CONSIDERATING THE IMPACT OF SERVICE INNOVATION COMPETITIVE ADVANTAGE ON CUSTOMER SUCCESS AND IN THE CLINIC

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Abstract
The aim of this study was to use word of mouth (WOM) and competitive advantage in Surabaya's Total Life to affect patient safety and service innovation. Its participants were members of Surabaya's Total Life Clinic, and the sample size was 90 respondents. They gathered data by handing out questionnaires. Descriptive statistics and partial least squares were used to analyze the results. As the results, this study indicated that: (1) the patient safety had a significant effect on word of mouth; (2) service innovation affected word of mouth; (3) patient safety had no significant impact on competitive advantage; (4) service innovation affect competitive advantage; (5) name of mouth affected competitive advantage; (6) patient safety had a significant effect on competitive advantage through word of mouth; (7) service innovation had a significant influence on competitive advantage through word of mouth.

Keywords: Competitive Advantage, Patient Safety, Service Innovation, Word of Mouth

1. Introduction

The era of globalization has created challenges for all industries to compete, including the health care industry. Economic globalization and trade and investment liberalization are real situations for a free market system. A free market means free competition, including free competition in health services. The growth of hospitals from time to time creates competition among health units, both those managed by the government and those driven by the private sector. Even the battle for health units today is no longer only among hospitals in Indonesia. Still, it has led to global competition, marked by the increasingly aggressive management of hospitals in Malaysia and Singapore in marketing their hospital services to Indonesia (Sunandar & Samsir, 2016).

The more intense competition, the company must understand the right way to manage its resources—one way to win the battle lines in the company's ability to create a competitive advantage. Globalization can be a market opportunity for various health industry products to provide health service products. The addition of health units such as hospitals in Indonesia in one year from "2015 to 2016" was 133 hospitals and based on the calculation of the Ministry of Health of the Republic of Indonesia 2016 experienced a growth of 5.3%, the number of hospitals,

especially in East Java, grew more aggressive than other provinces with an average increase from 2012 to 2018 of 7% to 8% (Trisnantoro and Listyani, 2018).

An organization's ability to attract and retain new patients is a function that does not come from the product or service itself but also has to do with how the organization serves patients and the hospital's reputation, both inside and outside the hospital. Finding new patients is more complicated and more expensive than keeping old patients. One of the keys to a business strategy's successor to compete to realize a business strategy or compete is to discover a competitive advantage.

Health services such as hospitals, clinics as capital and human resource intensive, require an excellent corporate culture so that available resources utilize effectively and efficiently to achieve predetermined goals (Saputra & Hidayat, 2018). In the future, the primary key to the hospital's success lies in two main things, namely the effective and efficient use of resources, especially human resources, and the satisfaction of users of these health services (patients and families). In line with the development and competition of existing health units, customer satisfaction is not enough because the hospital's excellent quality of service will create happiness for service users. Customer loyalty will benefit the hospital, especially if the patient wants to share their experience at the hospital with other parties (word of mouth communication).

The competition for service organizations getting tighter due to globalization has shifted the service paradigm from comparative advantage to competitive advantage. This shift requires service activities to direct with the right strategy. The strategy will determine the organization's strategic position and adapt to health organizations' changing environment. The growth of technology, especially the technology of supporting facilities for health services, as shown in previous study, proves that the influence of innovation on competitive advantage has a positive and significant effect (Setiawan, 2012). The higher the creation, the higher the competitive advantage. Meanwhile, another previous research states that innovation is not proven to have a significant effect on competitive advantage (Jamil, 2016). Based on the researchers' results, design in a company is still an exciting material to continue to be researched because the innovation variable still has various effects on competitive advantage.

This study focuses on using the Word of Mouth as an intervening variable in the influence of patient safety and service innovation on the competitive advantage, which is still rarely used in several previous studies. It is exciting to research. The Word of Mouth's role is crucial in influencing consumers to buy a product or service offered by the company and the success of marketing both product marketing and service marketing so that it will be able to provide a competitive advantage for Total Life Clinic Surabaya.

Based on the background, the formulations of the problems in this study are: (1) Does patient safety affect the Word of Mouth?, (2) Does Service Innovation affect the Word of Mouth ?, (3) Does Patient Safety affect Competitive Advantage ?, (4) Does Service Innovation affect Competitive Advantage? (5) Does Word of Mouth affect Competitive Advantage? (6) Does Patient Safety affect Competitive Advantage through Word of Mouth? (7) Does Service Innovation affect Excellence Compete through Word of Mouth?. Based on the formulation of the problem, the objectives of this study are: (1) To test and analyze the effect of patient safety on the Word of Mouth, (2) To test and analyze the impact of Service Innovation on the Word of

Mouth, (3) To test and analyze the effect of patient safety on Competitive Advantage, (4) To test and analyze the impact of Service Innovation on Competitive Advantage, (5) To test and analyze the effect of Word of Mouth on Competitive Advantage, (6) To test and analyze the impact of patient safety on Competitive Advantage through Word of Mouth, (7) To test and analyze the effect of Service Innovation on Competitive Advantage through Word of Mouth.

2. Theoretical Review

2.1 Patient Safety

Health Unit today, patient safety (safety) has become a global issue. There are several patient safety goals in health services, namely (1) accuracy of identification; (2) increasing effective communication; (3) increasing the safety of using drugs that need to be always vigilant; (4) accuracy of location, procedure, and patient surgery; and (5) reducing the risk of infection related to health services and reducing the risk of falling patients (Depkes, 2011). Patient safety is free from accidental injury or avoids injury to patients due to medical treatment and medication errors (Depkes, 2006). Patient safety has always been a significant issue that is very important in providing health services (WHO, 2015). Broad problems related to medical technology use, such as the provision of medical prescriptions, the awareness of each medical staff to know and be aware of their respective functions and duties. Patient safety variables in this study use measurement indicators according to Jayabrata et al., (2016) and Zacky, (2017), namely: Identification, (b) Communication, (c) Medical Safety, (d) Medical Procedures, (e) Risk of Infection, (f) Risk of Fall

2.2 Service Innovation

Innovation is a process that turns opportunities into new ideas and makes them widely usable in practice (Barney & Hesterly, 2015). The definition of creation, its products, services, ideas, and new perceptions from someone (Kotler & Keller, 2016). Innovation is a broad concept limited to products (Suryani, 2013). Innovation can be in the form of ideas, methods, or objects perceived by someone as something new. Society perceives innovation as change that has just been experienced. Service innovation is measure through (a) Use of Technology, (b) Interaction with Customers, (c) the Development of New Services, (d) Service Delivery Systems (Delafrooz et al., 2013).

2.3 Word of Mouth (WoM)

The resulting service marketing requires external marketing and internal and interactive marketing (Kotler & Keller, 2016). External marketing describes the company's normal work, providing excellent service, providing fees, distributing, and promoting the service to consumers. Internal marketing is defined as the company's efforts in providing training and motivating employees to provide good service to customers. According to Barry in (Joesyiana, 2018), the indicators of Word of Mouth Communication are: (a) Talking about, (b) Recommending, (c) Encouraging.

2.4 Competitive Advantage

Companies generally strive always to achieve their goals and objectives in conditions of increasingly fierce competition (Amirullah, 2015). Excellence is inherently dynamic and

untenable. Competition today and in the future must view as high active competition, not a static one, so it is necessary to go through this with some strategic thinking. According to Widajat, (2009), for the hospital industry, one more indicator needs to add; namely, the development of service quality and technology, so that the indicators in measuring competitive advantage in hospitals are: 1) valuable resources, 2) different from others, 3) not easy imitated, 4) competitive prices, and 5) development of service quality and technology.

2.5 Effect of Patient Safety on Word of Mouth (WoM)

According to Upadhyay & Powers, (2017) research, Patient Safety involves communication between patients and employees and other publics, the importance of interpersonal relationships between frontline personnel and customers, and increasing customer perception and satisfaction, mainly health care services difficult for customers to understand. Thus, communication from employees can promote better quality health care than traditional advertising or promotion methods.

H_1: Patient safety has a positive and significant effect on Word of Mouth (WoM)

2.6 The Influence of Service Innovation on Word of Mouth (WoM)

Ahmadi (2019) research proves that Service Convenience, Service Quality, and Customer Satisfaction on WOM in the WoM aviation Industry positively and significantly influenced by service convenience. The service comfort dimension has a significant indirect effect on WoM. Then research has been conducted by Fuentes-Blasco et al (2017) said that innovation and good marketing, innovation allows in improving the store image perceived by consumers, the introduction of technology also increases the consumer value of customers in stores, but while innovation marketing does affect the store image, its effect on consumer value and satisfaction insignificant, marketing innovation does have a significant indirect impact on satisfaction through store image. The relationship between satisfaction and WoM behavior so that customers who are more satisfied with the retail experience will make more recommendations. Based on some of the research results above, the following hypothesis is compiled:

H_2: Service Innovation has a positive and significant effect on Word of Mouth (WoM)

2.7 Effect of Patient Safety on Competitive Advantage

Jindal & Raziuddin (2018) research found that medical professionals' perceptions of reducing medical errors using electronic medical records, the relationship between the use of EMR in medical facilities and the reduction of medical errors using EMR can lead to competitive advantage in the health care environment, medical professionals who use EMR reduce media errors. , giving the wrong dose to the patient, unfair treatment, and so on up to 50-60%, so it can be said that this patient safety has a significant effect on competitive advantage. Based on the research results, the following hypothesis can be formulated:

H_3: Patient safety has a positive and significant effect on Competitive Advantage

2.8 The Effect of Service Innovation on Competitive Advantage

This research by Elrod & Fortenberry (2018) says that Due to extreme intensity and increasing patient needs, Health and Medical companies must perform at an optimal level, with marketing efforts playing an essential role in achievement, by devoting the perspectives of health institutions, health, and medical providers. have the opportunity to find new and different marketing approaches for the potential use of their organization, mutually beneficial is included in a significant competitive advantage. Based on several research results, the following hypothesis is formulated:

H_4: Service Innovation has a positive and significant effect on Competitive Advantage

2.9 Effect of Word of Mouth (WoM) on Competitive Advantage

Research by Matzler et al (2019) that many good tourist destinations are very focused and dependent on visitors, the primary assumption is that repeat visitors are more profitable and that positive words from WoM are critical to attracting new patients and are also supported by Iranita & Suprihartini (2017) research Saying that Competitive Advantage has a positive effect on shaping WoM behavior towards tourist destinations, Competitive Advantage also has a significant influence in shaping WoM. According to Shirsavar et al (2012), word of mouth offers companies and organizations a way to gain a significant competitive advantage. Based on some of the research results, the following hypothesis can be formulated:

H_5: WoM has a positive and significant effect on Competitive Advantage

2.10 Effect of Patient Safety on Competitive Advantage through Word of Mouth (WoM)

Patient safety is free from accidental injuries or avoiding injury to patients due to medical treatment and medication the sampling technique used in this study is the accidental sampling technique errors (Depkes, 2006). Due to medical errors and patient safety, deaths are threatened each year with a cost of $ 17 to $ 29 billion (Encinosa and Bae in Jindal & Raziuddin, 2018) to the healthcare industry. Furthermore, Sykes, Venkatesh, and Rai in Jindal & Raziuddin (2018) explain that common mistakes are claimed to be the leading cause of increasing treatment costs and endangering patient safety. Based on the research results, the following hypothesis can be formulated:

H_6: Patient safety has a positive and significant effect on Competitive Advantage through Word of Mouth

2.11 The Effect of Service Innovation on Competitive Advantage through Word of Mouth (WoM)

According to Suryani (2013), innovation is a broad concept that is limited to products. Innovation can be in the form of ideas, methods, or objects perceived by someone as something new. Innovation is usually associated with technological change (Fuentes-Blasco et al., 2017). Technological innovation through the introduction and development of ICTs has been consolidated in recent years as a long-term strategic investment, providing a competitive advantage by generating value for the end consumer. This is reinforced by the previous research findings, who found in their research that Competitive Advantage has a positive effect on

shaping WoM behavior (Iranita & Suprihartini, 2017). Based on some of the research results, the following hypotheses can be formulated:

H$_7$: Service Innovation has a positive and significant effect on Competitive Advantage through Word of Mouth.

3. Research Method

This type of research was chosen in this study using Causal Research. The population is a combination of all elements in the form of things or people that have similar characteristics that are the center of a researcher's attention. Therefore it is seen as a research universe (Ferdinand, 2011).

Accidental sampling technique was used to take samples. The data collection used in this study is a survey method by directly submitting a questionnaire to selected respondents who have used the services of Total Life Clinic Surabaya. The data collected follows several ways such as:

(1) The questionnaire was distributed to patients or families of Total Life Clinic Surabaya patients who were at least 17 years old,

(2) A brief explanation was given about how to fill in the questionnaire,

(3) The questionnaire that had been filled in completely was collected again, then processed and analyzed further.

3.1 Research Variable

The variables that will be used are into three categories, namely two independent variables, one intervening, and one dependent variable. The following are the results of complete identification, namely: Independent Variables: Patient Safety (X1), Service Innovation (X2), Intervening Variables: Word of Mouth (Z), Dependent Variables: Competitive Advantage (Y).

3.2 Data Analyst Techniques

3.2.1 Descriptive Statistics

Descriptive statistical analysis is used in this study to provide an overview or description of the research variables, namely: Patient safety, service innovation, Word of Mouth, and competitive advantage based on data from the collected questionnaires. Measurement of variables in this research methodology uses a Likert scale where respondents state the level of agreement or disagreement regarding various statements about behavior, objects, people, or events, which usually consists of 5 or 7 points

3.2.2 Partial Least Square Analysis

Data analysis in this study used the Partial Least Square (PLS) method. PLS can be used for any type of data scale (nominal, ordinal, interval, ratio) as well as more flexible assumption requirements. The use of PLS as a measurement of the relationship of each indicator with its construction. Furthermore, PLS was tested bootstrap on the outer model and the inner model. The first step in PLS is to compile a conceptual model in two phases, namely the outer model and the inner model.

3.2.3 Model Evaluation Research Variable

PLS model evaluation is based on predictive measurements that have non-parametric properties. The PLS evaluation model is carried out by assessing the outer model and inner model.

When steps one and two have been carried out, so that the results are easier to understand, the design results of the inner model and outer model are then expressed in the form of a path diagram.

Inner model, namely the specification of the relationship between latent variables (structural model), also known as inner relations, describes the relationship between latent variables based on the substantive theory of research. The structural equation in this study can be expressed in the system of equations as follows:

$$Z = \beta_1 X_1 + \beta_2 X_2$$

$$Y = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Z$$

Information:

Z = Word of Mouth, leave variable, endogenous

Y = Competitive Advantage, endogenous latent variable

β = Variable influence coefficient value

X_1 = Patient Safety, exogenous latent variables

X_2 = Service innovation, exogenous latent variable

3.2.4 Estimating Parameters

Parameter estimation is done to calculate latent variable data. The goodness of Fit, In this case, is divided into two, namely the Outer model and Inner model. The outer model, also known as the outer relation or measurement model, defines how each indicator block relates to latent variables. (Ghozali & Latan, 2015), evaluating the measurement model or outer model is carried out to assess the validity and reliability of the model. The validity test in the field tests for convergent and discriminant validity. Descriptive statistical analysis is used in this study to provide an overview or description of the research variables, namely: Patient safety, service innovation, Word of Mouth, and competitive advantage based on data from the collected questionnaires. Measurement of variables in this research methodology uses a Likert scale where respondents state the level of agreement or disagreement regarding various statements about behaviour, objects, people, or events, which usually consists of 5 or 7 points

3.3 Research Hypothesis Test

After conducting various evaluations, both the outer model and the inner model, the next step is to do hypothesis testing. Hypothesis testing is used to explain the direction of the relationship between the independent variable and the dependent variable.

4. Analysis and Discussion

Validity testing in this study was conducted for pre-sampling, where the number of samples used was 30 samples. If the level of significance value obtained from each variable statement is ≤ 0.05, it is considered valid. The reliability of the variable is determined based on the Cronbach alpha value. If the Cronbach alpha value is greater than 0.6, it is said that the variable is reliable.

4.1 Partial Least Square Analysis

4.1.1 Evaluate Outer Model

4.1.1.1 Convergent Validity

An indicator in the convergent validity test is interpreted as a good category if the loading factor value is greater than 0.50.

4.1.1.2 Average Variance Extracted (AVE)

The purpose of the existence of AVE is used as a test of construct variable reliability whose testing is carried out by reviewing values that exceed 0.5 can be declared satisfactory.

4.1.1.3 Discriminat Validity

Discriminant is done with the aim of testing the validity of the indicator block by using the cross-loading value.

4.1.1.4 Composite Reliability

Composite reliability is carried out to test the reliability of indicators on variables where if the value is greater than 0.70 it can be said that the composite reliability has been fulfilled.

4.1.1.5 Croncbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets Cronbach alpha if it has a Cronbach alpha value> 0.6
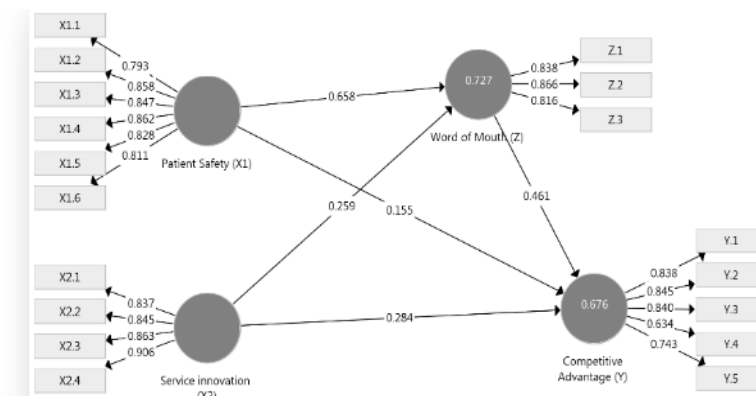
4.1.2 Inner Model Test

Figure 1. Result Framework Result

The Word of Mouth variable is influenced by Patient Safety and Service Innovation while Competitive Advantage is influenced by the Patient Safety, Service Innovation, and Word of Mouth variables, which are described in the structural equation below:

Z = 0.658 X1 + 0.259 X2

Y = 0.115 X1 + 0.284 X2 + 0.461 Z

4.1.3 Hypothesis Testing

Table 1. Hypotesis Testing

	Original Sample	Sample Mean	Standard Deviation	T Statistics	Result
Patient Safety (X1) -> Word of Mouth (Z)	0.658	0.655	0.097	6.807	Significant
Service innovation (X2) -> Word of Mouth (Z)	0.259	0.265	0.104	2.493	Significant
Patient Safety (X1) -> Competitive Advantage (Y)	0.155	0.194	0.134	1.151	Not Significant
Service innovation (X2) -> Competitive Advantage (Y)	0.284	0.294	0.097	2.919	Significant
Word of Mouth (Z) -> Competitive Advantage (Y)	0.461	0.418	0.158	2.910	Significant
Patient Safety (X1) -> Word of Mouth (Z) -> Competitive Advantage (Y)	0.303	0.275	0.116	2.618	Significant
Service innovation (X2) -> Word of Mouth (Z) -> Competitive Advantage (Y)	0.119	0.108	0.059	2.037	Significant

4.1.4 Structural Model Testing
In assessing the model with PLS, it starts by looking at the R-square for each latent dependent variable. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the latent dependent variable, whether it has a substantive effect (Ghozali, 2016). Based on the results of testing the R-square value, it can be interpreted that the Patient

Safety and Service Innovation variables that affect the Word of Mouth variable have an R2 value of 0.676, which indicates that the model is "moderate." Patient Safety, Service Innovation, and Word of Mouth variables, which affect the Competitive Advantage variable, have an R2 value of 0.727, which indicates that the model is "moderate."

4.2 Discussion

4.2.1 Effect of Patient Safety on Word of Mouth

Based on the results of the study, it was found that Patient Safety had a positive and significant effect on Word of Mouth because the t statistical value was 6,807, which was greater than 1.96, which means that Word of Mouth could be influenced by the level of patient safety felt by employees. This means that the hypothesis, which reads "Patient safety has a positive and significant effect on Word of Mouth (WoM)," is accepted. This indicates that if Total Life Clinic Surabaya wants to increase the activity of the patient's Word of Mouth related to the clinic, it is very important for Total Life. Clinic Surabaya to pay attention to the level of safety guaranteed for patient care.

4.2.2 The Influence of Service Innovation on the Word of Mouth

Based on the results of the study, the results show that Service Innovation has an effect on the Word of Mouth because the t statistical value is 2.493, which means it is greater than 1.96, which means that the Word of Mouth can be formed with good Service Innovation. This means that the hypothesis, which reads "Service Innovation has a positive and significant effect on the Word of Mouth (WoM)," is stated to be accepted. This means that if Total Life Clinic Surabaya wants to increase the activity of the patient's Word of Mouth to others, it is very important for Total. Life Clinic Surabaya to create a better service innovation, Service innovation from Total Life Clinic Surabaya is able to create patient attitudes to tell positive things about Total Life Surabaya services.

4.2.3 Effect of Patient Safety on Competitive Advantage

Based on the results of the study, it was found that Patient Safety had no positive and significant effect on Competitive Advantage because the t statistical value was 1.151, which means less than 1.96, which means that Competitive Advantage was not influenced by the level of Patient Safety. This means that the hypothesis that says "Patient safety has a significant effect on Competitive Advantage" is not accepted, because basically the patient's condition or condition cannot be guaranteed by health workers, so that patient safety is not a reference for the company to remain superior, patient safety at the Total Life clinic. Can emphasize more on improving the quality of service which can then become a competitive advantage, especially on the patient safety indicator, namely establishing effective communication with patients does not reflect the correct measurement of patient safety and gets the lowest mean value, but this must be considered considering communication with the patient is very important in order to know the condition experienced by the patient.

4.2.4 The Effect of Service Innovation on Competitive Advantage

Based on the research results, it is found that Service Innovation has a positive and significant effect on Competitive Advantage because the t statistical value is 2.919, which means greater than 1.96, which means that Competitive Advantage can be formed with good Service Innovation. This means that the hypothesis, which says, "Service Innovation has a positive and significant effect on Competitive Advantage," is accepted. From innovation, patients feel closer to medical personnel. They can communicate directly about the complaints they feel and receive solutions directly from medical personnel. This is in line with the advantages possessed by Total Life Clinic Surabaya in providing higher benefits than other competitors, such as in terms of valuable resources.

4.2.5 The Effect of Word of Mouth on Competitive Advantage

The results of the research analyzed showed a significant positive impact of word of mouth on competitive advantage. This is indicated by the t-statistic value of 2,910 which exceeds 1.96, which means that competitive advantage can be formed by the presence of WOM, so that the hypothesis is accepted. From communication efforts to convey information by patients related to Total Life Clinic Surabaya to others about experiences in using services so that the process spreads everywhere can increase the superiority of Total Life Clinic Surabaya in providing higher benefits than other competitors.

4.2.6 Effect of Patient Safety on Competitive Advantage through Word of Mouth

Based on the results of the study, it was found that Patient Safety had a positive and significant effect on Competitive Advantage through the Word of Mouth at Total Life Clinic Surabaya because the t statistical value was 2.618, which means greater than 1.96. This means that the hypothesis, which reads "Patient safety has a significant effect on Competitive Advantage through Word of Mouth," is accepted. These results indicate that patient safety can increase competitive advantage through the existence of Word of Mouth. Based on the results of testing the hypothesis, Patient Safety (KP) on Competitive Advantage (KB) is not significant because it has t- statistic value <1.96, which means the Word of Mouth (WoM) variable has a role as a mediator between patient safety variables and full competitive advantage (Mediaton).

4.2.7 The Effect of Service Innovation on Competitive Advantage through the Word of Mouth

Based on the results of the study, it was found that Service Innovation had a positive and significant influence on Competitive Advantage through the Word of Mouth at Total Life Clinic Surabaya because the statistical t value was 2.037, which means it is greater than 1.96. This means that the hypothesis, which says, "Service Innovation has a positive and significant effect on Competitive Advantage through the Word of Mouth," is accepted. The results showed that Service Innovation could increase competitive advantage through the existence of Word of Mouth. Based on the results of testing the Service Innovation (IP) hypothesis on Competitive Advantage (KB), it is significant because it has t - statistic value> 1.96, which means that the Word of Mouth (WoM) variable has a role as a mediation between patient safety variables and partial competitive advantage (partial mediation).

5. Recommendations

It is hoped that Total Life Clinic Surabaya will increase Service Innovation by increasing the willingness to serve consultations indirectly online (phone / WhatsApp), holding Webinars between doctors and patients, radio broadcasts, and others so that this online consultation will trigger excellence Total Life Clinic Surabaya in competing with other hospitals or clinics.

Patient safety has a positive and significant effect on Word of Mouth. It is hoped that Total Life Clinic Surabaya will fulfill all patient needs in order to maintain patient safety so that patients feel satisfied after using the services at Total Life Clinic Surabaya.

Service innovation has a positive and significant effect on the Word of Mouth; it is hoped that Total Life Clinic Surabaya will increase service innovation such as providing drug delivery for patients at Total Life Clinic Surabaya, for postponement of delivery costs for patients who do not want to wait too long in compounding prescriptions, so as to reduce queues and reduce patient complaints awaiting services at Total Life Clinic Surabaya.

Patient safety has a positive and significant effect on Competitive Advantage; it is expected that Total Life Clinic Surabaya prioritizes handling patient safety first, establishing good communication on an ongoing basis with customers, adding sophisticated facilities and infrastructure, will greatly help advance services at Total Life Clinic Surabaya. Promotion through online media is a breakthrough that effectively saves time and is efficient in saving costs, and has added value in market development.

Service innovation has a positive and significant impact on Competitive Advantage; it is hoped that it will always strive to innovate its products such as creating a new service system that is different from its competitors, building new breakthroughs, and improving service management so as to create service quality that has competitive advantages.

It is hoped that further research that wants to research on the same topic can use other variables that can affect the level of Competitive Advantage so as to develop the research results that have been obtained in this study.

Patient safety has a significant positive effect on Competitive Advantage through the Word of Mouth at Total Life Clinic Surabaya. Patient safety can increase competitive advantage through the existence of Word of Mouth.

6. Conclusions

Patient safety has a positive and significant effect on Word of Mouth at Total Life Clinic Surabaya. The better the level of patient safety provided by the health facility, the more it will trigger patients to communicate health facility services to others well.

Service innovation has a positive and significant effect on Word of Mouth at Total Life Clinic Surabaya. The high level of service innovation provided by the clinic to patients will trigger patients to convey information related to health facility services to others.

Patient safety has no positive and significant effect on Competitive Advantage at Total Life Clinic Surabaya. The high level of patient safety does not have an impact on the high competitive advantage at Total Life Clinic Surabaya.

Service Innovation has a positive and significant effect on Competitive Excellence in Total Life Clinic Surabaya. The high level of innovation related to clinical services to patients will trigger an increase in the competitive advantage of health facility services.

Word of Mouth has a positive and significant effect on Competitive Advantage in Total Life Clinic Surabaya. The higher the activity of the patient's Word of Mouth towards other people, the higher the excellence of health facility services in competing with other health facilities.

Patient safety has a positive and significant effect on Competitive Advantage through the Word of Mouth at Total Life Clinic Surabaya. Patient safety can increase competitive advantage by using word of mouth.

The positive influence of service innovation on competitive advantage through WOM at Total Life Clinic Surabaya shows that the existence of WOM is able to trigger an increase in competitive advantage through service innovation.

Acknowledgment

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