

**DETERMINANT OF CUSTOMER VALUE AND ITS IMPLICATION ON
CUSTOMER SATISFACTION PRIVATE HOSPITAL IN RIAU
PROVINCE**

Hadion Wijoyo

Doctor of Management Sciences, Faculty of Economics, Persada Indonesia University Y.A.I Jakarta,
Indonesia

Abstract

The purpose of this research was to determine and analyze the influence of service quality and customer relationship management partially or simultaneously against customer value. To know and analyze the influence of service quality, customer relationship management and customer value partially or simultaneously against customer satisfaction. The population in this research amounted to 2740 members of the Public Social Organization in cooperation with Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

The method used in this research was descriptive and explanatory surveys with a minimum sample size of 340 respondents, as well as data analysis method used was SEM (Structural Equation Modeling) with the Lisrel 8.80 data analysis tool.

Based on the research results, obtained the following findings: the quality of service and customer relationship management partially or simultaneously positive and significant impact on customer value with a contribution of 58% and 42% are influenced by other variables. Partially dominant service quality affects customer value. Quality of service, customer relationship management and customer value either partially or simultaneously positive and significant impact on customer satisfaction with a contribution of 73% and 27% are influenced by other variables. Partially customers value most dominant influence customer satisfaction. The results showed also that the value of the customer is a partial intervening variables on the effect of quality of service and customer relationship management to customer satisfaction. The implication of this results is that customer satisfaction Hospital primarily on satisfaction with the diversity of the health services will be able to be improved if the Hospital is able to enhance customer value, especially in comparison value, customer value will increase if the Hospital is able to improve the quality of services, especially in the dimension of reliability and supported by improve customer relationship management, especially on the commitment of the hospital.

Keywords: Service Quality, Customer Relationship Management, Customer Value, Customer Satisfaction

Introduction

Number of Hospitals in Indonesia is based on distribution locations are not yet sufficient for the population of Indonesia is in need of improved health. The scope of development other than health promotive and preventive efforts, there are the development of curative and rehabilitative health. The hospital is a health service to the community which is engaged in curative and rehabilitative. The hospital also serves as a referral health-care facilities .

In 2014 the number of hospitals in the province of Riau reached 61 units, consisting of a general hospital (RSU) totaling 50 units and special hospitals (SSR) totaled 11 units (Riau Provincial Health Office, 2015). The hospital is run by the government and the private sector. Therefore, in recent years this investment in the hospital much in demand, so in the context of simple, this is an investment opportunity.

Hospital Awal Bros Pekanbaru, Hospital Bina Kasih Hospital Eka Hospital Pekanbaru are three of the fifty home Sakit Umum renowned in the municipality of Pekanbaru which is able to work with various organizations Social Community in Riau province mainly tribal organizations and regional organizations, in addition to a reference for almost some people like other hospitals. The benefits obtained if the Members of the Organisation of Public Social care and health care in the Hospital of the cooperation of Public Social Organization is (1). 24-hour health insurance for members of the Organization through the ministry of Public Social Emergency and Ambulance, Laboratory, Pharmacy and Radiology; (2). Ambulance fee for pick IKPTB and family members who live in Pekanbaru to be hospitalized; (3). Inpatient discounts: 10% discount on the cost of the rooms except the third grade, 5% discount for Pharmacy, Laboratory and Radiology; (4). Outpatient Special Discount: 5% discount for Pharmacies, 10% discount for the Laboratory and Radiology, 10% discount for Medical Check Up Package Silver and Gold.

Benefits provided services of third Hospital (Awal Bros Pekanbaru, RS Bina Kasih, and Eka Hospital Pekanbaru) on members of the Organization Social Community in Riau Province will obviously have a positive impact for both the Hospital mainly on the number of pasein who do care road and inpatient and Social Community Organization members, especially in terms of the cost of treatment. But in reality the number of members of Public Social Organizations that use third-hospitalization services has continued to decline in the last five years (2010-2014). The third level of services performed at the Hospital Social Community Organization members has decreased, which reached an annual average of 8.40%. From the average decline, the highest rate of decline experienced by Bina Kasih Hospital, which reached an average per year to reach 13.39%, while the decline in Eka Hospital Hospital reached an average of 8.50% and the Hospital Early Bros is a Hospital with the lowest growth is 3.30%.

According to Azwar (2012), quality health services is health care that can satisfy every user services in accordance with an average satisfaction level of the population and its implementation in accordance with the standards and code of professional conduct that has been set. Hendrajana research results (2005) about the influence of the quality of medical services, paramedics, and medical support to customer satisfaction outpatient indicate that there is

significant influence between the different variables of service quality on customer satisfaction outpatient.

Based on these descriptions, the third decline in the performance of services of the Hospital (Hospital Awal Bros, Bina Kasih Hospital, and the Hospital Eka Hospital) during the last five years (2010-2014) due to the low satisfaction of the patient / family (members of Public Social Organization) in obtaining hospital services. This is based on data from the initial survey researcher (2015) to 50 (fifty) members of the seven Social Community Organization, found complaints concerning hospital services. the patient's complaints concerning physician services as much as 30%, services 35% of hospital nurses, service registration section 25%, administrative services and employees 30%, 15% facility. Patient complaints concerning physician services among doctors who come not just in time, the interaction of physicians were very lacking in these patients, including listening to complaints, communicate effectively, the responsiveness of physicians serving patients when needed. Besides, there are complaints about the lack of clear information by a doctor to a patient, including information about the disease, about the results of the examination, treatment given, and who also complained of the patient is patient involvement is less when the doctor decides something, eg selecting therapies like, choose care road or hospitalization.

Then the patient's complaints regarding hospital care services is the speed of nurses in helping patients, the clarity of the information submitted nurses, nurse hospitality, less interaction with the patient. While the patient's complaints regarding the registration service is slow registration services, registration services friendliness, courtesy registration services, registration services of lack of information, and the convenience of service enrollment. Patient complaints regarding administrative services and hospital employees are hospitality services, courtesy services, payment calculation errors, administrative processes are long and convoluted, and rigid administration. While the patient's complaints regarding care hospital facility is fasilitas equipment that is outdated and not automatic, limited laboratory facility, lack of comfort patient rooms and waiting rooms, the layout of the rooms were far apart, the lack of communication and lack of facility facility information data.

Many factors lead to low satisfaction of the patient / family (members of Public Social Organization) in obtaining hospital services. Hamid Reza Boustani, Mohammad Jamshidian, and Behrouz Hidari (2014) through his research concluded that the quality of service perceived to have an efficient role in customer value and indirectly have a positive impact on customer satisfaction and loyalty. While Anas Allahham (2013) through his research on health services in Damascus-Syria concluded that price satisfaction has a positive effect on customer satisfaction and perceived value consumers have a positive effect on customer satisfaction.

Based on the above results, the low level of satisfaction of the patient / family member Social Organization Kemasyarakatan on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital suspected to be caused by the relatively low value of the customer. The low value of the customer on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital indicated

based on initial research survey data (2015) at 50 (fifty) members of Public Social Organization. Values given customer's Hospital Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital on patient / family who came from members of the Organization Social Community in Riau province is still relatively low in sub-standard score (175), which is the functional value, emotional value and the comparison value. Functional value is still low based on the survey data generally members of the organization stated that not enough information given details on the patient or the patient's family and is still quite slow medical or non-medical acts performed. While the emotional value and value comparisons are generally members of the organization stated that the patient or the patient's family do not feel quite comfortable on fasilitas provided, the patient or the patient's family have not felt quite calm on the actions of the hospital's medical, hospital services less attention compared to other hospitals, and lab facilities / healthcare is provided is not complete as other hospitals.

Arnil Lacej and Ermira H. Kalaj (2015) through his research stating that that CRM has the same effect or influence customer satisfaction and loyalty. Arnil Lacej and Ermira H. Kalaj (2015) proves also that customer satisfaction is a strong mediator customer loyalty. While the results of research conducted Nice Nurcahyo and Renny Nur'ainy (2015) concluded that the customer relationship management will enhance customer value. While customer value will increase the level of satisfaction perceived by the customer. Choi Sang Long et. all. (2013) through his research stating that CRM is comprised of four elements, namely the behavior of employees, the quality of customer service, the development of relations and interaction management are significantly related and contribute to customer satisfaction and loyalty.

Based on the three statements above results, the low value and satisfaction of the patient / family member of Public Social Organization Hospital in Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital suspected to be caused by a still relatively low customer relationship management conducted three house Sick. Low customer relationship management conducted Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital indicated based on initial research survey data (2015) at 50 (fifty) members of Public Social Organization. Customer Relationship Management yang do Awal Bros Hospital, Bina Kasih Hospital, and the Hospital Eka Hospital on patient / family who came from members of Public Social Organizations in Riau province is still relatively low or below the specified standard score is 175. Customer Relationship Management who do Hospital Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital is still low is a management relationship on trust, in general, members of Organization of Public Social stated that the low *keperayaan* on services and medical measures do Hospital. Commitments undertaken hospitals are still low, which is based on the survey data generally members of the organization stated that the hospital is still a lack of commitment to resolve all the problems of the patients and the lack of commitment hospitals in evaluating service requirements. While relationship through information and communication technology (ICT) stiffened Hospital in general of Public Social Organization member states that still was not enough accurate information services provided to the patient / family and still relatively slow transaction hospital services performed.

Low customer relationship management conducted Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital also indicated by the data on the number of Public Social Organization in collaboration with the Third Private Hospital. Four Social Community Organization does not extend further cooperation with the Bina Kasih Hospital. While three of Public Social Organizations that do not perform renewal of cooperation with Eka Hospital Hospital.

Problem Formulation

Based on the above, it can be prepared a number of formulation of the problem, as follows:

1. Is there an impact of service quality on customer value Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province?
2. Is there a customer relationship management influence on customer value Awal Bros Hospital, Hospital Bina Kasih, and Eka Hospital Hospitaldi Riau Province?
3. Is there any influence of service quality and customer relationship management together toward customer value Awal Bros Hospital, Hospital Bina Kasih, and Eka Hospital Hospitaldi Riau Province?
4. Is there an impact of service quality on customer satisfaction padaRumah Awal Bros Hospital, Hospital Bina Kasih, and Eka Hospital Hospitaldi Riau Province?
5. Is there a customer relationship management influence on customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province?
6. Is there any influence of the customer value on customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province?
7. Are there influences the quality of service, customer relationship management, and customer value together towards customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province?

Objectives

Based on the formulation of the problem above, the purpose of the study is to investigate and analyze:

1. The effect of service quality on customer value Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.
2. The effect of customer relationship management on customer value Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

3. The effect of quality of service and customer relationship management together toward customer value Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.
4. The effect of service quality on customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.
5. The effect of customer relationship management to customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.
6. The effect of the value of the customer to customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.
7. The effect of quality of service, customer relationship management, and customer value together towards customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

Literature

Service Quality

Abedniya, at. all., (2011: 606) quality of service is a scale or size for companies to gauge how much the company successfully provide solutions to customers' problems. Ahuja, at. all., (2011: 311) also describes the same definitions in the quality of service, which is a difference between customer expectations and perceived service customers. Customers have a perception about the company, about their experiences in receiving services from the company, whether in accordance with customer expectations or not. Because of that customer expectations will be influenced by the customer experience itself, communication by word of mouth and personal needs of the customer.

The quality of service perceived as real by customers, Parasuraman-Zeithaml-Berry in Loke at., All. (2011: 26) provide an indicator of service quality measure that consists of 5 (five) dimensions, namely:

1. Tangibles, the quality of services in the form of physical infrastructure of offices, computerized administration, a lounge area, where information and so on.
2. Reliability, ability and reliability to provide a reliable service.
3. Responsiveness, ability to help provide services quickly and accurately, as well as responsive to the wishes of the customer.
4. Assurance, ability and friendliness, as well as courtesy clerks in convincing the customer's trust.
5. Empathy, assertiveness but the attention of the employees to the customer.

Parasuraman, Zeithaml and Berry in Al-Khatib and Aborumman (2011: 916-917) formulated a model of quality of service which is a prerequisite for delivering good service quality. This model identifies five gaps that cause unsuccessful in the delivery of services, namely:

1. Gap between consumer expectation and management perception

The gap between consumer expectations and management perceptions arise because management is not always alert, not knowing exactly what the consumer desires.

2. Gap between management perception and service-quality specifications

The perception gap with quality management services. Perhaps management has to know the desires of consumers, but management could not and did not fully serve the consumer desires.

3. Gap between service-quality specifications and service delivery

Service quality gap with the delivery of services. Perhaps the quality of services according to their specifications are good, but because the employees who serve, poorly trained, were new and stiff.

4. Gap between service delivery and external communications

Gaps delivery of services by the external communication can occur due to differences between the service provided and promises sale in advertisements, brochures or other promotional media.

5. Gap between perceived service and expected service

Gaps services experienced / perceived by the expected services. This gap is mostly happened that service received by consumers, not according to what he had imagined / hoped.

Customer Relationship Management

Peter Drucker in Beatson, at. all, (2008: 211), says that: The Purchase of Business is to create customers. Implicitly have the understanding that the need to retain customers and improve relationships within consumers. Establishing a relationship with the consumer is said to be the most powerful weapon to ensure that consumers would be more loyal and attached to the company. Chen at. all. (2011: 17) states that customer relationship management is a comprehensive approach to create, maintain and enhance relationships with consumers.

Customer relationship management (Pi and Huang, 2011: 403) states that the view which emphasizes long-term strategy and the human side of the interaction of buyers and sellers. It focuses on the importance of customer relationship management to build commitment and trust with consumers. Furthermore Bejou and Palmer in Hunt, at. all. (2011: 71), states that the company must always strive to offer new opportunities to create a more individual relationship between sellers and customers.

Mohaghar and Ghasemi (2011: 457-458) suggests seven elements of customer relationship management, namely communication, trust, adaptation, commitment, interdependence, co-operation, atmosphere. While Abdullateef, Mokhtar, and Yusoff (2010) adds dimension above with CRM technology.

Customer Value

Sunarto (2006: 114), the customer value is the difference between total customer value and total customer cost. Total customer value is a set of benefits expected by customers of certain product or service. Total customer costs is a set of expected costs incurred by the consumer to evaluate, acquire, and dispose of the product or service.

Kotler and Keller (2009: 259) states that the value of customers is a combination of quality, service, price of a product offering. Value ushered in customers is the difference between the total value for the customer and the total cost of the customer, and the amount of value for the customer is a group of expected benefits customers of certain goods or services. While Wang et. al. (2004) divides the dimensions of customer value into a functional value, economic value, emotional value and the value of the sacrifice. If the four components can run well integrated, the higher the value the customer will have an impact on increasing customer satisfaction. Fourth aforementioned components will actually be an essential component and is believed to generate customer satisfaction if companies better manage customer orientation activities.

On the corporate side, the value of the sacrifice will be considered to still be able to get consumers (Soehadi, 2002). The basic idea of marketing is the creation of superior value for customers. Superior value is defined as the ability of companies offer products with perceived quality / benefits far beyond the perception of the price / sacrifice. In value creation, the company is not just looking for a value proposition to satisfy the target customers but should be more effective than the competitors. The value can be created before the transaction occurred. Transactions occur if the consumer considers that the value of the product / service of the company above its value competitors.

Customer Satisfaction

Yazid (2005: 55) argues that customer satisfaction is the lack of difference between many hopes and the actual unjukkerja received. When expectations are high, while its performance was mediocre, satisfaction will not be achieved (very likely consumers will be disappointed). Conversely, if the performance more than expected, satisfaction increases.

Kotler and Armstrong (2012: 13) on the satisfaction of customers stating that the extent to the which a product's perceived performance matches a buyers expectation. While Schiffman and Kanuk (2007: 9), customer satisfaction is the individual's perception of the performance of the product or service in relation to his or her expectation.

Some understanding of the above, indicates that the company should strive to know what customers expect from the products and services produced. Hope customers can be properly

identified if the company understand customer perception of satisfaction. Knowing the customer perception of satisfaction is very important, in order to avoid the perception gap between the company and customers

Framework

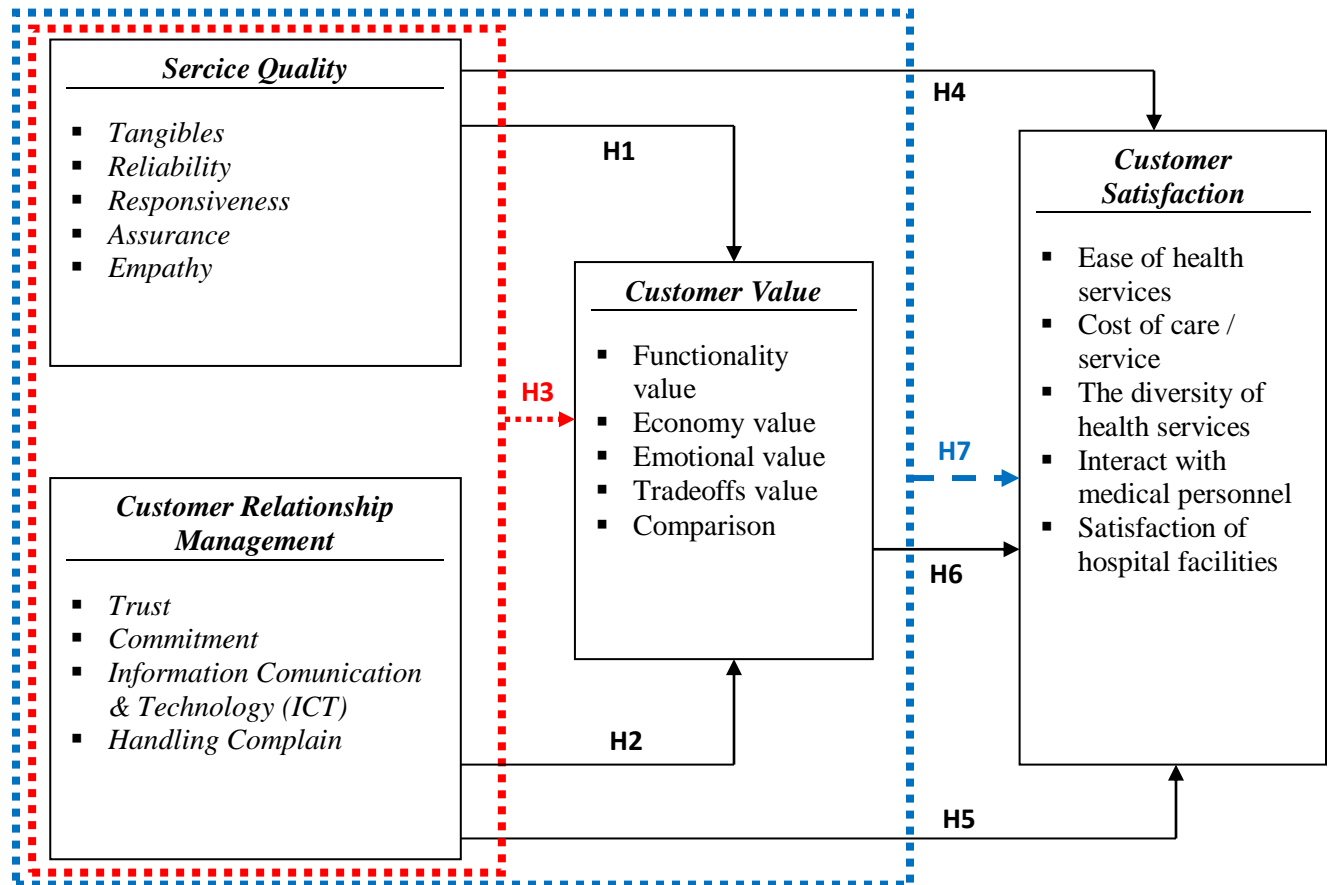


Figure 1. Research Model

Research Hypothesis

Based on the description refers to the framework and research model at the top of the research hypothesis is as follows:

H1: There is the influence of service quality on customer value Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

H2: There elanggan relationship management influence on customer value Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

H3: There is the influence of the quality of service and customer relationship management together toward customer value Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

H4: There is the influence of service quality on customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

H5: There is a customer relationship management influence on customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

H6: There is the influence of customer value on customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

H7: influences of service quality, customer relationship management, and customer value together towards customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province.

Research Design

The object of research into the independent variable in this study is the quality of service and customer relationship management. While the dependent variable is customer value and customer satisfaction. The nature of this research is descriptive and verification. Given the nature of this research is descriptive and verification conducted through data collection in the field, the research method used is the descriptive survey and explanatory survey method. The unit of analysis in this study is Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital, the observation unit are members of the Social Organization of the society in the province of Riau. Time horizon in this study was cross-sectional, where research is done in one time simultaneously..

In this study were used as the unit of analysis is the Public Social Organizations in Riau Province by 7 organizations, whereas the population (the object of analysis) are members of the Public Social Organizations in Riau Province totaling 2740 members. Taking into account the presence of data outliers (Hair et al., 2006: 603) and the principle of the greater the sample size the better, then used a ratio of 1: 5, so with 68 parameters (indicator) then obtained a sample size of at least $n = \text{number of parameter} \times \text{variable} = 68 \times 5 = 340$ respondents.

Sampling technique used in this research is purposive sampling. The sampling was done based on certain considerations that a withdrawal form that is based on certain criteria set researcher (Hair et al., 2006). The criteria for the samples taken were (1). Respondents have or ever use the health service at the House of Awal Bros Hospital Bina Kasih, Eka Hospital and the Hospital for at least 2 times either as individuals or families; (2). Respondents have or ever use health services in other hospital personal and family.

The Merode sample used in this research is to use probability sampling. Sugiyono (2013: 63), probability sampling is Merode sampling that provides equal opportunity for each element (member) of the population to be elected as members of the sample. Then Merode probability sampling used in sampling is proportionate random sampling.

Discussion

Table 1. Size Hybrid Model Conformity (Full SEM)

Indikator GOF	Ukuran yang Diharapkan	Hasil Estimasi	Kesimpulan
Ukuran <i>Absolute Fit</i>			
GFI	GFI > 0,90	0,89	Marginal Fit
RMSEA	RMSEA < 0,08	0,079	Good Fit
Ukuran <i>Incremental Fit</i>			
NNFI	NNFI > 0,90	0,96	Good Fit
NFI	NFI > 0,90	0,96	Good Fit
AGFI	AGFI > 0,90	0,83	Marginal Fit
RFI	RFI > 0,90	0,95	Good Fit
IFI	IFI > 0,90	0,97	Good Fit
CFI	CFI > 0,90	0,97	Good Fit

Source: Results of Treatment with LISREL 8:80

Based on Table 1 above, six measures suitability obtained has a suitability index measurement model is a good fit, that RMSEA, NNFI, NFI, RFI, IFI and CFI. While the other three have a size suitability index measurement model marginal fit, ie GFI and AGFI. Thus it can be continued on the next hybrid model measurements analysis.

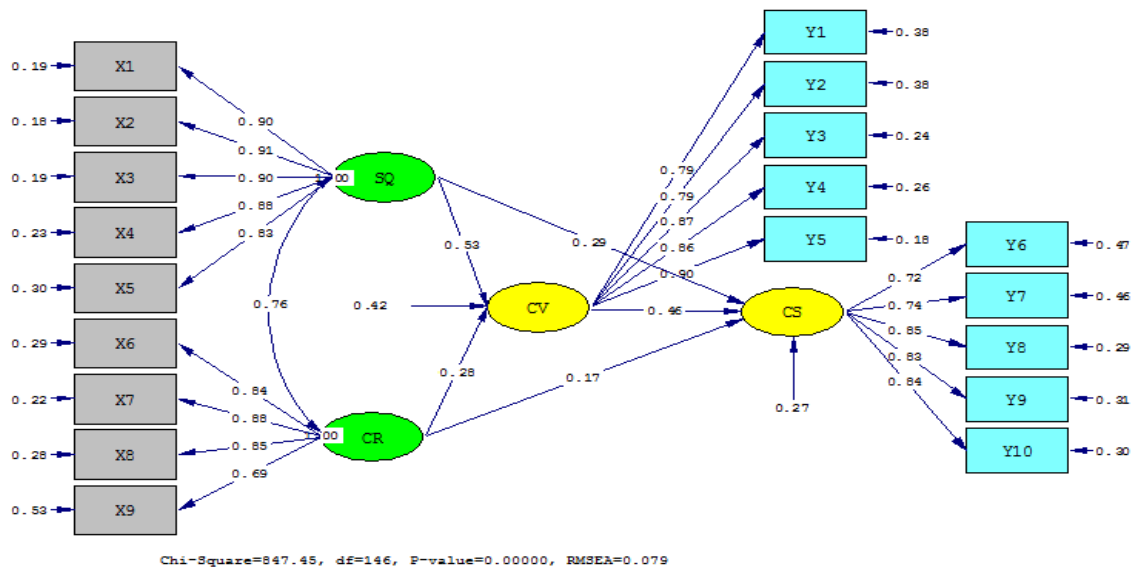
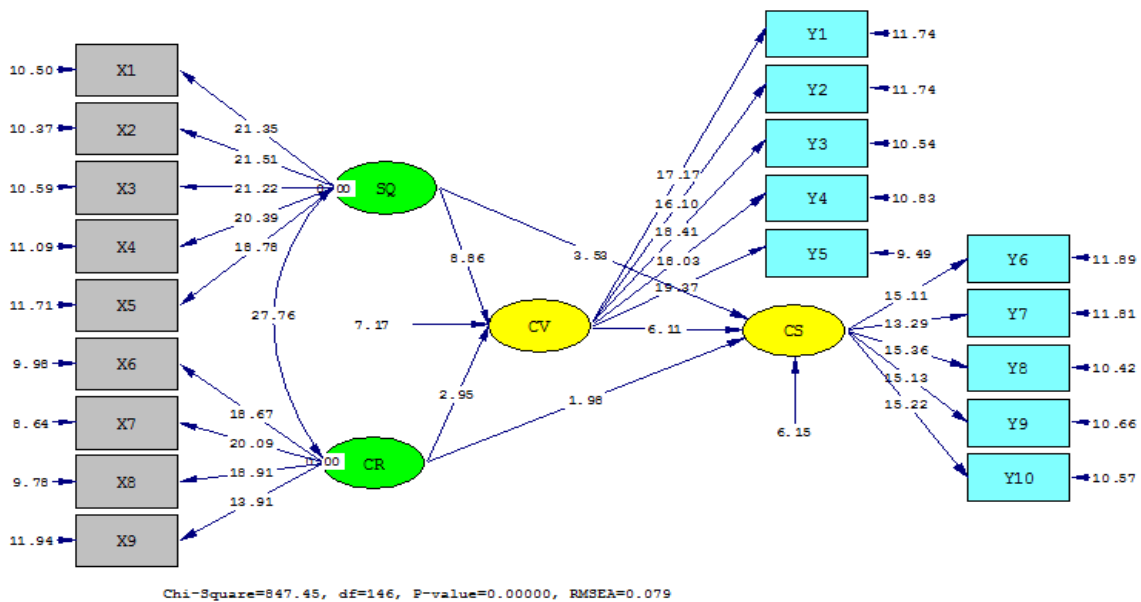


Figure 2. Hybrid Model (Full SEM) Standardized



Source: Results of Treatment with LISREL 8:80

Figure 3. Hybrid Model (Full SEM) t-Value

Where: SQ = Quality of Service, CR = Customer Relationship Management, CV = Value of Subscriber, CS = Customer Satisfaction.

Based on Figure 2 and Figure 3 above is known to all the sub-variables (dimensions) in the formation of the latent variable exogenous Service Quality and Customer Relationship Management or latent variable endogenous Customer Value and Customer Satisfaction has good validity, as shown by all the sub-variable has a Standardized Loading factor (SLF) ≥ 0.5 and $t_{count} \geq 1,96$ (at $\alpha = 0.05$) (Hair, at.all., 2006). Likewise, both exogenous and endogenous latent variables have the reliability of a good model, it was shown by all of the variables have the construct reliability value greater than 0.70 ($CR > 0.70$) and variance extract value greater than 0.50 ($VE > 0.50$).

Table 2. Structural Equation Model

CV = 0.53*SQ + 0.28*CR, Errorvar.= 0.42 , R ² = 0.58(1)				
(0.059)	(0.095)	(0.058)	(0.002)	.
8.86	2.95	7.17	237.39	
CS = 0.46*CV + 0.29*SQ + 0.17*CR, Errorvar.= 0.27 , R ² = 0.73(2)				
(0.075)	(0.082)	(0.086)	(0.044)	(0.002)
6.11	3.53	1.98	6.15	303.10
Source :Output LISREL 8.51				

Table 3. Hypothesis Testing

No	Hypothesis	SLF/ R ²	t _{value} /F _{value}	t _{table} / F _{table}	Hasil Uji
1	Service Quality → Customer Value	0.53	8.86	1,96	Significant
2	Customer Relationship Management → Customer Value	0.28	2.95	1,96	Significant
3	Service Quality and Customer Relationship Management → Customer Value	0.58	237.39	3,84	Significant

No	Hypothesis	SLF/ R ²	t _{value} /F _{value}	t _{table} / F _{table}	Hasil Uji
4	Service Quality → Customer Satisfaction	0.29	3.53	1,96	Significant
5	Customer Relationship Management → Customer Satisfaction	0.17	1.98	1,96	Significant
6	Customer Value → Customer Satisfaction	0.46	6.11	1,96	Significant
7	Service Quality, Customer Relationship Management, dan Customer Value → Customer Satisfaction	0.73	303.10	3,84	Significant

Source: Results of Treatment with LISREL 8:80

Based on the results of testing hypotheses 1 through 7 above, the direct and indirect effects of the variable quality of service and customer relationship management to customer satisfaction through customer value is as follows:

- 1) The effect of direct and indirect service quality to customer satisfaction through customer value.

The direct effect of service quality on customer satisfaction is equal to $(0.29)^2 = 8.41\%$, while the indirect effect of service quality on customer satisfaction through customer value is equal to $(0.53 \times 0.46) = 0.2438$ or equivalent 24.38%. This indicates that the quality of service can improve customer satisfaction, both directly and indirectly through the value of the customer, but the indirect effect is more dominant. So that customer satisfaction at the Hospital Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital Pekanbaru will be increased if the quality of service that the Hospital side Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital Pekanbaru able to increase customer value Houses Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital Pekanbaru. So that the impact of service quality on customer satisfaction, customer value variable is a partial intervening variables.

- 2) The effect of direct and indirect customer relationship management to customer satisfaction through customer value

The direct effect of customer relationship management to customer satisfaction is at 0.0289, or by 2.89%, while the indirect effect of customer relationship management on customer satisfaction through customer value is equal to $(0.28 \times 0.46) = 0.1288$ or equivalent 12.88%. This shows that the customer relationship management can improve customer satisfaction, both

directly and indirectly through the value of the customer, but the indirect effect is more dominant. So that customer satisfaction at the Hospital Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital Pekanbaru will be increased when customer relationship management do Hospital Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital Pekanbaru able to increase customer value. So that the effect of customer relationship management to customer satisfaction, customer value variable is a partial intervening variables.

Based on testing hypotheses above, the findings of this research is to improve customer satisfaction in the Hospital Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital Pekanbaru in Riau province, especially on the dimensions of satisfaction with the diversity of health services (Y8) will capable of being upgraded if the hospital Awal Bros hospital Bina Kasih hospital, and Eka hospital Pekanbaru in Riau province were able to increase customer value hospitals mainly in the values dimension ratio (Y5), where the value of the customer's hospital Awal Bros hospital Bina Kasih, and hospital Eka hospital Pekanbaru in Riau Province will increase if the three hospitals to improve the quality of services, especially in the dimension of reliability (X2) and supported by improving customer relationship management, especially in the dimension of commitment (X7).

Conclusion

1. Service quality which is reflected by the high reliability dimension (X2) partially positive and significant impact on customer value is reflected by the high value dimension ratio (Y5) on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in the province Riau.
2. Customer relationship management is reflected by the high dimension of handling complaints (X9) partially positive and significant impact on customer value is reflected by the high value dimension ratio (Y5) on Awal Bros Hospital, Bina Kasih Hospital, and the Hospital Eka Hospital in the province of Riau.
3. Service quality which is reflected by the high reliability dimension (X2) and customer relationship management which is reflected by the high dimension of handling complaints (X9) jointly towards customer value is reflected by the high value dimension ratio (Y5) on Awal Bros Hospital, Hospital Bina Kasih Hospital, and Eka Hospital with coefficient of determination (R²) by 58%, indicating that 58% variable customer value able to be explained jointly by the variable quality of service and customer relationship management while 42% influenced by variables other than the variable quality of service and customer relationship management. Variable quality of service, especially in partially reliability dimension is the most dominant variable in increasing the value of customers primarily in the values dimension comparison.

4. Quality of care which is reflected by the high reliability dimension (X2) partially positive and significant impact on customer satisfaction is reflected by the high dimension of satisfaction with the diversity of health services (Y8) on Awal Bros Hospital, Bina Kasih Hospital, and the Hospital Eka Hospital in Riau Province.

5. Customer relationship management) that is reflected by the high dimension of handling complaints (X9) partially positive and significant impact on customer satisfaction is reflected by the high dimension of satisfaction with the diversity of health services (Y8) on Awal Bros Hospital, Hospital Bina Kasih, and Hospital Eka Hospital in Riau Province.

6. Customer value is reflected by the high value dimension ratio (Y5) partially positive and significant impact on customer satisfaction is reflected by the high dimension of satisfaction with the diversity of health services (Y8) on Awal Bros Hospital, Bina Kasih Hospital, and the Hospital Eka Hospital in Riau Province.

7. Quality of care which is reflected by the high reliability dimension (X2), customer relationship management which is reflected by the high dimension of handling complaints (X9), and customer value are reflected by the high value dimension ratio (Y5) jointly positive and significant impact on the customer satisfaction is reflected by the high dimension of satisfaction with the diversity of health services (Y8) at Hospital Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital in Riau Province with the coefficient of determination (R²) by 73%, indicating that 73 % customer satisfaction variables able to be explained jointly by the variable quality of service, customer relationship management, and customer value while 27% influenced by variables other than the variable quality of service, customer relationship management, and customer value. Variable customer value is reflected by the high value dimension ratio (Y5) is the most dominant variable in increasing customer satisfaction is reflected by the high dimension of satisfaction with the diversity of health services (Y8), and a variable partial mediating the impact of service quality and customer relationship management to customer satisfaction.

Managerial Implications

1. The results showed that if the quality of service with the reliability and customer relationship management with a commitment dimension able to synergize it will be able to give a positive and significant impact on increasing the value of customers primarily in the values dimension ratio Awal Bros Hospital, Bina Kasih Hospital, and the Hospital Eka Hospital in Riau Province. Based on these findings, managerial implications that can be applied to optimize customer value at a hospital with through increased quality of service with regard to the dimension of the most dominant namely reliability dimension, so Hospital Awal Bros Hospital

Bina Kasih Hospital, and Eka Hospital in the province Lists should be able to keep, especially at the level of reliability in helping the problems faced by the patient / family.

2. The results showed that if the quality of service with the reliability, customer relationship management with the dimensions of commitment, and customer value with a comparison value dimension able to put together and the synergy it will be able to give a positive and significant impact on increasing customer satisfaction, especially in the satisfaction of diversity in the health services Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau Province. Based on these findings, managerial implications that can be applied Hospital Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital in Riau Province to optimize customer satisfaction through increased customer value with regard to the dimension of the most dominant are the dimensions of comparative value, so the house Awal Bros hospital, Bina Kasih hospital, and hospital Eka hospital in Riau province should be able to provide hospital services that are superior to other hospitals.

Suggestions for Managerial

Based on the results of research and discussion, it can put forward suggestions as follows.

1. Customer value Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau province has been relatively high so as to be able to provide increased customer satisfaction Hospital. Increasing the value pekanggan hospital is influenced predominantly by improving the quality of services, especially on the reliability dimension. Some indicators on service quality variables are suggested to be maintained primarily on reliability dimension is the indicator of the level of reliability in helping the problems faced by the patient / family, level on paying attention to the best service at the patient / family, and provide appropriate treatment when necessary.

2. Customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau province has been relatively high. Increasing customer satisfaction is influenced predominantly by the value of customers primarily in the values dimension comparison. Some indicators on the value customers are advised to be maintained, especially in the values dimension ratio that is at the hospital level indicator performance is superior to other hospitals and the level of health services more available than other hospitals. However, there are several indicators on the value customers are advised to note and enhanced by the Hospital Awal Bros Hospital Bina Kasih Hospital, and Eka Hospital in Riau province, especially in the values dimension ratio ie at the level indicator the cost of treatment to be more affordable than the RS other Officers hospital services should be more friendly and attentive than other hospitals, and the level of lab facilities / health should be more complete than other hospitals.

More suggestions for Researchers

1. Variable customer relationship management in this study is the variable with the least major influence on customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau province, so it is advisable to be included in further research with the object different studies.
2. There are many other variables that affect customer satisfaction on Awal Bros Hospital, Bina Kasih Hospital, and Hospital Eka Hospital in Riau province, such as the value of service, brand image, promotion, and other variables to be investigated further, as they may be there are other variables other than one in the study had a dominant influence in increasing customer satisfaction at the Hospital.
3. This study using the variable customer value as variable between (intervening), so as to further research will likely produce different findings when using other variables such as the variable value of service as a mediating variable (intervening).
4. This research can also be done at government hospitals or other government agencies, state-owned enterprises or private both provincial and national levels.

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