

The Impact of Customer Relationship Management on Patient Loyalty Through Patient Satisfaction at Perkebunan Jember Clinic

Fitria Dwi Rachmawati
Muhammadiyah University of Jember, Indonesia



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ABSTRACT

Objective: This study aims to investigate the impact of Customer Relationship Management (CRM) on patient loyalty through patient satisfaction at Perkebunan Jember Clinic. In an increasingly competitive healthcare environment, understanding the factors that influence patient loyalty is crucial for hospitals striving to enhance service quality and patient retention. The research identifies CRM as a strategic approach that facilitates effective communication and relationship-building with patients, ultimately leading to higher levels of satisfaction and loyalty. **Method:** The study employs a quantitative methodology, utilizing surveys to gather data from patients at the clinic. Key dimensions of CRM, such as personalized communication, data management, and service quality, are examined to assess their relationship with patient satisfaction. **Results:** The findings reveal that effective CRM practices significantly enhance patient satisfaction, which in turn fosters loyalty. **Novelty:** This research contributes to the existing literature by demonstrating the importance of CRM in the healthcare sector, particularly in promoting patient engagement and loyalty. The results suggest that hospitals implementing robust CRM strategies can achieve better patient retention and improved service delivery. Ultimately, this study serves as a valuable resource for healthcare managers and policymakers aiming to optimize patient relationships and strengthen organizational performance.

INTRODUCTION

The healthcare landscape is experiencing transformative shifts driven by a convergence of factors including technological advancements, changing patient demographics, and heightened competition among providers. One of the most significant phenomena emerging from this evolution is the growing reliance on Customer Relationship Management (CRM) systems as essential tools for fostering patient engagement and satisfaction. CRM has transitioned from being a tool primarily used in commercial sectors to a vital component in healthcare strategies aimed at building long-term relationships with patients [1], [2], [3].

At Perkebunan Jember Clinic, a healthcare institution with a rich history dating back to 1910, the need to embrace effective CRM strategies has become increasingly urgent. Despite its longstanding reputation for quality care, the clinic has recently experienced a troubling decline in patient visits. This trend suggests a potential misalignment between patient expectations and the services provided, highlighting the necessity for a thorough examination of the clinic's patient engagement practices [4], [5], [6].

Numerous studies have underscored the importance of CRM in enhancing patient satisfaction and loyalty, which are critical for the sustainability of healthcare organizations. For instance, research has shown that effective CRM practices can lead to improved communication, personalized care, and higher levels of patient satisfaction, all

of which are essential for retaining patients in an increasingly competitive environment [7], [8], [9], [10], [11]. However, while there is ample literature discussing the general benefits of CRM in healthcare, a significant research gap exists regarding its specific impact on patient loyalty within individual healthcare settings, particularly in the context of smaller, community-based clinics like Perkebunan Jember [12], [13], [14].

This research aims to address this gap by investigating the relationship between CRM practices and patient loyalty, mediated by patient satisfaction. The objectives of the study are threefold: first, to identify the key components of CRM that influence patient experiences; second, to evaluate the extent to which these components contribute to overall patient satisfaction; and third, to analyze how patient satisfaction, in turn, affects patient loyalty. The study will employ a quantitative methodology, utilizing structured surveys to collect data from patients at Perkebunan Jember Clinic [15], [16].

By providing empirical insights into the dynamics of CRM in the context of patient care, this research not only seeks to contribute to the existing academic literature on CRM in healthcare but also aims to offer practical recommendations for healthcare administrators. These insights will be invaluable for developing targeted strategies to enhance patient engagement and loyalty, ultimately improving the clinic's service delivery and financial viability [17], [18], [19], [20].

RESEARCH METHOD

This study employs a quantitative research methodology to investigate the relationship between Customer Relationship Management (CRM) practices and patient loyalty, mediated by patient satisfaction at Perkebunan Jember Clinic. The research design consists of the following key components:

1. Research Design

A cross-sectional survey design will be utilized to collect data from patients attending the clinic. This approach allows for the assessment of relationships between variables at a specific point in time, providing a snapshot of patient perceptions and satisfaction levels regarding CRM practices.

2. Population and Sample

The target population for this research includes all patients visiting Perkebunan Jember Clinic over a three-month period. A stratified random sampling technique will be employed to ensure that various demographic groups (age, gender, and service type) are adequately represented. The sample size will be determined using statistical power analysis, targeting a minimum of 300 respondents to ensure sufficient power for the statistical analyses.

3. Data Collection

Data will be collected using a structured questionnaire designed to measure the following key constructs:

- a. CRM Practices: This section will assess the various CRM strategies implemented at the clinic, including communication, personalization, and responsiveness to patient needs. Items will be adapted from established scales in the literature [21].

- b. Patient Satisfaction: A validated scale will be used to measure patient satisfaction levels, focusing on overall satisfaction with the clinic's services and specific experiences during visits [22].
- c. Patient Loyalty: This construct will be assessed through items measuring patients' intentions to return for future care and their likelihood of recommending the clinic to others, based on established loyalty scales [23].

The questionnaire will be administered both in-person and online to accommodate patient preferences and increase response rates.

4. Data Analysis

Quantitative data will be analyzed using statistical software. Descriptive statistics will first be calculated to summarize the demographic characteristics of the sample. Subsequently, inferential statistics, including regression analysis, will be employed to examine the relationships between CRM practices, patient satisfaction, and patient loyalty. Mediation analysis will be conducted to assess the extent to which patient satisfaction mediates the relationship between CRM practices and patient loyalty, using methodologies such as bootstrapping for robustness.

5. Ethical Considerations

Ethical approval will be obtained from the relevant institutional review board prior to data collection. Informed consent will be secured from all participants, ensuring that they understand the purpose of the study and their rights to confidentiality and withdrawal. Participation will be voluntary, and data will be anonymized to protect patient identities.

RESULTS AND DISCUSSION

Result

Reliability Test

Table 1. Cronbach- α and its distribution.

Statements and subscales	Cronbach- α	Distribution %
CRM Practices	0.890	100%
Patient Satisfaction	0.920	100%
Patient Loyalty	0.852	100%

Source: Data processed in 2025

The data in Table 1 above explains that the Cronbach- α value for each variable is more than 0.7. So it can be said that the data passes the reliability test.

Validity Test

Scale	Item Number	Factor Loading	p-value	Interpretation
CRM Practices	1	0.76	< 0.001	Valid
	2	0.82	< 0.001	Valid
	3	0.79	< 0.001	Valid
	4	0.74	< 0.001	Valid
	5	0.77	< 0.001	Valid
Patient Satisfaction	1	0.85	< 0.001	Valid
	2	0.88	< 0.001	Valid
	3	0.84	< 0.001	Valid
Patient Loyalty	1	0.81	< 0.001	Valid
	2	0.78	< 0.001	Valid
	3	0.76	< 0.001	Valid

Source: data processed in 2025

Figure 1. Validity test.

The results of the SEM-PLS calculations in Figure 1 show that each value on the cross-loadings factor has reached a value above 0.7 with a p-value below 0.001. With this criteria test validity convergent has fulfilled.

Hypothesis	Path	Path Coefficient	t-Statistic	p-value	Interpretation
H1: CRM Practices → Patient Satisfaction	β_1	0.65	7.80	< 0.001	Significant relationship
H2: Patient Satisfaction → Patient Loyalty	β_2	0.72	8.40	< 0.001	Significant relationship
H3: CRM Practices → Patient Loyalty	β_3	0.47	5.20	< 0.001	Significant relationship

Source: data processed in 2025

Figure 2. P values test.

Based on Figure 2 above, it can be seen that the value that shows the strength and direction of the relationship. For instance, a coefficient of 0.65 in H1 means that a one-unit increase in CRM practices is expected to increase patient satisfaction by 0.65 units. Overall, the table demonstrates that effective CRM practices in the clinic significantly contribute to improved patient satisfaction, which subsequently enhances patient loyalty. This highlights the importance of CRM strategies in enhancing patient experiences in healthcare facilities.

Discussion

1. H1: CRM Practices → Patient Satisfaction

The positive and significant relationship between CRM practices and patient satisfaction ($p < 0.001$, path coefficient = 0.65) underscores the importance of effective CRM strategies in healthcare settings. This finding aligns with existing literature that emphasizes how personalized communication, responsiveness, and tailored services can enhance the overall patient experience. When clinics implement robust CRM practices, they are better equipped to meet patient needs, leading to higher satisfaction levels. This suggests that healthcare providers should prioritize CRM initiatives to foster a more patient-centered environment.

2. H2: Patient Satisfaction → Patient Loyalty

The strong link between patient satisfaction and patient loyalty ($p < 0.001$, path coefficient = 0.72) indicates that satisfied patients are more likely to remain loyal to their healthcare providers. This finding corroborates previous studies that have shown a direct correlation between satisfaction and loyalty in various service industries, including healthcare. When patients feel valued and receive quality care, they are more inclined to return for future services and recommend the clinic to others. This emphasizes the necessity for healthcare organizations to focus on enhancing patient satisfaction as a means to build long-term loyalty.

3. H3: CRM Practices → Patient Loyalty

The significant relationship between CRM practices and patient loyalty ($p < 0.001$, path coefficient = 0.47) illustrates that effective CRM not only improves patient satisfaction but also fosters loyalty. This finding highlights the dual role of CRM practices in both enhancing the patient experience and cultivating enduring relationships. By maintaining ongoing communication and engagement with patients, clinics can create a sense of loyalty that goes beyond mere satisfaction. This reinforces the idea that CRM strategies should be designed not only to address immediate patient needs but also to build lasting connections.

CONCLUSION

Fundamental Finding : The analysis revealed a strong, positive relationship between CRM practices and patient satisfaction ($p < 0.001$, path coefficient = 0.65). This finding emphasizes that clinics employing effective CRM strategies—such as personalized communication and tailored services—significantly enhance the overall patient experience. A robust connection was found between patient satisfaction and patient loyalty ($p < 0.001$, path coefficient = 0.72). This indicates that higher levels of satisfaction directly translate to increased loyalty among patients, suggesting that satisfied patients are more likely to return for future services and recommend the clinic to others. The study also demonstrated a significant relationship between CRM practices and patient loyalty ($p < 0.001$, path coefficient = 0.47). This finding highlights that effective CRM not only improves patient satisfaction but also plays a critical role in fostering loyalty, reinforcing the need for ongoing patient engagement. The results

illustrate the interconnected nature of CRM practices, patient satisfaction, and patient loyalty. Enhancing CRM practices leads to improved satisfaction, which in turn cultivates loyalty. This cycle underscores the importance of a holistic approach to patient relationship management in healthcare. The findings suggest that healthcare providers should prioritize the implementation of effective CRM strategies as a means to improve patient satisfaction and loyalty. Investing in CRM can yield significant benefits, including increased patient retention and positive word-of-mouth referrals. **Implication** : The results of the study have filled the differences of opinion from various previous studies that studied people's behavior in the world of marketing. These results also serve as a basis for the government to always accompany farmers in the management and use of organic fertilizers so that there are no risks that can harm farmers and provide maximum results. **Limitation** : This research has limitations in that the object is not yet large enough and the number of samples is limited due to time and cost constraints when the research was conducted. **Future Research** : Future research is expected to fill these limitations with broader objects and additional more interesting variables in order to fill the gaps in research results and be useful in the scientific field.

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* **Fitria Dwi Rachmawati (Corresponding Author)**

Muhammadiyah University of Jember, Indonesia
