

Influence Efficacy Self And Supervision To Implementation Behavior Care Nursing With Motivation as an *Intervening Variable* at Hospital X Bekasi

Muhammad Herli, Supriyantoro, Hashim

^{1,2,3} Faculty of Health Sciences Master of Hospital Administration Program, Esa Unggul University Jakarta, Indonesia

Jalan Arjuna Utara No. 9 Kebon Jeruk, West Jakarta

E-mail: muhammad.herli@student.esaunggul.ac.id¹, Supriyantoro@esaunggul.ac.id², Hasyim.Ahmad@esaunggul.ac.id³

Abstract : *The quality of nursing care is a key factor in achieving optimal patient care outcomes. However, there is still inconsistency in implementing nursing care behavior carried out by nurses in hospitals. This study aims to analyze the effect of self-efficacy and supervision on the implementation of nursing care behavior and to test the role of motivation as an intervening variable. The quantitative causal research method with a sample of 63 implementing nurses working in the Inpatient Installation of X Hospital, Bekasi. Data collection using questionnaires and the analysis technique used is multiple regression analysis. The results of the study showed that self-efficacy and supervision influenced motivation and nursing care behavior. The results of the mediation test showed that self-efficacy and supervision influenced nursing care behavior through motivation. The effect of self-efficacy on nurses' work motivation had the highest regression coefficient value compared to other variables. The results of this study provide managerial implications for hospitals to improve self-efficacy and the quality of supervision for nurses, and to pay attention to the motivational aspects of nurses to encourage the implementation of optimal nursing care behavior. Efforts that can be made are to improve the training system, supervision system, and effective delegation of authority system. . Further research needs to develop with a larger sample and add independent variables so that it is wider in the discussion.*

Keywords: *Self Efficacy, Supervision, Motivation, Nursing Care Behavior*

1. INTRODUCTION

The behavior of nurses in carrying out nursing care is very important because it has a direct impact on the quality of service received by patients (George, 2014). Nursing care includes not only medical care but also emotional and psychological support, which is especially important in inpatient settings where patients are vulnerable and may have experienced significant stress or trauma. Nurses play an important role in ensuring that patients receive comprehensive care that meets their mental, spiritual, And social, as well as health physical (Masters, 2018). This comprehensive care approach is important to promote patient recovery and well-being, and this is influenced by the behavior and attitudes of nurses in daily practice (Kowalski, 2016)

The low behavior of nurses in implementing nursing care is caused by exists a number of factor reason. According to Gibson's theory, there are three variables that can influence individual behavior, namely individual, organizational and psychological variables (Gibson, Ivancevich, Donnelly Jr, & Konopaske, 2012). Based on study, three factor identified as causes of poor behavior among nurses, namely: individual, organizational and external environmental factors (Pareek & Batra, 2022). Apart from that, according to Wijaya *et al.* (2023), nurse behaviorism is influenced by demographic, individual and psychological characteristics.

Afshar, Ebadi, Farmad, & Azemian (2020) stated that individual prerequisites, prerequisites, structural failures and social factors are considered as factors that influence behavior in nursing.

Currently, poor nurse behavior is a fundamental problem at various levels of health service providers, especially in care nursing. Previous studies have discussed this problem a lot. Arslan & Koştu (2021) find score nursing ism in 9 Hospital in Türkiye category low. Studies Abate *et al.* (2021) in Ethiopia showed that of 407 nurses, only 24.8% had the behavior to provide health services. Wijaya et al (2023) conducted research in Indonesia find 55.5% nurses have low behavior. However, findings from Bekalu & Wudu (2023) showed different results, where more than 51.1% of the total 350 nurses showed high behavior.

Nursing care is a problem-solving method that allows nurses to organize and provide care. Wrong One benefit implementation good nursing care is to increase the quantity and quality of services in the nursing field (Kozier, Erb, Bergman, Snyder, & Frandsen, 2017).

. Hospital X is House general illness new in region Bekasi Because new stand on year 2018. Hospital This is type C with 24 hour operational hours from Monday to Sunday. X Hospital become Wrong One Hospital which the people of Bekasi Regency and surrounding areas rely on For get service the best health, one of which is in an inpatient installation.

Based on patient satisfaction surveys according to X Hospital annual report data in 2023, it shows that 50% of patients expressed dissatisfaction with inpatient nurses. These complaints are mostly related to the behavior of nurses in providing nursing services which are felt to be lacking, giving rise to patient dissatisfaction with the quality of service, including first class patients not getting their class because the class is in the first class. always full and inpatient nurses are less friendly in inpatient services.

Lots factor One of the reasons underlying the high level of patient dissatisfaction with nursing services is the lack of behavior of nurses in providing nursing care.

The results of a preliminary study at X Hospital regarding self-efficacy showed that 70% nurses feel doubtful about their ability to overcome problems that arise in the workplace, 60% feel less confident in providing safe and quality care to patients, 70% find it difficult to make the right decisions when faced with situation Which difficult in place Work, And 80% stated that they still lacked skills in using the technology and medical equipment needed in their work.

The results of the preliminary study showed that 100% of nurses stated that they strongly disagreed and disagreed that supervisors carried out routine supervision, 80% of nurses stated that they strongly disagreed and disagreed that supervisors checked the results of nurses' work. in accordance standard Which has set, and 100% of nurses stated that they strongly disagreed and disagreed that supervisors set an example in implementing nursing care. This shows that

supervision carried out by supervisors is still low.

The results of the preliminary survey showed that 80% of nurses agreed and strongly agreed that their work performance as inpatient installation nurses was not recognized by superiors or unit leaders and 100% of nurses agreed and strongly agreed that the hospital was not chance For follow training or a self-development program that can improve skills and knowledge as an inpatient installation nurse. This shows that nurse motivation is still low.

Preliminary survey results showed that 60% of nurses answered rarely consistently apply standard nursing established in daily practice, 50% never involve patients in decision making regarding their care, and 70% of nurses answered that they do not at all actively seek opportunities to improve their knowledge and skills in the field of nursing. The survey results show that nurses' behavior in implementing nursing care is still low. This is because nurses often have low self-efficacy and limited supervision which influences their behavior in implementing nursing care. Low self-efficacy can cause a decrease in service quality and improvement risk error in provide nursing care.

Based on the data above, inpatient installations are one of them important part in the Hospital X, in where nurse role in give care nursing to patient. In context This, efficacy self and supervision are factors that can influence nurses' behavior in implementing nursing care. Apart from that, motivation also plays an important *intervening role* in the relationship between self-efficacy, supervision, and nurse behavior. With this background, the title of this research is "Improving Nurses' Nursing Care Behavior Through Improving Self-Efficacy, Supervision, and Motivation".

This research is expected to fill the gaps found in previous findings, exploring the determining factors that influence nurses' behavior in nursing care at Hospital X, Bekasi. Hospital X in Bekasi is an important health institution and has an active inpatient installation. Hospital Hospital

2. RESEARCH METHOD

Research Design

This research uses a quantitative approach with a causality approach. Causal quantitative studies attempt to determine the direct relationship between independent variables and dependent variables (Sekaran & Bougie, 2016). This research is to determine the relationship between variables based on the previous hypothesis has stated by researcher previously, namely knowing the direct and indirect influence of self-efficacy and supervision on nurses' behavior in implementing nursing care through motivation as an *intervening variable*

Population, Sample And Technique Sampling

The population in this study were all executive nurses who worked in the installation Treat Stay Hospital X, Bekasi, totaling 63 people. The sampling technique in this research uses *purposive sampling* , namely determining samples using certain target population criteria. The criteria are as follows: Executive nurses who work in the Inpatient Installation of Hospital X, Bekasi, nurses who are willing to be respondents in study And sign *informed consent* . Nurse who is not

on leave, sick, or during training/education during the research period. Nurse Which involved direct in providing nursing care in the Inpatient Installation of Hospital

Source Data And Type Data

The data source is primary data, and the type of data is qualitative data which is quantitative and is Likert scale data. Collection data done with field study through questionnaires to respondents.

3. METHOD ANALYSIS DATA

Test Validity And Reliability

In test validity with using the *Pearson Correlation* value , if $r_{count} > r_{table}$ and the value is positive then the item or question or indicator is declared valid.

Reliability Test with Cronbach's Alpha, a research instrument is declared reliable if it has a Cronbach's Alpha value > 0.6 .

Statistics descriptive

Descriptive statistics are used to describe respondent characteristics, independent variables (efficacy, supervision and motivation), and the dependent variable (nursing care). This analysis uses the Three Box Method to obtain a descriptive picture respondents related variable Which researched. Each questionnaire item has a score according to the Likert scale, namely the highest score is 4 (four) and the lowest score is 1 (one)

4. RESULTS AND DISCUSSION

Characteristics Respondent

The general description of the 63 respondents includes types gender, age, length of service and last education at the health facility. On Table 1 shows that part big Respondents are women, aged between 20-30 years, with work period < 1 year, and position in health facilities as nurse executor At home Sick. Results study about Description of respondents' characteristics is presented in the following table:

Table 1. Description Characteristics Respondent

No.	Characteristics	Category	Frequency	Percentage (%)
1	Type Sex	Woman	55	87.3
		Man	8	12.7
Total			63	100
2	Age	20- 30 Year	46	73
		> 40 Year	17	27%
Total			63	100
3	Education Final	Diploma	56	88.9
		Bachelor	7	11.1
Total			63	100
4.	Long Work	≤ 1 year	32	50.8
		> 3 Year	31	49.2
r			63	100

Source : Results Processing Data By Researcher, 2024

a. Descriptive Analysis of Variables

Descriptive analysis was used to determine the description of efficacy, supervision, motivation and behavior of nursing care at Hospital X based on the results of filling out the questionnaire. This analysis was carried out using index analysis techniques, to describe respondents' perceptions of the question items asked by tabulating the questionnaire with the *Three-box Method scoring technique*. The index values obtained are grouped into low, medium and high.

Table 2. Scale Measurement Mark Index

No	Variable	Score			Behavior
		Low	Currently	Tall	
		(15.75 –31.4)	(31.5 –47.24)	(47,25 –63)	
1	Self -Efficacy		<input type="checkbox"/>		<i>Adaptable e</i>
2	Supervision		<input type="checkbox"/>		<i>Regulation ve</i>
3	Motivation		<input type="checkbox"/>		Constant
4	Tan nursing care behavior		<input type="checkbox"/>		Reflective

Source : Data Processing Results by Researchers, 2024

Table 2 shows *Adaptable self-efficacy behavior*. *Adaptable* indicates the ability to adapt and adapt self with various different situations and demands. Supervision behavior shows *Regulative*. *Regulative* refers to supervision that focuses on ensuring compliance with rule, procedure, And policy which has been set. constant motivational behavior. This means that nurse motivation is at a relatively stable and constant level, without any significant fluctuations or changes. Nursing care behavior describes reflective. Reflective shows that the nurse has awareness And understanding self who is quite good, and willing to reflect on experiences and

learning for self-development.

Overall, these results are indicative that quality practice nurse not yet optimal and still requires improvement efforts in various aspects, such as efficacy self, supervision, motivation, And compliance with standards of practice.

The influence of self-efficacy on nurses' work motivation

Thus, the results of this study are clear support And in line with theory Self-efficacy proposed by Albert Bandura. Increasing nurses' self-efficacy, especially in the aspect of self-confidence in carrying out complex nursing actions, is crucial for increasing nurses' work motivation in inpatient installations. This result is also supported by research by Tannady *et al.* (2019) shows that efficacy has a positive effect on employee motivation. Demir's (2020) research also shows that self-efficacy influences employee motivation

Referring to the results of these statistical tests, it can be explained that as the quality of hospital services decreases, satisfaction decreases, on the contrary, the quality of hospital services increases then satisfaction increases.

Nurses' Work Motivation

The results of the hypothesis test show that there is an influence of supervision on work motivation nurse in installation take care stay House Pain X Bekasi

The results of this research are also in line with research by Phan Thanh Hai, et al, 2020 which states Results findings This supported research by Baljoon *et al.* (2018) found that effective supervision can increase nurses' motivation by increasing their sense of autonomy, competence, and connectedness. Study Atashi *et al.* (2024) Also shows that clinical supervision has an influence on nurse motivation. In addition, Chmielewska's research *et al.* (2020) emphasized that

supervision Which Good can increase nurse motivation. Furthermore, research by Xing *et al.* (2021) emphasized that *negative supervisor feedback* can reduce nurse motivation.

The influence of self-efficacy on nursing care behavior

The results of the hypothesis test show that there is influence efficacy self to nursing care behavior of nurses in the inpatient installation of Hospital X Bekasi

This is in accordance with Bandura's (1997) theory, which states that self-efficacy influences how individuals (in this case nurses) think, feel, motivate themselves, and behave. Nurses with high self-efficacy tend to have strong confidence in their abilities, so this is encouraging they For displays better nursing care behavior. Sources of self-efficacy according to Bandura, such as experience of mastering something, vicarious experience, verbal persuasion, and physical/emotional conditions, can become factors which influences the self-

efficacy of nurses in the inpatient installation of Hospital Kim & Han (2019) have shown that self-efficacy influences nurse behavior. Kim & Park's research (2023) also revealed that high self-efficacy will improve nurse behavior. Additionally, Sharour *et al.* (2022) emphasizes that self-efficacy influences nurse-patient interactions which reflect nurse behavior. Furthermore, research by Xie *et al.* (2023) emphasize that self-efficacy influences nurses' professional values. while, study Yoo & Cho (2020) shows efficacy self show influence on the quality of nurses as measured by the quality of respect, explanation, and skills, experience of nurses. Influence supervision to behavior nursing care

The results of the hypothesis test show that there is an influence of supervision on the nursing care behavior of nurses in the inpatient installation of Hospital X Bekasi

This is in accordance with formative supervision theory which emphasizes the importance of internal supervisors give bait come back, guidance, and constructive direction to help develop nursing competencies and skills.

Supervision in the context of nursing care is explained as an act of personal observation in accordance with the functions and activities of carrying out leadership in the nursing care process (Murray, 2017). Supervision in nursing care is also explained as a activity Which used for facilitate reflection Which more in depth from the practice that has been carried out, this reflection allows staff reach, maintain, and be creative in improving the quality of providing nursing care through existing supporting facilities (Pitman, 2011). Supervision in nursing care is a collaborative process involving normative, formative and restorative aspects carried out by a nursing supervisor for a nurse or a group of nurses. Normative supervision focuses on standards and meeting expectations, formative supervision focuses on learning and development, while supervision restorative focused on recovery and support. The purpose of supervision in nursing care is For increase quality of providing nursing care, ensuring patient safety, and supporting nurse development (Proctor, 2010).

The influence of motivation on nursing care behavior

The results of the hypothesis test show that there is an influence of motivation on the nursing care behavior of nurses in the inpatient installation of Hospital X Bekasi

The results of this research are in line with various existing motivation theories, such as Maslow's Needs Theory, Herzberg's Two Factor Theory, and Vroom's Expectancy Theory. These theories explain that motivation is an important factor that encourages individuals to display certain behavior, including behavior in nursing practice. Herzberg's *Two Factors Motivation Theory* is the focus of this motivation theory How motivating employees in a company, agency or organization, for example, such as providing opportunities to employees

For carry out task that job more need skill And opportunities to develop skills at work. Meanwhile, its application in work (*job enrichment*) is forming work groups (*team work*), combining work tasks for employees, building relationships with clients. This motivation technique aims to meet the high level motivational needs of employees. These efforts provide opportunities for employees to succeed at work by making work more interesting and challenging (Newstrom, 2006)

The influence of self-efficacy and supervision on nurses' behavior in implementing nursing care through motivation as an *intervening variable*

The results of the mediation test show that self-efficacy and supervision influence behavior care nursing through motivation. This means that self-efficacy and supervision influence behavior care nursing No just simply direct, but also indirectly through increasing nurse motivation. The results of this study show that nurses who have high self-efficacy tend to be more motivated in providing care nursing Which . In addition, effective supervision can increase nurses' motivation to provide nursing care

The results of this research are in line with Newstrom's theory (2006), that motivation influenced by two categories of factors, namely: individual factors, one of which is self-efficacy. Self-efficacy is one of the individual factors that influences a person's motivation. Nurses who have high self-efficacy tend to more motivated For provide nursing care. Apart from that, it is influenced by organizational factors, one of which is supervision. Good supervision from superiors/managers is one of the organizational factors that can influence nurse motivation. Effective supervision can increase nurses' motivation to do their work effectively.

Study Which other also revealed that efficacy has a positive effect on employee motivation (Demir, 2020; Tannady *et al.* , 2019).

. Research by Baljoon *et al.* (2018) found that effective supervision can increase nurses' motivation by increasing their sense of autonomy, competence, and connectedness. Study Atashi *et al.* (2024) too show supervision clinical has an influence on nurse motivation. Furthermore, Chmielewska *et al.* (2020) revealed motivation mediate supervision and organizational performance

Findings Study

The research results show the influence of self-efficacy on work motivation nurse own mark coefficient the highest regression compared to other variables. This shows that self-efficacy is very important for nurses because it is related to self-confidence in providing good nursing care. Nurses with high self-efficacy tend to be more motivated to work hard, diligently

and persistently in providing the best service for patients. Nurses who have high self-efficacy will be more internally motivated to do a good job, without having to depend on external factors such as rewards or recognition. Confidence in one's abilities Alone become runway for nurses to be motivated, work hard, and provide excellent service. The strong influence of self-efficacy on work motivation shows that this factor is the basis for nurse behavior.

Limitations study

Based on on process study This, There are several limitations experienced and there can be several factors that future researchers can pay more attention to in further perfecting their research because this research itself certainly has lack of which need Keep going improved in future research. A number of limitations in study These include: there are nurse respondents who have worked for ≤ 1 year who have never felt like they are research objects and do not represent the performance of nurses in hospitals, the research object is only focused on nurses who work in inpatient care environments. There needs to be research that describes the whole attitudes of nurses in various positions or positions, in the process of collecting data, the information provided by respondents through questionnaires sometimes does not show opinion respondents Which Actually, this happens because sometimes there are differences thinking, presumption And different understanding of each respondent, as well as other factors such as the honesty factor in filling in the respondent's opinion in the questionnaire and the influence of the researcher as the respondent's former superior

5. CONCLUSION

Based on the research results, it can be concluded regarding the influence of self-efficacy, supervision and motivation on nursing care; (1) High self-efficacy will encourage nurses to work better, be more motivated, and be more responsible in providing good nursing care. quality, (2) Supervision Which effective can provide guidance, support, and constructive feedback to nurses. This can increase the self-confidence, competence and motivation of nurses in carrying out their duties, (3) Nurses who have high self-efficacy tend to show behavior care nursing better, (4) Effective supervision can encourage nurse For displays better behavior in providing nursing care, (5) the higher the motivation the nurse has, the higher the tendency to behave in providing quality nursing care .

Self-efficacy and supervision have a significant effect to behavior care nursing through motivation. Nurses who have high self-efficacy tend to be more motivated in providing good nursing care. In addition, effective supervision can increase nurses' motivation to provide nursing care.

Managerial Implications

Implications managerial in study this is based on findings study with index lowest of each indicator for each variable:

- a. The indicator of self-efficacy with the lowest index is self-confidence in carrying out complex nursing actions in the inpatient room, so the managerial implications for hospital management need to identify areas of complex nursing actions in the inpatient room and provide appropriate training to improve nurse competency. Activate a training system that is routine and adapted to the complexity of nursing actions.
- b. The supervision indicator with the lowest index is regarding guidance constructive, so implications managerial for management Hospital need build a more structured and systematic supervision system between supervisors and nurses. Feedback should be carried out regularly, focus on positive aspects, and provide constructive suggestions for improvement.
- c. The lowest index of motivation is regarding the granting of authority in accordance with responsibility, so the managerial implications for hospital management need to evaluate and improve the nursing competence authority system in accordance with the abilities of individual nurses.

Theoretical Implications

Theoretical implications of research results This strengthen And enriches the conceptual basis for understanding the determinants of nursing care behavior, by emphasizing the important role of self-efficacy, supervision, and motivation as key interrelated variables, namely : (1) in in study This results were obtained there is influence efficacy self towards the work motivation of Hospital X nurses that supports the Social Cognitive Theory developed by Albert Bandura. Theory This emphasized importance efficacy yourself as determinant main behavior. Nursing care behavior is influenced by nurse self-efficacy, in accordance with the principles of Social Cognitive Theory, (2) in research This obtained influence supervision on the work motivation of nurses at Hospital on nurses' nursing care behavior in installation take care stay House Pain X Bekasi. The results of this study are also in line with Bandura's (1997) theory, which states that self-efficacy influences how individuals (in this case nurses) think, feel, motivate themselves and behave. (4) in this study the influence of supervision on nursing care behavior of nurses in the inpatient installation of Hospital X Bekasi. This is in accordance with the theory of formative supervision (Proctor, 2010) which emphasizes the importance of supervisors in providing constructive feedback, guidance and direction to help develop competence and care skills, (5) in research this is obtained the influence of motivation on

nursing care behavior of nurses in installation inpatient Hospital

X Bekasi. This is in accordance with Motivation theory, especially the model proposed by Newstrom (2006), which states that motivation acts as a mediating variable that connects individual factors (self-efficacy) and organizational factors (supervision) with work behavior or performance.

LITERATURE

- Abdelhadi, A. (2021). Patients' satisfactions on the waiting period at the emergency units: Comparison study before and during COVID-19 pandemic. *Journal of Public Health Research, 10*, 1956. Saudi Arabia.
- Ai, Y., Rahman, M. K., Newaz, M. S., Gazi, M. A. I., Rahaman, M. A., Mamun, A. A., & Chen, X. (2022). Determinants of patients' satisfaction and trust toward healthcare service environment in general practice clinics. *Frontiers in Psychology, 13*, 856750. Malaysia. <https://doi.org/10.3389/fpsyg.2022.856750>
- Aljumah, A., Nuseir, M. T., & Islam, A. (2020). Impacts on service quality, satisfaction, and trust on the loyalty of foreign patients in Malaysian medical tourism. *International Journal of Innovation, Creativity and Change, 11*(2). Malaysia. Retrieved from www.ijicc.net
- DJSN, K. (2021). *Map street towards insurance national health 2012–2019*. Jakarta.
- Doit, D. (2021). *Marketing management: Practical approach*. Yogyakarta: Graha Ilmu.
- Dubey, P., & Sahu, S. K. (2019). The mediating effect of service quality in the link between perceived value and customer loyalty in selected hospitals of Chhattisgarh. *Journal of Advanced Research in Dynamical & Control Systems, 11*(Special Issue 10). Chhattisgarh.
- Fatonah, S. (2019). The role of mediation of customer satisfaction in service quality relationship on hospital patient loyalty in Indonesia. *International Journal of Supply Chain Management, 8*(4). Surakarta.
- Hai, P. T., Cuong, N. T., Chien, N. V., & Thuong, M. T. (2020). Sustainable business development of private hospitals in Vietnam: Determinants of patient satisfaction, patient loyalty, and revisit intention. *Problems and Perspectives in Management, 19*(4), Da Nang City. [https://doi.org/10.21511/ppm.19\(4\).2021.06](https://doi.org/10.21511/ppm.19(4).2021.06)
- Harahap, A. T. J., Ginting, C. N., Nasution, A. N., & Amansyah, A. (2023). The effect of lean approach on hospital service quality and inpatient satisfaction. *Unnes Journal of Public Health, 12*(1). Medan.
- Hussein, H. A. (2021). The effect of effective healthcare in managing customer relationship: A study on healthcare, hospital image, satisfaction, and loyalty of private hospitals in Baghdad. *Webology, 18*(Special Issue on Current Trends in Management and Information Technology). Baghdad.

- Juliani. (2019). Brands have a positive effect on hospital performance and patient behavioral expectations. *ARSI Journal*. Jakarta.
- Kotler, P. (1988). *Marketing management: Analysis, planning, implementation, and control* (8th ed.). Englewood Cliffs, NJ: Prentice Hall International, Inc.
- Kotler, P. (2017). *Marketing management, millennium edition*. Jakarta: Prehallindo.
- Kotler, P. (2021). *Marketing management in Indonesia* (Book 2, Adapted by A. B. Susanto). Jakarta: Salemba Four.
- Kotler, P., & Armstrong, G. (2003). *Marketing basics*. Jakarta: Prenhallindo.
- Kotler, P., & Keller, K. L. (2007). *Marketing management* (12th ed.). Jakarta.
- Liu, S., Li, G., Liu, N., & Hongwei, W. (2021). The impact of patient satisfaction on patient loyalty with the mediating effect of patient trust. *Inquiry: The Journal of Health Care Organization, Provision, and Financing*, 58, 1–11. <https://doi.org/10.1177/00469580211007221>
- Lovelock, C., & Wirtz, J. (2014). *Service marketing*. New Jersey, USA: Pearson.
- Lupyodadi, C. (2022). *Management services marketing*. Jakarta: PT. Salemba Empat.
- Modding, R., S., Basri, B., S., Kamase, J., & Gani, A. A. (2020). Influence of service quality and patient value to patient satisfaction and loyalty: Study at some hospitals in the city of Makassar. *IOSR Journal of Business and Management*, 22(5), 50–68. Makassar. <https://www.iosrjournals.org>
- Nasirin, C., & Lionardo, A. (2020). Effective implementation of marketing management of hospital pharmacy: A study on the impact of hospital service quality improvement in enhancing patients' satisfaction and loyalty. *Sys Rev Pharm*, 11(5), 705–712. Palembang. <https://doi.org/10.1177/2158244020982304>
- Nguyen, N. X., Tran, K., & Nguyen, T. A. (2021). Impact of service quality on in-patients' satisfaction, perceived value, and customer loyalty: A mixed-methods study from a developing country. *Patient Preference and Adherence*, 15, 2523–2538. Ho Chi Minh City.
- Phonthanukitithaworn, C., Naruetharadhol, P., Gebombut, N., Chanavirut, R., Onsa-ard, W., Joomwanta, P., Chanyuan, Z., & Ketkaew, C. (2020). An investigation of the relationship among medical center's image, service quality, and patient loyalty. Khon Kaen.
- Rahman, M. K., Bhuiyan, M. A., & Zailani, S. (2021). Healthcare services: Patient satisfaction and loyalty lessons from Islamic-friendly hospitals. *Patient Preference and Adherence*, 15, 2633–2646. Klang Valley.
- Rahman, M. K., Zainol, N. R., Nawi, N. C., Patwary, A. K., Zulkifli, W. F. W., & Haque, M. M. (2022). The effect of perceived value, brand image, satisfaction, trust, and commitment on loyalty at XYZ hospitals, Tangerang. *Journal Management Health Indonesia*, 11. Indonesia.

- Simamora, B. (2022). *Riset pemasaran, falsafah, teori dan aplikasi*. Jakarta: PT. Gramedia Pustaka Utama.
- Sirna, I. K., Adinegara, G. N. J., & Utama, I. G. B. R. (2020). Adoption of the service quality principle into the hospital industry. *International Journal of Scientific and Technology Research*. Bali.
- Sukawati, T. G. R. (2021). Hospital brand image, service quality, and patients' satisfaction in pandemic situation. *JMMR (Journal of Medicoethicolegal and Hospital Management)*, 10(2), 120–127. Bali.
- Sundram, S., Tambvekar, S. E., Sekar, S., Ghada-elkady, Tiwari, S. K., & Gopinathan, R. (2022). The effect of service quality on patient loyalty mediated by patient satisfaction. *Journal of Pharmaceutical Negative Results*, 13(6). India.
- Supranto, J. (1997). *Measuring the level of satisfaction of the referring health facility medical team*. Bandung: Tarsiti.
- Sutisna. (2019). *Marketing management* (11th ed.). Jakarta: Index.
- Sutisna. (2021). *Consumer behavior and marketing communications* (2nd ed.). Bandung: Posdaya Youth.
- Sutojo, S. (2020). *Building company image*. Jakarta: PT. Damar Mulia Pustaka.
- Syamsul Bahri, M. H., Bata Ilyas, G., Kadi, I., Pastor, N. M. D. P., Tahir, S. Z. S., Umanailo, M. C. B., & Umanailo, R. (2021). The effect of service quality and professionalism on patient loyalty through hospital image: A study at Makassar Happy Hospital. *Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management*, Singapore.
- Tjiptono, F. (2005). *Services marketing* (1st ed.). Malang: Bayumedia.
- Tjiptono, F. (2007). *Marketing service*. Malang: Bayu Media Publishing.
- Tjiptono, F. (2018). *Services, quality and satisfaction* (2nd ed.). Yogyakarta: ANDI Publisher.
- Trisno, A. O., & Berlianto, M. P. (2023). The effect of perceived value, brand image, satisfaction, trust, and commitment on loyalty at XYZ hospitals, Tangerang. *Jurnal Manajemen Kesehatan Indonesia*, 11(1). Jakarta.