

EXPLORING THE NEXUS BETWEEN CUSTOMER RELATIONSHIP MANAGEMENT (CRM), CUSTOMER BONDING, PATIEN SATISFACTION AND PATIENT LOYALTY

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Abstract

Loyalty is very important because the health center (Puskesmas) is a primary healthcare facility that provides basic services, both for patients enrolled in the BPJS Kesehatan program and for the general public. Patient loyalty depends on the implementation of customer relationship management and the creation of customer bonding, which will foster patient satisfaction. This study aims to examine the influence of customer relationship management and customer bonding on loyalty mediated by satisfaction. The research population consists of all patients visiting the health center from January to December 2024. The number of respondents is determined using Slovin's formula, totaling 100 individuals. The method used is partial least squares for analyzing the outer model and inner model tests. The results of the direct influence tests indicate that: CRM has a positive and significant effect on patient satisfaction, customer bonding has a positive and significant effect on patient satisfaction, CRM has a positive and significant effect on patient loyalty, customer bonding has a positive but not significant effect on patient loyalty, and patient satisfaction has a positive and significant effect on patient loyalty. The indirect effect test shows that patient satisfaction plays a positive and significant role in strengthening the influence of CRM on patient loyalty, and patient satisfaction also plays a positive and significant role in strengthening the influence of customer bonding on patient loyalty.

Keywords: *customer relationship management, customer bonding, customer satisfaction, customer loyalty.*

INTRODUCTION

Puskesmas is a primary healthcare service managed by the government, offering essential health services to the community. Its role is crucial in providing accessible, affordable, and quality healthcare, particularly in rural areas or regions far from larger health facilities (Wahyuningsih et al., 2021). The services available at Puskesmas include general health check-ups for early detection of health issues, treatment for common ailments, health education on healthy lifestyles, disease prevention, maternal and child health (KIA), dental and oral health services, elderly care, mental health services, treatment for infectious diseases, environmental health, inpatient services, nutritional care, and emergency services for minor accidents or mild heart attacks before referring to larger facilities. Community members are the users of healthcare services at Puskesmas, and it is expected that they will show loyalty to these services. Patient loyalty refers to a patient's commitment to the healthcare services provided (Wartiningsih and Febri, 2023). This loyalty is vital since Puskesmas serves as a primary healthcare facility for both BPJS Kesehatan program participants and the general public. With the rise of private healthcare centers, competition among healthcare providers has intensified. To remain competitive, Puskesmas must consistently deliver high-quality services to maintain patient trust, which in turn affects patient satisfaction and fosters loyalty (Evandinnartha et al., 2023). Patient loyalty is key to long-term success and sustainable competitive advantage. Loyal patients have specific expectations about what they will purchase and from whom. They can easily attract new patients through word-of-mouth since they are familiar with the services provided (Faizah et al., 2020). According to Jill Griffin (2015), loyalty reflects a duration of commitment and entails fewer than two actions. Patient loyalty is influenced by the implementation of customer relationship

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management (CRM) and the development of customer bonding, which enhances patient satisfaction. Customer Relationship Management (CRM) is a business strategy aimed at fostering long-term benefits by building relationships with customers (Shaon & Rahman, 2015). Pratama (2019) states that CRM serves as a tool that facilitates data processing about consumers, enabling companies to understand their customers better, automate various processes, and assist in decision-making, data analysis, and strategy formulation. The significance of this research lies in analyzing patient loyalty influenced by customer relationship management, customer bonding, and patient satisfaction. Puskesmas aims to deliver quality services to ensure patient satisfaction through the implementation of customer relationship management and the cultivation of customer bonding, ultimately resulting in enhanced service quality and loyalty. According to Sutrisno (2015), Customer Relationship Management (CRM) is an integrated business strategy that combines internal and external factors through customer data analysis using information technology, aimed at capturing customer attention to achieve lifetime value, benefiting both the company and its customers. By effectively implementing CRM, Puskesmas can attract new patients, gain advantages from them, and retain patients, all of which contribute to its profitability. The information generated by CRM is valuable for both Puskesmas and patients, as it facilitates the addressing of patient feedback, needs, and desires, motivating Puskesmas to enhance its services for patient satisfaction (Fitriana and Bruri, 2018).

The state of the art established in this study focuses on the research locus, explaining that patient loyalty arises from the healthcare services provided by Puskesmas Jelbuk to patients holding health insurance cards (BPJS). When in need of healthcare, the community utilizes BPJS health insurance to seek treatment at Puskesmas Jelbuk. As the primary healthcare facility in Jelbuk District, Puskesmas Jelbuk, which is fully accredited, meets health service standards capable of ensuring patient satisfaction. Being fully accredited means that Puskesmas Jelbuk has undergone an evaluation process acknowledging that its healthcare services meet established standards. Thus, Puskesmas Jelbuk is obligated to maintain good relationships with patients by applying customer relationship management and customer bonding aimed at enhancing patient satisfaction, fostering effective communication, and improving overall healthcare services. The most effective method used by Puskesmas Jelbuk to implement customer relationship management is an online CRM system utilizing complaint SMS through WhatsApp. Additionally, the customer bonding program involves regular home visits to patients for health check-ups.

LITERATURE REVIEW

Grand Theory

Grand theory aims to provide a universal explanation for all communication behaviors by integrating all knowledge about communication into a cohesive theoretical framework. Grand theory consists of theories developed by prominent experts in the fields of research and scientific writing. In this study, the theory used as the grand theory is the TPB (Theory of Planned Behavior). Ajzen (1991) developed the Theory of Reasoned Action into the Theory of Planned Behavior, which illustrates the relationship between individual behavior and the achievement of specific goals. The main factor in TPB is the individual's intention to perform a behavior, measured by how strong a person's desire is to engage in that behavior. The Theory of Reasoned Action (TRA) is a theory used to predict an individual's behavior. TRA has two main predictions for assessing a person's behavioral intention: attitude toward the behavior and subjective norm (Ajzen, 1991). TRA was later expanded and modified by Ajzen into the Theory of Planned Behavior (TPB). According to Ajzen's analysis, TRA is only relevant for behaviors that are entirely under the individual's control and is less suitable for explaining behaviors influenced by external factors that may hinder or support the individual's intentions. Therefore, in TPB, Ajzen added an antecedent factor, which is perceived behavioral control.

Middle Theory

Middle theory refers to a theory at the intermediate or meso level, focusing on both macro and micro studies. This theory is employed in research to connect the limited hypotheses from empirical studies with grand theory. In this research, the middle theory applied is consumer behavior as described by Kotler & Keller (2016). Consumer behavior studies how individuals, organizations, and groups make decisions regarding the purchasing, selection, and use of ideas, products, and services to satisfy their needs. Schiffman and Kanuk (2007) assert that consumer behavior encompasses the underlying factors that influence consumers in making purchasing decisions. When deciding to buy a product, consumers first contemplate the item they intend to purchase. The process of thinking, considering, and questioning an item before making a purchase falls within consumer conduct and customer desires.

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Consumer behavior can be characterized as how individuals make decisions to utilize their available resources for acquiring consumption-related goods. One of the most well-known theories in the social sciences and psychology for predicting consumer behavior is the Theory of Reasoned Action (TRA) (Ajzen, 1991). Behavioral intention is influenced by three components: attitude, subjective norm, and perceived behavioral control. Attitude reflects a person's feelings, indicating their likes or dislikes toward a particular object. Perceived behavioral control pertains to an individual's perception of how easy or difficult it is to perform the desired action, relating to their belief in the availability of the necessary resources and opportunities to realize a specific behavior (Sommer, 2011).

According to Kotler & Keller (2016), consumer behavior illustrates a continuous process that begins before a purchase, during the purchase, and after the purchase occurs. This relationship between stages illustrates the decision-making process of consumers. The concept of consumer behavior serves as the foundation for theories on patient loyalty. Patient loyalty is crucial in the healthcare services provided by Puskesmas. It encompasses both attitudinal and behavioral components. The attitudinal component includes notions such as the intent to return for additional products or services from Puskesmas, willingness to recommend the service to others, demonstrating commitment by resisting the urge to switch to competitors, and readiness to pay for products or services. Conversely, the behavioral aspect of patient loyalty involves repeated purchases or return visits, including buying more of the same products or services, recommending Puskesmas to others, and the likelihood of long-term use of the products or services (Rahma and Diansanto, 2022).

Applied Theory

Applied theory refers to a theory that is ready for application in conceptualization and operates at the micro level. This theory can assist researchers in addressing questions within the problem formulation. The applied theory utilized in this study pertains to the field of marketing. Marketing is the process through which a company delivers value or information to customers to establish relationships and receive value in return (Kotler and Keller, 2016). According to Davis (1989), the TAM (Total Addressable Market), SAM (Serviceable Available Market), and SOM (Serviceable Obtainable Market) are frameworks or formulas that aid organizations in evaluating their target market potential. TAM helps identify untapped customer segments, while SAM provides guidance for setting medium-term goals, and SOM calculations offer insights into possible worst-case scenarios.

The relationship between the TAM (Technology Acceptance Model), SOM (Service Quality Model), and SAM (Satisfaction and Loyalty Model) with satisfaction and loyalty can be explained as follows: TAM was developed by Davis (1989) to describe how individuals accept and utilize technology. It focuses on two main factors: Perceived Ease of Use (PEOU) and Perceived Usefulness (PU). In the context of TAM, satisfaction can be influenced by how easy users find the technology to understand and how beneficial they perceive it to be. Higher levels of PEOU and PU increase the likelihood of user satisfaction with the technology. Loyalty may relate to the desire to continue using technology that has been accepted and found useful. When users are satisfied with the technology, they are more likely to exhibit loyalty, such as consistently using it or recommending it to others.

The connection between the Service Quality Model (SOM) and satisfaction and loyalty indicates that satisfaction is influenced by how well a service meets customer expectations across various dimensions. The higher the service quality, the more likely customers are to feel satisfied. Loyalty emerges when customers perceive that the quality of the service they receive consistently meets their expectations. The Satisfaction and Loyalty Model (SAM) directly focuses on the relationship between satisfaction and loyalty. Customer satisfaction is typically viewed as the result of positive experiences with a product or service, while loyalty emerges as a sustained decision to continue using that product or service. This model often suggests that customer satisfaction is a significant factor in fostering loyalty. When customers feel satisfied, they are more likely to keep using the product or service and even promote it to others. Overall, these three models contribute to a deeper understanding of how satisfaction influences loyalty, despite coming from different perspectives (technology, service quality, and the direct relationship between satisfaction and loyalty).

The Technology Acceptance Model (TAM) proposes that the adoption of technology in Customer Relationship Management (CRM) will enhance satisfaction and the efficiency of customer interactions. By utilizing an effective CRM system, companies can expedite their responses to customers, improve service quality, and ultimately strengthen their connections with customers. SAM emphasizes that customer satisfaction (achieved through well-managed positive experiences in CRM) drives loyalty. Satisfied customers are more likely to remain loyal, which directly contributes to stronger customer bonding. The Service Quality Model (SOM) underscores the importance of service

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quality in building relationships with customers. By employing a CRM system to monitor and enhance service quality, companies can boost customer satisfaction and reinforce loyalty, consequently strengthening the bond between the company and its customers. Loyalty can be understood as a concept that emphasizes the sequence of purchases, as noted by Dick and Basu (1994) and Day (1969). While the definition of customer loyalty highlights purchase sequences, purchase proportions, or the probability of purchases, this is more operational than theoretical. To enhance the substantive understanding of loyalty, a theoretical review of the concept is necessary, which also aims to strengthen the foundational understanding in research. The behavioral approach to customer loyalty is still insufficient to explain how and why brand loyalty is developed or modified (Jacoby and Olson, 1970). Patient satisfaction is the condition in which consumer expectations are met by a product. It is implemented in three dimensions: price, service, and image (Kotler & Armstrong, 2019). Furthermore, Wilkie (1994) states that consumer satisfaction is an emotional response to the evaluation of the experience of consuming a product, store, or service. Oliver (1997) defines customer satisfaction as a response to fulfillment, where consumers assess whether a product or service provides a pleasurable level of consumption, including any deficiencies or excesses in the product or service. Bitner and Zeithaml (2003) argue that satisfaction is the customer's evaluation of a product or service in terms of whether it has met their needs and expectations. Patient satisfaction is the happiness or regret experienced after comparing actual performance with prior expectations. Satisfaction is a crucial indicator in securing long-term customer loyalty to a particular brand. Customers will assess the performance of the products they use, and positive perceptions following this evaluation impact satisfaction (Fornell et al., 1996).

According to Newell (2009), Customer Relationship Management (CRM) involves continuously adapting and learning consumer behavior from each interaction, treating customers well, and strengthening relationships between consumers and the company. Frow and Payne (2009) describe CRM as a functional strategic approach that creates value for stakeholders through the development of harmonious relationships with consumers and consumer segments. According to Kotler & Armstrong (2016), CRM is the process of building and maintaining profitable customer relationships by delivering high value and satisfaction. Buttle (2002) notes that a relationship consists of a series of episodes that occur between two parties over a specific time frame. Amenuvor et al. (2019) suggest that through creative networks, integrated consumer databases, and two-way technologies, companies have invested in customer bonding. Such investments will enhance comfort and provide a positive experience for every customer. Ngo and Pavelková (2017) indicate that customer bonding is established with switching costs, which serve as the next step after consumer satisfaction, allowing that satisfaction to transform into consumer loyalty.

RESEARCH METHODOLOGY

This study employs a quantitative research design. The approach used is confirmatory research, which involves scientific methods where data is represented numerically and analyzed using mathematical techniques, specifically statistics based on theory (Sekaran and Roger, 2017). The objective of this research is to elucidate the relationships between variables and to explore causal relationships through hypothesis testing (Singarimbun and Efendi, 2016). Data collection for this study was conducted via a questionnaire distributed to a sample representing the population. The population consists of all BPJS patients seeking treatment at Puskesmas Jelbuk Jember from January to December 2024. The research utilizes probability sampling techniques, specifically simple random sampling, with a sample size of 100 individuals.

The quality of the data is assessed using the outer model test within the Smart PLS analysis technique. Model validation is conducted through reliability and validity assessments of the indicators that form the latent variables. The relationships established between the indicators and their corresponding latent variables are reflective in nature. Convergent validity indicates that a set of indicators represents a single latent variable and underpins that variable. This representation can be demonstrated through unidimensionality, expressed using the Average Variance Extracted (AVE) value. An AVE of at least 0.5 is required, suggesting adequate convergent validity, meaning that a latent variable explains more than half of the variance in its indicators on average. Discriminant validity is an additional concept indicating that two conceptually different concepts should show sufficient differences. Reliability testing is an instrument that, when used multiple times to measure the same object, yields consistent data (measurements). The reliability of indicators is assessed by examining the correlation coefficients of each indicator with the latent variable, which must exceed 0.6 to be deemed reliable. A relatively straightforward method for assessing the validity and reliability of a research instrument is using Cronbach's Alpha analysis (Sholihin and Dwi, 2013). The measurement

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model is evaluated for reliability using Cronbach's Alpha, which reflects the reliability of all indicators in the model. In addition to Cronbach's Alpha, the composite reliability (ρ_c) is also used and is interpreted similarly. Each latent variable should explain at least 50% of the variance of its respective indicators, necessitating an absolute correlation between the latent variable and its indicators greater than 0.7 (Sholihin and Dwi, 2013). The composite reliability (ρ_c) assesses the consistency of the block of indicators, with a recommended value of greater than 0.6 (Hair et al., 2014).

Direct effects are represented by coefficients of arrows pointing in one direction between two targeted constructs, with a significance level of 0.05 or 5%. The significance of the direct effect of independent variables on the dependent variable is tested using a standard t-test obtained from Smart PLS results. Hypotheses are tested by examining whether the path coefficients are significant at the established significance level (Abdillah and Jogiyanto, 2015). The significance of mediating effects or indirect effects is assessed based on the ratio of the p coefficient to its standard error. Hypothesis testing is calculated from the Z value, which is checked for significance at the prescribed significance level. If the absolute value of Z is ≥ 1.96 , it indicates that the indirect effect through the mediating variable is significant at the 0.05 level (Sholihin & Ratmono, 2013).

The total effect represents the combined impact of various relationships, encompassing both direct and indirect effects. Mediation effects illustrate the relationship between exogenous and endogenous variables through a connecting variable. The influence of exogenous variables on endogenous variables does not occur directly but through a transformation process represented by other endogenous variables as mediators. Sholihin and Ratmono (2013) state that the R-square (R^2) value, also known as the coefficient of determination in statistics, is used to determine how much variation in the exogenous variable can explain the endogenous variable. The final testing conducted is hypothesis testing. A higher R^2 value indicates a better predictive model for the proposed research model. In this study, a hypothesis testing decision threshold of 5% is applied (Abdillah and Jogiyanto, 2015). The criteria for decision-making are as follows: If p-value ≥ 0.05 , then H_0 is accepted, If p-value < 0.05 , then H_0 is rejected and H_a is accepted.

RESULT

Validity Test

Tabel 1 Validity Test

Variable	Indicator	AVE	Standar	Category
CRM	X1.1	0.700	0.500	Valid
	X1.2	0.899	0.500	Valid
	X1.3	0.640	0.500	Valid
	X1.4	0.412	0.500	Invalid
	X1.5	0.820	0.500	Valid
	X1.6	0.755	0.500	Valid
	X1.7	0.412	0.500	Invalid
	X1.8	0.820	0.500	Valid
	X1.9	0.755	0.500	Valid
Customer Bonding	X2.1	0.103	0.500	Invalid
	X2.2	0.798	0.500	Valid
	X2.3	0.678	0.500	Valid
	X2.4	0.497	0.500	Invalid
	X2.5	0.862	0.500	Valid
Patient satisfaction	Z1	0.493	0.500	Invalid
	Z2	0.870	0.500	Valid
	Z3	0.585	0.500	Valid
	Z4	0.833	0.500	Valid
	Z5	0.746	0.500	Valid
Patient Loyalty	Y1	0.917	0.500	Valid
	Y2	0.702	0.500	Valid
	Y3	0.806	0.500	Valid
	Y4	0.456	0.500	Invalid
	Y5	0.883	0.500	Valid

Source: Processed data using Smart PLS 4.0

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For the outer model testing, it consists of validity and reliability tests. The outer model test uses a reflective approach. The validity test results indicate that the AVE values for indicators greater than 0.500 are considered valid, while the AVE values for indicators X1.4, X1.7, X2.1, X2.4, Z1, and Y4 are invalid, so those indicators are not used. The reliability test is presented in Table 2:

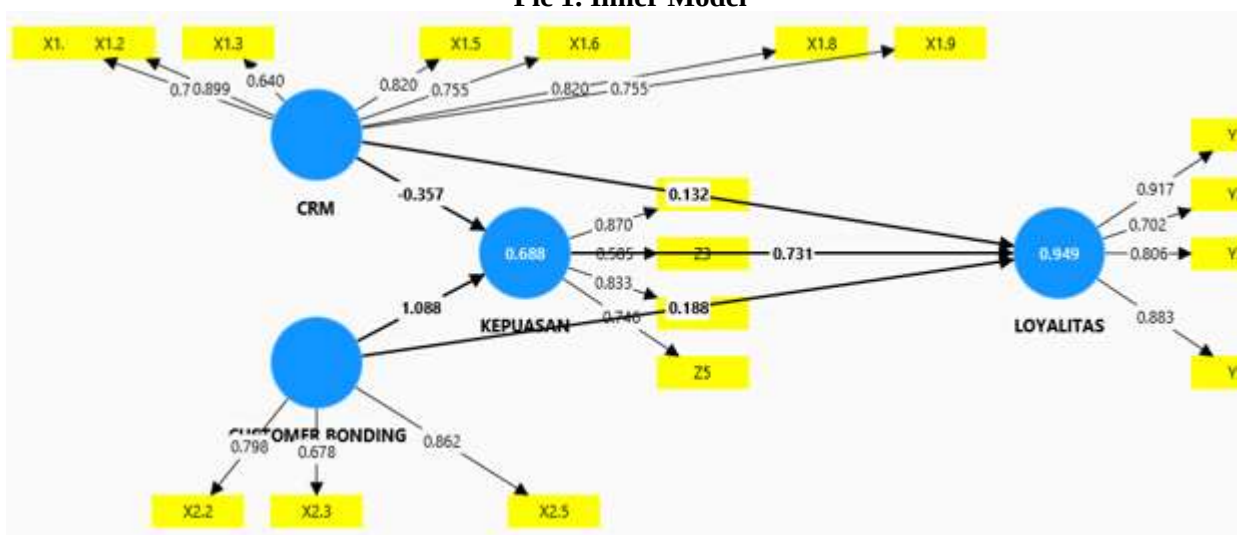
Tabel 2 Reliability Test

Variables	Cronbach Alpha	Composite Reliability
CRM	0,706	0,704
Customer Bonding	0,826	0,898
Patient Satisfaction	0,899	0,900
Patient Loyalty	0,917	0,858

Source: Processed data using Smart PLS 4.0

Inner Model

Pic 1. Inner Model



Source: Processed data using Smart PLS 4.0

Based on the test results, the r square value of patient satisfaction of 0.688 is influenced by customer relationship management and customer bonding. The r square value of patient loyalty of 0.949 is influenced by customer relationship management, customer bonding and patient satisfaction.

Tabel 3 Direct Effect

Direct Effect	Coefisien	Sig	Conclusion
CRM → Patient satisfaction	2.611	0.009	H1 accepted
Customer bonding → Patient satisfaction	8.970	0.000	H2 accepted
CRM → Patient loyalty	2.226	0.026	H3 accepted
Customer bonding → Patient loyalty	1.245	0.213	H4 rejected
Patient satisfaction → Patient loyalty	16.294	0.000	H5 accepted

Source: Processed data using Smart PLS 4.0

Based on the results of the inner model calculation, the relationship between variables is explained as follows:

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1. Customer relationship management has a positive and significant effect on patient satisfaction with a coefficient value of 2.611 and a significant value of 0.009. The results of this study are significant because the significant value is smaller than 0.050, thus accepting hypothesis 1.
2. Customer bonding has a positive and significant effect on patient satisfaction with a coefficient value of 8.970 and a significant value of 0.000. The results of this study are significant because the significant value is smaller than 0.050, thus accepting hypothesis 2.
3. Customer relationship management has a positive and significant effect on patient loyalty with a coefficient of 2.226 and a significant value of 0.026. The results of this study are significant because the significant value is smaller than 0.050, thus accepting hypothesis 3.
4. Customer bonding has a positive but insignificant effect on patient loyalty with a coefficient of 1.245 and a significant value of 0.213. The results of the study are not significant because the significance value is greater than 0.050, thus rejecting hypothesis 4.
5. Patient satisfaction has a positive and significant effect on patient loyalty with a coefficient of 16.294 and a significance value of 0.000. The results of this study are significant because the significance value is less than 0.050, thus accepting hypothesis 5.

Indirect Effect

Tabel 4 Indirect Effect

Indirect Effect	Coefisien	Sig	Conclusion
CRM → Patient satisfaction → Patient loyalty	2,507	0,000	H6 accepted
Customer bonding → Patient satisfaction → Patient loyalty	7,551	0,000	H7 accepted

Source: Processed data using Smart PLS 4.0

Based on the results of path analysis, the relationship between variables is explained as follows:

1. Patient satisfaction has the ability to mediate the effect of CRM on patient loyalty with a coefficient of 2.507 with a significant value of 0.012. The results of this study are significant because the significant value is smaller than 0.050, thus accepting hypothesis 6.
2. Patient satisfaction has the ability to mediate the effect of customer bonding on patient loyalty with a coefficient value of 7.551 and a significant value of 0.000. The results of this study are significant because the significant value is smaller than 0.050, thus accepting hypothesis 7.

Discussion

Customer relationship management is a concept that focuses on maintaining relationships with customers to build long-term and profitable relationships with customers, CRM describes how companies interact and actively manage relationships with customers (Harmiyanto, 2017). Satisfaction can be interpreted as an effort to fulfill something or make something adequate Tjiptono & Chandra (2016). The research results show that customer relationship management has a positive and significant effect on patient satisfaction with a coefficient value of 2.611 and a significant value of 0.009. The results of this research support Dewi & Sukesu (2022) proves that CRM has a positive influence on consumer satisfaction, and Martini et al (2023) research states that Customer Relationship Management has an effect on satisfaction. This means that the better the implementation of CRM, the greater the satisfaction of Puskesmas patients.

Customer bonding has a significant impact on a business. Because to create a close relationship between the company and customers, business actors must be able to build attachments with these customers (Ariyanti, et al 2023). Customer bonding can increase patient satisfaction. Customer satisfaction is the customer's perception that by using a particular company's product and their expectations have been met (Maharani, et al 2023). The research results show that customer bonding has a positive and significant effect on patient satisfaction with a coefficient value of 8.970 and a significant value of 0.000. The results of this research support Maupa et al (2023), Erina and Yulia (2016) stated that customer bonding has a positive and significant effect on patient satisfaction. This means that the better the customer bonding, the more satisfaction the patient at the health center will increase. Customer Relationship Management (CRM) plays an important role in fostering loyalty. Customer loyalty is very important and must be considered by companies, because if customers are loyal to the company, they will help promote the company's products to those

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closest to them (Suryaningrat, 2018). The results of the study showed that Customer relationship management has a positive and significant effect on patient loyalty with a coefficient of 2.226 and a significant value of 0.026. These results support Fauzaan and Bruri (2019), Faizah *et al* (2020), Pratiwi and Nina (2019) states that Customer Relationship Management can increase patient loyalty. This means that the better the implementation of customer relationship management, the more it will increase patient loyalty to seek treatment at the health center.

Customer bonding is a strategy in creating customer satisfaction which will later support customer loyalty to the hospital (Saraswati *et al*, 2023). Customer loyalty today has an important role in a company, retaining old or loyal consumers will be more difficult than finding new consumers because in the era of trade when company competition is getting tighter and this will have an impact on company performance, because it is the main reason for companies to be able to retain their consumers so that they do not turn away from the products or services produced by the company (Pratiwi & Nina, 2019). The research results show that customer bonding has a positive but insignificant effect on patient loyalty with a coefficient of 1.245 and a significant value of 0.213. The results of this research do not support Loo (2024), Setiawan and Nurul (2023), Pranitasari *et al* (2022) states that there is a partial influence between customer bonding variables and consumer loyalty. This means that the implementation of customer bonding carried out by the Community Health Center has not been able to increase patient loyalty.

Loyalty is evidence of patients who are always customers, who have strength and a positive attitude towards the hospital. From the explanation above, it can be seen that each patient has a different basis for loyalty, this depends on their respective objectivity (Agtovia and Panji, 2017). The results of the study showed that patient satisfaction has a positive and significant effect on patient loyalty with a coefficient of 16.294 and a significance value of 0.000. The results of this study support Kazi *et al* (2024), Sari *et al* (2020), Vigaretha and Oktia (2018) satisfaction has a positive effect on patient loyalty. This means that patients who feel increasingly satisfied will increase patient loyalty to seek treatment at the health center. Customer Relationship Management (CRM) can be used to monitor service quality and satisfaction so that it can support the Hospital to pay attention to patients, provide good service, so that personal relationships with patients are established and decision making will be faster, more precise and accurate. The research results show that patient satisfaction has the ability to mediate the effect of CRM on patient loyalty with a coefficient of 2.507 with a significant value of 0.012. The results of this research support Dewi and Sukesu (2022), and Maharani *et al* (2023), Kazi *et al* (2024) state that satisfaction has a positive and significant influence on patient loyalty. This means that the better the implementation of Customer Relationship Management, the more it can increase patient satisfaction and loyalty.

Customer loyalty is one of the most important indicators for a company to do its best because loyalty is directly related to customer satisfaction so that customer loyalty is measured through customer satisfaction. Customer satisfaction and customer loyalty can be achieved through customer bonding programs carried out by the company. Customer bonding according to Umara, *et al*. (2021) is a process in which marketers try to build or maintain the trust of their customers so that each other benefits each other in the relationship, because building relationships with customers is not easy. From the customer's point of view, customer bonding is a consideration in the process of selecting a company or product to be purchased. The research results show that patient satisfaction has the ability to mediate the effect of customer bonding on patient loyalty with a coefficient value of 7.551 and a significant value of 0.000. The results of this research support Pranitasari *et al* (2023) states that there is a partial influence between customer bonding variables on consumer loyalty. Ariyanti *et al* (2023) and Saraswati *et al* (2023) state that customer bonding has a positive and significant effect on customer loyalty. Meanwhile, the relationship between customer bonding and patient satisfaction has been studied by Erina and Yulia (2016), Maupa *et al* (2023) states that customer bonding has a positive and significant effect on patient satisfaction. This means that customer bonding between patients and health centers can increase patient satisfaction and loyalty.

Conclusion

This research examines the influence of customer relationship management and customer bonding to increase patient satisfaction and loyalty at Puskesmas Jelbuk. The conclusions of this research are:

1. Customer relationship management has a positive and significant effect on patient satisfaction.
2. Customer bonding has a positive and significant effect on patient satisfaction.
3. Customer relationship management has a positive and significant effect on patient loyalty.
4. Customer bonding has a positive but insignificant effect on patient loyalty.

5. Patient satisfaction has a positive and significant effect on patient loyalty.
6. Patient satisfaction has the ability to mediate the effect of CRM on patient loyalty.
7. Patient satisfaction has the ability to mediate the effect of customer bonding on patient loyalty.

The limitation of this study lies in the limited sampling in only one health center as a community health service center so that the results of this study cannot be generalized to different research objects, in addition, this study uses a data collection technique using a questionnaire with closed questions so that it cannot explore respondents' answers in more detail about the relationship between customer relationship management, customer bonding, patient satisfaction and patient loyalty.

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EXPLORING THE NEXUS BETWEEN CUSTOMER RELATIONSHIP MANAGEMENT (CRM), CUSTOMER BONDING, PATIEN SATISFACTTION AND PATIENT LOYALTY

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