008) defined hospital safety as the systems and procedures in place to safeguard patients from medical errors, infections, accidents, and other risks during their stay in the hospital. Hospital safety measures play a crucial role in shaping patients' perceptions of service quality (Duggirala et al., 2008). Infrastructure refers to tangible aspects of service delivery such as equipment, hospital aesthetics, and resource availability, is an essential factor in patient experience (Padma et al., 2010).

Personal quality refers to the competence and demeanor of hospital personnel involved in service delivery (Padma et al., 2010; Parasuraman et al., 1985). Patients expect staffs to be responsive, reliable, friendly, sincere, and skillful (Padma et al., 2010). Padma et al. (2010) explained social responsibility includes charitable services, health education programs, community outreach activities, and policies that promote the welfare of society. Social responsibility is another key factor influencing patient satisfaction. Social responsibility is defined as a hospital's commitment to societal welfare and development reflects its dedication to quality care beyond direct medical services (Duggirala et al., 2008).

Patient satisfaction is defined as a patient's overall evaluation of the healthcare service received, based on their expectations, experiences, and perceived quality of care (Batbaatar et al., 2015). It reflects the degree to which healthcare services meet or exceed

patients' expectations in terms of medical treatment, communication, empathy, and support during the care process (Linder-Pelz, 1982; Ware et al., 1983). Turner and Pol (1995) argued that patient satisfaction data should be an integral part of quality assessments in healthcare management. Satisfied patients are more likely to exhibit positive behavioral intentions, which contribute to the long-term success of healthcare providers.

Hall et al. (2002) defined patient trust as the optimistic acceptance of a vulnerable situation in which the patient believes the healthcare provider will care for their interests. Trust is defined as the perception of a partner's reliability and integrity (Morgan & Hunt, 1994). Providing high-quality healthcare services is not only essential for ensuring patient satisfaction but also for building trust. In private healthcare settings, where patients often invest financially in their well-being, trust becomes a crucial factor in maintaining a competitive advantage.

Patient loyalty refers to a patient's commitment to consistently using a specific healthcare provider's services (Setyawan et al., 2022). Trust serves as a foundation for fostering patient loyalty and encouraging long-term relationships with healthcare providers. Customer loyalty is both an attitude and a behavior (Dick & Basu, 1994). Patients who have confidence in their healthcare providers are more likely to follow treatment plans, share accurate health information, and recommend services to others. This creates a positive cycle of improved health outcomes, increased patient retention, and valuable word-of-mouth referrals all of which are critical factors for the long-term success of private healthcare institutions.

A deeper understanding of the role of trust in shaping patient satisfaction and service quality will enable healthcare providers to refine their offerings and foster lasting patient relationships. The private healthcare sector plays a vital role in global healthcare system by complementing public services with advanced medical treatments and broader healthcare access. By emphasizing these critical areas, Myanmar's private healthcare sector can continue to grow, provide high-quality medical care, and enhance the overall well-being of people while maintaining a competitive edge in the industry.

RWS Specialist and Diagnostic Center, which is established in 2018, is one of such private facilities dedicated to delivering comprehensive healthcare while prioritizing patient-centered care and compassion. Research on healthcare service quality, patient satisfaction, patient trust and patient loyalty is essential for improving medical outcomes, strengthening patient-provider relationships, and ensuring the long-term success of healthcare institutions.

1.1 Rationale of the Study

In both public and private healthcare sectors, the quality of healthcare service plays a vital role in shaping health outcomes and patient well-being. In today's competitive healthcare environment, service quality is especially critical in the private sector, where patients often expect more personalized, efficient, and responsive care. This is particularly relevant for private hospitals and clinics that manage patients with illnesses requiring long-term treatment and special procedures. These patients not only face ongoing physical and medical challenges but also endure emotional and social stress, making the need for high-quality, patient-centered care even more essential.

Patient loyalty is not automatic; it must be earned through consistent delivery of quality care and positive experiences. When healthcare providers meet or exceed expectations, they build lasting relationships that encourage continued care and referrals. This is especially important in long-term care settings, where sustained trust and a strong sense of comfort with healthcare providers are essential.

Patient trust is another key element in healthcare, influencing not only the relationship between patients and providers but also the effectiveness of the healthcare system as a whole. Building trust requires ensuring access to reliable care, clear communication, and a personalized approach to treatment. When trust is established, patients are more engaged, more likely to follow medical advice, and more open to adopting new healthcare technologies. Trust also strengthens the connection between satisfaction and long-term loyalty.

Patient satisfaction plays a crucial role in the effectiveness of healthcare delivery, especially within specialized facilities that provide continuous care for individuals with chronic conditions such as long-term kidney disease. The frequency of visits in such settings means that a patient's overall experience can significantly influence not only their physical and emotional well-being but also their motivation to adhere to prescribed treatment plans. Higher levels of satisfaction are closely associated with improved compliance with medical guidance, better health outcomes, and lower rates of treatment discontinuation. Furthermore, satisfied patients tend to communicate more openly with healthcare providers, fostering trust and allowing for the early identification and management of complications. In the context of long-term care, ensuring patient satisfaction contributes not only to individual well-being but also to the operational efficiency and reputational strength of the healthcare institution.

In today's competitive and patient-centric healthcare environment, healthcare service quality has emerged as a critical determinant of success for private healthcare institutions. As patients increasingly prioritize personalized, responsive, and efficient care, private providers are expected to transcend basic clinical performance and offer a comprehensive, patient-centered experience. High-quality service enhances not only patient satisfaction and trust but also deepens patient loyalty, improves treatment adherence, and generates favorable word-of-mouth referrals.

To consistently achieve such high standards of care, private healthcare providers must address multiple interrelated service dimensions that shape the patient experience. Among the most influential factors are medical care procedures, administrative practices, hospital image, trustworthiness, safety, infrastructure, personal quality, and social responsibility. Each of these dimensions contributes uniquely to patient perceptions, satisfaction levels, and loyalty.

Medical care procedures are essential because they form the foundation of safe, effective, and high-quality clinical service delivery. In the private healthcare sector, the importance of this dimension lies in its direct impact on patient health outcomes. When medical procedures are carried out with consistency, transparency, and adherence to clinical standards, patients are more likely to feel safe and confident in the care they receive. Effective medical procedures also reduce the likelihood of medical errors and support timely recovery, which enhances patient satisfaction and builds institutional credibility.

Administrative practices are important because they ensure the smooth functioning of non-clinical operations that directly affect the patient experience. These include appointment scheduling, billing processes, and the management of patient records. Their importance is especially pronounced in private hospitals and clinics, where patients expect a seamless and hassle-free experience. Well-structured administrative systems contribute to reduced waiting times, accurate documentation, and clear communication, all of which improve the overall patient experience. Efficient administration supports the clinical process, promotes patient satisfaction, and helps maintain operational excellence in private healthcare institutions.

Hospital image is important because it shapes public perception and directly influences patient trust and choice. It is formed through branding, communication, service delivery, and the institution's historical performance. A strong and positive hospital image is vital in attracting and retaining patients, particularly in the private sector where competition is high. It influences patient choice and reflects trust, credibility, and

professionalism. Moreover, a reputable image signals service reliability and ethical conduct, which reassures patients about the quality of care they can expect. As such, maintaining a favorable hospital image is essential for long-term success.

Trustworthiness is also important for patients to believe that the healthcare provider acts in their best interests and delivers care with honesty and integrity. This dimension is foundational to building strong patient–provider relationships, especially for patients with chronic or long-term conditions who rely heavily on continuous care. Trust enhances communication, encourages treatment adherence, and reduces anxiety. In private healthcare settings, where patients often pay out of pocket, trust is a decisive factor in their willingness to engage with and remain loyal to the provider.

Safety is crucial in healthcare because it directly protects patients from harm and reinforces trust in the care they receive. It involves measures such as infection control, error prevention, and emergency preparedness. It is a non-negotiable element of healthcare service quality, as it directly affects patient well-being and institutional accountability. In the private sector, ensuring a safe environment is crucial not only for regulatory compliance but also for gaining patient confidence. A healthcare facility that prioritizes safety fosters peace of mind for patients and their families, thereby contributing to patient retention, satisfaction, and overall institutional integrity.

Infrastructure is essential in healthcare because it forms the physical and technological foundation that enables effective service delivery. It includes buildings, medical equipment, and digital systems that support day-to-day clinical and administrative functions. In the private healthcare, modern and well-maintained infrastructure enhances the patient experience, improves service efficiency, and supports the delivery of advanced medical care. Cleanliness, accessibility, and technological readiness are key indicators of institutional quality and professionalism. Patients often associate good infrastructure with competence and credibility, making it a significant factor in their decision to seek and continue care at a particular facility.

Personal quality is a critical component of healthcare because it directly influences how patients perceive and experience care. It encompasses the professionalism, communication skills, empathy, and ethical conduct of both medical and administrative personnel. In private healthcare, where personalized service is expected, personal quality becomes a defining feature of the care experience. Courteous and attentive staff can alleviate patient anxiety, foster trust, and contribute to higher satisfaction levels.

Continuous training and evaluation of staff behavior are essential to maintain high standards of personal quality and ensure consistent, patient-centered care.

Social responsibility is important in healthcare because it reflects an institution's dedication to ethical values, community service, and equitable care. It has become important as patients increasingly value organizations that demonstrate compassion, inclusiveness, and support for vulnerable populations. In private healthcare, social responsibility enhances institutional reputation, builds community trust, and promotes long-term sustainability. Initiatives such as offering financial assistance, supporting public health campaigns, and engaging in outreach programs reflect a commitment to societal well-being beyond profit, which strengthens patient loyalty and organizational credibility.

Conducting a survey on healthcare service quality, patient satisfaction, patient trust, and patient loyalty at RWS Specialist and Diagnostic Center represents a critical step toward enhancing the overall quality of patient care. Gaining a comprehensive understanding of patients' needs and expectations allows the center to refine its services, strengthen communication, and cultivate a more supportive and patient-centered environment. These improvements not only enhance individual patient experiences but also contribute to the long-term development and sustainability of the private healthcare sector in Myanmar. Therefore, this study aims to examine the effect of healthcare service quality on patient satisfaction and patient loyalty of RWS Specialist and Diagnostic Center.

1.2 Objectives of the Study

The objectives of the study are as follows:

1. To analyze the effect of healthcare service quality on patient satisfaction of RWS Specialist and Diagnostic Center and
2. To examine the mediating effect of patient trust on the relationship between patient satisfaction and patient loyalty of RWS Specialist and Diagnostic Center.

1.3 Scope and Method of the Study

This study primarily examines healthcare service quality, patient satisfaction, patient trust and patient loyalty in the context of the RWS Specialist and Diagnostic Center. The study focuses specifically on patients receiving dialysis treatment at this facility, which is a procedure used to remove waste and excess fluids from the blood when the kidneys are no longer function properly. The total population of patients who are getting treatment for

kidney diseases in the RWS Specialist and Diagnostic Center is 150 patients in 2024. The sample size for the study is determined to be 109 participants, calculated using the Raosoft sample size calculator with a confidence level of 95%. A simple random sampling method is employed to select 109 patients from the total patients, ensuring unbiased representation.

Primary data are collected through structured questionnaires with 5-point Likert scale administered to patients undergoing dialysis at the center. Personal interview method is applied to collect the primary data. Additionally, secondary data is gathered from various credible sources, including relevant textbooks, academic articles, websites, international dissertations, and local MBA research papers available in the library. For data analysis, both descriptive statistics and regression analysis are utilized to examine the relationships between the study variables. Data are collected from March to April 2025.

1.4 Organization of the Study

This study is organized into five chapters. Chapter one introduces the study by outlining its rationale, objectives, scope, method and the organization of the study. Chapter two provides the theoretical background, exploring relevant literature on healthcare service quality, patient satisfaction, patient trust and patient loyalty. Previous studies and conceptual framework of the study are also presented in this chapter. Chapter three presents the profile of the RWS Specialist and Diagnostic Center, detailing the quality of healthcare services provided. Demographic characteristics of the respondents and reliability test are also described in Chapter three. Chapter four analyzes the effect of healthcare service quality on patient satisfaction, patient trust, and patient loyalty utilizing descriptive statistics and regression analysis based on data collected from patients. Finally, Chapter five involves the conclusion of the study where the findings, suggestions, recommendations, and the needs for further research are provided.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter provides the theoretical foundation for the study. It explores key concepts, including healthcare service quality, patient satisfaction, patient trust, and patient loyalty. It also reviews previous studies and presents the conceptual framework of the study.

2.1 Healthcare Service Quality

Healthcare service quality is defined as the gap between customer expectations and perceptions of the actual service received (Goel & Yang, 2015; Ramli et al., 2009). The SERVQUAL framework, introduced by Parasuraman et al. (1985, 1988), remains the most frequently cited model in services marketing literature. Ensuring high service quality is considered an essential strategy for achieving success and sustaining competitiveness (Andronikidis et al., 2009).

Nitecki and Herson (2000) emphasized that service quality, in terms of meeting or surpassing customer expectations, depends on the gap between customer perceptions and expectations of service. High-quality service directly affects an organization's ability to foster patient trust and achieve long-term success (Ramli et al., 2009). Service quality is a critical factor for service providers to gain a competitive advantage, requiring precise measurement and continuous improvement (Lee & Yom, 2007).

Healthcare services, classified as professional-based pure services, exhibit characteristics that distinguish them from tangible goods. These include intangibility, perishability, inseparability, and heterogeneity (Ahmed et al., 2017). As a result, assessing service quality is more challenging for patients than evaluating physical products. Therefore, healthcare providers must better understand, measure, and incorporate patient expectations into their services.

Healthcare service quality is typically evaluated based on patient perceptions of reliability, responsiveness, empathy, assurance, and the physical environment, all of which significantly influence patient satisfaction and trust (Parasuraman et al., 1988; Donabedian, 1980). Healthcare service quality is assessed across three dimensions: the physical environment (state of facilities, social factors, tangible elements), qualitative interaction (attitudes, behaviors, diagnostic processes, and medical process quality), and quality outcomes (waiting times, patient satisfaction, loyalty) (Chahal & Kumari, 2010; Awang et al., 2015).

Superior healthcare quality enables organizations to differentiate themselves in competitive markets (Karatepe et al., 2005). Due to rising living standards and heightened consumer expectations, hospitals must deliver exceptional healthcare services to meet patient needs (Padma et al., 2010). Service quality has become a strategic focus for healthcare organizations, driving continuous improvements in patient engagement and satisfaction.

The advancement of quality management systems has transformed the healthcare sector, requiring organizations to implement innovative service delivery methods (Aryani & Rosinta, 2010; Pariyo et al., 2009). According to Johnson et al. (2001), delivering optimal service quality is essential for healthcare providers to meet patient expectations and ensure satisfaction. This commitment influences patient satisfaction, loyalty, and behavioral intentions (Kui-Son et al., 2005; Amin & Nasharuddin, 2013), underscoring the importance of service quality in healthcare management.

Gronroos (1984) stated that service quality consists of two key components: technical quality and functional quality. Technical quality pertains to primary care aspects such as treatment effectiveness and infrastructure, while functional quality relates to service delivery aspects like staff friendliness and timeliness. Gronroos (1990) added the image of the service provider as the third dimension, in addition to technical and functional quality in service evaluation. Expanding on Panchapakesan et al. (2015), healthcare service quality can further be categorized into medical care procedures, administrative practices, hospital image, trustworthiness, safety, infrastructure, personal quality, and social responsibility.

2.1.1 Medical Care Procedures

Medical care procedures refer to the systematic methods and clinical practices followed by healthcare professionals to diagnose, treat, and monitor patients in accordance with established standards and guidelines (Camgöz-Akdağ & Zineldin, 2010). The medical care procedure is the main attribute of health service delivery (Panchapakesan et al., 2015). It explains the what of a service including the width and depth of services. This aspect of service is taken for granted by patients. When the healthcare provider fails in this aspect, it directly impacts patient outcomes. Given their direct impact on treatment accuracy, patient safety, and overall healthcare outcomes, medical care procedures serve as a crucial determinant of healthcare service quality.

A well-executed procedure enhances patient trust, satisfaction, and clinical success, while errors or inefficiencies in procedural execution can lead to adverse health outcomes

and diminished confidence in the healthcare system. Ensuring continuous improvement and innovation in medical care procedures through advanced medical technologies, clinical best practices, and patient-centered care models is essential for achieving a high-quality, reliable, and equitable healthcare system.

2.1.2 Administrative Practices

Administrative practices in healthcare refer to the set of non-clinical procedures and organizational activities related to patient admission, appointment scheduling, billing, discharge, and overall hospital management that support efficient and effective healthcare delivery (Duggirala et al., 2008). The factors concerning quality aspects of hospital management/administration include admission, assurance, healthcare delivery system, infection rate, standard operating procedures, leadership and management and medical service (Ovretveit, 2000; Herstein & Gamliel, 2006; Taner & Antony, 2006; Aagja & Garg, 2010; Irfan & Ijaz, 2011; Gupta & Rokade, 2016; Torabipour et al., 2016). To intensify patients' confidence and assurance, healthcare providers must consider administrative practices, that is, appointment, admission, hospitalization, and discharge (Panchapakesan et al., 2010).

Efficient administration enhances patients appreciate service offered better. Service delivery processes should be standardized so that customers could receive a hassle-free service (Sureshchandar et al., 2002). During the whole hospitalization experience and at each contact point all employees should demonstrate that they care about its patients, are careful in protecting and enhancing the hospital's reputation, do everything to gain the patients' confidence in the hospital and ensure that patients feel safe during their hospitalization (Boshoff & Gray, 2004).

2.1.3 Hospital Image

Hospital image refers to an individual's commitment and opinion toward a hospital (Minkiewicz et al., 2011). Gronroos (1990) recognized the role of image in the conceptualization of service quality, and emphasized it as a filter in the perception of service quality in addition to the technical and functional quality dimensions. Corporate image enjoyed by a service firm influences customer satisfaction (Caruana, 2002; Hong & Goo, 2004). The image affects the expectations of the customers and hence it is important in making the customers have realistic expectations. Even in healthcare services, the reputation of the hospital has to be considered as an element of service quality.

A good brand image makes consumers believe in product quality and helps consumers to make choices and to feel comfortable when buying products (Chih-Chung et al., 2012). Translated to the healthcare context, it is likely that a favorable hospital brand image increases satisfaction perceived by patients (Wu, 2011). The image of a hospital impacts the anticipations of the patients, and subsequently affects the patients' expectations.

2.1.4 Trustworthiness

Sumaedi et al. (2015) explained that trustworthiness refers to the belief that healthcare providers will act in the best interests of patients and provide appropriate and ethical care. A patient's trust in a healthcare provider is determined by the sense of well-being and assurance they feel about the hospital and the security it provides (Padma et al., 2010). Balasubramanian et al. (2003) considered perceived trustworthiness as a component of online service which could be a determinant of customer satisfaction. The ability to provide service as promised is considered a necessary aspect of service delivery by (Parasuraman et al., 1985; Sureshchandar et al., 2002).

This trustworthiness consequently plays a role in the overall assessment of the service provided. If patients trust their physicians, then the relationship between them can become richer and more meaningful. The patient is more likely to feel confident and disclose symptoms, helping diagnosis and future care. Iyer and Muncy (2004) noted that level of trust patients had varied across patient categories and patients can be based on their trust level in the service provider.

2.1.5 Safety

Patient safety is defined as the extent to which those involved in healthcare delivery can reduce medical errors in treating patients (McFadden et al., 2015). Healthcare providers need to ensure the safety and security of patients are their top priorities (Padma et al., 2009), as this directly concerns patients' survival. Hospitals must focus on critical safety issues to provide high-quality services. Safety is seen as the prevention and mitigation of injuries originating from healthcare (Esmail et al., 2018).

Safety concerns, such as the condition of ramps and elevators, or checking for the allergic effect of certain drugs inpatients, are some of the safeguards that should be implemented. These measures prevent unforeseen disasters and facilitate a comfortable stay for patients. This is particularly important in healthcare services, as they deal with patient survival. Duggirala et al. (2008) emphasized that safety indicators as a dimension of service

quality and also mentioned that the ethical imperative for patient safety represents the fundamental philosophy of medical care. Massaro (2003) stated that health care leaders and trustees must ensure that patient safety becomes and remains one of the organization's primary goals and business imperatives.

2.1.6 Infrastructure

Duggirala et al. (2008) defined infrastructure in healthcare as including tangible features such as hospital buildings, modern medical equipment, cleanliness, availability of resources, accessibility for patients, and the overall physical environment that influences patient perceptions of service quality.

Duggirala et al. (2008) also mentioned that the infrastructure dimension assesses the patient's perception of quality with regarding physical facilities in the hospital. This includes cleanliness, maintenance and availability of services such as waiting rooms, diagnostic test rooms, operation theatres, wards, food, beds, resident rooms, ambulance services, technological capability, pharmacy, blood banks, etc. Since healthcare services are largely intangible, patients often assess service quality based on these physical attributes. Tomes and Ng (1995) identified the physical environment as one of the aspects of service quality in hospitals. JCI Accreditation (2007) has also identified facilities management as a key function in hospitals.

The technological competence of a hospital, including equipment used to test and treat various diseases, is part of the hospital infrastructure. Otani and Kurz (2004) modeled two constructs: physical surroundings and pleasantness of surroundings to indicate the physical facilities and environment. Rao et al. (2006) conceptualized healthcare services based on clinic infrastructure, along with other elements. Becker and Parsons (2007) also acknowledged facilities management as playing a key role in hospitals.

2.1.7 Personal Quality

Parasuraman et al. (1985) identified assurance, empathy, and responsiveness as key attributes of personnel quality. Andaleeb (1998) examined three of five essential elements staff competence, demeanor, and communication highlighting the importance of patient-staff interactions in shaping patient experiences. Hasin et al. (2001) used courtesy, respect and caring to represent personnel quality in their research on healthcare. Healthcare professionals are expected to be responsive, reliable, approachable, honest, and skilled. A

friendly and polite attitude among healthcare workers significantly enhances patients' perceptions of the hospital.

Personnel quality encompasses all individuals involved in delivering healthcare services, including doctors, nurses, paramedical staff, and support staff (Padma et al., 2010). Otani and Kurz (2004) emphasized that nursing played a more critical role than other factors in improving patient satisfaction and influencing behavioral outcomes. Additionally, Duggirala et al. (2008) recognized personnel quality as a crucial determinant of patient satisfaction. Enhancement of personnel quality of healthcare services has become a matter of serious concern for developing nations in recent years (Sharma & Narang, 2011).

2.1.8 Social Responsibility

Social responsibility refers to the obligation of an organization to pursue long-term goals that are good for society and go beyond the legal and economic requirements (Carroll, 1991). Social responsibility is an integral component of healthcare services, emphasizing the need for a fair and sustainable healthcare distribution system (Dharamsi et al., 2011). In medical practice, social responsibility plays a crucial role in ensuring, safeguarding, and promoting the collective well-being of patients. According to Loomba and Johannessen (1997), social responsibility is also a key determinant of healthcare service quality.

A healthcare institution should not solely focus on profitability but must also consider its broader responsibility towards public health and well-being. Social responsibility in healthcare refers to the moral obligation of healthcare organizations to contribute to the welfare of the community by providing accessible, equitable, and quality services, while also supporting public health initiatives and sustainable development (Padma et al., 2010). Socially responsible initiatives significantly influence patients' perceptions of service quality, reinforcing the hospital's commitment to equitable healthcare. Thus, social responsibility in healthcare is not just a moral obligation but also a strategic approach that fosters trust, improves service perception, and enhances the overall healthcare experience.

2.2 Patient Satisfaction

Patient satisfaction is defined as the subjective judgment made by healthcare consumers after evaluating the medical outcome of a healthcare service to determine whether their expectations have been met (Andrea et al., 2007). Furthermore, the expectancy disconfirmation theory explains that customers buy goods and services with expectations at the time of the pre-purchase through the assessment of performance that they anticipate. This means that once the product or service has been purchased and used, the results can be compared with expectations. If the outcome is as expected, confirmation occurs. Disconfirmation occurs when there is a difference between expectations and outcomes. Satisfaction is caused by confirmation or positive disconfirmation of expectations and dissatisfaction is caused by negative disconfirmation of consumer expectations (Oliver, 1980).

Patient satisfaction refers to a summary cognitive and affective reaction resulting from experiencing a service quality encounter and comparing it with what was expected (Oliver, 1980). It reflects the consumer's emotional response based on their experience of receiving healthcare services, encompassing both the quality of care provided and the overall service experience. Patient satisfaction with hospital treatment plays a crucial role in shaping the facility's public image (Szyca et al., 2012; Afthanorhan et al., 2018).

Andaleeb (1998) demonstrated the significance of communication, cost, facility, competence, and behavior on patient satisfaction in healthcare services. Moreover, Padma et al. (2010) showed that infrastructure, personnel quality, administrative processes, process of clinical care, patient safety, overall experience of medical care, and social responsibility were significant predictors of patient satisfaction.

Patient satisfaction can itself affect the quality of care, as satisfied patients are more likely to follow up their treatment plans and at the same time maintain a continuing relationship with the healthcare practitioner (Russell et al., 2015). Healthcare providers will be able to satisfy the patients' needs and want by addressing the areas of needs in service quality. By doing so, it could eventually save the hospital the time and cost of resolving patients' complaints (Pakdil & Harwood, 2005).

Thus, achieving high patient satisfaction requires healthcare facilities not only to deliver high-quality medical care but also to ensure that services align with patient expectations. Consistently meeting these expectations fosters trust, encourages treatment adherence, and contributes to long-term patient loyalty.

2.3 Patient Trust

Patient trust is defined as the optimistic acceptance of a vulnerable situation in which the patient believes the provider will care for their interest (Hall et al., 2002). Trust is the optimistic acceptance of a vulnerable situation in which the patient believes the provider will care for their interests. Trust is also defined as the perception of an exchange partner's reliability and integrity (Morgan & Hunt, 1994). Customer trust is considered essential for successful relationships, as they cannot thrive long-term without it. Trust involves a person's willingness to act based on the belief that their partner will meet expectations (Barnes, 2003). However, trust is not automatically recognized by business partners; it must be built from the ground up and continuously demonstrated. It serves as a catalyst in transactions between buyers and sellers, playing a crucial role in customer satisfaction (Kassim & Ismail, 2009).

Trust is necessary for fostering strong customer-firm connections (Sullivan, 2020) and is increasingly important in research due to its role in both interpersonal and commercial relationships. In healthcare, patient trust refers to a patient's confidence that a provider will act as expected (Sumaedi et al., 2015). It also encompasses the belief that doctors will prioritize the patients' best interests and provide appropriate medical care (Carlson, 2019).

Patient trust is essential in doctor-patient interactions (Han et al., 2018). Establishing trust between patients and nurses is equally critical, as it fosters effective communication and ensures positive caregiving outcomes (Yang & Wu, 2018). A strong nurse-patient relationship built on trust requires dependability, expertise, experience, and genuine care from nurses (Fatima & Shabbir, 2018). Trust in healthcare providers has also been linked to increased patient satisfaction, adherence to treatment, and better health outcomes (Ozawa & Sripad, 2013). Furthermore, higher levels of patient trust are associated with improved cooperation during long-term care and a greater willingness to share sensitive health information.

In healthcare, patient trust is a key driver of satisfaction and loyalty. While satisfaction alone may not guarantee loyalty, it is significantly reinforced when trust is established (Jani & Han, 2011; Kantsperger & Kunz, 2010; Norizan & Asiah, 2010; Mohd Kassim & Ismail, 2009). This highlights the need for ethical medical practices, transparency, and consistent delivery of high-quality care, as trust directly impacts long-term patient engagement and retention. Ultimately, patient trust acts as the foundation upon

which the effectiveness of healthcare services is built, particularly in private healthcare settings where patient choice and expectations are high.

2.4 Patient Loyalty

Loyalty reflects a positive attitude, consistent repeat purchases, and commitment to a brand, store, or supplier (Afthanorhan et al., 2018). In the service sector, loyalty is a key concept (Isa et al., 2019). A loyal customer base provides significant benefits, including market share growth, reduced marketing costs for new customers, and increased revenue and profits (Fatima & Shabbir, 2018). Therefore, service providers must actively manage customer loyalty. The concept encompasses a positive attitude, repeat purchasing behavior, and long-term consumer engagement with a product, service, or company (Lai, 2015).

Patient loyalty has been used as a definition of consumer loyalty to a healthcare provider (Fatima & Shabbir, 2018). Lin and Wang (2006) defined patient loyalty as the likelihood of a patient returning to the same healthcare provider and recommending the service to others based on trust and satisfaction. Loyalty in the healthcare context is not only about repeated visits, but also about the emotional bond and willingness of the patient to maintain a long-term relationship with the service provider. A loyal patient repeatedly seeks care from the same healthcare organization, remains dedicated to it, and trusts the doctor-patient relationship (Ellynia & Widiája, 2020). For healthcare providers, patient loyalty is crucial, as it ensures continued engagement with the hospital and encourages patients to recommend its services to others (Hao et al., 2018).

Patient satisfaction plays a pivotal role in fostering loyalty. A satisfied patient is far more likely to remain loyal to a healthcare provider, whereas an unsatisfied patient is unlikely to develop long-term commitment (Chi & Gursoy, 2009). Loyalty is a direct outcome of a positive patient experience, where factors such as quality of care, trust in medical professionals, and effective communication strongly influence a patient's decision to remain with the same provider (Chang et al., 2013; Afthanorhan et al., 2018).

There is convincing evidence that when patients receive high-quality services in a hospital, they are more likely to return to the same hospital in the future. In addition, the patient will also share positive feedback and recommend them to their friends and relatives (Arab et al., 2012). Referrals from friends, relatives, and other patients are considered an important source of information for the selection of providers (Arab et al., 2012).

Thus, ensuring high patient satisfaction, building strong provider-patient relationships, and delivering consistently high-quality healthcare services are essential

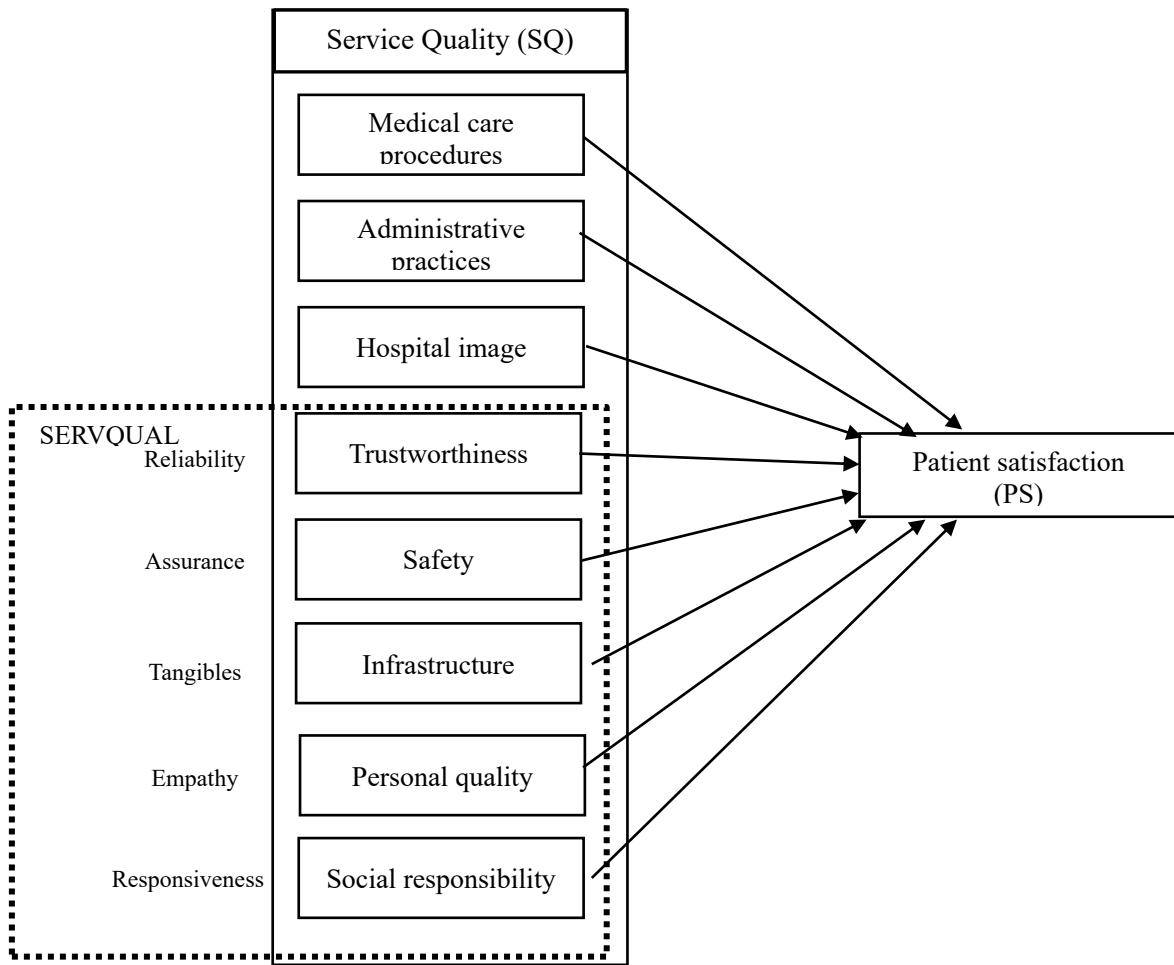
strategies for fostering long-term patient loyalty and sustaining a hospital's competitive advantage in the healthcare sector.

2.5 Previous Studies

There have been numerous previous studies examining the relationship between healthcare service quality, patient satisfaction, patient trust and patient loyalty. However, the existing literature presents inconclusive evidence regarding the effect of healthcare service quality on patient satisfaction and patient loyalty.

Tan et al. (2019) investigated the impact of service quality on patient satisfaction in Malaysian healthcare facilities. Utilizing the SERVQUAL model as a framework, the research identified key service quality dimensions, including medical care procedures, administrative practices, hospital image, trustworthiness, safety, infrastructure, personal quality, and social responsibility. These factors, categorized under reliability, assurance, tangibles, empathy, and responsiveness, are hypothesized to have a significant positive influence on patient satisfaction. The study gathered data from 200 patients from public and private hospitals in Melaka and Johor. The study adopted the convenience sampling technique to collect the respondents. The data were analyzed using Smart PLS. The following Figure (2.1) shows the conceptual framework of Tan et al. (2019).

Figure (2.1) Conceptual Framework of Tan et al.

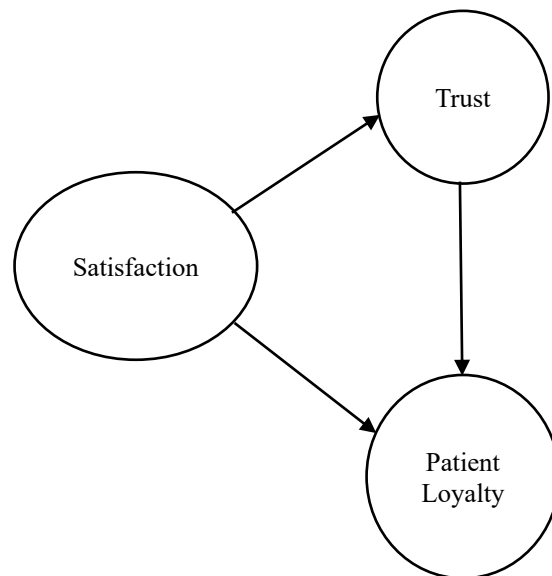


Source: Tan et al. (2019)

The study found that hospital image, patient safety, personnel quality, and social responsibility significantly influence patient satisfaction, with personnel quality being the strongest predictor. This suggested that hospitals should prioritize staff training to enhance patient satisfaction and encourage repeat visits. The findings also highlighted the need for hospitals to adopt a strategic marketing approach, similar to other industries, to attract and retain patients in an increasingly competitive global healthcare market.

Ramli and Sjahrudin (2015) investigated the effect of patient satisfaction, trust, and loyalty on healthcare service in Makassar, Indonesia. Using a survey-based cross-sectional design, data were collected via questionnaires from a randomly selected sample of 112 patients. Hypotheses were tested using Structural Equation Modeling (SEM). The following Figure (2.2) shows the conceptual framework of Ramli and Sjahrudin (2015).

Figure (2.2) Conceptual Framework of Ramli & Sjahruddin



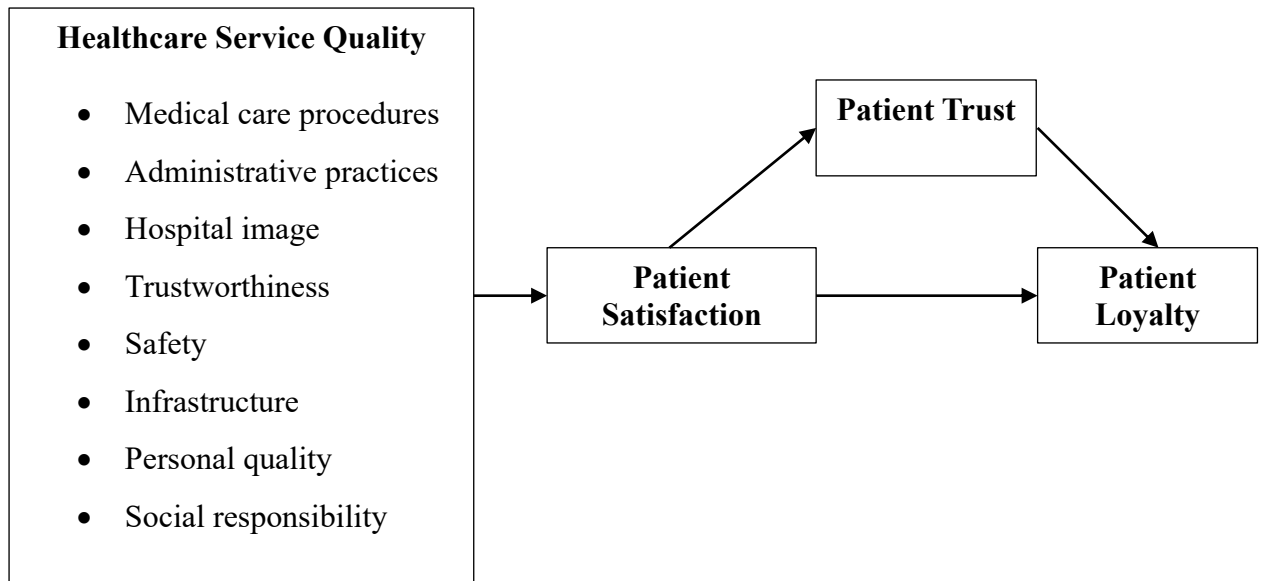
Source: Ramli & Sjahruddin (2015)

The study found that while high patient satisfaction alone does not directly increase patient loyalty, it significantly enhances patient trust. In turn, high trust had a strong positive effect on patient loyalty to healthcare services. Indirectly, patient satisfaction could lead to greater loyalty when supported by high trust. These findings provided valuable insights for hospital administrators and policymakers in developing strategies for patient retention and long-term engagement. By identifying key drivers of loyalty, this research contributed to improving the quality and sustainability of healthcare services.

2.6 Conceptual Framework of the Study

Based on the previous studies, the conceptual framework of the study is developed. This study examines the effect of healthcare service quality on patient satisfaction, trust, and loyalty at RWS Specialist and Diagnostic Center. The following Figure (2.3) shows the conceptual framework of the study.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2025)

According to the conceptual framework, healthcare service quality is the independent variable and patient satisfaction is the dependent variable based on Tan et al. (2019). Based on Ramli and Sjahruddin (2015), patient satisfaction is independent variable and patient trust is the mediating variable and patient loyalty is dependent variable. Healthcare service quality encompasses various dimensions, including medical care procedures, administrative practices, hospital image, trustworthiness, safety, infrastructure, personal quality, and social responsibility.

CHAPTER 3
PROFILE AND HEALTHCARE SERVICE QUALITY PROVIDED BY
RWS SPECILAIST AND DIAGNOSTIC CENTER

In this chapter, the profile of RWS Specilaist and Diagnostic Center including company background, vision, mission, organizational structure and healthcare service quality provided by RWS are presented and discussed in details. Additionally, demographic data of the respondents and reliability test are also discussed.

3.1 Profile of RWS Specialist and Diagnostic Center

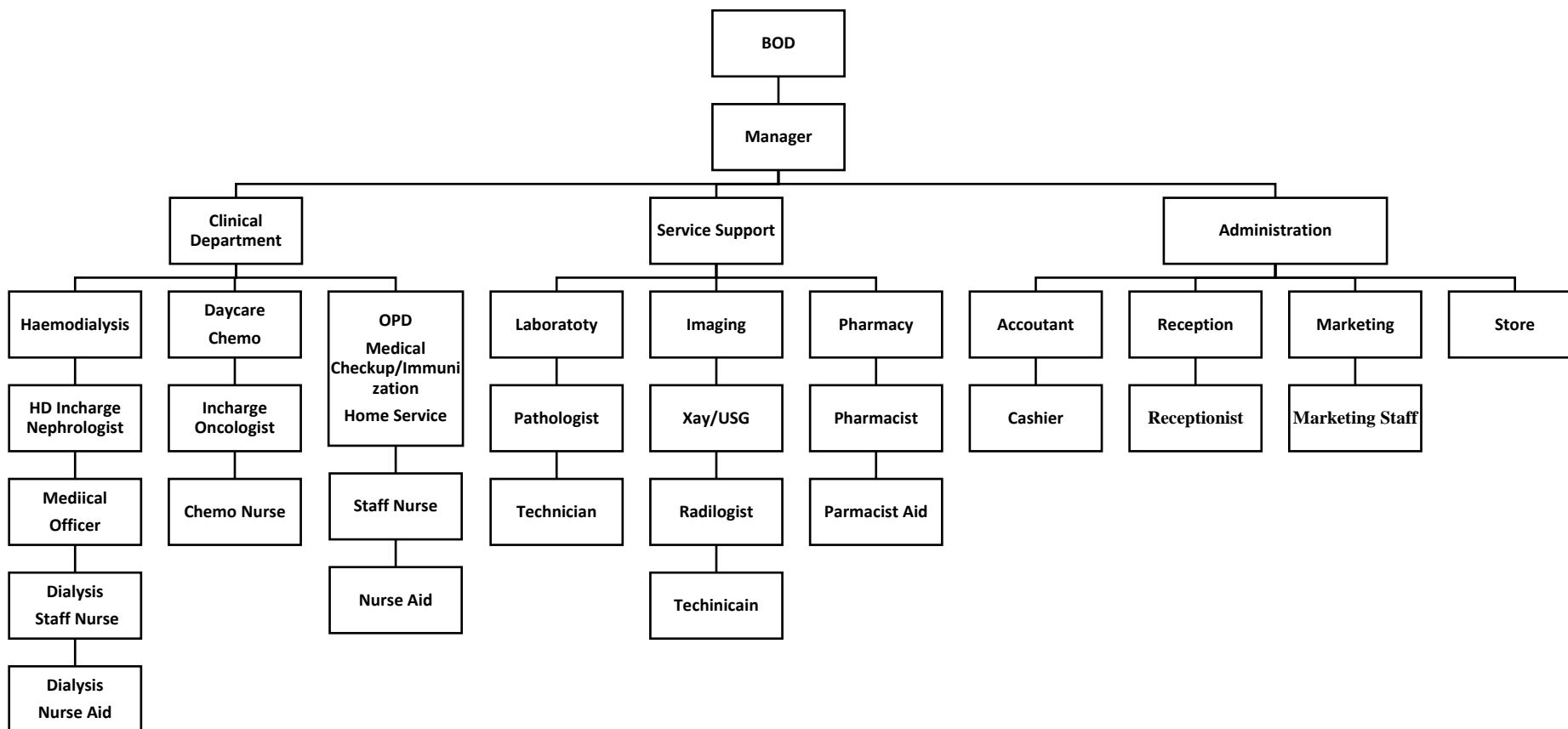
Established in 2018 in Insein Township, RWS Specialist and Diagnostic Center began as a modest initiative to address the growing need for chronic kidney disease treatment. Initially founded as a dedicated hemodialysis center, the clinic was equipped with six dialysis machines and supported by a small but committed team of ten staff members, including a medical officer, nurses, nurse aides, general workers, and a receptionist.

The clinic was originally named RWS (Renal Wellness Service) to reflect its core mission: providing high-quality care for patients suffering from kidney failure. Over the years, it has evolved into a full-fledged specialist and diagnostic center, offering comprehensive healthcare services for a wide range of medical conditions.

Vision is to become a trusted healthcare partner that actively contributes to the overall health, well-being, and happiness of the communities it serves. This is achieved through a combination of affordable, efficient, and compassionate care delivered by a skilled multidisciplinary team. Mission is to provide specialized and high-quality healthcare services that enhance patient well-being and satisfaction. RWS is committed to delivering patient-centered care through clinical excellence, innovation, and continuous improvement, while fostering trust, empathy, and accessibility for all individuals it serves.

From its humble beginnings, RWS has grown into a reputable institution, recognized for its unwavering dedication to excellence in healthcare and its role in improving the quality of life for countless individuals. It develops the organization structure in order to achieve vision and mission of the clinic. Figure (3.1) presents the organizational chart of RWS Specialist and Diagnostic Center.

Figure (3.1) Organizational Chart of RWS Specialist and Diagnostic Center



According to Figure (3.1), the clinical, service support, and administration departments, all functioning under the supervision of the manager and ultimately governed by the board of directors (BOD). At the core of the institution, the clinical department is responsible for direct patient care and is subdivided into specialized units, including hemodialysis, daycare chemotherapy, OPD, medical checkup, immunization and home service. The hemodialysis unit is led by an HD in-charge nephrologist and supported by a medical officer, dialysis staff nurse, and dialysis nurse aid, focusing on chronic kidney disease management. The daycare chemotherapy unit, under the in-charge oncologist, provides outpatient cancer treatment through a dedicated chemo nurse. OPD services are handled by staff nurses and nurse aids, managing patient flow and outpatient care. The medical checkup and immunization unit oversees preventive health services such as routine screening and vaccination.

Supporting these clinical services, the service support department consists of the laboratory, imaging, and pharmacy units. The laboratory unit, staffed by a pathologist and technician, is responsible for diagnostic testing and pathology services. The imaging unit includes X-ray and ultrasound technicians, as well as a radiologist and supporting technicians, to conduct diagnostic imaging. The pharmacy unit comprises a pharmacist and pharmacist aid to ensure the safe dispensing and management of medications.

The administration department oversees essential non-clinical operations that support the facility's daily functions. This includes the accounts section, which comprises an accountant and a cashier responsible for managing finances and billing; the marketing team, which handles promotional activities and patient engagement; and the reception, which manages inquiries, appointment scheduling, and follow-ups. Additionally, the store section is tasked with inventory control and the coordination of medical supply logistics. Together, these administrative units ensure operational efficiency, seamless service delivery, and comprehensive patient support throughout the facility.

3.2 Services Provided by RWS Specialist and Diagnostic Center

RWS Specialist and Diagnostic Center is dedicated to providing comprehensive and high-quality healthcare services tailored to meet the diverse medical needs of patients. The clinic offers a wide range of specialized services, including outpatient healthcare, dialysis, daycare chemotherapy, imaging and laboratory diagnostics. With a team of experienced medical professionals and advanced technology, we ensure accurate diagnosis, effective treatments and compassionate patient care.

3.2.1 Outpatient Healthcare Service

RWS Specialist and Diagnostic Center is committed to delivering exceptional outpatient healthcare service with a focus on patient-centered care and medical excellence. The experienced team of doctors and healthcare professionals provides specialized treatment for various medical conditions, including internal medicine, obstetrics and gynecology, general surgery, kidney disease, liver disease, orthopedic disorders, ENT (ear, nose, and throat) issues, pediatrics, and dermatology.

In addition to routine consultations and treatments, we offer urgent medical attention for emergency cases, providing immediate first aid, stabilizing patients, and referring them to hospitals when necessary. The facility is equipped to handle a wide range of healthcare needs, including preventive health screenings, comprehensive medical check-ups and immunization services for children and adults. It also prioritizes patient convenience by offering home healthcare services, ensuring that those who are unable to visit the clinic receive proper medical attention in the comfort of their homes.

3.2.2 Dialysis Services

Dialysis is a treatment that cleans the blood when the kidneys can no longer do it. It removes waste, extra water, and keeps the body balanced. People usually receive dialysis at a special clinic several times a week to stay healthy and feel better. The dialysis unit is designed to provide high-quality, patient-centered care for individuals suffering from long term kidney disease, ensuring a safe and comfortable treatment experience. Equipped with nine advanced dialysis machines, the facility features a spacious and well-ventilated treatment area, allowing patients to undergo their sessions in a clean, stress-free environment. The facility is delivering optimal renal care through a highly skilled medical team, consisting of experienced nephrologists, medical officers, dialysis nurses, and assistant nurses who monitor each patient throughout the dialysis process. The dialysis care team ensures that every patient receives comprehensive pre-, during, and post-dialysis care, including vital sign monitoring, access site management, fluid balance assessment, and ongoing patient education to improve their quality of life.

In addition to routine dialysis services, it offers emergency dialysis for patients requiring urgent intervention due to acute kidney failure, severe electrolyte imbalances, or life-threatening fluid overload. The team is trained to quickly assess and stabilize patients, ensuring that dialysis is initiated promptly in critical situations. It also provides comprehensive preparation for dialysis initiation, which includes patient counseling,

vascular access planning, AV (arteriovenous) fistula cannulation, and neckline catheter insertion when necessary

Beyond dialysis, RWS is a one-stop center for kidney disease management, offering specialized counseling and consultation services for kidney transplant candidates. The center also provides comprehensive lifestyle counseling, dietary management, and medication education to help slow the progression of chronic kidney disease (CKD) and enhance patient well-being.

Strict infection control and quality assurance measures are at the core of our dialysis services. The clinic adheres to rigorous standard operating procedures (SOPs) to maintain sterile conditions, proper disinfection protocols, and equipment hygiene. All dialysis machines undergo regular maintenance, calibration, and thorough cleaning to prevent malfunctions and ensure safe, uninterrupted treatment. To minimize the risk of cross-contamination, a separate dedicated machine is assigned exclusively for patients with Hepatitis B infection, further reinforcing our commitment to infection control.

The center is equipped with a high-quality reverse osmosis (RO) water treatment system, which is crucial for dialysis. The system is well-maintained and continuously monitored to ensure that the water used meets medical-grade purity standards. RWS conduct regular bacterial testing and contamination checks to guarantee the safety and cleanliness of the water, ensuring that dialysis treatments are performed under the best possible conditions.

To meet the needs of the patients, the dialysis unit operates seven days a week, from 7:00 AM to 7:00 PM, throughout the year. This extended schedule ensures that patients receive their treatments without delays, providing them with flexibility and accessibility to manage their health effectively.

3.2.3 Daycare Chemotherapy Unit

Daycare chemotherapy unit is dedicated to providing comprehensive cancer care in a safe, comfortable, and patient-friendly environment. RWS offers specialized treatment services, including counseling, initiation, and continuation of chemotherapy regimens, under the supervision of experienced oncologists and specially trained oncology nurses. Each patient receives personalized care, ensuring that their chemotherapy regimen is safely administered and closely monitored to minimize side effects and enhance treatment outcomes. The center features spacious and well-equipped treatment rooms, designed to provide a calm and comfortable setting for patients undergoing therapy. It adheres to strict

safety protocols, including proper handling of chemotherapy drugs, infection control measures, and continuous patient monitoring to ensure the highest standards of care. The dedicated medical team provides emotional support, patient education, and guidance throughout the treatment journey, helping patients and their families navigate their cancer care with confidence and reassurance.

3.2.4 Imaging Services

Imaging services department is equipped with advanced diagnostic technology to provide high-quality and accurate imaging for both routine and emergency cases. RWS offer Ultrasound and Doppler services using the LOGIQ Q5 machine from GE Healthcare, ensuring detailed and precise imaging for various medical conditions, including obstetric, abdominal, vascular, and musculoskeletal assessments. Additionally, it provides comprehensive X-ray services with the digital X-ray machine, which delivers high-resolution images for quick and accurate diagnosis while minimizing radiation exposure. The imaging services are available for both emergency and scheduled diagnostic needs, ensuring prompt and efficient support for patient care. Skilled radiology team works closely with physicians to provide timely reports and expert interpretations, helping in the accurate diagnosis and management of various medical conditions.

3.2.5 Laboratory Services

Laboratory Services provide accurate and reliable medical tests using modern and advanced machines. The clinic has automated machines for complete blood count (CBC), electrolytes, immunology, and biochemistry, ensuring quick and precise results. The lab is run by experienced pathologists and skilled lab technicians, who follow strict quality control procedures to maintain high testing standards. RWS offer a wide range of lab tests, including blood tests, hormone checks, infection screening, kidney and liver function tests, and other important medical tests. If a test is not available in the lab, it collaborates with trusted diagnostic centers to ensure patients get the right test results on time.

3.3 Healthcare Service Quality provided by RWS Specialist and Diagnostic Center

The healthcare service quality at RWS Specialist and Diagnostic Center reflects the institution's commitment to delivering patient-centered and reliable medical care. The overall quality of services at RWS is shaped by eight key dimensions: medical care

procedures, administrative practices, hospital image, trustworthiness, safety, infrastructure, personal quality, and social responsibility.

3.3.1 Medical Care Procedures

RWS Specialist and Diagnostic Center is committed to providing comprehensive, effective, and high-quality medical care across all its services, including dialysis, daycare oncology, imaging, laboratory, outpatient consultations, and emergency care. The dialysis center follows strict safety protocols, including infection control, proper machine maintenance, and high-standard water purification with a well-maintained reverse osmosis (RO) system, ensuring safe and efficient dialysis treatments.

In all other departments, RWS use modern medical equipment, advanced diagnostic tools, and automated machines to provide accurate and timely results. The highly skilled team of specialists, nurses, and technicians work under strict standard operating procedures (SOPs) to maintain quality control, patient safety, and treatment efficiency. RWS also ensure that every patient receives personalized care, proper monitoring, and ongoing medical support. Additionally, it collaborates with trusted hospitals including Insein General Hospital and other diagnostic centers when specialized treatment or further referrals are needed, ensuring that patients receive continuity of care and the best possible medical outcomes.

3.3.2 Administrative Practices

At RWS Specialist and Diagnostic Center, strong administrative measures are in place to ensure the highest quality healthcare services across all departments. Patient accessibility and convenience are key priorities in administrative practice. Appointments can be scheduled through multiple channels, including phone calls, in-person visits, social media messaging, and the Careme application. The reception staffs are trained to accept inquiries, explain procedures, and schedule appointments using both physical appointment books and digital systems. Patients receive phone call reminders one day prior to their scheduled visit, and any changes in schedule are immediately communicated to them. For urgent cases, laboratory and investigation results can be sent digitally upon patient request, further enhancing the responsiveness and adaptability of the service.

Patient records are well-maintained in an organized and secure system, ensuring continuity of care and quick access to medical history for better clinical decision-making. The clinic also offers flexibility by adjusting operational hours and providing emergency

dialysis services when needed. RWS Specialist and Diagnostic Center remains open seven days a week throughout the year, with the exception of two public holidays during the Myanmar New Year (Thingyan), to ensure uninterrupted access to essential healthcare services. The administration strictly follows healthcare regulations, hygiene, and infection control protocols, particularly in sensitive areas like dialysis and laboratory services. Additionally, the center collaborates with government hospitals, specialists, and diagnostic facilities to offer patients comprehensive treatment options and necessary referrals.

3.3.3 Hospital Image

Since its establishment in 2018, RWS Specialist and Diagnostic Center has maintained a strong reputation by consistently delivering high-quality, patient-centered healthcare. The center combines advanced medical technology, skilled professionals, and strict safety protocols to ensure accurate diagnostics, effective treatments, and ethical medical practices, fostering trust and reliability among patients.

Moreover, ongoing staff training, rigorous infection control, and regular equipment maintenance uphold high standards of care. Patient feedback and transparent communication are actively used to improve service quality, while collaborations with hospitals and specialists facilitate seamless referrals. Through preventive screenings, health awareness programs, and compassionate care, RWS continues to reinforce its image as a trusted and dependable healthcare provider.

3.3.4 Trustworthiness

RWS Specialist and Diagnostic Center builds trust through ethical medical practices, transparency, and high-quality patient care. The team of experienced doctors, nurses, and medical staff strictly adheres to professional standards, ensuring that patients receive accurate diagnoses and appropriate treatments. All medical staff are supervised by specialists on a regular basis to ensure consistency and quality of care. The clinic employs professionals with a minimum of three to five years of experience in their respective fields, each holding valid medical licenses and certifications. These measures reinforce the clinic's commitment to maintaining clinical excellence, patient safety, and long-term trust within the healthcare community.

The clinic places strong emphasis on maintaining patient confidentiality, following established medical ethics, and upholding patient rights at every stage of care. RWS avoids unnecessary diagnostic tests or treatments, reinforcing its commitment to honesty and

patient welfare. By maintaining clear communication, treating patients with respect, and consistently prioritizing their well-being, the center has established long-term trust and credibility within the healthcare community.

3.3.5 Safety

Patient safety is a top priority at RWS Specialist and Diagnostic Center. To ensure clinical safety and environmental responsibility, RO (Reverse Osmosis) water used in dialysis procedures is disinfected and tested for bacterial and chemical contamination every six months by the National Health Laboratory. Dialysis machines undergo scheduled maintenance and disinfection in accordance with manufacturer guidelines, and any malfunction is addressed immediately to avoid treatment interruptions. Medical waste is carefully segregated using color-coded bags and disposed of in full compliance with municipal regulations, under the supervision of YCDC's medical waste disposal unit. The center actively collaborates with the township medical office to implement effective infection control measures and maintain emergency preparedness, particularly in the event of disease outbreaks. Additionally, regular inspections in coordination with the local fire department ensure that all fire safety equipment is operational and up to safety standards.

The facility adheres strictly to standard operating procedures (SOPs) for infection control, equipment sterilization, and treatment protocols to minimize risk and ensure consistent, high-quality care. The center is equipped with modern medical technology and emergency response systems, supported by a well-trained healthcare team capable of managing various medical situations safely. Regular quality audits, hygiene monitoring, and continuous staff training further reinforce the commitment to patient safety and well-being.

3.3.6 Infrastructure

RWS Specialist and Diagnostic Center utilizes advanced dialysis technology to ensure safe and effective treatment for patients with kidney conditions. The facility is equipped with Fresenius machines from Germany and Nikkiso machines from Japan which are globally recognized brands renowned for their accuracy, reliability, and patient safety. These state-of-the-art machines support high-efficiency dialysis through features such as real-time monitoring, automatic disinfection, and enhanced comfort. To ensure consistent performance and patient protection, the machines undergo regular maintenance and follow strict manufacturer-recommended protocols.

In addition to clinical technology, RWS places a strong emphasis on patient comfort and accessibility through its well-designed infrastructure. The facility is well-ventilated and brightly lit, with air-conditioned waiting areas that create a welcoming environment for patients and visitors. Treatment and consultation rooms are spacious and equipped with regularly maintained, comfortable furniture. The clinic is also equipped with entertainment televisions that broadcast health education programs alongside other entertainment content to enhance the patient experience. The clinic is fully accessible for ambulances, wheelchair users, and stretcher transport, supporting urgent and mobility-sensitive care. A reliable generator backup system ensures uninterrupted services during power outages. Together, these features contribute to a safe, functional, and patient-centered environment that upholds the highest standards of healthcare delivery.

3.3.7 Personal Quality

The medical staffs at RWS Specialist and Diagnostic Center are committed to the highest standards of professionalism, compassion, and clinical competence. The nephrologists are not only highly knowledgeable and experienced in managing dialysis treatment but also take the time to discuss patients' health conditions and progress thoroughly. They are approachable, encourage patient questions, and foster open communication to support informed decision-making. Nurses play a critical role in ensuring patient comfort and safety throughout each treatment session, demonstrating attentiveness and care. The entire dialysis team, including doctors and technicians, are recognized for their advanced skills and dedication to patient-centered care.

To maintain these high standards, RWS provides continuous training and development opportunities for its staff. This includes Basic Life Support (BLS) and Advanced Life Support (ALS) certification programs. These programs are not limited to in-house staff; RWS extends training opportunities to medical professionals from other centers, fostering collaboration and knowledge sharing within the wider healthcare community. Notably, the most recent dialysis training course was conducted on 15–16 March 2025 at Novotel Hotel Yangon, reflecting RWS's leadership in education and skill-building. Additionally, the staffs regularly participate in continuous medical education (CME) programs to stay updated on the latest clinical advancements and best practices, ensuring that patients consistently receive expert, evidence-based care.

3.3.8 Social Responsibility

RWS Specialist and Diagnostic Center is deeply committed to social responsibility by promoting health awareness, preventive care, and equitable access to medical services.. It provides special discount programs, cashback initiatives, and donations of medicines and cash to support patients in financial hardship. For individuals affected by natural disasters such as floods and earthquakes, RWS offers free-of-charge medical services to ensure access to essential care. Even during the COVID-19 outbreak, the clinic maintained operations by implementing a shift-based system, ensuring uninterrupted services while safeguarding both patients and staff. To broaden its impact, the clinic actively shares health education content through social media platforms like Facebook, including health tips, short videos, and awareness campaigns. In-clinic nutrition talks and the distribution of informative pamphlets further empower patients with knowledge on disease prevention and treatment options.

In addition to its external efforts, RWS also supports the well-being and morale of its staff through various internal programs. All employees receive a 20% discount on medical services offered at the clinic, encouraging them to prioritize their own health. To foster a positive and motivated workplace culture, the center organizes annual staff retreats, year-end parties, and awards performance-based bonuses. These initiatives recognize the hard work and dedication of the medical and administrative teams while strengthening team spirit and staff retention. Through both patient-centered outreach and staff-focused support, RWS reinforces its identity as a compassionate and community-driven healthcare provider.

3.4 Demographic Profile of Respondents

The demographic profile of the 109 respondents is presented which include gender, age, marital status, education level, occupation status, income level, number of visit to the clinic per week, and type of payment for health care service fees at RWS. The demographic profile of the respondents is discussed in Table (3.1).

Table (3.1) Demographic Profile of Respondents

Sr. No.	Profile	Description	Frequency	Percentage
1.	Gender	Male	45	41.3
		Female	64	58.7
2.	Age Level (Years)	21-30	7	6.4
		31-40	23	21.1
		41-50	32	29.4
		51-60	43	39.4
		Above 60	4	3.7
3.	Marital Status	Single	27	24.8
		Married	79	72.5
		Widowed	3	2.7
4.	Education Level	Undergraduate	52	47.7
		Bachelor Degree	38	34.9
		Master Degree	8	7.3
		Other	11	10.1
5.	Occupation	Dependent	41	37.6
		Retired	11	10.1
		Self-employed (Own Business)	29	26.6
		Government Staff	16	14.7
		Company Staff	12	11.0
6.	Income Level (MMK)	300,001 to 600,000	14	12.8
		600,001 to 900,000	39	35.8
		900,001 to 1,200,000	28	25.7
		1,200,001 to 1,500,000	18	16.5
		1,500,001 and above	10	9.2
7.	No. of Visit (Per Week)	1-2 times	3	2.8
		More than 2 times	106	97.2
8.	Type of Payment	Personal Finance	106	97.2
		Non-Government Organizations	3	2.8
Total Respondents			109	100.0

Source: Survey Data (2025)

According to the result of Table (3.1), 45 respondents (41.3%) are male and 64 respondents (58.7%) are female. This shows a higher women participation in the patients who are getting treatment at RWS.

The age groups of respondents are divided into five which are 20 year and less, 21-30 year, 31-40 year, 41-50 year, 51-60 year and above 60 years. With the relation of age, 43 (39.4 %) of respondents are aged between 51-60 years, followed by 32 (29.4 %) of aged between 41 and 50 years, 23 (21.1 %) of aged between 31 and 40 years, 7 (6.4 %) of aged between 21 and 30 years, 4 (3.7%) of aged above 60 years. This indicates a higher prevalence of kidney-related issues among individuals in the upper middle age range, which aligns with the increased risk associated with long-term complications of hypertension and diabetes.

For marital status, 27 respondents (24.8%) are single while 79 respondents (72.5%) are married. Additionally, 3 respondents (2.7%) are widowed, and none are divorced or separated. The high proportion of married individuals among patients receiving treatment for long-term illnesses reflect the role of family and spousal support in accessing sustained healthcare.

Regarding educational status, the majority of respondents 52 (47.7%) fall under the undergraduate category. Additionally, 38 respondents (34.9%) hold a bachelor's degree, 8 (7.3%) have a master's degree, and 11 (10.1%) belongs to other educational categories such as middle school and high school passed patients. The data indicates that most patients receiving long-term care at private clinics have at least some level of higher education, which may contribute to greater health awareness and proactive healthcare-seeking behavior.

With the relation of occupation, the majority of the respondents are dependent, with the percentage of 41 (37.6 %). About 29 (26.6%) of the respondents are running their own business, 16 (14.7%) are government staffs, 12 (11 %) are working in companies and 11 (10 %) of respondents are retired. A significant portion of respondents 41 (37.6%) are dependent, which may reflect the impact of long-term illness leading many patients to discontinue their careers. Chronic health conditions likely limit their ability to remain employed, resulting in increased reliance on family or external support.

Concerning family income, most of the respondents 39 (35.8%) earn between 600,000 and 900,000 MMK and 28 (25.7%) earn between 900,000 and 1,200,000 MMK per month. About 18 (16.5%) of respondents earn between 1,200,000 and 1,500,000 MMK

per month, 14 (12.8 %) earn between 300,000 and 600,000 MMK and only 10 (9.2%) of respondents earn 1,500,000 MMK and above.

Most the patients 106 (97.2 %) visit to the clinic more than 2 times per week to get treatment and only 3 (2.8 %) of respondents need to visit 1 to 2 times per week. 106 (97.2%) of respondents are self-funding and 3 (2.8%) are financially supported by non-government organization.

As the summary the majority of patients at RWS Specialist and Diagnostic Center are female (58.7%) and primarily aged between 51–60 years (39.4%), indicating a higher prevalence of kidney-related conditions among middle-aged adults. Most respondents are married (72.5%), highlighting the role of family support in managing long-term illness. In terms of education, more than half (57.8%) are undergraduates, indicating a generally educated patient base. A significant portion (37.6%) are financially dependent, likely due to health-related work limitations. Most families earn between 600,000 and 900,000 MMK monthly, and the vast majority of patients (97.2%) require treatment more than twice weekly. Additionally, 97.2 % are self-funding, with a small percentage (2.8 %) supported by NGOs.

3.5 Reliability Analysis

Good research instrument must to meet three main requirements, they are: (1) is valid or invalid; (2) unreliable or reliable; and (3) practical (Cooper & Sehindler, 2003). The reliability of the scales used in the questionnaire can be examined by using Cronbach’s alpha reliability test. Hair et al. (2010) have identified five reliability value levels. Table (3.2) displays the Cronbach’s alpha value level.

Table (3.2) Value Level of Reliability Cronbach’s Alpha

Sr. No	Cronbach’s Alpha Value Level	Level of Reliability
1	0.00 – 0.20	Less Reliable
2	0.20 – 0.40	Rather Reliable
3	0.40 – 0.60	Quite Reliable
4	0.60 – 0.80	Reliable
5	0.80 – 1.00	Very Reliable

Source: Hair et al. (2010)

Because of Cronbach ‘s Alpha values near to zero indicate low reliability while the values close to one indicate high reliability. Cronbach Alpha value is a measure of internal

consistency. If Alpha value is equal or more than 0.7, this variable is accepted as reliable variable (Nunnally & Bernstein (1994). Table (3.3) shows the Cronbach's alpha values of all the variables based on a sample of 109 patients who participated in the study.

Table (3.3) Reliability Analysis

Sr. No.	Variables	No. of items	Cronbach's Alpha	Interpretation
1	Medical care procedures	5	0.753	Reliable
2	Administrative practices	5	0.803	Very Reliable
3	Hospital image	5	0.863	Very Reliable
4	Trustworthiness	5	0.878	Very Reliable
5	Safety	5	0.901	Very Reliable
6	Infrastructure	5	0.780	Reliable
7	Personal quality	5	0.747	Reliable
8	Social responsibility	5	0.870	Very Reliable
9	Patient Satisfaction	6	0.863	Very Reliable
10	Patient Trust	6	0.790	Reliable
11	Patient Loyalty	6	0.784	Reliable

Source: Survey Data (2025)

Based on Table (3.3), Cronbach's alpha coefficients values for all variable are higher than the cut-off value of 0.7, indicating reliability and thus it can be expected that the scales used in the study are producing reliable data.

CHAPTER 4
ANALYSIS ON EFFECT OF HEALTHCARE SERVICE QUALITY ON PATIENT
SATISFACTION AND PATIENT LOYALTY TOWARDS
RWS SPECIALIST AND DIGNOSTIC CENTER

This chapter represents the descriptive statistics of healthcare service quality, patient satisfaction, patient trust, and patient loyalty of RWS Specialist and Diagnostic Center. In addition, it presents the analysis on the effect of healthcare service quality on patient satisfaction. Finally, it presents the mediating effect of patient trust on the relationship between patient satisfaction and patient loyalty towards RWS Specialist and Diagnostic Center.

4.1 Patient Perception on Healthcare Service Quality, Patient Satisfaction, Patient Trust and Patient Loyalty towards RWS Specialist and Diagnostic Center

This section presents the patient perception on healthcare service quality, patient satisfaction, patient trust and patient loyalty of RWS Specialist and Diagnostic Center. For primary data, structured questionnaire with 5- point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) is used to collect the primary data. Descriptive statistics is used in this study. The mean rating scale is presented in Table (4.1) based on mean rating scale of Best (1977).

Table (4.1) Mean Rating Scale

Sr. No.	Score Range	Mean Rating
1	1.00 – 1.80	Strongly Disagree
2	1.81 – 2.60	Disagree
3	2.61 – 3.40	Neutral
4	3.41 – 4.20	Agree
5	4.21 – 5.00	Strongly Agree

Source: Best (1977)

As per Table (4.1), Best (1977) recognized five average rating scale to analyze the survey data. In this research, the average rating scale developed by Best (1977), which categorizes interpretations based on the range of mean scores, is used to interpret the average scores.

4.1.1 Patient Perception on Healthcare Service Quality

This section represents the patient perception on healthcare service quality of RWS Specialist and Diagnostic Center by collecting data from 109 patients of RWS Specialist and Diagnostic Center. Healthcare service quality includes medical care procedures, administrative practices, hospital Image, trustworthiness, safety, infrastructure, personal quality and social responsibility.

(1) Medical Care Procedures

This section examines patient perception on medical care procedures through mean values. Table (4.2) displays the collected data regarding the medical care procedures of RWS Specialist and Diagnostic Center.

Table (4.2) Medical Care Procedures

Sr. No.	Description	Mean Score	Std. Dev.
1	Explaining dialysis, risks, and outcomes by the kidney specialists	4.01	0.569
2	Reviewing and adjusting treatment plans by the kidney specialists	4.05	0.614
3	Examining the patient and reviewing medical history by the on duty doctor before, during, and after dialysis	4.07	0.604
4	Preparing vascular access and monitoring procedures by the nurses	4.13	0.563
5	Ensuring comfort and monitoring vital signs by the nurses	4.08	0.579
	Overall Mean	4.07	

Source: Survey Data (2025)

According to the mean values (including the overall mean) between 3.41 and 4.20, as shown in Table (4.2), it can be concluded that most of the respondents agree with the quality of medical care procedures provided by RWS Specialist and Diagnostic Center. The nurses' skill in procedures reflects strong confidence in the nursing team's professional competence and technical ability. Respondents agree that nurses provide consistent care throughout the treatment process. This demonstrates that the nursing staffs at RWS

Specialist and Diagnostic Center play an essential role in ensuring continuous and empathetic care to the patients. Moreover, the on-duty doctors' care and treatment shows that respondents agree with the attentiveness and responsiveness of the doctors throughout the procedure. Respondents also agree that the specialist doctors provide clear explanations and offer meaningful consultation and counselling during their visits. The findings indicate that both doctors and nurses at RWS Specialist and Diagnostic Center significantly contribute to enhancing patient satisfaction through their professional skills.

(2) Administrative Practices

This section examines patient perception on administrative practices through mean values. Table (4.3) displays the collected data regarding the administrative practices of RWS Specialist and Diagnostic Center.

Table (4.3) Administrative Practices

Sr. No.	Description	Mean Score	Std. Dev.
1	Responding to patient needs by assisting with scheduling and inquiries	4.04	0.543
2	Scheduling dialysis treatments is easy and convenient at this clinic	4.08	0.547
3	Maintaining well-organized patient records for better continuity of care	4.07	0.539
4	Informing patients promptly about any schedule changes without delay	4.13	0.579
5	Adjusting operational hours for emergency dialysis services when necessary	4.09	0.553
	Overall Mean	4.08	

Source: Survey Data (2025)

According to the mean values (including the overall mean score) between 3.41 and 4.20, as shown in Table (4.3), it can be concluded that most of the respondents agree with the quality of administrative practices provided by RWS Specialist and Diagnostic Center. This indicates that the clinic ensures timely and clear communication with patients regarding any adjustments, which contributes to a smooth treatment experience. The respondents agree that the clinic accommodates patients' schedules effectively. In addition,

the respondents find it is convenient to arrange their appointments. Similarly, the respondents agree that the administrative staff are efficient and organized in handling medical records. Patients feel that the administrative team support them throughout their visits. These findings highlight that the administrative practices at RWS Specialist and Diagnostic Center play a vital role in improving patient satisfaction by providing accessible, responsive, and well-coordinated support services.

(3) Hospital Image

This section examines patient perception on hospital image through mean values. Table (4.4) displays the collected data regarding the hospital image of RWS Specialist and Diagnostic Center.

Table (4.4) Hospital Image

Sr. No.	Description	Mean Score	Std. Dev.
1	Following ethical guidelines by ensuring transparency in billing and equal treatment for all patients	4.04	0.607
2	Valuing technological advancement in machines and equipment	3.97	0.751
3	Influencing patient confidence with the quality of dialysis care provided	3.86	0.726
4	Considering reputation essential when choosing where to receive dialysis treatment	3.86	0.799
5	Improving services continuously	3.85	0.791
	Overall Mean	3.92	

Source: Survey Data (2025)

According to the mean values (including overall mean) between 3.41 and 4.20 as shown in Table (4.4), it can be concluded that most of the respondents agree with hospital image of RWS Specialist and Diagnostic Center. Patients believe that the hospital maintains fairness in its billing system and treats all patients equally. Respondents also agree with the hospital's commitment to investing in modern technology to improve service delivery. Additionally, they acknowledge that the hospital's image helps to build their confidence in the services provided. The reputation of the hospital as seen as an important factor when

choosing a healthcare provider, and patients also agree that the hospital is making efforts to improve its services continuously. The findings reflect that the hospital maintains a positive image through ethical, modern, and patient-focused practices that influence patient confidence and satisfaction.

(4) Trustworthiness

This section examines patient perception on trustworthiness through mean values. Table (4.5) displays the collected data regarding the trustworthiness of RWS Specialist and Diagnostic Center.

Table (4.5) Trustworthiness

Sr. No.	Description	Mean Score	Std. Dev.
1	Employing highly trained and certified dialysis professionals	3.95	0.658
2	Providing consistent and high-quality treatment	3.96	0.757
3	Ensuring confidentiality by protecting all patient records and upholding strict data privacy protocols	4.00	0.733
4	Following ethical medical practices	4.02	0.720
5	Avoiding unnecessary diagnostic procedures and treatments	3.97	0.673
	Overall Mean	3.98	

Source: Survey Data (2025)

According to the mean values (including overall mean) between 3.41 and 4.20 as shown in Table (4.5), it can be concluded that most of the respondents find the clinic is trustworthy. The respondents believe the clinic follows professional and ethical standards in delivering healthcare, which builds patient trust. Respondents also agree that the clinic protects patient confidentiality and avoids recommending unnecessary treatments, further reinforcing the perception of honesty and integrity in service delivery. Additionally, the presence of qualified professionals and the consistency in the quality of care provided are also noted by respondents. These aspects contribute to a sense of reliability and transparency. The findings indicate that RWS Specialist and Diagnostic Center is seen as a trustworthy healthcare provider.

(5) Safety

This section examines patient perception on safety through mean values. Table (4.6) displays the collected data regarding the safety of RWS Specialist and Diagnostic Center.

Table (4.6) Safety

Sr. No.	Description	Mean Score	Std. Dev.
1	Following strict sterilization procedures for infection control, proper medical waste disposal, and sanitation protocols	3.95	0.774
2	Performing routine maintenance and safety checks on dialysis machines	3.97	0.763
3	Cleaning and disinfecting dialysis machines and equipment before each use	3.95	0.692
4	Implementing an emergency response plan for medical complications during dialysis	3.95	0.756
5	Maintaining the water purification system to meet dialysis quality standards	3.95	0.743
	Overall Mean	3.95	

Source: Survey Data (2025)

According to the mean values (including the overall mean score) between 3.41 and 4.20, as shown in Table (4.6), it can be concluded that most of the respondents agree with the safety measures implemented at RWS Specialist and Diagnostic Center. The scores across all safety-related statements are fairly consistent, indicating that respondents have a generally positive perception of the clinic's safety practices. Areas such as infection control, sanitation, machine maintenance, equipment disinfection, and emergency preparedness were all rated similarly, reflecting confidence in the clinic's efforts to maintain a clean, secure, and well-prepared environment. Respondents also acknowledge the importance of water quality management in the context of procedure, indicating that attention to such details contributes to their overall sense of safety while receiving treatment. The findings indicate that the center's commitment to comprehensive safety standards plays an important role in ensuring patient trust and satisfaction during their treatment experience.

(6) Infrastructure

This section examines patient perception on infrastructure through mean values. Table (4.7) displays the collected data regarding the infrastructure of RWS Specialist and Diagnostic Center.

Table (4.7) Infrastructure

Sr. No.	Description	Mean Score	Std. Dev.
1	Maintaining cleanliness and hygiene in the dialysis treatment room and restroom facilities	3.99	0.908
2	Equipping the dialysis center with modern and up-to-date medical equipment	3.73	1.060
3	Providing a backup power system to prevent treatment interruptions	4.01	1.126
4	Offering a comfortable waiting area for patients and caregivers	3.75	0.954
5	Ensuring easy accessibility for ambulances and wheelchair users	3.80	1.025
	Overall Mean	3.86	

Source: Survey Data (2025)

According to the mean values (including the overall mean score) between 3.41 and 4.20 as shown in Table (4.7), it can be concluded that most of the respondents agree with the infrastructure provided by RWS Specialist and Diagnostic Center. Patients are highly satisfied with the clinic's preparedness in maintaining uninterrupted electricity during procedure. Since the machines require constant power to function properly, the presence of a reliable backup system ensures patient safety and treatment continuity. Respondents also agree with the cleanliness and maintenance of the facilities, accessibility for ambulance and wheelchair users, and the availability of comfortable waiting areas. The presence of modern medical equipment is also agreed by the patients. The findings indicate that RWS Specialist and Diagnostic Center provides a supportive and well-maintained infrastructure.

(7) Personal Quality

This section examines patient perception on personal quality through mean values. Table (4.8) displays the collected data regarding personal quality of healthcare professionals at RWS Specialist and Diagnostic Center.

Table (4.8) Personal Quality

Sr. No.	Description	Mean Score	Std. Dev.
1	Being knowledgeable and experienced of kidney specialists in managing procedures and treatments	4.17	0.553
2	Spending adequate time discussing for health and progress	4.15	0.541
3	Being approachable and encouraging to ask questions about patient's condition	4.04	0.543
4	Ensuring comfort throughout the treatment session by nurses	4.08	0.563
5	Being highly skilled and competent in providing dialysis care by all medical staffs	4.07	0.604
	Overall Mean	4.10	

Source: Survey Data (2025)

According to the mean values (including the overall mean score) between 3.41 and 4.20, as shown in Table (4.8), it can be concluded that most of the respondents agree with the personal quality of the healthcare professionals at RWS Specialist and Diagnostic Center. This means that patients have strong confidence in the knowledge and clinical skills of the specialist doctors who oversee their treatment. Respondents also rate the time allocated for health discussions highly, indicating a desire for longer and more meaningful consultations with their doctors. In addition, patients agree with the approachability of doctors and the competence shown during treatment. The nursing staff are also acknowledged for providing comfort and emotional support during care. The results indicate that RWS Specialist and Diagnostic Center is well-regarded for the personal quality of its healthcare professionals.

(8) Social Responsibility

This section examines patient perception on social responsibility through mean values. Table (4.9) displays the collected data regarding the social responsibility efforts of RWS Specialist and Diagnostic Center.

Table (4.9) Social Responsibility

Sr. No.	Description	Mean Score	Std. Dev.
1	Providing fair and equal access to dialysis care for all patients	4.02	0.666
2	Offering dialysis care at an affordable or nominal fee to those in financial need	4.02	0.666
3	Following ethical principles when providing dialysis care to patients from different social, gender, and racial backgrounds	3.97	0.552
4	Being actively involved to provide dialysis treatment for underserved communities or region	4.01	0.631
5	Providing discounts, cash donations, and medicine donations , loyalty program	4.05	0.584
	Overall Mean	4.01	

Source: Survey Data (2025)

According to the mean values (including the overall mean score between 3.41 and 4.20, as shown in Table (4.9), it can be concluded that most of the respondents agree with the social responsibility efforts of RWS Specialist and Diagnostic Center. This indicates that respondents appreciate the clinic's efforts in supporting those with financial challenges. The availability of affordable services and equal access to everyone are also highly rated, showing the center's commitment to fairness and inclusiveness in healthcare. Respondents also acknowledge the clinic's ethical treatment of patients regardless of their background and its support for underserved communities. These aspects reflect the clinic's dedication to upholding ethical values and addressing social needs beyond basic medical care. The findings indicate that RWS Specialist and Diagnostic Center demonstrates a strong commitment to social responsibility.

4.1.2 Patient Satisfaction

This section examines patient satisfaction with six statements. Table (4.10) presents the result regarding patient satisfaction towards RWS Specialist and Diagnostic center.

Table (4.10) Patient Satisfaction

Sr. No.	Description	Mean Score	Std. Dev.
1	Meeting patients' expectations through the clinic's services	4.13	0.654
2	Being satisfied with the decision to choose the clinic for dialysis	4.16	0.611
3	Feeling delighted and happy with the services provided by the clinic	4.04	0.719
4	Considering the outcome of dialysis treatment as a key factor in overall satisfaction	4.12	0.677
5	Being satisfied with the services provided by the doctors and nurses	4.14	0.645
6	Feeling emotionally attached to the clinic	4.09	0.701
	Overall Mean	4.11	

Source: Survey Data (2025)

According to the mean values (including the overall mean score) between 3.41 and 4.20, as shown in Table (4.10), it can be concluded that most of the respondents are satisfied with the services provided by RWS Specialist and Diagnostic Center. Patients feel confident and content with their decision to receive treatment at the clinic. This is supported in areas such as meeting service expectations, satisfaction with treatment outcomes, and the performance of medical staffs. Respondents also express satisfaction with their overall experience and demonstrate a degree of emotional attachment to the clinic. These results reflect not only positive service delivery but also the development of trust and loyalty among patients. Overall, the findings show that RWS Specialist and Diagnostic Center has been successful in meeting patients' expectations and delivering care that leads to both satisfaction and continued engagement with the clinic.

4.1.3 Patient Trust

This section examines patient trust with six statements. Table (4.11) presents the result regarding patient trust towards RWS Specialist and Diagnostic Center.

Table (4.11) Patient Trust

Sr. No.	Description	Mean Score	Std. Dev.
1	Providing accurate and transparent information regarding the treatment and any associated risks	4.04	0.769
2	Being confident in the skills and expertise of the doctors and nurses	4.04	0.666
3	Believing that the clinic genuinely cares about well-being and is striving to provide the best possible care	4.09	0.553
4	Ensuring that the clinic and its services are in accordance with the existing claims	3.95	0.629
5	Wanting the best for the patients by all clinic staffs	4.15	0.575
6	Being committed to meeting the needs and satisfaction of patients	4.00	0.680
	Overall Mean	4.04	

Source: Survey Data (2025)

According to the mean values (including overall mean) between 3.41 and 4.20 as shown in Table (4.11), it can be concluded that most of the respondents agree with the patient trust dimensions at RWS Specialist and Diagnostic Center. The respondents agree with the staff's commitment to patient welfare, which indicates that patients strongly believe the medical team prioritizes their health and well-being. Confidence in the medical staff and trust in the transparency of the information provided are equally rated, showing that patients rely on the competence and honesty of the professionals involved in their care. Dedication to patient needs and satisfaction is viewed positively, reinforcing the perception that the clinic is attentive to individual concerns. Patients generally believe the clinic delivers on its promises. Overall, the findings indicate that the clinic has successfully built a strong sense of trust among its patients.

4.1.4 Patient Loyalty

This section examines patient loyalty with six statements. Table (4.12) presents the result regarding patient loyalty toward RWS Specialist and Diagnostic Center.

Table (4.12) Patient Loyalty

Sr. No.	Description	Mean Score	Std. Dev.
1	Recommending this clinic to family and friends who need dialysis treatment	4.06	0.628
2	Feeling comfortable providing feedback or filing a complaint if dissatisfied with any treatment	4.10	0.623
3	Choosing this clinic again for dialysis treatment if ongoing care is needed in the future	4.17	0.591
4	Feeling confident and admiring the clinic while refusing to change to another one	4.15	0.650
5	Continuing treatment at this clinic even if the price increases slightly	4.20	0.546
6	Considering loyal to this clinic	4.19	0.585
	Overall Mean	4.15	

Source: Survey Data (2025)

According to the mean values (including overall mean) between 3.41 and 4.20 as shown in Table (4.12), it can be concluded that most of the respondents agree that they intend to continue using the healthcare services of RWS Specialist and Diagnostic Center. The results show that patients feel a strong sense of loyalty and attachment to the clinic. The patients are willing to continue treatment at the clinic even if prices increase and it shows deep trust and commitment. Many patients also openly declare their loyalty and prefer to return to the clinic for future treatment. Confidence in the clinic and a strong feeling of loyalty are also reflected in the ratings. Patients feel comfortable giving feedback, which shows a healthy and open relationship with the clinic. Additionally, many are willing to recommend the clinic to others. Overall, these responses indicate high levels of patient loyalty and satisfaction.

4.2 Analysis on the Effect of Healthcare Service Quality on Patient Satisfaction

This study investigates the effect of healthcare service quality on patient satisfaction. To evaluate this objective, a multiple linear regression analysis is conducted. The independent variables include medical care procedures, administrative practices, hospital image, trustworthiness, safety, infrastructure, personal quality, and social responsibility while the dependent variable is patient satisfaction. The results of the regression analysis are presented in Table (4.13).

Table (4.13) Effect of Healthcare Service Quality on Patient Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-0.552	0.596		-0.926	0.357	
Medical Care Procedures	0.322***	0.112	0.260	2.861	0.005	1.576
Administrative Practices	0.473***	0.114	0.379	4.151	0.000	1.598
Hospital Image	0.028	0.077	0.032	0.358	0.721	1.517
Trustworthiness	0.000	0.055	0.000	-0.002	0.998	1.522
Safety	0.063**	0.026	0.180	2.419	0.017	1.063
Infrastructure	0.058**	0.029	0.154	2.004	0.048	1.127
Personal Quality	0.206**	0.097	0.159	2.120	0.036	1.071
Social Responsibility	0.028	0.034	0.062	0.821	0.414	1.080
R Square	0.478					
Adjusted R Square	0.436					
Durbin Watson	1.8					
F value	11.433***					

Source: Survey Data (2025)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10 % level

As shown in Table (4.13), the adjusted R square value is 0.436, indicating that approximately 43.6 % of the variance in the dependent variable can be explained by the independent variables included in the model. This means high level of explanatory power. The overall significance of the model is supported by F value of 11.433, which is statistically significant at the 1% level, thereby confirming the model's validity and overall statistical significance.

The regression results indicate that medical care procedures have a statistically significant positive effect on patient satisfaction at the 1% level, highlighting the crucial role of medical care procedures in enhancing the overall patient experience. Nephrologists clearly explain the dialysis process, including associated risks and expected outcomes, which helps patients feel informed and reassured. They regularly review each patient's dialysis treatment plan and make timely adjustments to optimize care. Doctors also conduct thorough pre- and post-dialysis assessments, ensuring appropriate treatment interventions are administered. Skilled nurses proficiently manage vascular access, closely monitor dialysis sessions, and maintain patient comfort by observing vital signs and addressing any discomfort throughout the procedure.

Similarly, the regression results indicate that administrative practices have a statistically significant positive effect on patient satisfaction at the 1% level. The administrative system at RWS is highly organized and user-friendly, offering multiple appointment booking options including phone, walk-ins, social media, and the Careme app, which enhances accessibility. Reception staffs are well-trained to provide clear explanations and appointment reminders, ensuring that patients feel informed and supported. The clinic maintains well-organized patient records and offers flexibility for emergency situations, including the digital delivery of laboratory results. Moreover, its nearly year-round operation and readiness to adjust hours as needed demonstrate its commitment to service reliability. The clinic's collaboration with government hospitals and compliance with healthcare regulations further reinforces administrative effectiveness.

Furthermore, safety demonstrates a positive influence on patient satisfaction, with a significance level of 5%, indicate that patients value the clinic's safety practices in shaping their overall satisfaction. RWS maintains a strong safety culture through comprehensive infection control practices, proper medical waste management, and routine maintenance of dialysis machines. RO water used in treatment is regularly disinfected and tested by national laboratories to ensure purity and safety. The clinic also coordinates with local health and fire authorities to remain prepared for emergencies. Adherence to SOPs,

combined with modern equipment and regular staff training and audits, assures patients of consistent care quality and reinforces their sense of security and trust in the clinic.

The regression results also indicate that infrastructure has a statistically significant positive effect on patient satisfaction at the 5% level, emphasizing the importance of well-maintained physical facilities in enhancing patient experience. The clinic is equipped with advanced dialysis machines from reputable international manufacturers, ensuring safe and efficient treatment delivery. These machines are routinely maintained to uphold performance standards. In addition, the facility offers a clean, bright, and air-conditioned environment with spacious consultation rooms and comfortable furnishings. Accessibility features such as wheelchair-friendly pathways, ambulance access, and a reliable backup power system ensure uninterrupted care for all patients, including those with mobility challenges.

Moreover, the personal quality of healthcare professionals has a statistically significant positive effect on patient satisfaction at the 5% level, highlighting the importance of patient-provider interactions in shaping satisfaction levels. The medical staffs, particularly nephrologists and nurses, are noted for their professionalism, empathy, and clinical competence. They engage in open communication, actively listen to patient concerns, and support shared decision-making, which helps patients feel respected and well cared for. Continuous professional development is emphasized through participation in BLS, ALS and CME programs, ensuring that staff remain up to date with best practices. This dedication to both skill development and compassionate care strengthens patient-provider relationships and elevates the overall treatment experience.

4.3 Analysis on the Mediating Effect of Patient Trust on the Relationship between Patient Satisfaction and Patient Loyalty

To test the mediating effect of customer trust on the relationship between customer satisfaction and customer loyalty, the following steps are followed:

1. Total effect through regression analysis on effect of independent variable on dependent variable.
2. Regression analysis on effect of independent variable on mediating variable.
3. Regression analysis on effect of independent variable and mediating variable on dependent variable.

4. Sobel test for significance of mediating effect.
5. Finding indirect effect, direct effect, and total effect.

The initial analysis of mediating analysis is to examine the effect of total effect of patient satisfaction (independent variable) on patient loyalty (dependent variable). The results are shown in Table (4.14).

Table (4.14) Effect of Patient Satisfaction on Patient Loyalty

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.778	0.238		6.283	0.000	
Patient Satisfaction	0.608***	0.070	0.643	8.679	0.000	1.000
R Square	0.413					
Adjusted R Square	0.408					
Durbin Watson	1.766					
F value	75.332***					

Source: Survey Data (2025)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10 % level

As shown in Table (4.14), the adjusted R square value is 0.408, indicating that approximately 40.8% of the variance in the dependent variable can be explained by the independent variable included in the model. This reflects a high level of explanatory power. The overall significance of the model is supported by an F value of 75.332, which is statistically significant at the 1% level, thereby confirming the model's validity and overall statistical significance. The regression result further indicates that patient satisfaction has a strong and positive effect on patient loyalty, with a coefficient of 0.608, significant at the 1% level.

According to Table (4.14), the total effect of patient satisfaction on patient loyalty is 0.608. Then, the effect of patient satisfaction (independent variable) on patient trust (mediating variable) is shown in Table (4.15).

Table (4.15) Effect of Patient Satisfaction on Patient Trust

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.364	0.295		4.628	0.000	
Patient Satisfaction	0.686***	0.073	0.672	9.397	0.000	1.000
R Square	0.452					
Adjusted R Square	0.447					
Durbin Watson	1.911					
F value	88.306***					

Source: Survey Data (2025)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10 % level

The effect of patient satisfaction (independent variable) on patient trust (dependent variable) is analyzed and the result is shown in at Table (4.15). According to Table (4.15), the adjusted R square is 0.447 which mean this model can explain 44.7 % of the variance in the dependent variable based on the independent variable. This value indicates a strong level of explanatory power. The overall significance of the model is represented by the F value of 88.306, which is significant at the 1% level. This implies that the model is valid and statistically significant.

The regression results reveal that the independent variable patient satisfaction has a positive and statistically significant effect on the dependent variable patient trust, with a coefficient of 0.686, significant at the 1% level. This means that patient satisfaction significantly enhances patient trust.

Subsequently, the third step in testing the mediating effect is conducted. As shown in Table (4.16), the independent variables are patient satisfaction and patient trust, while the dependent variable is patient loyalty.

Table (4.16) Effect of Patient Satisfaction and Patient Trust on Patient Loyalty

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.518	0.305		4.974	0.000	
Patient Satisfaction	0.478***	0.093	0.505	5.126	0.000	1.825
Patient Trust	0.190**	0.091	0.205	2.078	0.040	1.825
R Square	0.436					
Adjusted R Square	0.425					
Durbin Watson	1.783					
F value	40.994***					

Source: Survey Data (2025)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10 % level

According to Table (4.16), the adjusted R square is 0.425 which means this model can explain 42.5% of the variance in the dependent variable based on the independent variables. This value indicates a strong level explanatory power. The overall significance of the model is represented by the F value of 40.994, which is significant at the 1% level. This implies that the model is valid and statistically significant.

Regression result indicates that the independent variables, patient satisfaction and patient trust, have a positive effect on the dependent variable, patient loyalty, with a coefficient of 0.478, significant at the 1% level and a coefficient of 0.190, significant at the 5% level respectively. This indicates that patient satisfaction and patient trust have a substantial and positive effect on patient loyalty.

To test the mediating effect of patient trust on the relationship between patient satisfaction and patient loyalty, the Sobel test is conducted. the results of the Sobel test are shown in Table (4.17).

Table (4.17) Sobel Test Result for Mediating Effect of Patient Trust on the Relationship between Patient Satisfaction and Patient Loyalty

Input			Test statistic	Std. Error	<i>p</i> -value
a	0.686	Sobel test:	2.03820966	0.06394828	0.04152897
b	0.190	Aroian test:	2.02730049	0.06429239	0.04263169
S _a	0.073	Goodman test:	2.04929687	0.0636023	0.04043309
S _b	0.091				

Source: Survey Data (2025)

According to Table (4.17), *p*-value indicates that test is significant and the mediator variable (patient trust) along with independent variable (patient satisfaction) is significantly explaining the dependent (patient loyalty). Since *p*-value is 0.0415 is less than 0.05, patient trust has the mediating effect on the relationship between customer satisfaction and patient loyalty at 5% level. The total effect, direct effect and indirect effect are as follows:

Total Effect = 0.608

Direct Effect = 0.478

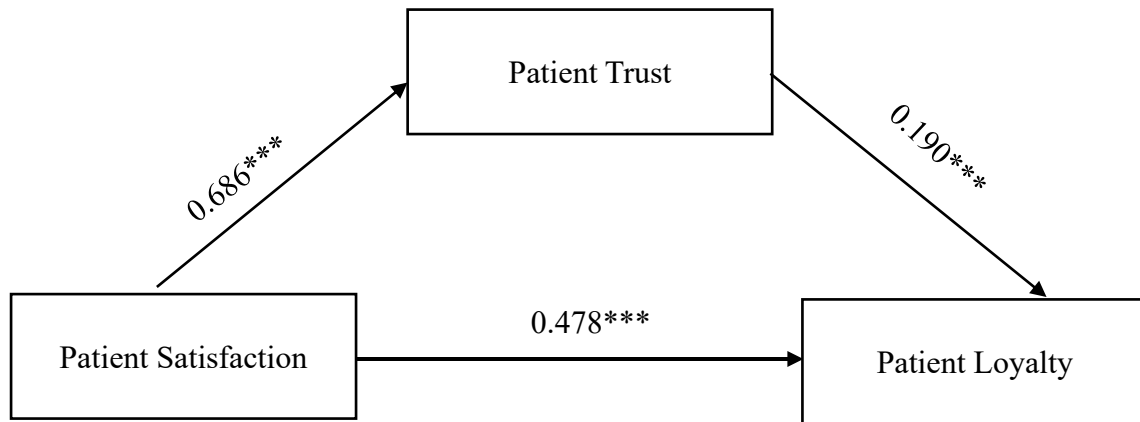
Indirect Effect = 0.686*0.190 = 0.1303

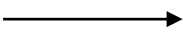

Direct Effect + Indirect Effect = Total Effect

0.478 + 0.1303 = 0.608

Figure (4.1) presents the analysis result of the direct effect and indirect effect of patient trust on the relationship between patient satisfaction and patient loyalty.

Figure (4.1) Mediating Effect of Patient Trust on the Relationship between Patient Satisfaction and Patient Loyalty



Notes:  Indirect Effect
 Direct Effect

Source: Survey Data (2025)

The results, as depicted in Figure (4.1), indicates a positive and statistically significant effect of patient satisfaction on patient loyalty. With respect to the indirect effect, the analysis reveals that patient satisfaction significantly influences patient trust, which, in turn, has a positive and statistically significant effect on patient loyalty.

The findings indicate that patient trust serves as mediating effect on the relationship between patient satisfaction and patient loyalty towards RWS Specialist and Diagnostic Center. Specifically, the overall effect of patient satisfaction on patient loyalty when mediated by patient trust is greater than the direct effect of patient satisfaction alone.

Understanding this mediating effect enables RWS Specialist and Diagnostic Center to refine its healthcare services by leveraging patient satisfaction while simultaneously fostering patient trust to enhance patient loyalty. This approach can contribute to strengthening patient satisfaction and patient loyalty toward RWS Specialist and Diagnostic Center.

CHAPTER 5

CONCLUSION

This chapter presents the findings and discussions based on survey data from 109 patients of RWS Specialist and Diagnostic Center. Then it describes the suggestions and recommendations to improve patient satisfaction, patient trust and patient loyalty. Finally, it also discusses the needs for further research.

5.1 Findings and Discussions

The main objectives of this study are to analyze the effect of healthcare service quality on patient satisfaction at RWS Specialist and Diagnostic Center and to examine the mediating effect of patient trust on the relationship between patient satisfaction and patient loyalty. Data are collected from 109 patients of RWS Specialist and Diagnostic Center.

The demographic profile of patients provides important context for understanding their perceptions and experiences with healthcare services. The survey reveals that the majority of patients are married, indicating that many may have family support systems that influence their healthcare choices and satisfaction levels. In terms of education, a significant portion of respondents have attained undergraduate degrees or higher, including bachelor and master degrees. This indicates that many patients are relatively well-informed and may have higher expectations regarding the quality and transparency of healthcare services. Additionally, occupation-related findings show a considerable number of patients being classified as “dependent,” with others being retired or running their own businesses. This pattern implies that many of these patients may be managing chronic conditions, such as kidney disease requiring long-term dialysis, which may limit their ability to work or pursue full-time careers. The nature of their illness may necessitate frequent visits to the clinic, fostering long-term relationships with healthcare providers. Consequently, their expectations extend beyond clinical outcomes to include emotional support, administrative efficiency, and personalized care. These demographic insights help to frame the subsequent analysis by highlighting the unique needs and expectations of a patient population that is not only medically vulnerable but also discerning and deeply invested in the continuity and quality of their care.

The descriptive statistics provide a comprehensive overview of patient perception regarding the various dimensions of healthcare service quality, patient satisfaction, patient trust and patient loyalty.

According to the mean value, patients agree with the quality of medical care procedures at RWS Specialist and Diagnostic Center. High ratings in areas such as treatment explanation, care planning, and consistent monitoring reflect the professionalism of both doctors and nurses. Respondents appreciate the technical competence and attentiveness of medical staff, particularly the nursing team's role in ensuring comfort and continuity of care.

According to the mean value of administrative practices, patients agree that this area reflects high organizational efficiency and responsiveness. Patients appreciate the smooth scheduling of appointments, the timely updates regarding any procedural changes, and the availability of staff to respond to inquiries promptly. The use of both in-person and digital communication channels enhances accessibility and convenience. Moreover, the clinic's ability to maintain accurate medical records and make necessary adjustments during emergencies contributes to the overall reliability and trustworthiness of its administrative operations.

Moreover, according to the mean value, patients also agree with the positive image of the clinic. Patients agree that the clinic provides equal treatment to all patients and maintains a reputation for continuous improvement. The use of modern medical equipment and ongoing service enhancement initiatives further strengthens the perception of the clinic as a trustworthy and professional healthcare provider.

Likewise, based on the mean value of trustworthiness, patients agree that the clinic is trustworthy. This is reinforced by ethical conduct, consistent treatment quality, and protection of patient privacy. The presence of highly qualified medical staff contributes significantly to this perception. Patients feel assured that they are receiving appropriate care, free from unnecessary procedures, and handled with professional integrity.

In the same way, according to the mean value of safety, patients agree with the clinic's commitment to ensuring patient safety. Patients appreciate the strict infection control measures, reliable equipment maintenance, and readiness for emergency situations. Equal emphasis is placed on the cleanliness of facilities and the quality of water used in dialysis procedures. These measures reassure patients of their safety throughout the treatment process and contribute to building both trust and satisfaction.

According to the mean value, patients agree with the infrastructure of the clinic particularly in areas such as cleanliness, emergency power systems, and accessibility. Patients are especially satisfied with the backup power system that ensures uninterrupted

dialysis treatments. Overall impressions indicate that the physical environment at RWS is conducive to a comfortable and efficient treatment experience.

Furthermore, according to the mean value, patients agree with the personal quality of healthcare professionals. Patients feel respected and supported by specialists, on-duty doctors and nurses. The emotional support and attentive care provided by nurses also contribute significantly to patients' positive experiences. Continuous staff training programs including BLS and ALS, ensures clinical competence and empathy remain central to care delivery.

Similarly, according to the mean value, patients agree with the clinic's commitment to social responsibility especially regarding financial accessibility and support for underserved communities. Respondents agree that the clinic offers affordable services and discounts, demonstrating a strong ethical commitment to equitable care. The willingness to serve patients from diverse backgrounds and financially challenged groups highlights the center's values.

Consequently, according to the mean value, patients agree with a high level of satisfaction regarding the services received. They feel confident in their decision to choose the clinic for treatment and express contentment with the results of their care. Satisfaction is reinforced through positive experiences with service delivery, medical staff interaction, and treatment outcomes. Emotional attachment to the clinic further reflects deep appreciation and comfort with the healthcare environment provided.

Likewise, the mean value indicates that patients trust in the clinic. Patients express confidence in the transparency of information shared, the competence of medical professionals, and the clinic's consistent commitment to their well-being. The belief that the clinic genuinely cares about patient outcomes strengthens this trust.

Finally, according to the mean value, patients agree with a strong sense of loyalty toward the clinic. Patients express a willingness to continue treatment at RWS. Many are comfortable recommending the clinic to others and state their intent to return even if treatment costs are to increase slightly. This loyalty is built on a foundation of trust, satisfaction, and emotional connection to the care experience.

To achieve the first objective, the effect of healthcare service quality dimensions on patient satisfaction, a multiple linear regression analysis is performed. The results indicate that several aspects of healthcare service quality have a significant influence on patient satisfaction especially medical care procedures, administrative practice, safety, infrastructure and personal quality. Among these, administrative practices emerge as the

most influential, highlighting the importance of efficient appointment scheduling, accurate record-keeping, and responsive administration. Medical care procedures also demonstrate a strong positive relationship with satisfaction, emphasizing the value of technical competence and consistent care delivery. Additionally, factors such as safety, infrastructure, and personal quality are identified as important contributors, indicating that both the physical environment and interpersonal interactions play a vital role in shaping patient experiences. On the other hand, dimensions like hospital image, trustworthiness, and social responsibility do not show a direct statistical effect on satisfaction. This may imply that such elements enhance general impressions but require integration with concrete service performance to influence satisfaction meaningfully. Overall, the regression results support the conclusion that healthcare administrators focus on both clinical excellence and administrative effectiveness to improve patient satisfaction.

To achieve the second objective, the mediating effect of patient trust on the relationship between patient satisfaction and patient loyalty using stepwise regression and the Sobel test. The analysis initially show that patient satisfaction has a strong direct influence on loyalty, indicating that patients who are satisfied with their care are more likely to remain loyal to the clinic. Furthermore, satisfaction is found to significantly enhance trust, indicating that patients who are satisfied also tend to place more trust in their healthcare provider. In the final model, where both satisfaction and trust are considered as predictors of loyalty, both variables maintained significant effects. This indicates that while satisfaction directly influences loyalty, trust also contributes meaningfully to strengthening this relationship. The Sobel test supports the mediating role of trust, confirming that it plays a crucial part in translating satisfaction into lasting patient loyalty. Thus, it can conclude that patient trust has mediating effect on the relationship between patient trust and patient loyalty. These results highlight the importance of not only providing high-quality services but also fostering an environment of trust. When patients trust their providers, they are more likely to stay committed, even in the face of challenges such as rising treatment costs or service changes.

In conclusion, the findings of this study provide strong evidence that healthcare service quality significantly influences patient satisfaction and loyalty at RWS Specialist and Diagnostic Center. Dimensions such as administrative practices, medical care procedures, safety and infrastructure and personal quality are identified as critical drivers of satisfaction. Furthermore, the mediating role of patient trust highlights the importance of transparent communication and ethical conduct in strengthening patient loyalty. These

insights emphasize that delivering high-quality healthcare requires more than just technical competence. By addressing both the tangible and intangible aspects of care, healthcare providers can build lasting trust, improve patient experiences, and cultivate long-term commitment among patients receiving ongoing treatment.

5.2 Suggestions and Recommendations

The finding reveals that patient satisfaction has positive significant effect on patient loyalty. Findings also indicate that administrative practices are the most influencing factor on patient satisfaction. Therefore, to further strengthen patient satisfaction, the clinic should prioritize maintaining and continuously improving its administrative functions. This includes ensuring ease of appointment scheduling, timely communication of any changes in treatment schedules, and efficient management of patient records. Implementing an advanced patient management system with automated reminders, digital appointment tracking, and real-time schedule updates can further enhance operational transparency and reduce patient anxiety. Since flexibility and responsiveness were highly valued by patients, the clinic should continue investing in staff training focused on empathetic and solution-oriented administrative support. Moreover, allocating specific personnel to handle emergency scheduling or patient concerns related to logistics can significantly enhance the overall patient experience. A well-organized, patient-centered administrative system does not only improve satisfaction but also fosters long-term trust and loyalty.

In term of medical care procedures, the clinic should continue to emphasize and enhance the quality of this service. While patients already express high confidence in the professionalism and attentiveness of doctors and nurses, the clinic could introduce more structured patient education sessions about dialysis processes, risks, and lifestyle management. Providing customized health counseling and expanding consultation time with specialists may also help patients feel more informed and involved in their care plans. Investing in continuous clinical training and introducing patient feedback loops on procedural clarity can further optimize the effectiveness of medical interventions.

Regarding safety, although current measures are well-implemented, the clinic should build on this foundation by increasing visibility of safety protocols to reassure patients. For example, displaying clear infection control posters, sharing safety test results, or involving patients in brief safety orientation during their first visits can promote awareness. The clinic need to ensure that all safety instructions (e.g., emergency procedures, hygiene protocols, fire evacuation plans) are properly displayed as needed.

Feedback collection on patient-perceived safety after each session could help identify and resolve unnoticed gaps.

In the area of infrastructure, RWS should consider further upgrades to enhance patient comfort and clinic functionality. Though patients appreciate the clean and accessible environment, renovations to waiting areas, such as adding entertainment, softer lighting, or ergonomic furniture, could improve patient experience during longer waits. Investment in the latest dialysis technologies and improved layout for smoother patient flow can also support clinical efficiency. Moreover, creating a dedicated feedback channel for suggestions on facility maintenance may guide ongoing infrastructure enhancements.

Lastly, personal quality is a key area where patient satisfaction thrives, and RWS should maintain its strong emphasis on compassionate, skilled care. To build on this, the clinic can implement structured empathy and communication workshops, particularly for new staff. Encouraging multidisciplinary team huddles can ensure coordinated, patient-centered care. Recognition programs for staff who receive outstanding patient feedback can boost morale and reinforce caring behaviors. Furthermore, offering wellness and resilience support for staff can help sustain a high level of attentiveness and emotional intelligence in day-to-day care.

The analysis also reveals that patient trust significantly mediates the relationship between satisfaction and loyalty. As such, RWS Specialist and Diagnostic Center should not only deliver excellent service but also work proactively to foster a trustworthy environment. Enhancing transparency further through clear explanation of treatment options, open discussion of associated risks and benefits, and visibility of cost structures can deepen patient trust. Implementing visible ethics and privacy policies, reinforcing data confidentiality protocols, and encouraging staff to build honest, open relationships with patients reinforce a culture of trust. Additionally, creating spaces for patients to safely share concerns or complaints and ensuring these concerns are acted upon signal to patients that their voices matter, thereby increasing emotional safety and loyalty. When patients trust their healthcare provider, they are more likely to comply with treatment, return for future care, and recommend the clinic to others.

To translate satisfaction and trust into long-term loyalty, RWS should adopt patient-centric strategies that not only respond to immediate needs but also anticipate future expectations. The clinic's efforts in social responsibility such as offering financial assistance and supporting underserved communities were recognized positively. To strengthen this further, the clinic could explore expanding its community outreach

programs, offering preventive health education workshops, and partnering with local organizations to extend care to vulnerable populations. Loyalty is also cultivated when patients feel emotionally connected to their care providers. Simple practices like remembering patient histories, celebrating treatment milestones, or sending personalized messages can deepen this emotional bond. Furthermore, considering that many patients are managing chronic illnesses, offering loyalty programs, follow-up services, or long-term care planning sessions could reinforce their commitment to the clinic. Finally, RWS should regularly evaluate its service quality through structured patient satisfaction surveys and use these insights to make data-driven decisions for continuous improvement.

5.3 Needs for Further Research

While this study provides valuable insights into the effect of healthcare service quality on patient satisfaction and loyalty towards RWS Specialist and Diagnostic Center, it is limited to a specific geographic location and patient population receiving dialysis treatment. Future research should consider expanding the scope to include other departments or healthcare institutions to enhance the generalizability of the findings. Additionally, incorporating qualitative methods such as in-depth interviews or focus groups could provide deeper understanding of patient expectations, emotional experiences, and trust-building processes. Further studies may also explore the long-term effects of healthcare service quality on patient health outcomes and retention, as well as the role of digital healthcare service and telemedicine in shaping satisfaction and loyalty in a post-pandemic healthcare environment.

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APPENDIX A

QUESTIONNAIRE

Effect of Healthcare Service Quality on Patient Satisfaction and Patient Loyalty towards RWS Specialist and Diagnostic Center

The survey provides a partial fulfillment of the Master of Business Administration degree requirements. The purpose of this study is to look at the effect of Healthcare Service Quality on Patient Satisfaction and Loyalty towards RWS Specialist and Diagnostic Center. All information gathered will be utilized solely for academic purposes and has no connection to any business document. Confidentiality and anonymity are assured. Your feedback is greatly appreciated. Thank you for your valuable time and involvement.

Section A: Demographic Information

Instruction: Please choose the most relevant answer by ticking (✓) only one of the boxes provided for each question.

A1. What is your gender?

- Male
- Female

A2. What is your age group?

- ≤ 20
- 21-30 years
- 31-40 years
- 41-50 years
- 51-60 years
- Above 60 years

A3. What is your marital status?

- Single
- Married
- Divorced/Separated
- Widowed

A4. What is your highest level of education?

- Undergraduate
- Bachelor's Degree
- Master's Degree
- Other

A5. What do you do for living?

- Dependent
- Retired
- Self-employed (Own Business)
- Government Staff
- Company Staff
- Other

A6. How much is your monthly income?

- 300,001 to 600,000 MMK
- 600,001 to 900,000 MMK
- 900,001 to 1,200,000 MMK
- 1,200,001 to 1,500,000 MMK
- 1,500,001 MMK and above

A7. How many times have you visited the clinic per week?

- 1-2 times
- More than 2 times

A8. What is your type of payment for health care services fees?

- Personal Finance
- Non-Government Organizations Fund

Section B: Experiences with Healthcare Service

Instruction: Based on the scale below, please tick (✓) the number of your choice to indicate the extent you agree or disagree with the statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

Medical Care Procedures						
No.	Statement	1	2	3	4	5
1.	Nephrologists clearly explain dialysis, risks, and outcomes.					
2.	Nephrologists regularly review my dialysis treatment plan and adjust it as needed.					
3.	Doctors review my history, examined me, explained treatment and provide necessary treatment before, during and after dialysis.					
4.	Nurses are skilled in vascular access and preparing, monitoring of the dialysis procedures.					
5.	Nurses ensures patient comfort, monitor vital and addresses pain during dialysis.					

Administrative Practices						
No.	Statement	1	2	3	4	5
1.	The administrative staffs are readily available to assist patients with scheduling and inquires.					
2.	It is easy to schedule my dialysis treatments at this clinic.					
3.	Patient records are well-maintained for better care.					
4.	Nurses inform patients about any schedule changes quickly.					
5.	The clinic adjusts hours and offers emergency dialysis when needed.					

Hospital Image						
No.	Statement	1	2	3	4	5
1.	The clinic follows ethical guidelines, such as transparency in billing and equal treatment of patients.					
2.	I value the clinic's investment in new dialysis technologies and equipment.					
3.	The clinic's image and reputation influence my confidence in the quality of dialysis care I receive.					
4.	The reputation of the clinic is important to me when choosing where to receive dialysis treatment.					
5.	The clinic is continuously improving its services.					

Trustworthiness						
No.	Statement	1	2	3	4	5
1.	The clinic employs highly trained and certified dialysis professionals.					
2.	Patients receive consistent and high-quality care from dedicated staffs.					
3.	The clinic ensures confidentiality and protection of patient records.					
4.	The clinic follows ethical medical practices and upholds patient rights.					
5.	The clinic doesn't engage in unnecessary diagnostic tests and treatments.					

Safety						
No.	Statement	1	2	3	4	5
1.	The clinic strictly follows sterilization procedures for infection control, proper medical waste disposal and sanitation protocols.					
2.	Dialysis machines undergo routine maintenance and safety checks.					
3.	The dialysis machines and equipment are thoroughly cleaned and disinfected before each use.					
4.	The clinic has an emergency response plan in case of medical complications during dialysis.					
5.	The water purification system for dialysis is maintained to meet quality standards.					

Infrastructure						
No.	Statement	1	2	3	4	5
1.	The dialysis treatment room and restroom facilities are clean and well-maintained.					
2.	The dialysis center has modern and up-to-date medical equipment.					
3.	The facility has a backup power system to prevent treatment interruptions.					
4.	The waiting area is comfortable for patients and caregivers.					
5.	The clinic is easily accessible for ambulances and wheelchair users.					

Personal Quality						
No.	Statement	1	2	3	4	5
1.	The nephrologist is knowledgeable and experienced in managing my dialysis treatment.					
2.	The nephrologist spends adequate time discussing my health and progress.					
3.	The doctor is approachable and encourages me to ask questions about my condition.					
4.	The nurses ensure my comfort throughout the treatment session.					
5.	The doctors involved in my dialysis care are highly skilled and competent.					

Social Responsibility						
No.	Statement	1	2	3	4	5
1.	The clinic provides fair and equal access to dialysis care for all patients, regardless of background.					
2.	I believe the clinic offers dialysis care at an affordable or nominal fee to those in financial need.					
3.	The clinic follows ethical principles when providing dialysis care to patients from different social, gender, and racial backgrounds.					
4.	The clinic is actively involved in initiatives to improve access to dialysis treatment for underserved communities.					
5.	I believe the clinic frequently provides discounts, cash donations, and medicine donations to help support low-income patients receiving dialysis.					

Section C: Patient Satisfaction

Instruction: Based on the scale below, please tick (✓) the number of your choice to indicate the extent you agree or disagree with the statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

No.	Statement	1	2	3	4	5
1.	The clinic services meet patients' expectation.					
2.	I am satisfied with my decision to chooses the clinic for dialysis.					
3.	I am delighted and happy with the services provided by the clinic.					
4.	The outcome of my dialysis treatment (e.g., symptom management, improvement) is a key factor in my overall satisfaction.					
5.	I am satisfied with the services provided by the doctor/nurses.					
6.	I feel emotionally attached to the clinic.					

Section D: Patient Trust

Instruction: Based on the scale below, please tick (✓) the number of your choice to indicate the extent you agree or disagree with the statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

No.	Statement	1	2	3	4	5
1.	I trust that the clinic provides accurate and transparent information regarding my dialysis treatment and any associated risks. (Honesty)					
2.	I am confident in the skills and expertise of the doctors and medical staff who manage my dialysis treatment. (Confidence)					
3.	I believe that the clinic genuinely cares about my well-being and strives to provide the best possible care, regardless of my financial situation. (Benevolence)					
4.	The clinic and its services are in accordance with the existing claims.					
5.	The clinic staffs want the best for the patients.					
6.	The clinic is committed to meeting the needs and satisfaction of patients.					

Section E: Patient Loyalty

Instruction: Based on the scale below, please tick (✓) the number of your choice to indicate the extent you agree or disagree with the statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

No.	Statement	1	2	3	4	5
1.	I would recommend this clinic to family and friends who need dialysis treatment.					
2.	If I were dissatisfied with my dialysis treatment, I would feel comfortable providing feedback or filing a complaint with the clinic to address my concerns.					
3.	I would choose this clinic again for my dialysis treatment if I needed ongoing care in the future.					
4.	I feel confidence and admire to the clinic and refuse to change to another clinic.					
5.	I will still be treated in this clinic even if the price of the treatment has increased a bit.					
6.	I consider myself loyal to this clinic.					

APPENDIX B

STATISTICAL OUTPUT

Medical Care Procedures

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.753	.752	5

Item Statistics

	Mean	Std. Deviation	No.
MCP1	4.0092	.56920	109
MCP2	4.0459	.61442	109
MCP3	4.0734	.60410	109
MCP4	4.1284	.56275	109
MCP5	4.0826	.57941	109

Administrative Practices

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.803	.803	5

Item Statistics

	Mean	Std. Deviation	No.
AP1	4.0367	.54308	109
AP2	4.0826	.54651	109
AP3	4.0734	.53931	109
AP4	4.1284	.57897	109
AP5	4.0917	.55346	109

Hospital Image

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.863	.863	5

Item Statistics

	Mean	Std. Deviation	No.
HI1	4.0367	.60746	109
HI2	3.9725	.75103	109
HI3	3.8624	.72607	109
HI4	3.8624	.79893	109
HI5	3.8532	.79146	109

Trustworthiness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.878	.878	5

Item Statistics

	Mean	Std. Deviation	No.
TW1	3.9541	.65807	109
TW2	3.9633	.75678	109
TW3	4.0000	.73283	109
TW4	4.0183	.71985	109
TW5	3.9725	.67301	109

Safety

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.901	.902	5

Item Statistics

	Mean	Std. Deviation	No.
SF1	3.9541	.77442	109
SF2	3.9725	.76326	109
SF3	3.9450	.69168	109
SF4	3.9450	.75566	109
SF5	3.9450	.74330	109

Infrastructure

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.780	.783	5

Item Statistics

	Mean	Std. Deviation	No.
IS1	3.9908	.90774	109
IS2	3.7339	1.05972	109
IS3	4.0092	1.12625	109
IS4	3.7523	.95409	109
IS5	3.7982	1.02542	109

Personal Quality

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.747	.749	5

Item Statistics

	Mean	Std. Deviation	No.
PQ1	4.1651	.55300	109
PQ2	4.1468	.54136	109
PQ3	4.0367	.54308	109
PQ4	4.0826	.56320	109
PQ5	4.0734	.60410	109

Social Responsibility

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.870	.872	5

Item Statistics

	Mean	Std. Deviation	No.
SR1	4.0183	.66641	109
SR2	4.0183	.66641	109
SR3	3.9725	.55208	109
SR4	4.0092	.63092	109
SR5	4.0459	.58350	109

Patient Satisfactions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.863	.863	6

Item Statistics

	Mean	Std. Deviation	No.
PS1	4.1284	.65406	109
PS2	4.1560	.61123	109
PS3	4.0367	.71914	109
PS4	4.1193	.67666	109
PS5	4.1376	.64504	109
PS6	4.0917	.70107	109

Patient Trust

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.790	.790	6

Item Statistics

	Mean	Std. Deviation	No.
PT1	4.0367	.76892	109
PT2	4.0367	.66565	109
PT3	4.0917	.55346	109
PT4	3.9541	.62930	109
PT5	4.1468	.57455	109
PT6	4.0000	.68041	109

Patient Loyalty

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.784	.785	6

Item Statistics

	Mean	Std. Deviation	No.
L1	4.0642	.62768	109
L2	4.1009	.62279	109
L3	4.1743	.59073	109
L4	4.1468	.65015	109
L5	4.2010	.54558	109
L6	4.1927	.58495	109

**Analysis of the Effect of Healthcare Service Quality on Patient Satisfactions towards
RWS Specialist and Diagnostic Center**

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.691 ^a	.478	.436	.38696	.478	11.433	8	100	.000	1.860

a. Predictors: (Constant), SRM, ISM, HIM, SM, PQM, MCPM, TWM, APM

b. Dependent Variable: PSM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.696	8	1.712	11.433	.000 ^b
	Residual	14.974	100	.150		
	Total	28.670	108			

a. Dependent Variable: PSM

b. Predictors: (Constant), SRM, ISM, HIM, SM, PQM, MCPM, TWM, APM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-.552	.596		-.926	.357	-1.735	.631					
	MCPM	.322	.112	.260	2.861	.005	.099	.545	.547	.275	.207	.635	1.576
	APM	.473	.114	.379	4.151	.000	.247	.699	.596	.383	.300	.626	1.598
	HIM	.028	.077	.032	.358	.721	-.126	.181	.048	.036	.026	.659	1.517
	TWM	.000	.055	.000	-.002	.998	-.108	.108	.050	.000	.000	.657	1.522
	SM	.063	.026	.180	2.419	.017	.011	.114	.184	.235	.175	.940	1.063
	ISM	.058	.029	.154	2.004	.048	.001	.115	.254	.197	.145	.888	1.127
	PQM	.206	.097	.159	2.120	.036	.013	.399	.185	.207	.153	.934	1.071
SRM	.028	.034	.062	.821	.414	-.040	.096	.109	.082	.059	.926	1.080	

a. Dependent Variable: PSM

**Mediating Effect of Patient Trust between Patient Satisfaction and Patient Loyalty
towards RWS Specialist and Diagnostic Center**

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.643 ^a	.413	.408	.36785	.413	75.332	1	107	.000	1.766

a. Predictors: (Constant), PSM

b. Dependent Variable: LM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.193	1	10.193	75.332	.000 ^b
	Residual	14.478	107	.135		
	Total	24.672	108			

a. Dependent Variable: LM

b. Predictors: (Constant), PSM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.778	.283		6.283	.000	1.217	2.338					
	PSM	.608	.070	.643	8.679	.000	.469	.747	.643	.643	.643	1.000	1.000

a. Dependent Variable: LM

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.672 ^a	.452	.447	.38314	.452	88.306	1	107	.000	1.911

a. Predictors: (Constant), PSM

b. Dependent Variable: PTM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.963	1	12.963	88.306	.000 ^b
	Residual	15.707	107	.147		
	Total	28.670	108			

a. Dependent Variable: PTM

b. Predictors: (Constant), PSM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.364	.295		4.628	.000	.780	1.948						
	PSM	.686	.073	.672	9.397	.000	.541	.830	.672	.672	.672	1.000	1.000	

a. Dependent Variable: PTM

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.660 ^a	.436	.425	.36227	.436	40.994	2	106	.000	1.783

a. Predictors: (Constant), PTM, PSM

b. Dependent Variable: LM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.760	2	5.380	40.994	.000 ^b
	Residual	13.912	106	.131		
	Total	24.672	108			

a. Dependent Variable: LM

b. Predictors: (Constant), PTM, PSM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.518	.305		4.974	.000	.913	2.124					
	PSM	.478	.093	.505	5.126	.000	.293	.663	.643	.446	.374	.548	1.825
	PTM	.190	.091	.205	2.078	.040	.009	.371	.544	.198	.152	.548	1.825

a. Dependent Variable: LM