

## CUSTOMER SATISFACTION AT R.W MONGISIDI GENERAL HOSPITAL SERVICE WITH IMPORTANCE PERFORMANCE ANALYSIS

by:

**Novia Madundang<sup>1</sup>**  
**Merinda H. Pandowo<sup>2</sup>**

<sup>1,2</sup> Faculty of Economics and Business  
International Business Administration (IBA) Program  
University of Sam Ratulangi Manado  
email: <sup>1</sup> [via\\_madundang@ymail.com](mailto:via_madundang@ymail.com)  
<sup>2</sup> [iinpan@yahoo.com](mailto:iinpan@yahoo.com)

### ABSTRACT

Customer Satisfaction is the important thing in services quality, the hospital must give the best service to customer so the customer will be satisfied and will be loyal. With many efforts, hospital must to make the patient feel comfortable with the services. The main objective is to analyze the importance and performance services at R.W Mongisidi General Hospital in Manado. The type of this research is descriptive quantitative methods. By using Impotance Performance Analysis (IPA) as analytical tool. In this research the samples taken are as much as 60 respondent (patient). The result of this research is (1) the level of importance, competence factor perceived to be important, for the level of performance is perceived to be low. (2) the level of importance, access factor is perceived to be important, for the level of performance, is to be low. (3) for the level of importance, courtesy factor is perceived to be important, for the level of performance access is to be high. (4) the level of importance, credibility factor perceived to be too important, for the level of performance, access is perceived to be high. So hospital management must keep the good work for the importance and performance to develop their hospital from better to be the best.

**Keywords:** *service quality, customer satisfaction, customer loyalty, performance.*

### INTRODUCTION

#### Research Background

The hospital is one of the important needs for people of Manado. There are many things about the hospital that are considered, whether it is good or bad, but still, it should be a concern of the hospital itself. By looking at the kind of human needs, the hospital also exist to help every patient that comes with many health problems. There are so many issues that the hospitals in Manado have been facing. Regarding the evaluation of patients comfort and quality of the service that has to be well-maintained on a regular basis. Efforts from management of hospitals in order to improve their service not just focus on patient, but also focus on hospital facilities.

The cost of going to the hospital is increasingly expensive, and it makes people think first before they go to a hospital to get a treatment for their ailment. many times people feel they are being discriminated for not having the proper treatment a regular person should receive, and also they feel disappointed of the hospital's service quality. Looking at the situation now, people demand the best service they could ever get, and it is hospitals' responsibility to treat their patients with the best service until they are fully recovered and discharged from the hospital. There are many aspects that can affect a patient to think differently, if the hospital fails to address the issues arising from their existing patients and potential ones, they will find it hard to gain public trust. If the performance exceeds expectations, consumers will surely be highly satisfied. When consumers are dissatisfied, consumers will be reluctant to use the same service from the same hospital in the future. They will tend to look for other hospitals that, according to them, will offer the level of satisfaction they expect. Or in other words if the perceived level of satisfaction is low, it will affect the intention to move.

Customer satisfaction especially for the service industry has become imperative for the companies to remain successful. The advantage of a service depends on the uniqueness and quality of the services displayed. Customer perception of service quality is a thorough assessment of the advantages of a service. One way to distinguish a service company with other service companies is to provide services with higher quality than competitors, consistently. Hospitals should be considering this because not only do they offer comfort, but satisfaction to their patients. So, this research should be focused on "Service Quality" (SERVQUAL) in order for patients' comfort can be fulfilled.

The SERVQUAL scale was developed based on a marketing perspective with the support of the Marketing Science Institute (Parasuraman, Zeithaml, and Berry 1985). Its purpose was to provide an instrument for measuring service quality that would apply across a broad range of services with minor modifications in the scale.

## Research Objective

The General Objective in this research is to find out the relationship of the service quality and patients' satisfaction at R.W. Mongisidi General Hospital in Manado:

1. To analyze the importance service at R.W. Mongisidi General Hospital in Manado
2. To analyze the performance at R.W. Mongisidi General Hospital in Manado.

## THEORITICAL REVIEW

### Service

Shanin Arash (2006:2), state that "service is an activity or series of activities of more or less intangible nature. It normally, but not necessarily, takes place in interactions between customers and service employees and/or physical resources or goods and/or systems of the service provider." In economics, a service is an intangible commodity. That is, services are an example of intangible economic goods. Service provision is often an economic activity where the buyer does not generally, except by exclusive contract, obtain exclusive ownership of the thing purchased. The benefits of such a service, if priced, are held to be self-evident in the buyer's willingness to pay for it. Public services are those that society (nation state, fiscal union, regional) as a whole pays for, through taxes and other means.

### Service Quality

Sriyam (2010:5) state that "SERVQUAL is an instrument for measuring service quality, in terms of the discrepancy between customers and expectation regarding service offered and the perception of the service received; Respondents are required to answer questions about both their expectation and their perception".

Moshab, Mahamad & Ramayah (2010:72) state that Service quality is a multi-dimensional phenomenon. Thus reaching the service quality without distinguishing the important aspects of quality is impossible.

### Customer Satisfaction

Hsiung (2011: 7733) state that "customers are likely to be affected psychologically by the decisions of the marketing organization, such as customer satisfaction, perceived service quality, perceived value, trust, and commitment". Customer satisfaction is a specific evaluation of the overall service given service provider, so that customer satisfaction can only be assessed based on the experience as a researcher have ever experienced during the process of service delivery. Cohen et al (2006:12) state that customer satisfaction has for many years been perceived as key in determining why consumers leave or stay with an organization. Organization need to know how to keep their customers, even if they appear to be satisfied.

## Customer Loyalty

Huang, Kou & Yu (2009:129) state that “Customer loyalty is usually defined as a customer’s intention or actual behavior to repeated lypurchase certain products or services. Indeed, the costs of attracting a new customer have been found to be up to six times higher than the costs of retaining old ones”.

## Previous Research

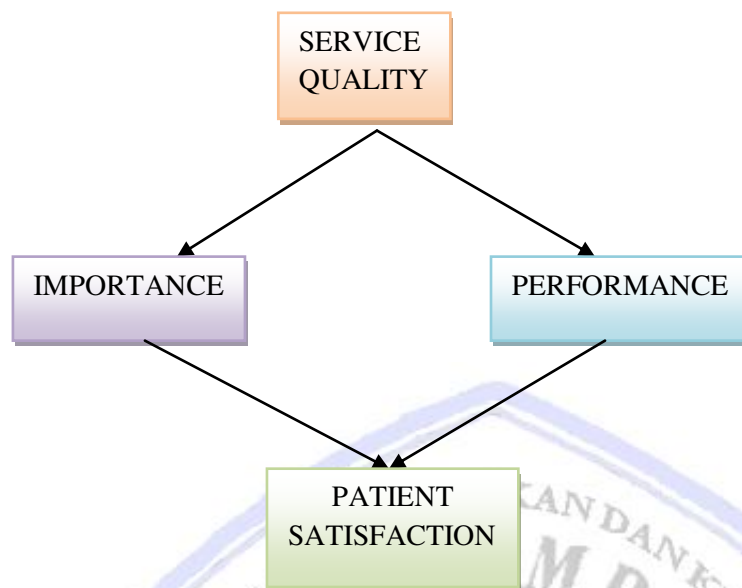
**Amjeriya & Malviya (2012)**, conduct research that is Measurement Of Service Quality In Healthcare Organization. This study purpose of their research is the quality of services has been a major challenge in healthcare industry. And to measure the quality of service in a hospital service environment. SERVQUAL as an effective approach has been studied and its role in analysis of difference between patients expectation and service providers, perception has been highlighted through a case study conducted XYZ hospital which is one of the best hospital in giving quality service to patients. This project also to demonstrate the use of SERVQUAL to measure methodology consist of preparing a detailed questionnaire based on twelve SERVQUAL attributes. To analyze the data using software SPSS, the result of this study showed that hospital attributes have positive impact and are significant to built patient satisfaction.

**Daniel & Berinyuy (2010)**, conduct research that is Measurement Of Service Quality In Healthcare Organization. This study has examined the purpose of their research is to finding how applicable the SERVQUAL model is in the context of grocery and empirically, describe how consumers (students) perceive service quality and whether they are satisfied with service offered by these store in Umea. A self-completion questionnaire was developed from the SERVQUAL instrument and distributed using a convenience sampling technique to students in the Umea University campus to determine their perceptions of service quality in grocery stores. From the analysis carried out. The SERVQUAL model was not a good instrument to measure service quality because some of the items under the dimensions overlapped and regrouped under different dimensions from the factor analysis carried out. So, the result from this study can be carried out in other areas comprised of multiple cultures in order to find out the applicability of the SERVQUAL model in grocery stores. Further studies could be carried out on service quality of grocery stores in Sweden specifically to assess consumers’ service quality perceptions of grocery stores with similar sizes.

**Rizwan & Samren (2011)**, conduct research that is Assessing the service quality of some selected hospital in Karachi based on the servqual model. This study examined the purpose of this study is aimed at exploring the dimensions of the SERFQUAL model which are the significant determinants of service quality in terms of patient satisfaction, in the selected hospital of Karachi. Data was collected from 252 outpatient visiting three selected hospital each from Public sector, Private sector, and Semipublic sector. In Analysis this study is use the extract the important factors on basis of responses obtained from patient. So the result from this study is how to compare 3 hospital sector in Karachi how the management each hospital to improvements to increase patient satisfaction because the gaps in perception and expectation of the patient are critically importance for their performance improvement.



### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source : Data Processed, 2014*

### RESEARCH METHOD

#### Type of Research

This part describes types of research; Causal, Descriptive, and Relational Research. So in this research, Researcher will use Descriptive. Descriptive research design is based on three factors: (1) the nature of the initial problem or opportunity, (2) the research question and (3) the research objective. When the research problem / opportunity is either to describe characteristic of existing market situations or to evaluate current marketing mix strategies, then a descriptive research design is the appropriate choice for researcher.

**Table 1. The 4 Dimension**

Service quality Attribute	Indicator	Modified Hospital for Hospital Industry
Competence	Possession of required skills and knowledge to perform the services.	Doctor qualification, Staff qualification, Experience of doctor, & Reputation of doctor.
Access	Approachability and ease of contact.	Medicine, Facility, & Cost.
Courtesy	Politeness, respect, and	Politeness of staff, Friendly, and discipline.
Credibility	Friendliness. Trustworthiness, believability, honesty, & it involves having the interest at heart.	Trustworthiness, Doctor faith, and Belief.

## **Place and Time of Research**

Place of Research at Hospital R.W. Mongisidi General Hospital Manado. Time of Research; The study was conducted in Manado between October – November 2014.

## **Population and Sample**

### **Population**

This research used population as the data sources to make an appropriate result of data. Population is generalized to the object/subject which is have a certain quantity and characteristic that is required by researcher to studying and to gain conclusion (Sekaran and Bougie, 2009). The population are used in this study are the patients who had been treated in the inpatient hospital more than 2 days in R. W. Mongisidi General Hospital.

### **Sample**

Sample in this research is the patient of Hospital R.W. Mongisidi General Hospital Manado. There are 60 patients who had been treated in the inpatient hospital more than 2days.

### **Data Collection Method**

In the current study, there are two important data, Primary Data, researchers make the questionnaire and Secondary Data, researchers looked at from the point of the research and take the existing questionnaire and a collection of books as a support.

### **Operational Definition and Measurement of Research Variables**

1. Competence ( $X_1$ ): The ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.
2. Access ( $X_2$ ): Point at which entry to a facility, contact with a circuit, or communication with a system is obtained. See also system access. and Authority or permission to consult records or to obtain restricted information.
3. Courtesy ( $X_3$ ): Point at which entry to a facility, contact with a circuit, or communication with a system is obtained. See also system access. and Authority or permission to consult records or to obtain restricted information.
4. Credibility ( $X_4$ ): Refers to the objective and subjective components of the believability of a source or message Traditionally, modern, credibility has two key components: trustworthiness and expertise, which both have objective and subjective components. Trustworthiness is based more on subjective factors, but can include objective measurements such as established reliability. Expertise can be similarly subjectively perceived, but also includes relatively objective characteristics of the source or message (e.g., credentials, certification or information quality). Secondary components of credibility include source dynamism (charisma) and physical attractiveness.

### **Data Analysis Method**

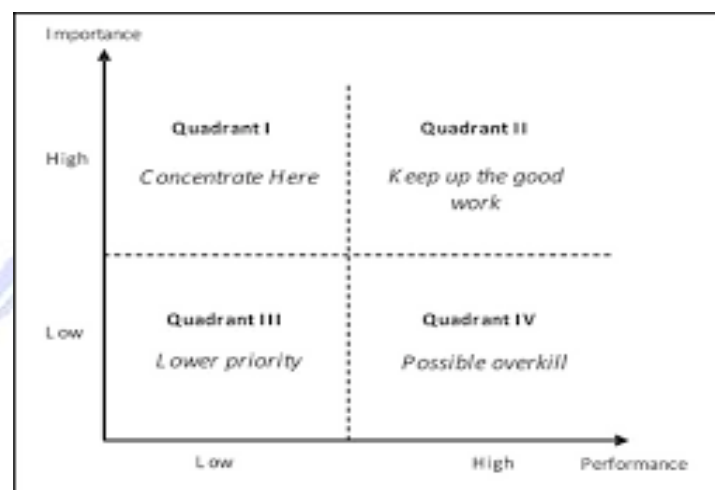
#### **Reliability and Validity**

In statistics, reliability is the consistency of a set of measurements or of a measuring instrument, often used to describe a test. Validity is often assessed along with reliability, the extent to which a measurement gives consistent results. (Javadein, 2008)

### Analysis With IPA (Importance Performance Analysis) Method

IPA uniting factor measurement of the level of performance(performance) and the level of interest(importance) are then described in a two-dimensional diagram of the importance-performance diagram to get apractical proposal and facilitate an notation data. At the level of performance, measurements done by measuring the level of customer satisfaction.

The Importance-Performance Analysis (IPA) has been applied in a number of settings with relatively little modification in form. For example; Chon, Weaver, and Kim (1988) applied IPA for the Visitors Bureau of Norfolk, Virginia and Nitse and Bush (1993) used IPA to compare preconceptions of dental practices.



**Figure 2 The Original IPA Framework**

Source: Martilla, J. and James J. (1977), 'Importance- Performance Analysis', *Journal of Marketing*, 14 (January): Pp. 77-79. (cited by: Krisana Kitcharoen)

## RESULT AND DISCUSSION

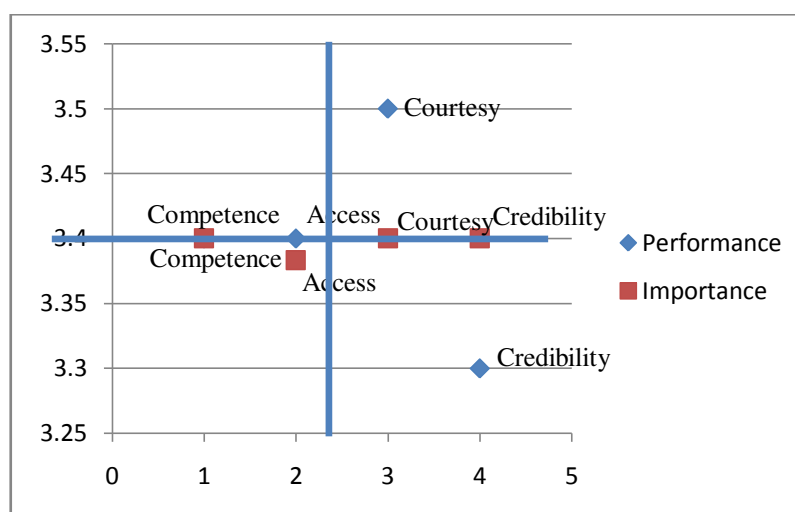
### Result

#### Average Data

**Table 3. Average's Data**

Variable	Performance	Importance
Competence	3.4	3.4
Access	3.4	3.383333
Courtesy	3.5	3.4
Credibility	3.3	3.4
<b>Average</b>	<b>3.4</b>	<b>3.39583325</b>

The results of the analysis of research data is shown in the diagram below:



**Diagram 1. IPA Analysis from R.W. Mongisidi Hospital**

*Source: Data Processed 2014*

The analysis result, this measured by 4 variables, namely: Competence, Access, Courtesy, and Credibility, it can be seen that there are so many explanations which explain about quality according to the point of view of patient. based on the hospital performance and patient's interest. Bellow this it will be explain about IPA Chart according to 4 variables.

IPA chart, or Quadrant IPA (Importance Performance Analysis) is a descriptive analyses technique, which used to identification the importance performance factors about matters that should be showed by the organization in fulfilling consumer satisfaction. The interesting point of IPA is research result in 2 dimension graphical quadrant formation and easy to be interpreted on *Diagram 1*.

IPA chart of picture *Diagram 1*. divided in 4 quadrants, seen from quadrant (Concentrate Here), There are 2 variables namely Competence and Access Variable (Blue Spot) that show Performance. Therefore this quadrant is considered as important factor to be maintained. Therefore R.W.Mongisidi hospital should keep their quality and quantity. Because based on the hospital competency has been very good, and even seen from access that given to patient. Because of that R.W.Mongisidi hospital should improve their performance so it can be better. Patients expect that every service that given will improve more not only for needs of the hospital but also the patient.

Seen from the quadrant (Keep Up The Good Work), there are 2 variables namely Courtesy variable (Blue spot) that show Performance and Courtesy (Red Spot) that show Importance. So in this quadrant also considered as important factors as the first quadrant, also expected as the support factor. Therefore the R.W Mongisidi hospital should give full attention to the variable in this quadrant, for the hospital must have the eye on courtesy measured from performance of R.W Mongisidi hospital. For the hospital should keep the achievement performance to give the good service, whether from the employees, medical staff et cetera. Total in service and courtesy measured from the interest that can be seen from the performance for the patient importance. Because based on the courtesy chart, the performance courtesy is more important than patient interest courtesy. For that the R.W Mongisidi hospital not only maintains the achievement but have to improve more courtesy in the hospital itself.

The quadrant (Low Priority), there are 2 variables like the first quadrant namely Competence (Red Spot) and Access (Red Spot), and both of them show the importance. The measured differentiate with the first quadrant. So, the R.W Mongisidi hospital do not take concentration too much on this quadrant, for this quadrant



have low perception level and not really important, or not to expected. Because if seen from IPA chart competence and access have low priority therefore the hospital not give full concentration on this factors that influence to this quadrant. Thus, it can be say that the R.W Mongisidi hospital does not need to be worry.

Seen from the last quadrant (Possible Overkill), there are 2 variables namely Credibility (Blue Spot), that show Performance and Credibility (Red Spot), that show Importance, just like the second quadrant, but not really same. Therefore in this quadrant the R.W Mongisidi hospital does not need to be worry, because the certain factors in this quadrant are not important and unexpected. The hospital also does not need to take concentration on credibility variable in this quadrant. And also no need to allocate related human resources with this factors in this quadrant. R.W Mongisidi hospital just take full concentration to maintain the achievement.

## **Discussion**

### **Importance and Performance based 4 variable:**

#### **Competence**

Competence is someone's basic characteristic that enables him/her to produce superior in his/her job. The meaning of competence includes an adhering, deep part of personality of someone with a predictable behavior in various situation and tasks. Prediction of who has a good and bad performance can be measured with the criteria or standard used. Competence factor in this research is related to ability and experience and qualification owned by the medical personnel in the hospital. This can mean that the hospital should concentrate on competence factor considering that based on the perception of respondent, the ability, the experience and the qualification of medical personnel are important things, why are these things important? Qualified and competent medical personnel will of course give qualified services.

Meanwhile the performance is perceived to be "low" and therefore the competence of medical personnel should be upgraded. Why? Performance of organization clearly includes the performance of organization members. Hence the success of each member organization becomes important for the accomplishment of the organization success in achieving certain objectives.

#### **Access**

Accessibility is the level of ease achieved by someone toward an object, service or environment. Then this access is implemented in the building, environment and other public facilities. In health services, access is commonly defined as access to service provider and institution, according to some experts, access is more than just the complement of health service because service are affordable when there is access to good services. While, in general, the experts are aware that the user characteristics influences the provider's characteristics in providing services. Or in other words, access to the services is formed from the relation between the user and the human resources of health services. In this research accessibility (access) is the ease of patients in obtaining medicines, using the hospital facilities and affordable cost.

Access is a general concept that summarizes a set of interaction of special values between the patient the health service system. This access concept includes availability, accessibility, accommodation, affordability and acceptability. While another concept of access is grouped into stages and dimensions. The level is divided into two: potential-describes the service are available and can be given to the community, and realized/actualized.

The improvement of the community accessibility toward the health services of the hospital is very important for the improvement of human resources productivity, because only healthy human resources can carry out activities and develop themselves. Health development is an effort to fulfill one of the people's basic rights, that is the people's rights for access to inexpensive and qualified health service needs. From the point of view of provider, there are 5 dimensions of access, namely:

1. Closeness, the user obtain health service that can be identified in the form of service availability, affordable and have impacts on the user's health.



2. Receptivity, related to the socio-cultural factors that make it possible for the community to accept the perceived offered.
3. Availability, referring to the health services that are affordable anytime, anywhere. Availability is not only physical, but also human resources that can provide services as good as they can.
4. The user's capacity-referring to the capacity of the users in using the health faculties both economically and socially.
5. Compatibility, referring to the Compatibility between the services provided and the user's need

## Courtesy

Courtesy is the courteous attitude respect, attention and the hospitality of the company or organization's contact persons. In this research, courtesy is politeness, respect and hospitality shown by the medical personnel of the hospital. Service is something done for someone as the service receiver who will receive a benefit or feel happy or satisfied. One of the important elements in prime service is a civilized behavior that is known as courtesy. The service provided should be fruitful that the customers willingly choose the product being sold and become repeaters. Therefore, it is very important to provide services that are positively impressive in the hearts of consumer.

Courtesy is a good treatment for someone, in this case a consumer to please him/her in order that he/she feels satisfied with our service. Courtesy is related to a sincere way acceptance hospitality in accepting the consumer's attention, friendly words/way of speaking and other actions that can make the consumer satisfied. Courtesy should be done by every employee of service business that is directly or indirectly related to consumers.

## Credibility

*Kamus Besar Bahasa Indonesia*, Credibility is trust. Trust is related to the public assessment that the information sources are considered to be sincere, fair, wise, just and objective. Trust has personal integrity and has a high social responsibility. In this research, credibility is trust, fairness. Providing the best service from the heart to customers/patients. In business management of any field, the main thing the company must pay attention to is the orientation of customer, that is what the company must do to satisfy the customer. It is the human needs and the human wants that must be an important reference of the company in satisfying its customers.

Human need is a feeling that arises naturally in humans to fulfill everything needed in their life. The needs then arouse human wants to get something needed in their lives. There are problems that must be a main concern of the company as a follow-up in business strategy. In relation to the services for the external customers, all parties dealing with service provision both commercial and noncommercial must realize that loyal customers are supporters for the company and other organizations. Therefore, they must place the customer as very valuable assets considering that in reality, there is no single organization or company that can survive when they are abandoned by their customers.

Service quality measure is not only determined by the served party (in this case customer) because nowadays the customers are smarter and very critical, therefore the business actors must be able to give service that are compatible with the customers expected, the customers will negatively assess the company. Nowadays, besides accentuating product quality (goods and services) as the forms of service, the business actors also emphasize other patterns of service as support to give attention or intimacy to their customer that is later known as empathy to the customers. In their efforts to increase the service provision for the customers, the companies must first emphasize their visions to be customer-oriented, especially in activities to satisfy the needs and wants of the customers by becoming customer-oriented, the companies surely. Strive to design the best services for their customers. Providing the best services for their customers. This is done especially because the customers satisfaction can only be fulfilled through the best performance in providing services for their customers. The provision of the best services can only be possible if the companies are able to maintain or improve the quality of services they provide.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The results of the research, it can be drawn conclusions as follows:

1. The result of analysis for the level of importance, competence factor is a perceived to be “important” by the respondent. Further, based on the result of analysis, for the level of performance, competence factor is perceived to be low by the respondent.
2. The result of analysis for the level of importance, accessibility factor is perceived to be “important” by respondents. While for the level of performance, accessibility factor is to be low by the respondent.
3. The result analysis, for the level of importance, courtesy factor is perceived to be important by the respondents while for the level of performance, accessibility factor is perceived to be “high” by the respondent.
4. The result of analysis, for the level of importance, credibility factor is perceived to be “too important” by the respondents while for the level of performance, accessibility factor is perceived to be “high” by the respondents.

### Recommendation

From the conclusions in this study, authors provide recommendations as follows:

1. The R.W. Mongisidi General Hospital must keep up the good work for the importance of courtesy services at hospital. Because if the hospital is able to make patient satisfaction, so that will affect to patient loyalty.
2. The R.W. Mongisidi General Hospital also must concern about their service performance for patient to develop their hospital. Because if patient trust with the hospital, so the patient do not mind to spend their money for health. It means if patient satisfaction with the hospital, and patient also will be loyal.

## REFERENCES

- Amjeriya, D., and Rakesh, K. M., 2012. Measurement of Service Quality in Healthcare Organisation. *International Journal of Engineering Research And Technology (IJERT)*. ISSN: 2278-0181 Vol. 1., Issue 8.. Available at [www.familiesusa.org/.../HSI%20Quality%20Measurement%20Brief](http://www.familiesusa.org/.../HSI%20Quality%20Measurement%20Brief) Accessed on October 2012.
- Cohen, D., Christopher Lean., Hua Hwa Au Yong., and Esther Choong. 2006. Customer Satosfaction: A Study of Bank customer Retention in Newzealand. *Journal Department of Accounting and Finance*. ISSN: 1174-5045. ISBN: 1-877176-86-9. Available at [www.academia.edu/.../customersatisfaction](http://www.academia.edu/.../customersatisfaction). Accessed on March 2006. Pp. 109.
- Daniel, C, Nde., and Lukong, P, B., 2010. Using The Servqual Model to Assess Service Quality and Customer Satisfaction. *Journal of Marketing*. Available at [www.umu.diva.portal.org/smash/get/diva2:327600/fulltext01.pdf](http://www.umu.diva.portal.org/smash/get/diva2:327600/fulltext01.pdf). Master Thesis one Year. Pp. 15.
- Huang, Y, K., Yi-Wei Kuo., and Shi-Wei Yu. 2009. Applying Importance – Performance on Analysis to Evaluate Logistics Service Quality for Online Shopping Among Retailing Delivery. *International Journal of Electronics Business Management*. Vol. 7. No. 2. Available at [www.researchgate.net/.../47380086\\_Applying\\_Importance-pe](http://www.researchgate.net/.../47380086_Applying_Importance-pe).
- Hsiung, L, C., 2011. A Study on Relation Between The Brand Image Dnd Customer Satisfaction in Catering Business. *Journal of Business Management*. ISSN: 1993 - 8233. Vol. 5. Available at [www.academicjournals.org/article/article1380705690\\_Lin.pdf](http://www.academicjournals.org/article/article1380705690_Lin.pdf) Pp. 7732-7739-6.

- Moshab, R., Osman, M., and T. Ramayah. 2010. Service Quality, Customer Satisfaction and Loyalty: A Test of Mediation. *International Journal Business Research*. Vol. 3 No. 4. Available at [https://scholar.google.com/scholar?q=service+quality,+customer+satisfaction+and+loyalty:+a+test+of+mediation&hl=en&as\\_sdt=0&as\\_vis=1&oi=scholar&sa=x&ei=ejmivbaqbpdpuqsx9ydaaq&ved=0CBsQgQMwAA](https://scholar.google.com/scholar?q=service+quality,+customer+satisfaction+and+loyalty:+a+test+of+mediation&hl=en&as_sdt=0&as_vis=1&oi=scholar&sa=x&ei=ejmivbaqbpdpuqsx9ydaaq&ved=0CBsQgQMwAA). Accessed on October 2010.
- Parasuraman, A, Zeithaml, V.A, and Berry, L.L. 1985. A Conceptual Model of Service Quality and Its implication for future Research. *Journal of Marketing*. Vol. 49, Issue 4. Available at <http://faculty.mu.edu.sa/public/uploads/136053395.879service%20marketing70.pdf>. Retrived on Sunday June 22, 2014. Pp. 41-50.
- Rizwan, A., and H, Samreen. 2011. Assessing the Service Quality of Some Selected Hospital in Karachi Based on The Servqual Model. *Journal of Business Management*. Available at [https://scholar.google.com/scholar?q=assessing+the+service+quality+of+some+selected+hospital+in+karachi+based+on+the+servqual+model&hl=en&as\\_sdt=0&as\\_vis=1&oi=scholar&sa=X&ei=ptyivflwgyukuqscykiba&ved=0cbsqgqmwaa](https://scholar.google.com/scholar?q=assessing+the+service+quality+of+some+selected+hospital+in+karachi+based+on+the+servqual+model&hl=en&as_sdt=0&as_vis=1&oi=scholar&sa=X&ei=ptyivflwgyukuqscykiba&ved=0cbsqgqmwaa). Accessed on July 2011.
- Seyed, R, S, J., Amir, K., and Mehrdad, E., 2008. Customer Loyalty In The Sport Service Industry: The Role of Service Quality, Customer Satisfaction, Commitment, & Trust. *International Journal of Human Sciences*. ISSN: 1303-5134. Vol. 5, Issue. 2. Available at [www.j-humansciences.com/ojs/index.php/IJHS/article/view/456](http://www.j-humansciences.com/ojs/index.php/IJHS/article/view/456).
- Shanin, A., 2006. Servqual And Model of Services Quality Gaps: A Framework For Determining And Prioritizing Critical Factors In Delivering Quality Services. *Journal of Depeartment University Isfahan Iran*. Available at [www.itsm.ucdavis.edu/sites/default/files/.../servqual%20case%20study.pdf](http://www.itsm.ucdavis.edu/sites/default/files/.../servqual%20case%20study.pdf).
- Sriyam, A., 2010. Customer Satisfaction Towards Service Quality of Front Office Staff at The Hotel. *International Journal Communication*. Available at [https://www.google.com/search?scient=psyab&biw=858&bih=462&noj=1&q=customer+satisfaction+toward+service+quality+of+front+office+staff+at+the+hotel&oq=lserp.12...104430.105236.1.107088.1.1.0.0.0.0.0.0.0.0.msdr...0...1c.1.62.serp..1.0.0.154WG\\_8IeUs](https://www.google.com/search?scient=psyab&biw=858&bih=462&noj=1&q=customer+satisfaction+toward+service+quality+of+front+office+staff+at+the+hotel&oq=lserp.12...104430.105236.1.107088.1.1.0.0.0.0.0.0.0.0.msdr...0...1c.1.62.serp..1.0.0.154WG_8IeUs). Accessed May 2010.

FAKULTAS EKONOMI  
DAN BISNIS

