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A STUDY ON SERVICE QUALITY OF
SAKURA HOSPITAL IN YANGON

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“This thesis 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 “**A Study on Service Quality of Sakura Hospital in Yangon**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This paper aims to explore influencing service quality dimensions on customer satisfaction on Sakura Hospital and then to find out the effect of customer satisfaction on their loyalty on Sakura Hospital in Yangon. A sample of 120 respondents is chosen every five inpatients and outpatients at Saturdays and Sundays from first September to thirty September 2019 using systematic sampling method. Then analytical method and regression analysis were done in SPSS to analyze the data. The result of the study found that the Sakura Hospital get customer loyalty through their customer satisfaction on the service quality of the hospital. Among three types of service quality dimensions, customer get satisfaction through the staff conduct and staff's problem solving of the interaction service quality, Cleanliness, availability of facility, information, ambient and design of the physical environment quality, valance and waiting time of the outcome quality. Among five types of customer satisfaction, Sakura Hospital get the customer loyalty from the customer satisfaction of reliability, responsiveness and empathy. Therefore, it is recommended the management team should give attention to the reliability, responsiveness and empathy of the doctors, nurses and staff of the hospital to improve the customer's satisfaction that can get customer loyalty.

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CHAPTER (1)

INTRODUCTION

The growth and development of the service sector has long been considered as a sign of a country's financial progress. History of economic tells that all of the developing nations have experienced a shift from agriculture to industry then to the service sector as the mainstay of the economy. Service sector makes a straight and important contribution to Gross Domestic Product and job creation, and provides crucial inputs for the rest of the economy. Some service sectors such as the health, education, water and sanitation sectors are also directly relevant to not only getting organizational achievement but also achieving social development objective

Brady and Cronin (2001) proposed a hierarchical conceptualization of service quality that focus on three primary dimensions: interaction quality, physical quality and outcome quality. Interaction quality deals with the dimensions of attitude, behavior and expertise of the customers and salesperson. The physical environment encompasses ambient conditions, design, and social factors of service area. Outcome quality deals with social factors, waiting time, tangibles, and valence.

Health care service sector is one of the important sectors in service industry. In the globalized competitive hospital environment, service quality has been increasingly identified as the main factor in distinguishing between services and building competitive advantages. Service quality is also an important indicator to get patient satisfaction and their loyalty.

In Myanmar, according to a report by the department of Medical Services in 2015, there were 193 private hospitals, 201 private specialist clinics, 3910 private general clinics and 776 private dental clinics. The numbers of private hospitals are increasing in current years and foreign investment of other private hospital like Bumrungard, Samitivej and Bangkok hospitals are setting up representative agencies and giving health care services in Myanmar. The recent growth and development of the private sector has been encouraged by the releasing of foreign investment regulations, in 2014 with seventy percentage of foreign ownership permitted in hospitals and clinics. Therefore, the competitiveness is not only in the local hospital investment and but also in the foreign hospital investment.

Sakura Hospital involves one of the famous and most historic private hospitals in Yangon, Myanmar was established in 1st January 1998. At that time, there were only government hospitals and Sakura became the first private Hospital in Myanmar. It provides customer services with well-experienced and trained medical doctors, nurses and also with expert professional staffs in every respective department.

1.1 Rationale of the Study

Service sector is the rapidly growing area of the world economy and health service organizations play an important role in such growth. Healthcare business is a specific representative of the service industry that regards quality as an essential value of medical care. In Myanmar, the sector of health care is increasing year by year both public and private sectors. Especially, in private health care services are growing faster and faster with the competitiveness of both local and foreign investment.

In Myanmar, according to the Health Care Guide 2019, rising income levels and the emerging middle class will drive demand for private hospitals in the future. A number of foreign companies, including Indonesia's Lippo Group, Mitsubishi from Japan and Malaysia's IHH (Integrated Healthcare Holdings), have announced plans or already entered the market with a hospital in Myanmar. Traditionally, most customers with sufficient resources travelled abroad for medical care to regional hubs like Singapore and Thailand, though most foreign providers are clearly trying to tap this market segment. Local private hospitals are also trying to catch up the need of the health care services to get the competitive advantages.

Service quality promotes client satisfaction, stimulates intention to return and encourages recommendations. Customer's satisfaction is related how the customer perceive the quality of service. Customer satisfaction is that the most vital parameter for judging the quality of service being provided by a service provider to the customer. Good service quality gives encouragement to the patient to establish a strong relationship with the hospital. In the long term this relationship allows hospitals to understand carefully the prevailing expectations and needs of the patient.

Service quality can be considered as one of the key factors in differentiation and excellence of services and it is a source for getting competitive advantage so understanding, developing, and

measuring it are important challenges for each and every of the health services organizations. Customer satisfaction and loyalty are significant factors in determining the patient's wellbeing and hence must include when evaluating healthcare service provision. Service quality is priority for any private hospitals to get competitive advantages among its rivals. Measuring health care service quality is critical in order to accomplish continuous improvement in the hospitals.

For any business, it is hard to thrive without loyal consumers. Healthcare business is no exception Patient satisfaction will significantly influence the mind of intend to return and to recommend services to others and increase loyalty to the hospital. Loyal patients drive revenue up, drive costs down, and end up healthier than disloyal counterparts. Increased customer loyalty is the single most important driver of long term financial performance of an organization.

Satisfied patients return for care, and their positive word of mouth can bring new patients. Therefore, caring loyal patients can be more cost-effective. Patient loyalty, resulting from their satisfaction, is important for hospitals for long term survival of business. Thus this study is focused on service quality dimension that influence on customer satisfaction and their loyalty on Sakura Hospital in Yangon.

1.2 Objectives of the Study

The objectives of the study are

- (1) To examine influencing quality dimensions on customer satisfaction on Sakura Hospital in Yangon
- (2) To analyze the effect of customer satisfaction on their loyalty on Sakura Hospital in Yangon.

1.3 Scope and Method of the Study

This study mainly focuses on service quality of Sakura Hospital, Yangon. Analytical method is applied by using both primary and secondary data.

To analyze the customer's satisfaction and their loyalty on services of Sakura Hospital, primary data are collected by discussion with the Medical Superintendent and other responsible persons of Sakura Hospital. A sample of 120 respondents is chosen every 5 inpatients and

outpatients of Sakura Hospital at Saturdays and Sundays from first September to thirty September 2019 using systematic sampling method and are surveyed with structured questionnaire. Secondary data are collected from company profiles, customer service department of Sakura Hospital, previous research studies, text books and relevant websites.

1.4 Organization of the Study

This paper is organized into five chapters. Chapter (1) is introductory which involves rationale of the study, objective of the study, scope and method of the study and organization of the study. The theoretical background is presented in Chapter (2) which includes service quality dimensions: interaction quality, physical environment quality, outcome quality, customer satisfaction and customer loyalty. Chapter (3) describes services provided by Sakura Hospital Yangon. Chapter (4) discusses on the findings of the analysis on the service quality, customer satisfaction and customer loyalty in Sakura Hospital, Yangon. Finally, Chapter (5) involves the conclusion with the findings, discussions, suggestions and recommendations and needs for further research.

CHAPTER (2)

THEORETICAL BACKGROUND

This chapter presents the theoretical background of the all the applied variables in this study. It contains the important of service quality, service quality dimensions, customer satisfaction and service quality, customer loyalty, previous study on service quality, customer satisfaction and customer loyalty. The conceptual framework of the study is describe at the end of the chapter.

2.1 Importance of Service Quality

Service is vital factor in economic activities and it is invisible opening tools that bring benefits and make customers satisfied. Service quality is very important, especially for the growth and development of business firms in service sector. Thus, it is vital to know whether the customer's expectation regarding the service really matches the perceived service in all dimensions of service quality.

Zeithanm and Parasuraman (2004) defined service quality as the difference between customer's expectation of service and their perceptions of actual service performance. Service quality includes comparing customer expectation with the actual service performance. Service quality affects customer satisfaction by providing performance. The creation of client satisfaction will offer many advantages, as well as the link between organizations and consumers are harmonious, providing a basic for the purchase and creation of customer loyalty and result a recommendation by word of mouth that can benefit the organization. For success and survival in today's competitive atmosphere, delivering quality service may be a main importance for any economic enterprise. Service quality is considered as an important tool for a firm's struggle to differentiate itself from its competitors. The relevance of service quality to firms is emphasized especially the fact that it offers a competitive advantage to companies that strive to improve it and hence bring customer satisfaction.

Service quality plays a vital role in every organizations. Service quality can be defined as customers overall assessment or impression regarding the relative organization's superiority or inferiority and services (Zeithaml, 1988; Bitner and Hubbert, 1994). It will be measured by the comparison of customers' expectations with customers' perceptions of actual service performance (Parasuraman et al., 1985). Customers start expectations before their encounter with the services. They develop perceptions throughout the method of service delivery, so they compare their perceptions to their expectations in evaluating the result of the service encounter. According to said views, service quality can be viewed as a measurement of how well the service level delivered conforms to customers 'expectations.

In healthcare sector, service quality can be defined as a gap between patients' expectations and perceptions (Woodside et al., 1989). Expectations are treated as what the patients supposed to be offered within the medical services, and perceptions can be considered as the evaluation of patients regarding specific medical service attributes relative to their expectations. The service quality of hospital has to be based on the balance of perceptions and expectations of patients. Service quality satisfies the needs of patients, and patients evaluate a hospital's service quality from its service output, service process, and physical environment proposed by Lytle and Mokva (1992).

The health care associations have begun to emphasise on superior healthcare service quality, as day by day increased competition among hospitals induces customers to make a best choice in selection any hospital. Service quality is the most vital key element regarding service suppliers to get upper hand, so it should to be very much enhanced and well measured. At present, on account of expanded expectations for ordinary ease and higher customer's desires, it is obligatory for hospitals to give superior healthcare service to the patients and to fulfil their requirements (Padma et al,2010).

2.2 Service Quality Dimensions

Brady and Cronin (2001) recently proposed a hierarchical conceptualization of service quality that focuses on three primary dimensions: interaction quality, physical environment quality and outcome quality. Interaction quality deals with the dimensions of attitude, behavior and

expertise of the customers and salesperson. The physical environment encompasses ambient conditions, design, and social factors of the service area. Social factors, waiting time, tangibles, and valence are parts of outcome quality.

2.2.1 Interaction Quality

Services are often indistinguishably linked with their human representatives. In many service fields, a person is perceived to be the service. Service quality is produced in the interaction between a customer and elements between the service organizations. Since services are an essential or permanent attribute and characterized as being inseparable, therefore the interpersonal two way flow that takes place during the service delivery often have the greatest impact on the service quality perceptions (Brady and Cronin, 2001). These interactions are identified as the employee-customer interface and the key to element in a service exchange.

Grönroos (1982) and Leblanc (1992) indicate the importance of Interaction Quality in the delivery of services and identify this primary dimension as the most significant impact on service quality perceptions. Accordingly, Interaction Quality is composed of four subdimensions: attitude, behavior, problem solving, and expertise. First of all, attitude refers to an employee's traits that plays a critical role in customer satisfaction because there is a close interaction between customers and employees in the service industry.

Second, behavior is referred to as the manifest function that influences the customer perception of Interaction Quality (Clemes et al., 2009; Czepiel et al., 1985). To have an understanding of the customer's perception of service providers' behavior has been identified as added-value information for the owners or managers of an organization who can assist them in designing suitable policies and procedures for their customers and employees (Keung, 2000). Third, problem solving focuses on the ability of the employee to handle problems and complaints. Customers are quite sensitive to how service providers take care of their issues and complaints.

Finally, expertise has been identified as the degree to which the interaction is affected by the employee's task-oriented skills (Crosby, Evans and Cowles, 1990; Czepiel et al., 1985). Crosby et al. (1990) have found that expertise has a direct influence on the patron's overall evaluation of

service quality. The quality of the employee-customer interface taking place during service delivery is vital for service organizations as the perceptions of service quality are significantly influenced by the service delivery processes of firms.

2.2.2 Physical Environment Quality

A number of studies have considered that physical or built environment has an influence on customer service evaluations (Crane and Clarke, 1988). The intangibility of service the customers are often required to be present at the premises during the process, the surrounding environment can have a significant influence on the on perceptions of the overall quality of the service encounter (Ekiz and Arasli, 2007).

Physical environment quality refers to the quality of the physical features surrounding the service production process. Physical tangibles, surrounding the service production process, can easily influence the service quality assessment of the customers. Rys, Fredericks, and Luery (1987) stated that customers infer 'quality,' based on the appearance of the personnel, together with their perceptions of the physical facilities. The physical environment where the service provides has a significant effect on the perception of overall service quality. Physical environment quality has been regarded as how effectively the service is transmitted from service providers to customers.

2.2.3 Outcome Quality

The outcome quality primary dimension focuses on the outcome of the service act, indicating what customers gain from the service; in other words, whether outcome quality satisfies patrons' needs and wants (Anderson, Fornell, and Lehmann, 1994). The technical quality of a service encounter significantly affects customer perceptions of service quality (Arasli, Ekiz and Katircioglu 2008). Brady and Cronin (2001) reports that technical outcome is referred to as the "actual" service and posit that it is a determinant in assessing the quality of a service encounter, and also they further reported that the service outcome is referred to as the "service product" and suggest that it is the relevant feature customers evaluate after service delivery.

Outcome quality, or technical quality, is what customers receive, or what is delivered by a service provider after the service delivery or buyer-seller interactions is completed (Brady and Cronin, 2001; Grönroos, 1984). Rust and Oliver (1994) suggest that outcome quality represents what customers actually gain after the service transaction process, and whether the customers' needs are fulfilled. There is consensus in the literature that outcome quality has a positive influence on customers' overall perceptions of service quality.

(a) Valence

Valence refers to customers' post-consumption assessment of whether the service outcome is acceptable or not (Ko and Pastore, 2005). Brady and Cronin (2001, p.40) note that "valence captures attributes that control whether customers believe the service outcome is good or bad, regardless of their evaluation of any other aspects of the experience". Several studies support valence as a key determinant of outcome quality (Brady and Cronin, 2001; Brady et al., 2006; Caro and Garcia, 2008; Clemes et al., 2009; Dagger et al., 2007; Pollack, 2009). Clemes et al. (2009) indicate that valence is the most significant predictor of outcome-quality primary dimension.

(b) Waiting Time

Waiting time refers to the time as the length of time that customers spend waiting in line for their services (Hornik, 1982). When customers enter a service system, they have, to some extent, expectations regarding an acceptable waiting time that contributes to satisfaction (Taylor, 1994). Hui and Tse, 1996 states that the longer waiting periods lead to negative perception of service quality. Providing a service within an acceptable waiting time is very important and has been accepted as a significant factor for predicting service quality and customer satisfaction of service organizations.

2.3 Customer Satisfaction

Customer satisfaction takes place an important role that can bring about better organizational performance. The construct of customer satisfaction refers to the fulfillment response or emotional feelings about a specific consumption experience (Oliver, 1997). It has been noted that while perceived service quality is a cognitive construct, customer satisfaction is an

affective one, and this suggests a causal relationship between these two constructs, in which service quality plays the role of an originator of customer satisfaction (Choi et al., 2005).

Parasuraman et al. (1988) developed the SERVQUAL scale based on the concept of the disconfirmation paradigm. The disconfirmation paradigm was originally used to evaluate the level of customer satisfaction. The core concept is that the level of satisfaction toward a product or a service is dependent on the level of disconfirmation, which ranged from negative disconfirmation, confirmation, and positive confirmation. The negative disconfirmation, which is represented by customer dissatisfaction, occurs when the performance of the product or service is lower than customers' expectations. The confirmation, which is likely to lead to either customer satisfaction or dissatisfaction, occurs when the performance of the product or service matches customers' expectations. The positive disconfirmation, which represents customer satisfaction, occurs when the performance of the product or service exceeded customers' expectations (Churchill and Surprenant, 1982). The original SERVQUAL scale consisted of 22 pairs of items, and measured service quality by assessing the difference between quality expectation and service quality perception, along five dimensions: tangibles, reliability, responsiveness, assurance and empathy.

- **Tangibles** states to equipment, physical facilities and appearance of personnel
- **Reliability** is the ability of the firm to perform the promise service dependably and accurately
- **Responsiveness** is the willingness to help customer and provide prompt service of the firm
- **Assurance** is the employee's courtesy, knowledge and their ability to inspire confidence and trust
- **Empathy** is individualized attention and caring paid to customers

A patient can be satisfied when hospital service quality matches with their expectations and necessities, consequently, the greater the patient satisfaction (Chahal and Kumari, 2010). However, patients have their rights and selections, and if they are not satisfied with their hospital, they have the chance to shift to another different hospital.

Premium service quality empowers hospital administrators to distinct the hospital and increase a practical competitive favourable position and upgrade proficiency (Olorunniwo et al.,

2006). Grönroos (1984) characterised perceived quality as an assessment procedure, where the customer compares his/her expectations with his/her service observations. Hospital service quality is the disparity between customer perceptions and their assumptions about hospitals services (Aagja and Garg, 2010). In healthcare setting, patients are the essential capital of hospital. Subsequently in order to satisfying and sustaining patients, healthcare service quality has turned out to be reasonably more imperative (Arasli et al., 2008; Alhashem et al., 2011). Positive patient inclination can frame trust which might offer positive judgments to the hospital (Brennan, 1998).

2.4 Customer Loyalty

Loyalty is a positive propensity for an corporation. In general, loyalty has been considered in several ways in which like positive word-of-mouth, repurchase intention and so on. Dick and Basu (1994) proposed that the concept of loyalty can be conceptualized as a two-dimensional construct, including attitude and behaviour. Subsequently, East et al. (2000) explained that loyalty is closer to a behavioral intention pretty than an attitude. Alternatively, Buttle and Burton (2002) argued that loyalty is probably better seen as attitude than behaviour. In spite of the arguments concerning whether or not loyalty should be conceptualized as attitude, behaviour or both, it is apparent that most studies have conceptualized loyalty as a behavioural intention or behavioural response (Shukla, 2004).

Cronin et al. (2000) through their examination clarified that consumer satisfaction can give a potential direct effect on customer loyalty. Positive patient satisfaction will frame trust which can give positive judgments to the hospital. Chahal and Mehta (2013) and Naidu (2009), Shabbir et al. (2016) described health care service quality and patient loyalty are significantly interconnected in the literature. They observed that readiness to return to the hospital and prescribing it to others is called as behavioural intentions. Client loyalty (e.g. goal to repurchase, readiness to give a positive word) is characterised as a function of consumer satisfaction.

Patient loyalty may be more proper viewed as a behavioural intention. Regardless of whether or not the discussion focuses on patient loyalty within the health care context or client loyalty within the general service context, there is no question that the same benefits of customer loyalty apply to a hospital as they are going to a bank or retail business. In fact, loyalty has been showed as the market place currency for the 21st century (Singh and Sirdeshmukh, 2000). Hence, patient loyalty acts as a competitive advantage for the hospital.

2.5 Previous Studies on Service Quality, Customer Satisfaction and Customer Loyalty

The impact of service quality perceptions on customer satisfaction has been extensively investigated in literature. In healthcare industry, empirical evidence has also been found to support the perceived service quality – patient satisfaction relationship (Scotti et al., 2007). Literature has confirmed the link between perceived service quality and patient satisfaction, shown direct relationship which expresses; more the remarkable healthcare service quality, more prominent will be the patient satisfaction (Leisen Pollack, 2008; Bakan et al. 2014). Cronin and Taylor (1992) have also found a solid relationship between the positive and general service quality and satisfaction. In addition, Badri et al. (2009) recognised that patients and their satisfaction are seen as the most basic point in the organising, execution and appraisal of service delivery, additionally addressing the requirements of patient and health care principles are very vital towards achieving high worth.

The effects of service quality on customer satisfaction are studied in several fields, and have become a controversial issue in marketing literature. Some researchers viewed that service quality is an antecedent of customer satisfaction (Parasuraman et al., 1985, 1988). Shabbir et al. (2016) has demonstrated the association between service quality and patient satisfaction, result shown the positive association between healthcare service quality and patient satisfaction. Patient satisfaction has also assessed by examining the difference between perceived and expected service quality (Shabbir et al., 2017 Forthcoming). Positive patient inclination can cause trust which will give positive judgments to the hospital (Brennan, 1998). Chahal and Mehta (2013) portrayed healthcare service quality; patient satisfaction. The satisfaction of patients of the hospital serves as a medium between behavioural intentions and service quality.

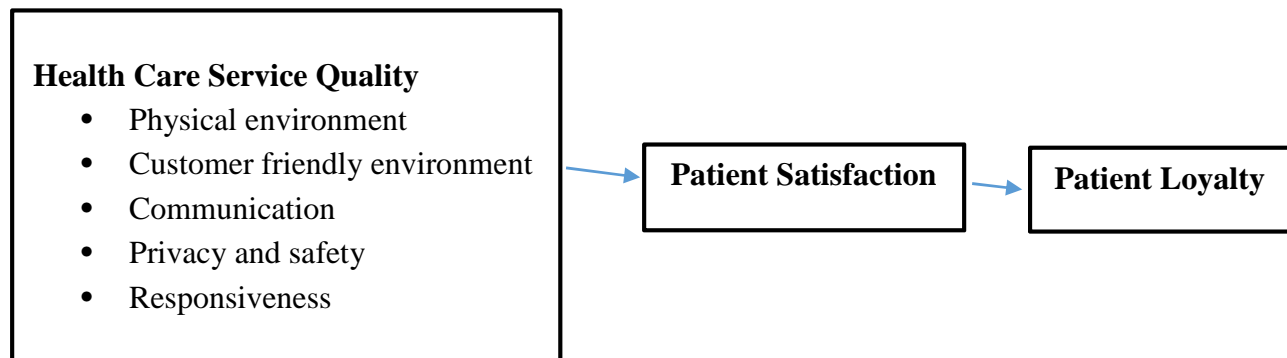
The interpersonal relationships among health care provider and the patients is the most significant factor of customer satisfaction. Patient satisfaction additionally impacts the rate of patient consistency with doctor counsel and demands (Calnan, 1988). In this manner, satisfaction really influences the result of medicinal practices. Thus, patient's satisfaction evaluation has turned into an indispensable piece of healthcare associations (Reidenbach and McClung, 1999). Purchaser satisfaction is one of a few reasons for the development of client loyalty investigated by

Cronin and Taylor (1992) and Dick and Basu (1994). The relationship between service quality and loyalty is mediated by patients' satisfaction reviewed by Caruana (2002).

The relationship between satisfaction and loyalty has been tested within the literature. Satisfaction has been demonstrated to moderate the link between service performance and loyalty (Selnes, 1993). It has been argued in the literature that satisfaction was found to have an effect on short-term loyalty than long-term loyalty (Dube and Maute, 1998). It has been observed that customer satisfaction and loyalty has positive relationship between them (Leisen Pollack, 2009). Therefore, satisfaction has been found to be completely associated with customers' loyalty. Zeithaml et al. (1996) grouped behavioural intentions into the following favourable categories: positive feedback, recommending, remaining loyal and paying more., They also explored that the following unfavourable behaviours as switching to another organization, loyalty as negative feedback and complaining to external agencies. Buttle, 1998 explored that positive word-of-mouth has been proven to be the strongest predictor for shaping future behaviour and attitudes.

Various studies determine a connection between healthcare services and patient satisfaction (Alhashem et al., 2011), healthcare service quality and behavioural intentions (Naidu, 2009). At the same time healthcare service quality and patient loyalty is mediated by patient's satisfaction while patient loyalty is active as end result (Shabbir et al. 2016). According to the undertaken research framework (Figure 2.1), the relationship flanked by healthcare service quality, patient satisfaction and patient loyalty has been inspected.

Figure (2.1) Theoretical Framework



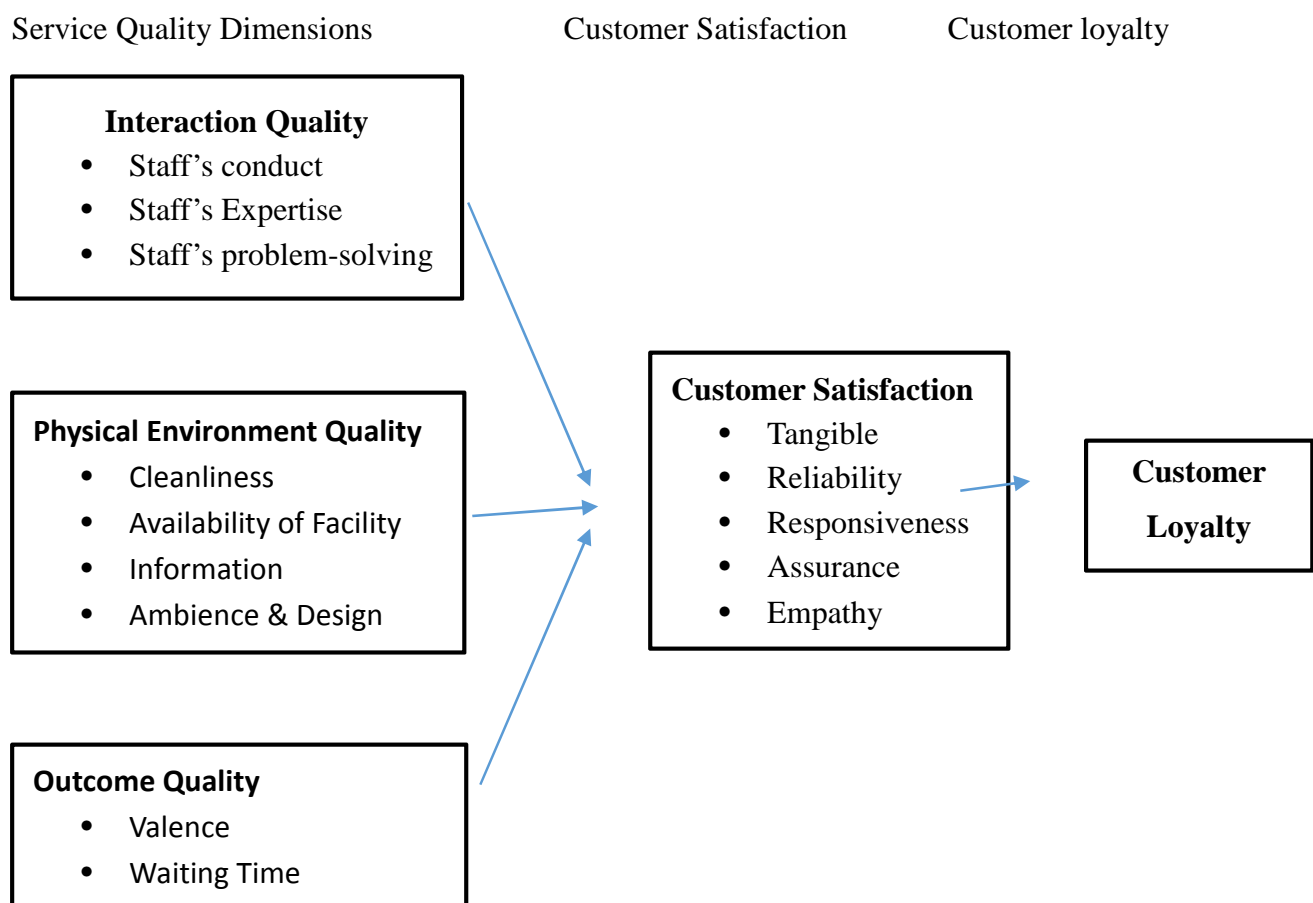
Source: Shabbir et al. (2016)

2.6 Conceptual Framework of the Study

This study attempted to explore the influencing service quality dimensions on customer satisfactions which leads to customer loyalty on Sakura Hospital, Yangon. Base on the above literature review and previous studies, the conceptual model for this study is developed and shown in Figure (2.2).

In this framework, research constructs and items to dependent and independent variables are identified for the study. Independent variables are Interaction Quality, Physical Environment Quality and Outcome Quality and the dependent variables are Tengible, Realiability, Responsiveness, Assurance and Empathy in the relationship of Service Quality Dimensions and the Customer Satisfaction. On the other hand, the relationship between Customer Satisfaction and Customer Loyalty, Tengible, Realiability, Responsiveness, Assurance and Empathy are independent variables and the Customer Loyalty is dependent variable.

Figure (2.2) Conceptual Framework of the study



Source: Own Compilation 2019

Service Quality Dimension of the framework, in Interaction Quality, Staff's conduct means the attitude and behaviours of the staff of the hospital. Staff's Expertise refers to the knowledge and professional skills of the Professors, doctors, nurses, technicians and other staff of the hospital. Staff problem solving represents the ability of handling problems and complaints of the staff of the hospital. In Physical Environment Quality, Cleanliness means the overall cleanliness, neat and tidy of the hospital. The Availability of facility refers to whether the hospital can provide the requirements that are related to the medical treatment such as medicine, imaging machines, blood test or lab machines and the basic needs for the patient and the attendances such as food and personal utensils. This may not include others such as cosmetic and clothes. Information represents where the customer can search or get information such as web, phone and pamphlet. Ambience & Design indicates the lighting, the spaces of the outpatients and inpatients and the spaces for car-parking. In Yangon, car-parking spaces is also one of the factors to think whether to go a place or not. In Outcome Quality, Value means the feelings of expectation have met or not from the service of the organization. And Waiting Time refers to that prompt or reasonable time for the waiting of consultants or getting the service from the staff of the hospital. These all Service Quality Dimensions are collected based on the perceptions of the customers who are getting the service of the Sakura Hospital, Yangon.

Customer Satisfaction in this framework, data are collected based on the satisfaction of the customers who visited to the Sakura Hospital depends on the Five Dimensions of SERVQUAL model. Tangible which may include satisfaction with waiting area, room facility and car parking spaces. Reliability refers to the satisfaction with getting service at appointed time and availability of specialists and consultants. Responsiveness means the satisfaction with sympathy, responsiveness, reassurance and promptness of doctors, nurses and staff of the hospital. Assurance indicates the satisfaction with the availability and accuracy of diagnosis and other medical lab and imaging results. Empathy represents the satisfaction with the sympathy, empathy and consultation of doctors, nurses and other staff.

Customer Loyalty refers to the willingness or the desire of the customer to come next visit or telling good word of mouth to others. This study mainly intends to examine influencing quality dimensions on customer satisfaction and to analyze the relationship between customer satisfaction and their loyalty on Sakura Hospital in Yangon as these factors are very essential for the healthcare organizations nowadays.

CHAPTER (3)

SERVICES OF SAKURA HOSPITAL YANGON

This chapter introduces the profile of Sakura Hospital, Yangon. Later on, general information about Services provided by the hospital and Demographic Profile of Respondents are described.

3.1 Profile of Sakura Hospital

Sakura Hospital is one of the most famous private hospitals in Myanmar, was opened since 1st January 1998. The hospital is the 10th story building with underground basement that can accommodate 120 beds for admission patients. The address of the hospital is No.23, Shin Saw Pu Road, Sanchaung Township, and Yangon. Sakura Hospital is being run by the new owner from March 2009.

Starting from 2009, the hospital has been upgrading and investing both materials and personnel to reach international level. It is providing multidisciplinary health care services not only with modernized technologies and equipment but also with excellent and prompt management.

Management team of Sakura Hospital always take care of their customers with well-experienced and trained medical doctors, nurses and also with expert staffs in every respective department. Specialists on call service is also available in this hospital. The main focus of the hospital is customers' well-being and delightfulness.

Sakura Hospital is managed by an organization of well-experienced medical professionals, board of directors and hospital superintendents. The medical service center with continuous quality improvement throughout the organization for the customers' trust and satisfaction is the quality control of the hospital. Sakura Hospital runs the business with responsibility to its both internal and external customers with great attention to the safety, health and environment. The hospital is Smoke and betel chewing Free Campus and patients, staff and visitors are not permitted to smoke or chew betel in the hospital buildings or on the hospital grounds

The vision of the hospital is to provide quality care with best service and reasonable price. To upgrade and maintain both materials and personnel at international standard, to apply our heads, hearts and hand effectively and efficiently for the customer satisfaction, and to become one of the most trusted and excellent hospitals in Myanmar are the missions of the Sakura Hospital.

3.2 Services provided by Sakura Hospital

Sakura Hospital is trying it best to give excellent health care service in Myanmar. It is running 24/7 for emergency, medical, surgical and all other types of patients. Services of the hospital are as followed.

3.2.1 Health Care Services

Sakura Hospital health services are dedicated to meet the requirement of variety of patients for their optimal health care. There are almost all health care services can be provided by the hospital.

(a) Emergency Care Service

Sakura Emergency Department offers all of emergency care services, from urgent care to trauma care. There are modernized facilities and lifesaving equipment so that patients can receive emergency care as quickly as possible. It can also provide out-patient and general practitioner consultation for the customers.

(b) Specialist Out Patient Department Service

There are highly skilled and compassionate specialists on different specialties such as medical, surgical, dental, cardiology, urology, obstetrics & gynecology and so on. There are 21 OPD rooms and clean, spacious and comfortable waiting places. OPD rooms have privacy for physical examination.

(c) Inpatient Service

There are total 120 beds for the inpatients with the different types of patient rooms. There are five types of rooms in the hospital such as compound room, single room, special room, deluxe room and Suite room. There is nurse calling system for each and every of the inpatient. The rooms are spacious and have a good lighting. The doctors and nurses of the hospital round the patient three times a day and as required. The consultant or specialist of the hospital see the patient at least one time a day and as needed.

(d) Operation Theater Service

Life improving procedures or life savings are carried out on the human body by invasive methods under strict aseptic conditions in a controlled environment by the most-experienced specialists in Sakura's operation theater. The aim of the operation theater is to promote healing and cure with maximum safety, comfort and economy.

(e) Normal Labour Service

There are two labor beds and one waiting bed for the patient who wants to give birth with the normal delivery process. The specialists, medical offices and nurses of this department are highly skilled and very compassionate. The space of the labour room is spacious enough and well sterilized.

(f) Intensive Care Service

Sakura Intensive Care Unit is specially designed to fulfill the needs of critical and heart care problem patients and provides state of the art monitoring and care by greatly qualified critical care medical officers and nursing staffs.

(g) Coronary Care Service

Interventional radiology is a minimally invasive alternative to traditional open surgery. Its use of tiny catheters and miniature instruments aids in the diagnosis and treatment of cardiac problems. Sakura Hospital offers interventional radiology services for cardiac problems under close monitoring of most-experienced interventional cardiologists and well-trained specific medical team.

(h) Haemodialysis Service

Dialysis is a method used to remove harmful waste products (toxins) and excess fluid from the body when the kidneys are no longer able to do this. This process restores the blood to a normal healthy balance. Sakura Haemodialysis Center offers twenty-four hour service for the customers under close monitoring and intensive care of well-experienced medical officers and staff nurses.

(i) Endoscopy Service

Endoscopy deals with examining the inside of the body via an endoscope, which is a device consisting of a flexible tube and an optical system. Endoscopic procedures can be used to get diagnosis and also as a form of treatment.

(j) Dental Service

Expert dentists, well-trained doctors and nurses and advanced dental instruments enable the dental center of the Sakura Hospital to provide comprehensive dental services to the customers.

(k) Medical Check-up Service

Medical check-up can detect and avoid subsequent illness and be able to facilitate immediate treatment of serious diseases. Sakura Medical Check-up Center use advanced medical technology to enable early detection illness and health problems in public. The goal of the center is “Stay strong, and live long.” The medical check-up center provide various kinds of medical check-up depends on the age, sex, marital status and occupation.

(l) Ambulance and Home Care Services

There is twenty-four hour ambulance and home care services accompanied by medical officers, staff nurses and general workers as need. The Ambulance is well equipped with the needed of lifesaving facilities such as oxygen, ECG, Monitor and other emergency medicines.

3.2.2 Diagnosis Services

Truly and specific diagnosis is the most important for a patient for his or her optimal health. To get this with the skill of the specialist doctors and the help of Lab blood tests and imaging tests should be reliable and timely. Sakura Hospital emphasis on this quality, assurance and accuracy of this blood and imaging results for its customers.

(a) Computed Laboratory Service

Sakura laboratory has most experienced pathologists and skillful lab technicians and it is an integrated and well-organized part of the hospital. It provides specimen collection and testing

twenty-four hour a day, seven days a week for both inpatients and outpatients with advanced medical technology in detecting Histopathology, Hematology, Biochemistry, Microbiology, Arterial Blood Gas Analysis, Serology and Immunology.

(b) Imaging Service

Imaging takes an important part in giving excellent patient care. From detection and diagnosis to the treatment of illnesses and abnormalities, advances and varied imaging and radiology services help physicians establish and execute individualized treatment plans. Services available are ECG, Conventional X-ray, Computed X-ray, Digital X-ray, Portable X-ray, CT scan, Bone Scan, Digital Mammography, C-arm, Dental X-ray, Panoramic X-ray, Ultrasounds, Echocardiogram and Biplane Angiogram.

(c) Exercise Stress Test Service

An exercise stress test can evaluate how the heart works when a man is physically active. While exercising on a treadmill, an electrocardiograph records the hearts electrical activities. The cardiologists or specialized doctors and well trained nurses supervise and care the customers who need to do exercise stress test.

3.2.3 General Services

Car parking space of the Sakura Hospital is spacious enough for the customers. There is a basement that can keep round about 20 cars and there are also spaces in front of the hospitals. Two general workers and tow securities are assigned for the car parking for the whole day and night.

Sakura's Information and Registration counter gives services and information round the clock. Customers can inquire and take appointment with the specialists or consultants through phone booking and massages. At the counter, there are pamphlets stands that can gives information of the hospital and schedule of the consultants.

Sakura Minimart is at the ground floor and can get snacks, coffee, juice and personal utensils for the patients and attendances. Sakura Canteen is at the fifth floor and can get nutritious food and sooth for the patients. Patients and attendances can order food from their room and there is delivery service around the hospital. For the inpatient rooms, drinking water, tissue and soap every day. The Sanitary workers clean the patient's room and hall three times a day and as needed

under the control of Hygienic Committee. There is also laundry service for the inpatients that collect the clothes every morning and as required.

3.3 Profile of Respondents

Demographic data are collected from 120 inpatients and outpatients of Sakura Hospital by using systematic sampling methods and are surveyed with structured questionnaire. The profile composed of gender, age, marital status, occupation, and qualification, income per month and inpatient or outpatient which are shown in Table (3.1).

According to the survey data, the most of the respondents are female and the percentage of more than 55%. With the relation of age respondents, the major age of respondents are 52 years and above and it represents 32.5% of total respondents. That means that the majority of the patients are the elderly. The second major age of respondents are between 31-40 years and included total 31 respondents, 25.83%. There are many maternal patient who are giving birth in the hospital so this age group come to the second major group. The ratio of the respondents' age of under 20 years are 7.5%, the age of between 21-30 years are 14.17% and the age between 41-50 years are 20% included 24 respondents in this survey. In the marital status, the majority is married which include 64.17%.

Table (3.1) Demographic Profile of Respondents

Particular	Number of Respondents	Percentage %
Total	120	
Gender		
Male	53	44.17
Female	67	55.83

Source: Survey data, 2019

Regarding to the educational level, qualification, the most of the respondents in the survey finished bachelor degree course. According to the survey data, 28 respondents are undergraduates, 23 respondents holds bachelor degree and 19 respondents are master degree and above. With the relation of occupation, the majority of the respondents are running their own business, with the ratio of 32.5%. The second majority occupation of the respondents are company employed,

Age (years)		
Under 20	9	7.50
21-30	17	14.17
31-40	31	25.83
41-50	24	20.00
52 & above	39	32.50
Marital Status		
Single	43	35.83
Married	77	64.17
Occupation		
Dependent	21	17.50
Own Business	39	32.50
Government	25	20.84
Company employed	31	25.83
Other	4	3.33
Qualification		
Under Graduate	28	23.33
Graduate	73	60.83
Master & above	19	15.84
Income per month		
Under 200,000Ks	4	3.33
200,001 Ks - 400,000 Ks	27	22.5
400,001 Ks – 600,000 Ks	36	30.00
600,001 Ks & above	53	44.17
Inpatient	55	45.83
Outpatient	65	54.17

25.84%. The respondents of the government servants' ratio are 20.83%, the ratio of the respondents who are dependent is 17.5% and the other occupation percentage is 3.33%. According to this data the customers with their own business visits to the hospital more than others.

Concerning the income level, 53 respondents income per month is 600,001 Kyats and above and 36 respondents income per month is 400,001 to 600,000 Kyats. Between 200,001-

400,000 Kyats income per month respondents are 27 and there are only 4 respondents who monthly income is under 200,000 Kyats. For the division of inpatient and outpatient, there are total 54.17% of outpatient and 45.83% of inpatient of the Sakura Hospital.

CHAPTER (4)

ANALYSIS ON SERVICE QUALITY DIMENSIONS, CUSTOMER SATISFACTION AND CUSTOMER LOYALTY ON SAKURA HOSPITAL

This chapter discusses about the data analysis and finding from questionnaires completed by 120 inpatients and outpatients of Sakura Hospital and in this chapter, three main parts are included to study relationship between service quality dimensions, customer satisfaction and customer loyalty. Firstly, this study shows customer perception on service quality dimensions.

Secondly, it shows the analysis on influencing service quality dimensions on customer satisfaction and finally presents the analysis on effect of customer satisfaction on their loyalty. In this study, analysis is done using SPSS software and presented using linear regression results.

4.1 Customer Perception on Service Quality Dimensions

To explore the customer perception on service quality dimension of the Sakura Hospital which containing 27 questionnaires on a five point likert scale (5= strongly agree, 4 =agree, 3 =neutral, 2 = disagree, 1= strongly disagree) is used. The service quality dimensions explored by this questionnaire includes three main parts, interaction quality, physical environment quality and outcome quality.

4.1.1 Customer Perception on Interaction Quality

Interaction quality of service quality dimension for customer perception explored by the questionnaires includes staff conduct, staff's expertise and staff's problem solving. Each set of statements dedicates to customer perception on interaction quality and 3 statements in each set. The results are as shown in Table (4.1).

As shown in Table (4.1), the highest mean of customer perception on the service quality dimensions of interaction quality is staff's expertise, 3.99 and the second is staff's problem solving skills 3.97. Staff conduct is at the third position for the perception of the service quality of interaction. According to these data, most of the customers are expected to get the service of the skillful, professional staff. Being related with the health care problem most of the respondents have high perception to get the qualified health care services.

Table (4.1) Customer Perception on Interaction Quality

Sr. No.	Interaction Quality	Mean	Standard Deviation
	Staff Conduct		
1	Attitude of hospital staff	3.83	0.63
2	Behavior of hospital staff	3.87	0.60

3	Giving attention of hospital staff	4.13	0.51
Overall Mean		3.94	
	Staff's Expertise		
1	Knowledge of the hospital staff	3.95	0.55
2	Ability of answering question	3.95	0.55
3	Professionalism of the staff	4.07	0.61
Overall Mean		3.99	
	Staff's Problem Solving		
1	Availability of service round the clock	3.95	0.45
2	Capability of handling problems and complaints	4.03	0.69
3	Apology upon getting wrong	3.93	0.76
Overall Mean		3.97	

Source: Survey data, 2019

4.1.1 Customer Perception on Physical Environment Quality

Physical environment quality of service quality dimension for customer perception explored by the questionnaires includes cleanliness, availability of facilities, information and ambience and design. Each set of statements dedicates to customer perception on physical environment service quality of the hospital and 3 statements in each set. The results are as shown in Table (4.2).

Table (4.2) Customer Perception on Physical Environment Quality

Sr. No.	Physical Environment Quality	Mean	Standard Deviation
	Cleanliness		

1	Cleanliness of hospital environment	3.83	0.63
2	Neat and tidy of the rooms	4.10	0.71
3	Cleanliness and maintenance of rest-rooms	4.00	0.62
Overall Mean		3.97	
	Availability of facilities		
1	Providing most of medicine , blood test and imaging test	4.07	0.72
2	Food for patient and attendance	4.03	0.61
3	Convenience to buy the personal utensils	4.00	0.67
Overall Mean		4.03	
	Information		
1	Getting information via the web and Facebook	3.95	0.67
2	Getting information through phone line	3.98	0.61
3	Getting information through pamphlet	4.10	0.63
Overall Mean		4.01	
	Ambience and design		
1	Finding easily parking spaces	3.38	0.83
2	Adequate seating spaces and spacious of rooms	3.98	0.61
3	Enough lighting of the hospital	4.03	0.61
Overall Mean		3.79	

Source: Survey data, 2019

According to Table (4.2), the highest mean of customer perception on the service quality dimensions of physical environment quality is availability of facilities, 4.03 and the second is information 4.01. Cleanliness, ambience and design are at the third and fourth position for the

perception of the service quality of physical environment. According to these data, most of the customers are expected to get the facilities for the need of their health and personal use and easy to get the information is also the factor that the customer expect to get easily through various sources.

4.1.3 Customer Perception on Outcome Quality

Outcome quality of service quality dimension for customer perception explored by the questionnaires includes valance and waiting time. Each set of statements dedicates to customer perception on outcome quality and 3 statements in each set. The results are as shown in Table (4.3).

Table (4.3) Customer Perception on Outcome Quality

Sr. No.	Outcome Quality	Mean	Standard Deviation
	Valance		
1	Feeling of expectation have been met after discharging the hospital	3.95	0.74
2	Feeling of healthier after taking treatment form the hospital	4.22	0.61
3	Evaluating the outcome favorably	3.92	0.57
Overall Mean		4.03	
	Waiting Time		
1	Reasonable waiting time to see consultants or specialists	3.80	0.85
2	Prompt provision of medical and nonmedical services	3.93	0.57
3	Providing services at specified time	4.03	0.53
Overall Mean		3.92	

Source: Survey data, 2019

As displayed in Table (4.3), the highest mean of customer perception on the service quality dimensions of outcome quality is valance, 4.03 and the second is waiting time, 3.92. According to these data, most of the customers are expected to favorable outcome of service and feeling of

healthier and expectations to meet after visiting the hospital. Waiting time also should be taken into account as the mean score is nearly 4.

4.2 Analysis on Influencing Service Quality Dimensions on Customer Satisfaction

In this section, analyses the influencing service quality dimensions (Interaction Quality, Physical Environment Quality and Outcome Quality) on Customers satisfaction (Tangible, Reliability, Responsiveness, Assurance and Empathy) of Sakura Hospital.

4.2.1 Customer Satisfaction

To explore the customer satisfaction on service quality of the Sakura Hospital which containing 15 questionnaires on a five point likert scale (5= strongly agree, 4 =agree, 3 =neutral, 2 = disagree, 1= strongly disagree) is used. Customer satisfaction on service quality explored by the questionnaires includes Tangible, Reliability, Responsiveness, Assurance and Empathy. Each set of statements dedicates to customer satisfaction on service quality and 3 statements in each set. The results are as shown in Table (4.4).

As displayed in Table (4.4), the highest mean of customer satisfaction on the service quality is responsiveness, 4.08 and the second is Empathy, 4.04. Assurance, 3.99 and Reliability 3.97 are at the third and fourth position for customer satisfaction. Tangible, 3.88 comes to the fifth position of customer satisfaction on service quality. According to these data, most of the customers from Sakura Hospital are satisfied with the responsiveness, sympathy and reassurance of doctors, nurses and other staff.

Table (4.4) Customer Satisfaction on Service Quality

Sr. No.	Customer Satisfaction	Mean	Standard Deviation
	Tangible		
1	Satisfaction with waiting area	3.72	0.87
2	Satisfaction with patient's room facilities and other facilities	3.93	0.90

3	Satisfaction with neat and tidy of doctors, nurses and staff	4.00	0.55
Overall Mean		3.88	
Sr. No.	Customer Satisfaction	Mean	Standard Deviation
	Reliability		
1	Satisfaction with getting services at appointed time	3.92	0.61
2	Satisfaction with professionalism of doctors, nurses and staff of the hospital	3.97	0.57
3	Satisfaction with availability of specialists and consultants	4.03	0.57
Overall Mean		3.97	
	Responsiveness		
1	Satisfaction with responsiveness of doctors, nurses and staff	4.03	0.57
2	Satisfaction with sympathy and assurance of doctors, nurses and staff	4.05	0.59
3	Satisfaction with promptness in nurse call and phone call	4.15	0.62
Overall Mean		4.08	
	Assurance		
1	Satisfaction with accuracy of lab test and diagnosis of medical equipment	3.90	0.74
2	Satisfaction with availability of special services	3.95	0.39
3	Satisfaction with being treated with dignity and respect	4.12	0.40
Overall Mean		3.99	
	Empathy		

Source: Survey data, 2019

1	Satisfaction with getting services round the clock	3.97	0.57
2	Satisfaction with consultation of doctors and nurses	4.05	0.50
3	Satisfaction with resolving patient's difficulties	4.10	0.54
Overall Mean		4.04	

4.2.2 Influencing Service Quality Dimensions on Customer Satisfaction

In this study, Linear Regression Model is applied to analyze the effect of service quality dimensions on customer satisfaction of Sakura Hospital, Yangon. The outputs from generating linear regression model are shown in Table (4.5), Table (4.6) and Table (4.7). As shown in Table (4.5), the specified model can explain very well about the influence of interaction quality on customer satisfaction and the model is considered as fairly strong as the value of R Square is 50 percent and Adjusted R Square is about 49 percent. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson value is 1.617, which is between accepted values of 1.5 and 2.5. Thus there is no problem of auto-correlation in the sample. All VIF values are also less than 10 so there is no multicollinearity problem. It means that there is no auto-correlation among the independent variables.

Table (4.5) Influence of Interaction Quality on Customer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.695	.328		5.165	.000	
Staff Conduct	.327***	.076	.267	3.125	.002	1.226
Staff's Expertise	.090	.070	.116	1.291	.199	1.345
Staff's Problem Solving	.254***	.074	.317	3.417	.001	1.446
R Square	0.509					

Adjusted R Square	0.492
Durbin-Watson	1.617
F Value	17.323***

Source: Survey data, 2019

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

Staff conduct of the interaction quality has the positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in staff conduct leads to more improved customer satisfaction of the Sakura Hospital. The significant at 1% level and the increase in staff conduct factor by 1 unit at Sakura Hospital can increase the customer satisfaction by 32.7 percent. The staff conduct, attitude and behavior of the staff are essential factors for the first impression of the customer to meet the customer expectation in order to enhance customer satisfaction. Most of the customer of the hospital are patients and it is very important to have good attitude to deal with the customer who are expecting their health to get healthier.

Staff's problem solving of the interaction quality has the positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in staff's problem solving leads to more improved customer satisfaction of the Sakura Hospital. The significant at 1% level and the increase in staff's problem solving factor by 1 unit at Sakura Hospital can increase the customer satisfaction by 25.4 percent. As there may be emergency cases or some kinds of need for the patients in the hospital, the ability to handle the difficulties or solve the problem is important for all the employee who are working in the hospital. Decisions of the doctors are vial for an emergency patients.

This model can explain the effect of interaction service quality have impact on customer satisfaction. In summary, the results show that two factors, staff conduct and staff's problem solving, of the interaction quality have significant and positive effect on customer.

As presented in Table (4.6), the specified model can explain very well about the influence of physical environment quality on customer satisfaction and the model is considered as strong as the value of R Square is 64 percent and Adjusted R Square is about 63 percent. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model

can be said valid. The Durbin-Watson value is 2.109, which is between accepted values of 1.5 and 2.5. Thus there is no problem of auto-correlation in the sample. All VIF values are also less than 10 so there is no multicollinearity problem. It means that there is no auto-correlation among the independent variables.

Cleanliness of the physical environment quality has the positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in cleanliness leads to more improved customer satisfaction of the Sakura Hospital. The significant at 1% level and the increase in cleanliness factor by 1 unit at Sakura Hospital can also raise the customer satisfaction by 25.9 percent. Cleanliness is the main factor for every organization especially in the health care organization, so to attract the customer satisfaction, the hospital should always keep clean, neat and tidy of its rooms, rest rooms and compound. The sanitary workers of the Sakura Hospital clean the patients' rooms and the area that they are assigned three times a day and as required. The Sanitary Committee of the hospital always check and maintain the cleanliness and neat and tidy of the hospital compound.

Table (4.6) Influence of Physical Environment Quality on Customer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std.Error	Beta			
(Constant)	1.388	.211		6.56	.000	
Cleanliness	.259***	.054	.365	4.76	.000	1.897
Availability of Facility	.134**	.056	.178	2.40	.018	1.767
Information	.093**	.047	.128	1.97	.050	1.355
Ambience and design	.175***	.046	.309	3.82	.000	2.115
R Square	0.644					
Adjusted R Square	0.632					
Durbin-Watson	2.109					
F Value	52.107***					

Source: Survey data, 2019

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

Availability of facility in the physical environment quality has the positive sign and significant coefficient value at 5 percent level. The positive relationship indicates that the increase in availability of facility leads to more improved customer satisfaction of the Sakura Hospital. The significant at 5% level and the increase in availability of facility factor by 1 unit at Sakura Hospital can increase the customer satisfaction by 1.34 percent. Because getting the facilities easily that are needed such as laboratory, imaging, and medicine for a patient at an admitted or visited hospital can enhance the customer satisfaction. Board of Directors of the Sakura Hospital always take into account into this to supply what the customer are expecting to get the facilities they needed for the better health care.

Information the physical environment quality has the positive sign and significant coefficient value at 5 percent level. The positive relationship indicates that the increase in information leads to more improved customer satisfaction of the Sakura Hospital. The significant at 5% level and the increase in information factor by 1 unit at Sakura Hospital can also raise the customer satisfaction by 9.3 percent. As information goes very fast and customers are expecting to get the information they need through the easy way they can reach. Thus, the hospital is giving information in various way such as via phone, Facebook, website and pamphlet up to date and always renew them.

Ambience and design of the physical environment quality has the positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in ambience and design leads to more improved customer satisfaction of the Sakura Hospital. The significant at 1% level and the increase in ambience and design factor by 1 unit at Sakura Hospital can increase the customer satisfaction by 17.5percent. Car-parking spaces, seating arrangement and adequate lighting are essential for a hospital as parking spaces are one of the factor to take into account whether to go a place or not in Yangon. To become better for the ambience and design the Sakura Hospital is constructing a new building next to the current building to get more space for the car-parking and rooms.

This model can explain the effect of physical environment quality have impact on customer satisfaction. In summary, the results show that all the physical environment quality, cleanliness, availability of facility, information, ambience and design have significant and positive effect on customer satisfaction of the Sakura Hospital.

As displayed in Table (4.7), the specified model can explain very well about the influence of outcome quality on customer satisfaction and the model is considered as strong as the value of R Square is 54 percent and Adjusted R Square is about 53 percent. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson value is 1.866, which is between accepted values of 1.5 and 2.5. Thus there is no problem of auto-correlation in the sample. All VIF values are also less than 10 so there is no multicollinearity problem. It means that there is no auto-correlation among the independent variables.

Valance of the outcome quality has the positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in valance leads to more improved customer satisfaction of the Sakura Hospital. The significant at 1% level and the increase in valance factor by 1 unit at Sakura Hospital can increase the customer satisfaction by 38.5 percent. Because the main reason for a patient to visit to a hospital is to cure or relief of the suffering illness so the valance, the feeling of healthier and expectation to meet, is necessary for a hospital. It is also important for an organization that the good word of mouth of customers to others is the best way of advertising, the feeling of the service favorably can enhance that kind of communication.

Table (4.7) Influence of Outcome Quality on Customer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.920	.184		10.411	.000	
Valance	.385***	.046	.608	8.328	.000	1.356
Waiting Time	.133***	.047	.206	2.822	.006	1.356
R Square	.540					
Adjusted R Square	.532					
Durbin-Watson	1.866					

F Value	68.754***
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Source: Survey data, 2019

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

Waiting time of the outcome quality has the positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in waiting time leads to more improved customer satisfaction of the Sakura Hospital. The significant at 1% level and the increase in waiting time factor by 1 unit at Sakura Hospital can increase the customer satisfaction by 13.3 percent. Nowadays, the ratio of specialists or consultants and patients ratio is high in Myanmar. Thus, even though management teams of the hospital are uncontrollable the number of patients for a specialist but the hospital can arrange the waiting time to short for seeing the specialist by calling phone to the near appointment or by adjusting the timing for the patients.

This model can explain the effect of outcome quality have impact on customer satisfaction. In summary, the results show that all the outcome quality, valance and waiting time have significant and positive effect on customer satisfaction of the Sakura Hospital.

4.3 Analysis on Effect of Customer Satisfaction on their loyalty

In this study, Linear Regression Model is applied to analyze the effect of customer satisfaction on customer loyalty of Sakura Hospital, Yangon. The outputs from generating linear regression model are shown in Table (4.8).

As presented in Table (4.8), the specified model can explain very well about the influence of customer satisfaction on their loyalty and the model is considered as fairly strong as the value of R Square is 44 percent and Adjusted R Square is about 41 percent. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson value is 2.088, which is between accepted values of 1.5 and 2.5. Thus there is no problem of auto-correlation in the sample. All VIF values are also less than 10 so there is no multicollinearity problem. It means that there is no auto-correlation among the independent variables.

Reliability of the customer satisfaction has the positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in

reliability of customer satisfaction leads to more improved customer loyalty of the Sakura Hospital. An increase in reliability of customer satisfaction factor by 1 unit will also raise can increase the customer loyalty by 38.2 percent. Because the customer satisfaction on the reliability of getting the services at appointed time, the professionalism and competent of specialists, consultants, doctors, nurses are vital point for patients who want to visit or see the doctors again that can lead to customer loyalty of the hospital. The Sakura Hospital always give attention to the time for the appointment between the consultants or specialist and the customers of the hospital by arranging both of their time via phone call. To become more professionalism and skillful in their assigned work, with the arrangement of the Human Recourses team, the Sakura Hospital is holding monthly continue medical education, continue nursing education and other educations programs as required.

Responsiveness of the customer satisfaction has the positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in responsiveness of customer satisfaction leads to more improved customer loyalty of the Sakura Hospital. An increase in responsiveness of customer satisfaction by 1 unit will also raise the customer loyalty by 28.7 percent at Sakura Hospital. As the responsiveness, sympathy, assurance and promptness of doctors, nurses and staff of the hospital are the core factors for a patient to get better or improve healthcare problem which is the tip for the customer loyalty. To get more faster in responsiveness, the Sakura Hospital have nurse call system in every patient's room and there are pagers in the hands of nurses and doctors that can get alarm with the room number when the patient is calling through the nurse call. The doctors and nurses of the assigned ward will get the patients within minutes to assess the conditions of the patients.

Table (4.8) Influence of Customer Satisfaction on Customer Loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.688	.502		1.370	.173	
Tangible	-.095	.096	-.016	-.989	.325	2.005

Reliability	.382***	.104	.387	3.676	.000	1.929
Responsiveness	.287***	.091	.295	3.160	.002	1.172
Assurance	.011	.121	.009	.088	.930	1.660
Empathy	.246**	.109	.208	2.252	.026	1.487
R Square	.445					
Adjusted R Square	.417					
Durbin-Watson	2.088					
F Value	12.033***					

Source: Survey data, 2019

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

Empathy of the customer satisfaction has the positive sign and highly significant coefficient value at 5 percent level. The positive relationship indicates that the increase in empathy of customer satisfaction leads to more improved customer loyalty of the Sakura Hospital. An increase in empathy of customer satisfaction by 1 unit will also increase the customer loyalty by 24.6 percent. Because the customer satisfaction of getting the services around the clock, getting care with empathy and resolving of patients' difficulties can get loyalty on the hospital. Most of the all departments of the Sakura Hospital are running 24/7 and always ready to help the customers of the hospital. All of the staff of the hospital are trained to treat or deal the customers with the dignity, attention, kindness and respect to all kinds of human beings.

This model can explain the effect of customer satisfaction have impact on customer loyalty of the Hospital. In summary, the results show that three components of customer satisfaction, reliability, responsiveness and empathy have significant and positive effect on customer satisfaction of the Sakura Hospital.

CHAPTER (5)

CONCLUSION

This chapter is organized with findings and discussions, suggestions and recommendations from the study of the paper. This chapter also includes the suggestions for the further study needs for Sakura Hospital, Yangon.

5.1 Findings and Discussions

This study aimed to explore influencing quality dimensions on customer satisfaction on Sakura Hospital and then to find out the effect of customer satisfaction on their loyalty on Sakura Hospital in Yangon using analytical research method. To measure the service quality dimensions, customer satisfaction and their loyalty, the structured questionnaires consisting of four sections including patient's demographic information, patient's perception on the service quality of the Sakura Hospital, Patient's satisfaction on the service quality of Sakura Hospital and patient's loyalty towards Sakura Hospital. Likert-type scale was used which composed of five value levels with the semantic limits of complete disagreement and complete agreement. A sample of 120 respondents is chosen every 5 inpatients and outpatients at Saturdays and Sundays from first September to thirty September 2019 using systematic sampling method. The obtained data are analyzed by the Statistical Package for Social Science (SPSS) software.

The findings indicate that most of the respondents of the Sakura Hospital are female and mainly aged between 52 years and above, most of whom are married. Regarding to the level of occupation, the majority of the respondents are running their own business and most of them are bachelor degree holder. Concerning income level, it was shown that the majority of the respondents have 600,001 Kyats and above and most of the respondents are outpatients of the Sakura Hospital.

Based on the research of customer perception on the service quality dimensions, the study indicates that the respondents have fairly high perception in each of the interaction quality, physical environment quality and outcome quality. Among these three categories of service quality dimensions, customer have the highest perception in outcome quality. The respondents moderately

perceive in interaction quality. Physical environment quality is fairly perceived by customer of the Sakura Hospital. To be more precise, the respondents, patients of the Sakura Hospital, have high perception on the outcome quality such as their expectations to meet and feeling healthier after discharging of the hospital. Respondents also believe that to have moderate perception on the interaction quality of staff's professionalism and knowledge to answer their questions thoroughly. Concerning with the physical environment quality, the customer have high perception on the availability of facility concerning with the health care such as most of the machines for blood test and imaging test such as X-ray, Ultrasound and CT , food and personal utensils.

According to the survey results on customer satisfaction of the Sakura Hospital, it is find out that the respondents have fairly high perception on the customer satisfaction categories of Tangible, Reliability, Responsiveness, Assurance and Empathy. Among these five types of measures, it is found out that customer satisfaction on the responsiveness is the strongest component. The respondents of the hospital are highly satisfied with the responsiveness, sympathy, assurance and promptness of doctors, nurses and staff of the hospital. Respondents have moderately satisfied with empathy and assurance of the hospital. They are satisfied with getting the service round the clock and accuracy of lab test and diagnosis of medical equipment. The components of customer satisfaction with reliability and tangible are the least among the five of categories of customer satisfaction. Respondents are fairly satisfied with waiting area and availability of patient's room facilities and other facilities such as car-parking spaces, mini-mart and restaurant.

The result point out that customer perception on the interaction quality of staff conduct and staffs' problem solving have positive strong effect on the customer satisfaction of the Sakura Hospital. It can be summarized that staff conduct and staff's problem solving with the attitude, behavior, politeness, capability of handling problems and complaint of the staff of the Sakura Hospital have a positive sign and highly significant on the customer satisfaction of the Sakura Hospital.

The customer perception on the physical environment quality of cleanliness, ambience and design have positive strong effect on customer satisfaction of the Sakura Hospital. Availability of facility and information have fairly positive strong effect on customer satisfaction of the Sakura Hospital. It can be summarized that the cleanliness of the hospital environment, outpatient and

inpatient's rooms and rest room and parking spaces and lighting of the hospital have a positive sign and highly significant on the customer satisfaction of the Sakura Hospital. The availability of facility concerning with the health care such as most of the medicine needed, blood test and imaging test such as X-ray, Ultrasound and CT , food and personal utensils and the information that can get via web, Facebook, phone and pamphlet have a positive sign and significant on the customer satisfaction of the Sakura Hospital.

The customer perception on the outcome quality of valance and waiting time have positive strong effect on customer satisfaction of the Sakura Hospital. It can be summarized that customer's expectation to meet, feeling healthier after discharging of the hospital, promptness and specified time of provision in medical and nonmedical services and reasonable waiting time to see the consultants and specialists of the hospital have a positive sign and highly significant on the customer satisfaction of the Sakura Hospital.

The customer satisfaction of reliability and responsiveness have positive strong effect on customer loyalty of the Sakura Hospital. Empathy of the customer satisfaction have fairly positive strong effect on the customer loyalty of the Sakura Hospital. It can be summarized that customer satisfaction of getting the services at appointed time, the professionalism and competent of specialists, consultants, doctors, nurses and staff of the hospital and the responsiveness, sympathy, assurance and promptness of doctors, nurses and staff of the hospital have positive signs and highly significant on the customer loyalty of the Sakura Hospital. The customer satisfaction of getting the services around the clock, getting care and resolving of patients' difficulties have a positive sign and significant on the customer loyalty of the Sakura Hospital.

5.2 Suggestions and Recommendations

According to the study, the organization gets many benefits to understand the customer perceptions of service quality to get more customer satisfaction which can improve their loyalty to the Hospital. Most of the respondents of the hospital have a great perception on the staffs' expertise, to get the service of the skillful, professional staff. To become more skillful and smatter in the professional of each staff, continuous medical education, continuous nursing education, employee engagement programs should held monthly or as required. Staffs' problem solving skills

is also a perception that the customer of the Sakura Hospital expect to meet. So the hospital should train their staff how to deal with difficulties and reporting system to each level.

Customers of Sakura Hospital also have a high perception on availability of facilities and information such as most of the medicine needed, blood test and imaging test such as X-ray, Ultrasound and CT, food and personal utensils. So board of directors and management team of the Sakura Hospital should emphasize upon the facilities that are available in the hospital to maintain and upgrade them. And should invest more in the facilities that are not available in the hospital such as MRI (Magnetic resonance imaging). Information that can get via web, Facebook, phone and pamphlet is also a factor to take into account for the customer perception to the hospital to get easily and smoothly way. Thus, Sakura Hospital should more emphasize on these mentioned facts.

Most of the respondents of the Sakura Hospital wants to get favorable services, feeling healthier or improvement of their diseases from the hospital. So the management team of the hospital should high light the outcome or feedback of the customer via feedback form or messenger of the Facebook page.

In relation to survey result of the effect of customer satisfaction on their royalty, Customers of Sakura Hospital get satisfaction from the responsiveness, sympathy, assurance and promptness of doctors, nurses and staff of the hospital. The top management team of the hospital should maintain and control their staff to get more satisfaction of their customers. As there is low customer satisfaction on tangible of the Hospital, the management team should give more attention on the car parking spaces and other waiting area and patient's room facilities.

In conclusion, the study highlights that the customer satisfaction of reliability and responsiveness have positive strong effect on customer loyalty of the Sakura Hospital. Therefore, giving the services at appointed time and holding monthly Continue Medical Education and discussion on the findings to improve the professionalism and competent of doctors, nurses and staff of the hospital should be done continuously. The Sakura Hospital should maintain the responsiveness, sympathy, assurance and promptness of doctors, nurses and staff of the hospital and should try to improve these factors day by day to get more loyalty of its customers.

5.3 Needs for Further Research

This study focuses only on the customer perception of the service quality dimensions on customer satisfaction and their loyalty of the Sakura Hospital, Yangon. It is recommended further researchers to conduct the study on the effect that can get customer loyalty such as trust, commitment and corporate image, it will also make beneficial for

Sakura Hospital. This study does not cover the whole healthcare industry or other related industries. Thus, it is suggested that the future study can be worthwhile to focus on a specific type of private or general Hospitals. For the comprehensiveness, the larger sample size requires across the different hospitals and regions. In the future, if time, effort and data available are not limited, the larger research should be conducted.

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APPENDICES

APPENDIX I: Survey Questionnaire

Questionnaires for Service Quality of Sakura Hospital, Yangon

Dear Participant,

This survey questionnaire is to use for the research paper “Service Quality of Sakura Hospital in Yangon” to submit as a partial fulfillment of Master of Business Administration (MBA) Degree in the Department of Management Studies, Yangon University of Economics. All of the data will be strongly kept confidential. I am grateful upon your participation.

Sincerely,

Phyo Thuzar Myint

Roll No.36

EMBA 16th Batch

Please mark (✓) the one that matches to your situation.

(A) Patient’s Demographic Information

- | | | |
|-------------------|--------------------|----------------------|
| 1. Gender | (a) Male | (b) Female |
| 2. Age | (a) Under 20yrs | (b) 21yrs-30yrs |
| | (c) 31yrs- 40yrs | (d) 41yrs-50yrs |
| | (e) 51yrs & above | |
| 3. Marital Status | (a) Single | (b) Married |
| 4. Occupation | (a) Dependent | (b) Own Business |
| | (c) Government | (d) Company employed |
| | (e) Other ----- | |
| 5. Qualification | (a) Under Graduate | (b) Graduate |
| | (c) Master & above | |

7. In-patient () Out-patient ()

Base on your perception of the service quality towards Sakura Hospital, please put a tick to appropriate rating scale for all questions in the section. Use the following scale to select the number.

5 = Strongly Agree

No.	I. Interaction Quality	Scale				
		1	2	3	4	5
Staff conduct						
1	The attitude of this hospital's staff demonstrates their willingness to help me.					
2	The behavior of this hospital's staff are polite with me.					
3	The staff of this hospital give attention to their patient.					
Staff's Expertise						
4	The staff of the hospital are knowledgeable to answer patient's questions.					
5	The staff are able to answer my questions thoroughly.					
6	The medical staff such as doctors, nurses, technicians are smart at their profession.					

Staff's problem solving					
7	Staff are available of round-the-clock service.				
8	Staff are capable of handling problems and complaints.				
9	Staff are able to apologize customers if something wrong.				
II. Physical Environment Quality					
Cleanliness					
10	The hospital environment is clean and comfortable.				
11	The OPD' (outpatient department) rooms and patient's rooms are clean, neat and tidy.				
12	The rest rooms are clean and well maintained.				
Availability of facility					
13	The hospital can provide most of the medicine, blood test and imaging test such as X-ray, Ultrasound and CT needed.				
14	It is easy to order the food for patients and attendants.				
15	It is convenience to buy the personal utensils.				
Information					
16	I can get the information of the hospital via web and Facebook.				
17	I can inquire the information I need through phone line.				
18	It is easy to know about the lists of consultant and specialist of the hospital through pamphlet.				
Ambience and design					
19	Parking spaces are easy to find.				
20	Seating arrangement provided with adequate spaces for OPD patients and spacious of the in-patient room				
21	Enough lighting of the hospital				

III. Outcome Quality						
Valance						
22	When I leave this hospital or discharge, I feel my expectations have been met.					
23	I feel healthier after taking consultation or treatment from this hospital					
24	I would evaluate the outcome of this hospital's service favorably.					
Waiting Time						
25	Reasonable waiting time to see the consultant and specialist of the hospital.					
26	Prompt provision of medical and non-medical services.					
27	Providing service at specified time.					

(C) Patient Satisfaction on the service quality of Sakura Hospital

Please judge how far you agree with following statements which are regarding with your opinion to and tick to appropriate rating scale for all questions in the section. Use the following scale to select the number.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

No.	I. Tangible	Scale				
		1	2	3	4	5
1	I am satisfied with the waiting area that is comfortable and wide.					
2	I am satisfied with the availability of patient's room facility and other facilities such as car parking, mini-mart, and restaurant					
3	I am satisfied with the neat and tidy of doctors, nurses and other staff					

II. Reliability						
4	I am satisfied with the service are provided at appointed time.					
5	I am satisfied with the doctors, nurses and staff who are professional and competent.					
6	I am satisfied with the availability of specialists and consultants.					
III. Responsiveness						
7	I am satisfied with the responsiveness of doctors, nurses and staff.					
8	I am satisfied with the sympathy and reassurance of doctors, nurses and staff.					
9	I am satisfied with the promptness in nurse call and phone call.					
IV. Assurance						
10	I am satisfied with the accuracy of the Lab test and diagnosis of medical equipment.					
11	I am satisfied with the availability of special services such as medical checkup package, cardiac checkup package					
12	I am satisfied with the patients are treated with dignity and respect.					
V. Empathy						
13	I am satisfied with the services are round the clock					
14	I am satisfied with the consultation of doctors and nurses.					
15	I am satisfied with the care and patient in resolving patient's difficulties.					

(D) Patient loyalty towards Sakura Hospital

Please tick to appropriate rating scale that comes the closet to reflecting your opinions.
Please respond to all questions in the section and use the following scale to select the number.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

No.	<i>Loyalty</i>	Scale				
		1	2	3	4	5
1	I would always visit the hospital for medication and treatment					
2	I would recommend this hospital for my friends and relatives.					
3	I will tell the good word of mouth about the hospital.					
4	I would come and buy medicine in this hospital					
5	I have the trust about the hospital					

End of Questionnaires

“I do appreciate for your kind support and times!”

APPENDIX II

SPSS DATA OUTPUT

SPSS Data Output for Interaction Quality on Customer Satisfaction

Descriptive Statistics

	Mean	Std. Deviation	N
Stotal	3.99	.338	120
SCtotal	3.94	.381	120
SEtotal	3.99	.433	120
SPStotal	3.97	.422	120

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	.556 ^a	.509	.492	.284	.309	17.323	3	116	.000	1.617

a. Predictors: (Constant), SPStotal, SCtotal, SEtotal

b. Dependent Variable: Stotal

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.198	3	1.399	17.323	.000 ^b
	Residual	9.370	116	.081		
	Total	13.568	119			

a. Dependent Variable: Stotal

b. Predictors: (Constant), SPStotal, SCtotal, SEtotal

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)	1.695	.328		5.165	.000	1.045	2.345					
SCtotal	.237	.076	.267	3.125	.002	.087	.387	.433	.279	.241	.816	1.226
SEtotal	.090	.070	.116	1.291	.199	-.048	.228	.356	.119	.100	.744	1.345
SPStotal	.254	.074	.317	3.417	.001	.107	.401	.482	.302	.264	.692	1.446

a. Dependent Variable: Stotal

SPSS Data Output for Physical Environment Quality on Customer Satisfaction

Descriptive Statistics

	Mean	Std. Deviation	N
Stotal	3.99	.338	120
Ctotal	3.97	.476	120
AFtotal	4.03	.448	120
Itotal	4.01	.464	120
ADtotal	3.79	.597	120

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	.803 ^a	.644	.632	.205	.644	52.107	4	115	.000	2.109

a. Predictors: (Constant), ADtotal, Itotal, AFtotal, Ctotal

b. Dependent Variable: Stotal

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.744	4	2.186	52.107	.000 ^b
	Residual	4.824	115	.042		
	Total	13.568	119			

a. Dependent Variable: Stotal

b. Predictors: (Constant), ADtotal, Itotal, AFtotal, Ctotal

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 e	Toleranc	VIF
1 (Constant)	1.388	.211		6.569	.000	.969	1.806					
Ctotal	.259	.054	.365	4.762	.000	.151	.367	.704	.406	.265	.527	1.897
AFtotal	.134	.056	.178	2.407	.018	.024	.245	.620	.219	.134	.566	1.767
Itotal	.093	.047	.128	1.976	.050	.000	.186	.461	.181	.110	.738	1.355
ADtotal	.175	.046	.309	3.823	.000	.084	.265	.707	.336	.213	.473	2.115

a. Dependent Variable: Stotal

SPSS Data Output for Outcome Quality on Customer Satisfaction

Descriptive Statistics

	Mean	Std. Deviation	N
Stotal	3.99	.338	120
Vtotal	4.03	.533	120
WTtotal	3.92	.523	120

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	.735 ^a	.540	.532	.231	.540	68.754	2	117	.000	1.866

a. Predictors: (Constant), WTtotal, Vtotal

b. Dependent Variable: Stotal

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.331	2	3.665	68.754	.000 ^b
	Residual	6.237	117	.053		
	Total	13.568	119			

a. Dependent Variable: Stotal

b. Predictors: (Constant), WTtotal, Vtotal

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)	1.920	.184		10.411	.000	1.555	2.285					
Vtotal	.385	.046	.608	8.328	.000	.293	.476	.713	.610	.522	.737	1.356
WTtotal	.133	.047	.206	2.822	.006	.040	.227	.517	.252	.177	.737	1.356

a. Dependent Variable: Stotal

SPSS Data Output for Customer Satisfaction on Customer Loyalty

Descriptive Statistics

	Mean	Std. Deviation	N
Ltotal	4.04	.487	120
Ttotal	3.88	.543	120
Rtotal	3.97	.493	120
REtotal	4.08	.440	120
Atotal	3.99	.392	120
Ettotal	4.04	.411	120

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	.588 ^a	.445	.417	.402	.345	12.033	5	114	.000	2.088

a. Predictors: (Constant), Ettotal, REtotal, Atotal, Rtotal, Ttotal

b. Dependent Variable: Ltotal

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.740	5	1.948	12.033	.000 ^b
	Residual	18.457	114	.162		
	Total	28.197	119			

a. Dependent Variable: Ltotal

b. Predictors: (Constant), Ettotal, REtotal, Atotal, Rtotal, Ttotal

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)	.688	.502		1.370	.173	-.307	1.682					
Ttotal	-.095	.096	-.106	-.989	.325	-.286	.096	.338	-.092	-.075	.499	2.005
Rtotal	.382	.104	.387	3.676	.000	.176	.588	.495	.326	.279	.518	1.929
REtotal	.287	.091	.259	3.160	.002	.107	.467	.393	.284	.239	.853	1.172
Atotal	.011	.121	.009	.088	.930	-.229	.251	.310	.008	.007	.603	1.660
Ettotal	.246	.109	.208	2.252	.026	.030	.463	.410	.206	.171	.672	1.487

a. Dependent Variable: Lttotal