

# Analysis Of The Relationship Between Customer Relationship Management And Inpatient Loyalty At Royal Prima Hospital Medan

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## ABSTRACT

*The increasing competition among hospitals demands that every healthcare institution not only focuses on the quality of its services but also on its ability to build and maintain long-term relationships with patients. In this context, patient loyalty becomes a strategic indicator determining the hospital's sustainability. However, challenges such as declining patient return rates, complaints about service quality, and limited use of information technology to support Customer Relationship Management (CRM) systems persist. Therefore, this study is essential for analyzing the factors influencing patient loyalty through the CRM approach, particularly from the perspectives of people (human resources), process (service processes), and technology (information technology). This study employed a quantitative method with a cross-sectional design. The sample consisted of 100 inpatient respondents selected through purposive sampling. Data were collected through questionnaires and analyzed using the Chi-Square test for bivariate analysis and multiple logistic regression for multivariate analysis. The results showed a significant relationship between the people ( $p = 0.000$ ), process ( $p = 0.000$ ), and technology ( $p = 0.000$ ) factors and inpatient loyalty. The multivariate analysis revealed that the three factors simultaneously had a significant relationship with patient loyalty ( $p = 0.000$ ), with the most dominant factor being people (human resources), as indicated by the highest t-value of 4.365. In conclusion, the better the quality of human resources, service processes, and information technology implemented in the hospital, the higher the level of inpatient loyalty. It is recommended that hospital management continuously*

*improve healthcare workers' competencies through training, optimize service flow for greater efficiency, and enhance the use of information technology to support faster, more accurate services.*

**Keywords:** *People, Process, Technology, Patient Loyalty, Hospital*

## INTRODUCTION

Health is a basic need of every human being. When a person feels his health is declining, he will seek a health facility for treatment. One of the health facilities that is often used is a hospital (Rahma, 2022). Hospitals, as one of the individual health service facilities, have a strategic role in improving the degree of public health. As public awareness of the quality of health services increases, hospitals are required not only to focus on the curative aspect but also to build long-term relationships oriented towards patient satisfaction and loyalty. Hospitals As one of the individual health service facilities, it is part of the health power that is indispensable in supporting the implementation of health efforts. The implementation of health services in hospitals has very complex characteristics and organizations.(Sondakh, 2022)

The development of the era of globalization has had a major impact on the growth of the healthcare industry, including the increasing number of hospitals and healthcare providers (Rahma, 2023). This condition has triggered the emergence of increasingly fierce competition between hospitals, both public and private. The competition requires hospital management to develop an effective marketing and service strategy in order to be able to maintain the existence and trust of the community. (Ying et al., 2022).

Increased competition requires healthcare providers to develop effective marketing strategies to survive. (Guriti et al, 2024). One key to success is to deliver satisfaction and maintain patient loyalty. Maintaining the existence of existing patients is easier in terms of *cost-effectiveness* compared to getting new patients. (Hussein, 2021).

In the context of modern health services, hospitals face the challenge of retaining patients amid increasingly fierce competition from public, private, and other health facilities. Therefore, the application of *Customer Relationship Management (CRM)* It is one of the important strategies to improve the quality of service and create a sustainable relationship between the hospital and the patient. CRM is an important strategy to increase profits by increasing customer satisfaction (Haryuningtias, 2025). In line with this, Francis Buttle

(Noviana, 2020) in his book *Customer Relationship Management (CRM)*, explains that CRM is an effective strategy to build and maintain relationships with consumers to become loyal to the company.

Patient loyalty to the hospital largely depends on the quality of satisfactory service. Hospitals can achieve this by leveraging customer relationship management, which is an important strategy. Customer relationship management or *Customer Relationship Management (CRM)* is the transition of a company's strategy from product-focused to customer-focused (Ferrer, 2023).

*Customer Relationship Management (CRM)* is one way to obtain, maintain, and improve the quality and quantity of relationships with customers in order to increase the value of a company. Hospitals as part of health services are examples of companies that also need CRM methods as a medium of approach to patients as consumers (Lubis, 2020).

CRM strategy is related to several factors, namely resolving consumer complaints, managing consumer knowledge, helping consumers make decisions (Consumer Empowerment), and consumer orientation. The hospital's special attention to the relationship with patients as consumers is reflected in the building of communication and relationships between the hospital and patients to meet their needs and expectations. The fulfillment of patients' needs and expectations can affect many aspects, such as satisfaction levels, patients' tendency to return, and making patients loyal to the hospital. (Rituparna, 2022).

Loyalty benefits are long-term and cumulative; i.e., an increase in the number of patients leads to greater income or profits, higher employee retention, and a more stable financial base. In addition, other advantages of loyalty are lowering marketing costs, shortening transaction time and costs, lowering costs *and word of mouth*. The positives. (Bur, 2020).

According to Zeithaml and Bitner (2020), customer loyalty in the context of healthcare services reflects a patient's commitment to continue using the same services, accompanied by a positive attitude and a tendency to revisit. Loyal patients not only become regular users of hospital services, but also become effective promotional media through positive *word-of-mouth recommendations*. On the other hand, dissatisfied patients tend to move to other health facilities, which can ultimately erode the hospital's image and competitiveness.

Based on the results of an initial pre-survey conducted by researchers in October 2025 among several inpatients at Royal Prima Medan Hospital, a general picture emerged that most patients had a positive perception of the services provided. Most respondents assessed that health workers and administrative staff provided services in a friendly, communicative, and responsive manner to patient needs. In addition, the implementation of technology-based

hospital information systems is expected to help speed up administrative processes and facilitate coordination between service units.

However, several respondents also provided constructive input on the importance of increasing service consistency during peak hours and optimizing the use of digital technology to make patient communication with officers easier. In general, the results of the pre-survey show that RSU Royal Prima Medan already has a good CRM foundation, especially in terms of service and HR professionalism. However, there is still room for improvement in the field of patient information management and the implementation of a more structured feedback system to strengthen long-term relationships with patients.

These results show that CRM-supporting factors, such as people, processes, and technology, play an important role in shaping inpatient loyalty at Royal Prima Medan Hospital. By strengthening the application of these four factors, it is hoped that hospitals will be able to create more personalized, effective, and sustainable relationships with patients, which will ultimately increase satisfaction and loyalty to hospital services.

In addition, in the results of the pre-survey, data were also obtained from the annual report of Royal Prima Medan Hospital in 2024. The average *Bed Occupancy Rate* (BOR) was recorded at 80.6%, while the *average Length of Stay* (LOS) reached 7.1 days. This value is still in the ideal category according to the Ministry of Health's standards, namely, the ideal value of BOR is in the range of 60-85%, while the ideal value of LOS ranges from 6-9 days, indicating that the level of bed utilization is quite optimal and the patient care process runs efficiently. However, high BOR levels can also indicate an intensive service load and potential increased pressure on the quality of healthcare workers' interactions with patients. In conditions like this, the implementation of CRM is increasingly important to ensure that patient satisfaction and loyalty are maintained even though the service load increases.

This research has a high urgency because patient loyalty is an important indicator of the success of modern hospital management. In an increasingly competitive healthcare environment, retaining old patients is far more valuable than simply attracting new patients. Patient loyalty not only reflects satisfaction with the service but also serves as a benchmark of trust and a positive image of the hospital in the public's eyes.

For Royal Prima Medan Hospital, the optimal implementation of CRM can be a superior strategy to strengthen patient relationships, improve service quality, and build an effective, sustainable communication system. In addition, this study is important from an academic perspective because it can provide empirical evidence on the relationship between CRM-supporting factors and inpatient loyalty in the context of private hospitals in Indonesia.

This research is also in line with the mandate of the Regulation of the Minister of Health of the Republic of Indonesia Number 47 of 2021 concerning the Implementation of the Hospital Sector, which emphasizes that hospitals are obliged to provide safe, quality, effective, and focused services on patient needs. Thus, the results of this study are expected to make a practical contribution to hospital management in strategic decision-making and to enrich the academic literature on the application of CRM in the health service sector.

Based on the results of the above background description, the researcher is interested in conducting further research with the research title "**Analysis of the Relationship of Customer Relationship Management Supporting Factors with Inpatient Loyalty at Royal Prima Hospital Medan**".

Health is a basic need of every human being. When a person feels his health is declining, he will seek a health facility for treatment. One of the health facilities commonly used is a hospital (Rahma, 2022). Hospitals, as one of the individual health service facilities, have a strategic role in improving the degree of public health. As public awareness of the quality of health services increases, hospitals are required to not only focus on the curative aspect, but also build long-term relationships that are oriented towards patient satisfaction and loyalty. Hospitals As one of the individual health service facilities, it is part of the health power that is indispensable in supporting the implementation of health efforts. The implementation of health services in hospitals has very complex characteristics and organizations. (Sondakh, 2022)

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Increased competition requires healthcare providers to create an appropriate marketing management strategy to survive in the midst of fierce competition (Guriti et al, 2024). One of the key to success is to gain satisfaction and maintain patient loyalty. Maintaining the existence of existing patients is easier in terms of *Cost Effective* compared to getting new patients (Hussein, 2021).

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Based on the results of an initial pre-survey conducted by researchers in October 2025 on several inpatients at Royal Prima Medan Hospital, a general picture was obtained that most patients had a positive perception of the services provided. Most respondents assessed that health workers and administrative staff provided services in a friendly, communicative, and responsive manner to patient needs. In addition, the implementation of technology-based hospital information systems is also considered to help speed up the administrative process and facilitate coordination between service units.

However, several respondents also provided constructive input regarding the importance of increasing service consistency during peak hours and optimizing the use of digital technology so that patient communication with officers is easier. In general, the results of the pre-survey show that RSU Royal Prima Medan already has a good CRM foundation, especially in terms of service and HR professionalism, but there is still room for improvement in the field of patient information management and the implementation of a more structured feedback system to strengthen long-term relationships with patients.

These results show that CRM supporting factors such as *people*, *process*, and *technology* have an important role in shaping the loyalty of inpatients at Royal Prima Medan Hospital. By strengthening the application of these four factors, it is hoped that hospitals will be able to create more personalized, effective, and sustainable relationships with patients, which will ultimately increase satisfaction and loyalty to hospital services.

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## METHODS

This research is a quantitative research with a correlational design and a *cross-sectional approach* that aims to find out the relationship between *people, process, and technology* with patient loyalty. The research was carried out at Royal Prima Hospital Medan, Jalan Ayahanda No. 68A, in the period January-September 2025.

The study population was all inpatients as many as 15,205 people. A sample of 100 respondents was obtained using the Slovin formula with an error rate of 10% and *proportional random sampling techniques*. Inclusion criteria include inpatients who are aware, able to communicate, not emergency patients, and willing to be respondents. For pediatric patients, the questionnaire is filled out by parents or guardians.

Primary data were collected through a closed-ended questionnaire on a Likert scale of 1–5 that had been tested for validity and reliability, while secondary data was obtained from hospital documentation. Data analysis was carried out with SPSS version 25 through univariate, bivariate analysis using *Chi-Square* test, and multivariate using logistic regression to determine the relationships and variables that most affect patient loyalty.

## RESULTS

### Frequency Distribution of Respondent Identities

The following are the results of the distribution of the frequency of respondent identities in this study which includes age, gender, education and type of patient.

**Table 1. Frequency Distribution of Respondent Identities**

<b>Age</b>	<b>n</b>	<b>%</b>
< 25 Years	9	9,0
25 – 29 Years	8	8,0
30 – 34 Years	44	44,0
40 – 45 Years	13	13,0
>45 Years	26	26,0
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Gender</b>	<b>n</b>	<b>%</b>
Man	30	30,0
Woman	70	70,0
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Education</b>	<b>n</b>	<b>%</b>
Diploma	5	5,0
S1	71	71,0
S2	17	17,0
SMA	7	7,0
Diploma	5	5,0
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Work</b>	<b>n</b>	<b>%</b>
IRT	4	4,0
Other	1	1,0
Civil Servant	17	17,0
Private employees	51	51,0
Student / Student	5	5,0
Self employed	22	22,0
<b>Total</b>	<b>100</b>	<b>100</b>

Source : Primary Data Processed 2025

Table 1 shows the distribution of respondents' characteristics by age, gender, education level, and type of occupation. Most of the respondents were in the productive age group of 30–34 years (44.0%) and female (70.0%). In terms of education, the majority of respondents have a Strata 1 background (71.0%), while based on employment, the largest group is private employees (51.0%). These results provide an idea that the study respondents are generally productive individuals with higher levels of education and predominance of jobs in the private sector.

## Univariate Analysis Results

### 1. *People*

The following is the results of a univariate analysis that aims to determine the percentage of respondents in the assessment of *the people* factor (human resources) at RSU Royal Prima Medan.

**Table 2. *People* (Human Resources)**

<i>People</i> (Human Resources)	n	%
Good	85	85,0
Not Good	15	15,0
Total	100	100,0

Source : Primary Data Processed 2025

Table 2 illustrates the results of a study at Royal Prima Hospital Medan which shows that most respondents gave a positive assessment of *the people* factor. A total of 85 respondents (85.0%) assessed that human resources in hospitals were good, while 15 respondents (15.0%) stated that human resources were still not good.

### 2. *Process* (Service Process)

The following is the result of a univariate analysis that aims to find out the percentage of respondents in the assessment of *the process* factor at Royal Prima Medan Hospital.

**Table 3. *Process***

<i>Process</i>	n	%
Good	80	80,0
Not Good	20	20,0
Total	100	100,0

Source : Primary Data Processed 2025

Table 3 shows that most of the respondents gave a positive assessment of *the process* factor at Royal Prima Medan Hospital. A total of 80 respondents (80.0%) assessed that the service process had gone well, while 20 respondents (20.0%) considered it still not good.

### 3. *Technology* (Information Technology)

The following is the results of a univariate analysis which aims to find out the percentage of respondents in the assessment of *Technology* factors at RSU Royal Prima Medan.

**Table 4. *Technology* (Information Technology)**

<i>Technology</i> (Information Technology)	n	%
Good	83	83,0
Not Good	17	17,0

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Total	100	100,0
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Source : Primary Data Processed 2025

Table 4 illustrates that most of the respondents gave a good assessment of the technology factor at RSU Royal Prima Medan. A total of 83 respondents (83.0%) assessed that the implementation of information technology in hospitals was relatively good, while 17 respondents (17.0%) considered it still not good.

#### 4. Patient Loyalty

The following is the result of a univariate analysis which aims to find out the percentage of respondents in the assessment of Patient Loyalty at Royal Prima Medan Hospital.

**Table 5. Patient Loyalty**

Patient Loyalty	n	%
Tall	84	84,0
Low	16	16,0
Total	100	100,0

Source : Primary Data Processed 2025

Table 5 shows that most respondents gave a positive assessment of patient loyalty at Royal Prima Medan Hospital. A total of 84 respondents (84.0%) assessed that patient loyalty to the hospital was in the high category, while 16 respondents (16.0%) rated it low.

#### Bivariate Analysis Results

##### 1. The Relationship between the *People* Factor (Human Resources) and Inpatient Loyalty at Royal Prima Medan Hospital

The following are the results of bivariate analysis to determine the relationship between *the people* factor (human resources) and the loyalty of inpatients at Royal Prima Hospital Medan.

**Table 6. The Relationship between the *People* Factor (Human Resources) and Inpatient Loyalty at Royal Prima Medan Hospital**

<i>People</i> Health	Patient Loyalty				Total n	Pearson Chi-Square	Sig
	Tall		Low				
	n	%	n	%			
Good	78	78	7	7	85	85	P= 0.000
Not Good	6	6	9	9	15	15	
Total	84	84	16	16	100	100	

Source : Primary Data Processed 2025

Table 6 shows that of the 85 respondents who assessed the *people* factor (human resources) in the good category, as many as 78 people (78.0%) had high loyalty to the hospital, while 7 people (7.0%) had low loyalty. On the other hand, of the 15 respondents who rated the *people* factor as not good, as many as 6 people (6.0%) had high loyalty and 9 people

(9.0%) had low loyalty. The results of the *Pearson Chi-Square* test showed a value of 25.420 with a significance of  $p = 0.000$ , which means that there is a significant relationship between the *people* factor (human resources) and the loyalty of inpatients at Royal Prima Hospital Medan. This shows that the better the performance and attitude of human resources, the higher the level of patient loyalty to the hospital.

## 2. The Relationship of Process Factors with Inpatient Loyalty at Royal Prima Medan Hospital

The following are the results of a bivariate analysis to determine the relationship between the *process* factor and the loyalty of inpatients at Royal Prima Medan Hospital.

**Table 7. The Relationship of Process Factors with Inpatient Loyalty at Royal Prima Medan Hospital**

<i>Process</i>	Patient Loyalty				Total	Pearson	Sig	
	Tall		Low					Chi-Square
	n	%	n	%				
Good	75	75	5	5	80	80	28,292 P= 0.000	
Not Good	9	9	11	11	20	20		
Total	84	84	16	16	100	100		

Source : Primary Data Processed 2025

Table 7 explains that of the 80 respondents who assessed the *process* factor (service process) in the good category, as many as 75 people (75.0%) had high loyalty, while 5 people (5.0%) had low loyalty. Meanwhile, of the 20 respondents who rated the service process as not good, there were 9 people (9.0%) who had high loyalty and 11 people (11.0%) who had low loyalty. The results of the *Pearson Chi-Square* test showed a value of 28.292 with a significance of  $p = 0.000$ . This shows that there is a significant relationship between the *process* factor (service process) and the loyalty of inpatients at Royal Prima Hospital Medan. This means that the better the service process provided by the hospital, the higher the level of patient loyalty to the hospital.

## 3. The Relationship between Technology Factors and Inpatient Loyalty at Royal Prima Medan Hospital

The following are the results of bivariate analysis to determine the relationship between *technology* factors and inpatient loyalty at Royal Prima Medan Hospital.

**Table 8. The Relationship between Technology Factors and Inpatient Loyalty at Royal Prima Medan Hospital**

<i>Technology (Information Technology)</i>	Patient Loyalty				Total	Pearson	Sig	
	Tall		Low					Chi-Square
	n	%	n	%				

Good	71	71	7	7	78	78	P= 13,021 0.000
Not Good	13	13	9	9	22	22	
Total	84	84	16	16	100	100	

Source : Primary Data Processed 2025

Table 8 shows that of the 78 respondents who rated *the technology* factor in the good category, as many as 71 people (71.0%) had high loyalty and 7 people (7.0%) had low loyalty. On the other hand, of the 22 respondents who rated the information technology factor as not good, as many as 13 people (13.0%) had high loyalty and 9 people (9.0%) had low loyalty. The results of *the Pearson Chi-Square* test showed a value of 13.021 with a significance of  $p = 0.000$ , which means that there is a significant relationship between *the technology* factor (information technology) and the loyalty of inpatients at Royal Prima Hospital Medan. These results indicate that the more optimal the application of information technology in hospital services, the higher the level of patient loyalty.

#### Multivariate Analysis Results

The following are the results of the selection of variables for multivariate analysis which can be seen in the following table 9.

**Table 9. Variable Selection for Multivariate Analysis**

Variable	P-Value	Candidate
<i>People</i> (Human Resources) (X1)	0,000	Yes
<i>Process</i> (X2)	0,000	Yes
<i>Technology</i> (X3)	0,000	Yes

Source : Primary Data processed 2025

From table 9, it can be seen that all independent variables in this study have a p value of  $< 0.05$ . From these results, all independent variables are entered into the multivariate testing model in the following table 10:

**Table 10. Multivariate Analysis Results**

Variable	F	Sig
<i>People</i> (Human Resources) (X1)		
<i>Process</i> (X2)	26,647	0,000
<i>Technology</i> (X3)		

Source : Primary Data processed in 2023

Table 10 describes the results of a multivariate analysis of *customer relationship management (people, process, and technology)* on the loyalty of inpatients at Royal Prima Hospital Medan, from the table it can be seen that the significance values of  $0.000 < 0.05$  which means that the independent variables of *people, process, and technology* in this study

together or simultaneously have a relationship or correlation with inpatient loyalty at Royal Prima Medan Hospital.

**Table 11. The independent variable that has the most influence on the dependent variable**

Variable	<i>t</i>
<i>People</i> (Human Resources) (X1)	4,365
<i>Process</i> (X2)	4,342
<i>Technology</i> (X3)	3,145

Source : Primary Data processed in 2025

Table 11 explains the results of the independent variable that is most related to the dependent variable, from the results of the study it can be seen that the highest *t* value is found in *the people* variable (X1) which is 4.365, from this result it can be concluded that the independent variable that is most related to the dependent variable in this study is *the people* variable (human resources) (X1).

## DISCUSSION

### The Relationship between the *People* Factor (Human Resources) and Inpatient Loyalty at Royal Prima Medan Hospital

The results of the study on the relationship between *the people* factor (human resources) and the loyalty of inpatients at Royal Prima Hospital Medan showed that most of the respondents assessed the human resource aspect in the hospital in the good category. Based on the results of cross-tabulation, of the 85 respondents who assessed *the people* factor as good, as many as 78 people (78%) had a high level of loyalty, while only 7 people (7%) had low loyalty. On the other hand, of the 15 respondents who rated the *people* factor as poor, as many as 9 people (9%) had low loyalty. The results of *the Chi-Square* test showed a value of  $p = 0.000 (< 0.05)$ , which means that there is a significant relationship between *the people* factor and the loyalty of inpatients at Royal Prima Hospital Medan.

These results are in line with the opinion of Sondakh (2022) who states that the quality of human resources in hospitals is an important element in building patient trust. When medical and non-medical personnel show a friendly attitude, are quick to respond, and are able to provide professional services, patient trust will increase and have an impact on long-term loyalty. In addition, the research of Herawati *et al.* (2025) also emphasized that health workers are the spearhead of services that affect patients' perception of hospital quality.

The researchers assume that the positive relationship between *the people* factor and patient loyalty illustrates the importance of interpersonal interaction in building long-term relationships with patients. An empathetic attitude, good communication, and professionalism

of health workers are able to create a memorable service experience. When patients feel valued and cared for personally, they are more likely to have an emotional attachment to the hospital and are willing to return for treatment in the future.

### **The Relationship of Process Factors with Inpatient Loyalty at Royal Prima Medan Hospital**

The results of the study showed that there was a significant relationship between *the process* factor and the loyalty of inpatients at Royal Prima Hospital Medan. Based on the results of cross-tabulation, of the 80 respondents who rated the service process as good, as many as 75 people (75%) had high loyalty, while only 5 people (5%) had low loyalty. On the other hand, of the 20 respondents who rated the service process as poor, as many as 11 people (11%) had low loyalty. The results of *the Chi-Square test* showed a value of  $p = 0.000 (< 0.05)$ , which indicates a significant relationship between the service process and inpatient loyalty.

These findings are supported by research by Rahma (2023) who states that an efficient, fast, and well-coordinated service process contributes to increased patient satisfaction which ultimately strengthens loyalty. Meanwhile, Sondakh (2022) also stated that the complexity of hospital organizations requires an integrated service system so that patients feel comfortable and trust the quality of services received.

The researcher assumes that the better the service process implemented, the higher the patient's loyalty to the hospital. The timeliness of service, clarity of procedures, and the ability of officers to efficiently handle patient needs can create a positive service experience. Patients who feel well served will have a strong tendency to return to using the same hospital services and recommend them to others.

### **The Relationship between Technology Factors and Inpatient Loyalty at Royal Prima Medan Hospital**

The results of the study showed that there was a significant relationship between *the technology* factor and the loyalty of inpatients at Royal Prima Hospital Medan. Based on the results of cross-tabulation, of the 78 respondents who assessed the application of hospital technology as good, as many as 71 people (71%) had high loyalty, while only 7 people (7%) had low loyalty. On the other hand, of the 22 respondents who rated technology as not good, as many as 9 people (9%) had low loyalty. The results of *the Chi-Square test* showed a value of  $p = 0.000 (< 0.05)$ , which means that there is a significant relationship between the application of information technology and inpatient loyalty.

This result is in line with the opinion of Haryuningtias (2025) who explains that the implementation of *technology-based Customer Relationship Management (CRM)* can

increase administrative efficiency, speed up services, and strengthen the relationship between patients and hospitals. Lubis (2020) also added that the use of hospital information systems helps improve the patient experience by providing easy access to medical data, registration processes, and integrated digital services.

Researchers assume that good use of technology is one of the main foundations in building patient loyalty. A fast, accurate, and easily accessible information system can improve patient satisfaction because it speeds up the service process and reduces administrative errors. In addition, the application of user-friendly technology also gives a modern and professional impression to the hospital, which ultimately strengthens the trust and desire of patients to return to using hospital services.

### **The Relationship between *People*, *Process*, and *Technology* Factors with Inpatient Loyalty at Royal Prima Hospital Medan**

The results of the study showed that *the people* factors, *process* (service process), and *technology* (information technology) simultaneously had a significant relationship with the loyalty of inpatients at Royal Prima Hospital Medan. Based on the results of the multivariate analysis in Table 4.10, a significance value of 0.000 ( $< 0.05$ ) was obtained, which indicates a strong and meaningful relationship between the three supporting factors of *customer relationship management (CRM)* and patient loyalty. This means that the better the implementation of these three aspects, the higher the level of patient loyalty to hospital services.

These findings show that *customer relationship management* does not only depend on one dimension, but is a synergy between the quality of human resources, the effectiveness of service processes, and the use of information technology. When these three factors are in harmony, hospitals are able to create a more personalized, efficient, and reliable service experience, thereby increasing patient satisfaction and emotional attachment to healthcare institutions. This result is in line with the opinion of Haryuningtias (2025) who states that CRM is an effective strategy in building long-term relationships between organizations and customers through increased interaction, service, and trust.

In addition, the results of the partial test presented in Table 4.11 show that *the people factor* has the highest t-value of 4.365, compared to *the process* factor (4.342) and *technology* (3.145). This shows that *the people* factor is the most dominant variable related to patient loyalty. This finding can be explained because human resources, especially health workers and service staff, are the spearhead that interacts directly with patients. Friendliness, empathy, effective communication, and speed of response in service are important elements in building patient trust and loyalty to the hospital.

This research is also in line with the views of Ferrer (2023) and Rituparna (2022) who affirm that the success of CRM in the healthcare sector is determined by the organization's ability to manage relationships with patients personally through the use of technology and improving the quality of human resources. In other words, CRM not only serves as a managerial tool, but also as a strategic approach to building an emotional connection between the hospital and the patient.

The researchers' assumption from these results confirms that the success of CRM depends on a balance between people, processes, and technology. When hospitals have competent and empathetic professionals, supported by efficient service procedures and integrated information technology systems, patient loyalty will increase significantly. Effective CRM implementation will create a consistent and memorable service experience for patients, which ultimately strengthens a positive image and increases public trust in Royal Prima Medan Hospital

## CONCLUSION

The results of this study show that *the factors of people* (human resources), *process* (service process), and *technology* (information technology) have a significant relationship with the loyalty of inpatients at Royal Prima Hospital Medan. These three factors together contribute to building patient loyalty through increased trust, service efficiency, and ease of access to information. Among the three, *the people* factor is the most dominant because the quality of interaction, empathy, and professionalism of health workers play a major role in forming long-term relationships with patients. Practically, hospitals are expected to continue to improve the competence and professionalism of human resources through continuous training, simplifying service processes to be more efficient, and optimizing integrated information technology systems to support service quality. Researchers are then advised to add other variables such as hospital image or patient satisfaction to gain a more comprehensive understanding of factors related to patient loyalty.

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