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The Mediating Effect of Patient Satisfaction in the Influence of Service Quality on Patient Loyalty at the Dr. Soekardjo Tasikmalaya Regional General Hospital

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Abstract: Introduction: Competition in the healthcare industry requires hospitals to not only provide quality medical services but also build patient loyalty as the key to long-term sustainability. This study aims to analyze the influence of service quality on patient loyalty with patient satisfaction as a mediating variable at Dr. Soekardjo General Hospital in Tasikmalaya.

Methods: The research method used a quantitative approach with a survey of 100 patient respondents. Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS).

Results: The results indicate that service quality has a positive and significant effect on patient satisfaction (path coefficient = 0.579; $p < 0.05$) and patient loyalty (path coefficient = 0.317; $p < 0.05$). Additionally, patient satisfaction also positively influences patient loyalty (path coefficient = 0.386; $p < 0.05$). Another important finding is that patient satisfaction significantly mediates the relationship between service quality and patient loyalty. Thus, improving service quality enhances satisfaction, which ultimately strengthens patient loyalty.

Conclusion: The implications of this study emphasize the importance of hospital strategies in providing services that are not only efficient but also create emotionally satisfying experiences to build long-term loyalty.

Keywords: service quality, patient satisfaction, patient loyalty, mediation, SEM-PLS

INTRODUCTION

Amidst increasingly fierce competition in the healthcare industry, hospitals are required to not only provide quality medical services, but also build long-term relationships with patients. Patient loyalty is one of the key indicators of a hospital's success in maintaining its operational sustainability (Sari dkk., 2020). Patient loyalty is crucial as it directly contributes to maintaining financial stability and long-term growth through patient retention. This

phenomenon has drawn significant attention, including from Dr. Soekardjo Regional Hospital in Tasikmalaya, which is striving to understand the key factors influencing patient loyalty.

The increased focus on preventive and promotive healthcare services marks a significant paradigm shift in the hospital industry. Hospitals need to undergo transformation—including care integration, patient outcomes focus, and patient participation—to support a service model emphasizing health value rather than service volume (De Mattia dkk., 2024). Today, hospitals are no longer solely focused on treating sick individuals. Instead, they actively reach out to health-conscious communities by offering a variety of preventive and quality-of-life-enhancing services, such as routine health check-ups, disease screening (e.g., pap smears), and fitness facilities. This shift reflects the awareness that the future of healthcare lies in proactive, rather than merely reactive, measures to maintain the health of the population. This shift reflects the awareness that the future of healthcare lies in proactive, rather than merely reactive, measures to maintain the health of the population (Bentum-Micah dkk., 2020).

This philosophy aligns with Trisnantoro's (2016:346) view that ideally, a hospital should not expect the arrival of sick people but rather strive to empower communities to be better prepared to face health risks and collectively improve health standards. Various hospital and healthcare system initiatives aim to address the social determinants of health (SDOH)—addressing upstream social factors to promote health, not just treating disease (Rangachari dkk., 2025). As a result, the target market for hospitals today has expanded beyond patients to include healthy individuals who are conscious of prevention. This transformation changes the role of hospitals from mere places of care to strategic partners for the community in achieving optimal and sustainable health.

In the healthcare landscape in Indonesia, the quality of hospital services still faces serious challenges. Service quality is a measure of how well the level of service offered by a company or service provider meets the service standards expected by customers (Asri Rossnita Dewi dkk., 2023). Various findings indicate that many hospitals have not fully met the quality standards expected by patients. Common issues include doctor delays, uncomfortable waiting areas, unclear medication pickup times, and a lack of focus on consumer needs. Physical conditions such as poorly maintained corridors and waiting areas, as well as disorganized queuing systems, also contribute to this issue. This situation, documented in the Health Development Research Center's 2019 study, has left Indonesian hospitals lagging behind those in other countries. This is also supported by research findings (Rahayu dkk., 2019) indicating that public hospitals in Indonesia lag behind those in neighboring countries, necessitating improvements and reforms through a transformation into a learning organization.

Hospitals must always be able to adapt to rapid changes so that they can immediately anticipate them in accordance with the wishes and desires of the community (Ambari dkk., 2023). This condition requires hospitals to adapt to intense competition. In big cities such as Tasikmalaya, hospitals are required to provide superior services to satisfy patients. Improvements in service quality, including personal interactions with medical and support staff, are crucial in determining patient satisfaction levels. This concept aligns with Kotler and Keller's (2016) theory, which states that satisfaction is the result of comparing perceived performance with expectations. Thus, good service will create satisfaction, and that satisfaction becomes a key factor in driving patient loyalty and their interest in returning to use the same services, including quality pharmaceutical services, which are expected to improve patients' quality of life.

One of the main factors believed to shape loyalty is service quality (Bentum-Micah dkk., 2020). This quality encompasses various aspects, ranging from reliability, responsiveness, assurance, empathy, to tangibles. This study proposes that patient satisfaction

can act as a mediating variable (Maharani dkk., 2023). Patient satisfaction functions as a mediating variable because an increase in service quality will first increase patient satisfaction, and it is this satisfaction that then effectively drives patient loyalty. When patients are satisfied with the services they receive—both medical and non-medical—they tend to be more loyal to the hospital. Thus, patient satisfaction serves as a bridge connecting service quality with loyalty (Andromeda & Antonio, 2022).

This article aims to analyze and empirically prove the mediating effect of patient satisfaction in the influence of service quality on patient loyalty at Dr. Soekardjo Regional Hospital in Tasikmalaya. By understanding the dynamics of the relationship between these variables, it is hoped that hospitals can design more effective strategies to increase satisfaction and, ultimately, build a loyal and sustainable patient base (Fajriani dkk., 2023). By understanding the relationship between service quality and patient satisfaction, hospitals can design effective strategies to improve service quality, which will ultimately build a loyal and sustainable patient base.

METHOD

This study uses a quantitative approach with a survey method. Primary data collection was conducted by distributing questionnaires to respondents, namely patients at Dr. Soekardjo Regional Hospital in Tasikmalaya. The population in this study was all hospital patients, with a sample size of 100 people. The variables analyzed include service quality (as the independent variable), patient loyalty (as the dependent variable), and patient satisfaction (as the mediating variable). To analyze the relationships between variables, this study employs Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The validity and reliability of the instruments were tested to ensure that the data used were accurate and consistent.

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS). This method was chosen to test the hypothesized causal relationships between variables. In summary, the data analysis was conducted in several stages:

1. Measurement Model Analysis (Outer Model)

At this stage, the relationships between latent variables (concepts, such as service quality and patient satisfaction) and their indicators are tested. The aim is to ensure that the indicators used truly represent the latent variables being measured.

2. Structural Model Analysis (Inner Model)

After the measurement model is validated, the relationships between latent variables (service quality, patient satisfaction, and patient loyalty) are tested. This stage will prove the hypotheses proposed, including the role of patient satisfaction as a mediating variable, which will show whether service quality affects patient loyalty directly or through patient satisfaction.

RESULT AND DISCUSSION

This study specifically focuses on the dynamics of the relationship between service quality, patient satisfaction, and patient loyalty. Using Dr. Soekardjo Regional Hospital in Tasikmalaya as a case study, this research aims to empirically prove that service quality not only directly affects loyalty but also indirectly through patient satisfaction. Service quality not only influences satisfaction but also builds trust, which forms the foundation of loyalty, particularly in the medical tourism sector (Aljumah dkk., 2020). This analysis is highly relevant for providing deep insights into how every patient interaction with the hospital, from the first encounter to the post-care experience, contributes to the formation of loyalty. Customer relationship management (as part of service quality) directly and indirectly influences patient satisfaction and loyalty (Abekah-Nkrumah dkk., 2020). The results of this

analysis are expected to serve as practical guidelines for hospitals in prioritizing areas for service improvement to achieve their strategic goals.

To analyze the collected data and test the hypotheses, this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS). This method was chosen for its ability to test complex causal relationships between latent variables. The analysis process is structured into three main stages, ensuring that the validity, reliability, and significance of the relationships between variables can be statistically proven. The following are the results of the statistical analysis:

Measurement Model Analysis (Outer Model)

Validity

Instrument validity was measured using Outer Loading to examine the relationship between indicators and their latent variables.

Table 1. Validity Test Results

Variable	Value Range Outer Loading	Description
Service Quality (X)	0,762 – 0,865	Valid
Patient Satisfaction (M)	0,841 – 0,910	Valid
Patient Loyalty (Y)	0,869 – 0,900	Valid

Based on the validity test results, all indicators used in this study were proven to be valid. This criterion was met because the Outer Loading values for each indicator in all variables, namely Service Quality, Patient Satisfaction, and Patient Loyalty, were above the threshold of 0.7. Specifically, the Outer Loading values for the Service Quality variable ranged from 0.762 to 0.865; for Patient Satisfaction, they ranged from 0.841 to 0.910; and for Patient Loyalty, they ranged from 0.869 to 0.900. These values consistently indicate that each question in the questionnaire accurately and precisely measures the concept or variable it is intended to measure, ensuring that the data used in this study meets the required validity standards.

Reliability

The reliability of the instrument was tested to ensure consistency and stability of measurement. Two main metrics were used: Composite Reliability (CR) and Cronbach's Alpha.

- 1) Composite Reliability (CR): The reliability criterion is met if the CR value is greater than 0.7.
- 2) Cronbach's Alpha: The reliability criterion is met if the Cronbach's Alpha value is greater than 0.6.

The reliability test results for each variable are as follows

Table 2. Reliability Test Results

Variable	Composite Reliability (CR)	Cronbach's Alpha	Description
Service Quality (X)	0,937	0,924	Reliabel
Patient Satisfaction (M)	0,932	0,907	Reliabel
Patient Loyalty (Y)	0,933	0,912	Reliabel

Based on the reliability testing conducted, this research instrument has been proven to have excellent internal consistency. This is supported by the Composite Reliability (CR) and Cronbach's Alpha values for the three variables, which exceed the minimum criteria set. Specifically, the Service Quality (X) variable has a CR value of 0.937 and a Cronbach's Alpha of 0.924; the Patient Satisfaction (M) variable has a CR value of 0.932 and a

Cronbach's Alpha of 0.907; and the Patient Loyalty (Y) variable has a CR value of 0.933 and a Cronbach's Alpha of 0.912. These figures indicate that the questionnaire used is stable and reliable, so the data collected can be trusted for further analysis.

Structural Model Analysis (Inner Model)

This test was conducted using path analysis with path coefficient values, t-statistic values, and p-value values to examine the influence between variables.

Table 3. Path Analysis Test Results

Inter-Variable Influence	Koefisien Jalur (Original sample)	T-Statistik	P-value	Description
Quality of Service → Patient Satisfaction	0,579	8,148	0,000	Signifikan
Quality of Service → Patient Loyalty	0,317	2,823	0,005	Signifikan
Patient Satisfaction → Patient Loyalty	0,386	4,233	0,000	Signifikan

Results

1) The Effect of Service Quality on Patient Satisfaction

Statistical testing shows a strong and positive relationship between service quality and patient satisfaction. A path coefficient value of 0.579 indicates that every improvement in service quality will significantly increase patient satisfaction levels. Furthermore, this finding is supported by the t-statistic value (8.148) and p-value (0.000). Since the p-value is far below the significance threshold of 0.05, it can be concluded that the relationship found is statistically significant and not due to chance. This proves that at Dr. Soekardjo Regional Hospital in Tasikmalaya, service quality is the main determining factor that influences patient satisfaction levels.

2) The Influence of Service Quality on Patient Loyalty

This study shows that service quality has a direct and positive influence on patient loyalty. This finding is supported by a positive path coefficient value of 0.317, indicating that the better the quality of service provided, the greater the likelihood that patients will become loyal. Furthermore, the significance of this influence is confirmed by the t-statistic value (2.823) and p-value (0.005), which are below the 0.05 threshold. This proves that the direct relationship between service quality and patient loyalty is not coincidental, but rather a statistically significant relationship.

3) The Influence of Patient Satisfaction on Patient Loyalty

Statistical analysis proves that patient satisfaction has a significant positive influence on patient loyalty. The positive path coefficient of 0.386 indicates that the higher the level of satisfaction felt by patients, the greater their tendency to be loyal. This finding is supported by the t-statistic value (4.233) and p-value (0.000), which are very low, far below the significance threshold of 0.05. This statistically confirms that patient satisfaction is a very strong and vital predictor in determining patient loyalty to Dr. Soekardjo Regional Hospital in Tasikmalaya.

The analysis results show that patient satisfaction mediates the relationship between service quality and patient loyalty. This means that improving service quality will increase patient satisfaction, and that satisfaction will ultimately increase patient loyalty. Based on the data analysis conducted, several key findings relevant to the research title were identified:

- 1) Service quality was found to have a positive influence on patient satisfaction. This indicates that improving service quality at Dr. Soekardjo Regional Hospital in Tasikmalaya will directly correlate with higher levels of patient satisfaction.

- 2) Service quality was also found to have a direct positive impact on patient loyalty. In other words, improvements in service quality directly contribute to increased patient loyalty.
- 3) Patient satisfaction has a positive impact on patient loyalty. This means that the higher the level of satisfaction felt by patients, the greater the likelihood that they will become loyal patients.

The results of the study indicate that patient satisfaction effectively mediates the influence of service quality on patient loyalty. This proves that the relationship between service quality and patient loyalty does not only occur directly, but also through an intermediary, namely patient satisfaction. When service quality is improved, it will trigger positive perceptions that lead to satisfaction, which in turn encourages increased patient loyalty. This is supported by the findings of a study (Afrashtehfar dkk., 2020) that provides a comprehensive review of the importance of patient satisfaction as an indicator of service quality and a predictor of patient loyalty in medical and dental practice. This means that satisfied patients are more likely to be loyal, making satisfaction an important predictor of long-term loyalty.

In general, the quality of service at Dr. Soekardjo General Hospital in Tasikmalaya has been proven to have a positive impact on patient satisfaction. This means that when the hospital improves its service aspects—from response speed, reliability, to staff empathy—patients feel more satisfied. If the quality of service provided is good, the hospital's reputation will continue to improve (Winata dkk., 2022). Furthermore, service quality also has a direct positive impact on patient loyalty. This finding indicates that a good service experience directly encourages patients to return to use the hospital's services. Additionally, patient satisfaction plays a crucial role by having a positive impact on loyalty. Customer satisfaction is an emotional response to experiences related to the products or services purchased (Pertiwi dkk., 2019). Patients who are satisfied with the services they receive tend to develop emotional bonds and trust, which then encourage them to become loyal patients.

Improvements in service quality at Dr. Soekardjo General Hospital in Tasikmalaya have indeed been proven to increase patient satisfaction and loyalty. Loyalty is an asset of a brand that demonstrates the high value of loyalty, as building it involves numerous challenges and requires a significant amount of time (Wulaisfan & Fauziah, 2019). This relationship shows that investing in service, such as quick responses and empathetic staff, not only makes patients feel better but also encourages them to return and choose that hospital in the future. Healthcare providers must uphold the principle of fairness, ensuring equal treatment for every individual (Kawi & Keni, 2024). This finding is significant because it emphasizes that patient satisfaction is not merely an end result but a strong factor in building long-term loyalty.

The relationship between service quality, satisfaction, and patient loyalty at Dr. Soekardjo General Hospital in Tasikmalaya can be analyzed further. Service quality acts as an initial trigger that influences two things simultaneously. Patient loyalty has numerous positive impacts, both for healthcare providers or hospitals. This loyalty from clients has positive effects from both economic and non-economic perspectives. Loyalty has been proven to be associated with profitability, and patients who have a good impression or are satisfied with the service can spread this positive news through word of mouth, thereby enhancing the image of healthcare services (Ardian dkk., 2022). Directly, good, reliable, and responsive service can immediately build patient trust and create a positive impression. This is a straightforward and direct relationship.

However, the more significant and sustainable impact comes through an indirect channel, namely through the mediation of patient satisfaction. Service providers who can improve the quality of their healthcare services in accordance with established standards and tailored to patient needs will see an increase in patient loyalty at that hospital (Oktavia & Prayoga, 2023). When patients are highly satisfied, they not only feel happy but also form an

emotional bond and sense of security toward the healthcare facility. This feeling of satisfaction becomes a solid foundation, transforming a momentary experience into lasting loyalty, where patients feel confident and comfortable to return to use the same services.

With patient satisfaction as a mediator, this study highlights more effective strategies for Dr. Soekardjo General Hospital. Rather than focusing solely on technical or structural improvements, the hospital needs to ensure that every improvement in service quality ultimately translates into a satisfying experience for patients. For example, streamlining the registration process or improving cleanliness not only makes services more efficient but should also create a sense of comfort and appreciation for patients. This demonstrates that loyalty is not built solely on efficiency but on the emotional experience created by satisfaction. Therefore, strategies to enhance loyalty must focus on how every interaction with patients, from start to finish, can maximize satisfaction. This aligns with the findings of a study (Asri Rosnita Dewi dkk., 2023) showing that the higher the quality of service provided, the higher the customer satisfaction, and similarly, the better the hospital's reputation, the higher the patient satisfaction in returning.

CONCLUSION

This study empirically proves that service quality has a positive and significant effect on patient satisfaction and loyalty at Dr. Soekardjo General Hospital in Tasikmalaya. Improvements in service quality, such as quick response, reliability, and staff empathy, directly increase satisfaction and encourage patient loyalty. The most critical finding is that patient satisfaction functions as a strong mediating variable. This means that patient satisfaction acts as a bridge connecting service quality with loyalty. Improving service quality first increases patient satisfaction, and it is this satisfaction that then effectively drives patient loyalty.

Recommendations

To sustainably enhance patient loyalty, Dr. Soekardjo General Hospital in Tasikmalaya is advised to focus its strategies on the overall patient experience. The hospital should strive to create emotionally satisfying experiences that make patients feel valued, rather than merely focusing on technical efficiency, as loyalty is not built solely on efficiency. Additionally, the hospital needs to transform into a “learning organization” that quickly adapts to patients' needs and preferences. This includes addressing common issues such as doctor delays and waiting room discomfort. By doing so, the hospital can foster emotional bonds and trust with patients, which form a strong foundation for long-term loyalty.

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