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The Evaluation of Healthcare Services and complaints to analyze Service Quality, Customer Satisfaction & Customer Loyalty

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ABSTRACT

This study contributes to our understanding of the reasons behind complaints and the ways in which companies address problems and complaints from customers. We'll learn how the company responds to customer grievances. Receiving feedback from customers is crucial for service providers. This is especially important if a client feels that their service was good. One way to acquire these clients' opinion is to streamline and encourage the complaint process. Utilizing patient data can help the health system function better overall and improve the caliber of our services. Despite the emphasis on patient complaint data analytics, there is a lack of published research on crucial steps to improve complaint management systems. The purpose of this study was to understand how people complain about perceived problems with hospital care and how provider responses to different complaint strategies affect patients' overall satisfaction with hospital care. Using a survey study design, respondents were carefully selected from hospital. The data were analyzed using Spear's men correlation. The findings showed that service quality had a relationship with consumer satisfaction and customer loyalty. Further the findings showed that customer satisfaction had a relationship with customer loyalty.

Keywords: Service Quality, Customer Satisfaction, Customer Loyalty.

INTRODUCTION

Why do customers launch complaints about services? Naturally, this is because they are not satisfied (Ali, Gardi et al. 2021). In fact, studies indicate that when consumers have negative experiences in the marketplace, the vast majority of them choose not to pursue legal action (Thøgersen, Juhl et al. 2009, Cabral, Haucap et al. 2021). Complaints regarding the quality of healthcare are on the rise as a result of patients becoming more knowledgeable and conscious of their rights. Thus, in order to guarantee a more appropriate use of patient complaints

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and enhance healthcare services, it is imperative to support additional research. (Zengin, Al et al. 2014).

It is believed that patient complaints are essential for locating problems and getting feedback on medical services. Notwithstanding the critical need of patient safety and high-quality care, some people suffer negative effects from receiving medical attention. In past research, patient safety reporting systems were used to assess healthcare quality. However, there haven't been many studies on problems that patients have directly reported. Comprehending the viewpoints of patients is vital in formulating a more all-encompassing structure concerning patient safety.(Råberus, Holmström et al. 2019). A global rise in patient complaints has been accompanied by growing research on how to effectively evaluate patient complaints for safer, more patient-centered treatment. The system is primarily designed to handle individual concerns, thus most patients and their families (Van Dael, Reader et al. 2020)

In many health-care systems, the patient experience agenda is tapping into a global mindset. A variety of instruments and methods are being used by patients to share their opinions about their experiences obtaining medical care. These usually take the shape of social media platforms, national surveys, and formal complaints and commendations. Several academic publications outline a variety of qualitative methods for obtaining in-depth patient feedback. A variety of quantitative survey instruments are employed worldwide to record patient experiences in inpatient settings, according to multiple systematic reviews. These include extensive surveys like the Hospital Consumer Assessment of Healthcare Providers and Systems in the United States and the NHS National Inpatient Survey in the United Kingdom. In the UK, a significant amount of resources are currently being allocated to the Friends and Family Test collection, which has been required since 2014 for all acute care trusts to collect. (Sheard, Peacock et al. 2019). Patient complaints are a great way to learn about safety-related issues that exist in healthcare institutions. A variety of issues with healthcare delivery can be detected by patients, some of which are missed by more established methods of monitoring (such as incident reporting systems and retrospective case reviews). Patient complaints, thus, might furnish healthcare organizations with valuable and supplementary information regarding how to enhance patient safety.(Van Dael, Reader et al. 2020).

Data on patient complaints may now be coded uniformly, according to a proposal. Examining the causes of patient complaints and the hospital staff's response to them can be a component of a quality assessment of medical care. A sufficient complaint system must be well-received by medical personnel and patients alike, be simple, quick, equitable, and easy for patients to access. (Veneau and Chariot 2013). The management of customer complaints is a critical

issue for businesses, particularly in light of the growing recognition among them of the necessity of fostering long-term relationships with customers. (Homburg and Fürst 2005). Anecdotally, it is often noted that for every client who complains, there may be up to twenty more who have the same issue but choose to remain silent. (Stephens and Gwinner 1998)

This is especially significant in light of how strongly "word of mouth" influences a company's reputation and, in turn, its capacity to keep clients. In turn, these problems have contributed to organizations' increasing awareness of the significance of complaint resolution. In order to give themselves a chance to improve and restore their services, several companies now actively invite complaints. The influence of customer complaints on customer service representatives, who are ultimately in charge of service delivery and recovery, is sometimes overlooked, despite the fact that this practice is commonly recognized inside organizations. Customers frequently complain to the company about service personnel, but we don't know much about how this input influences workers' performance or how they handle it. (Bell and Luddington 2006).

The practice of disseminating information with the goal of locating and resolving different reasons why customers are not satisfied is known as complaint management. It outlines the tactics taken by businesses to fix past errors and draw lessons from them in order to win back customers' trust in the dependability of their organizations. As a result, data obtained from customer complaints is crucial to the quality management process since it may be utilized to identify and address flaws in the delivery and product quality systems (Filip 2013). When the performance of a product or service falls short of the expectations of the customer, they become unhappy. Effective service recovery plans must take into account the possible causes of customer dissatisfaction as well as their responses to unfavorable circumstances. Consumer reactions to different mistakes or disagreeable situations are not exclusive (Smith and Bolton 2002).

Because of this, some people will start a public action, which could include filing a complaint with the organization, lodging a complaint with a third party, like a consumer group, or even attempting to resolve the issue through a court case (Jean Harrison-Walker 2001). In other situations, clients will take a private action and either terminate the business connection or convey unfavorable signals to other possible clients, which will probably be followed by migration behavior. Due to a lack of interest in that particular experience or the product itself, there are also passive clients who will not take any action. Fast-moving consumer items with low prices and hazards for the individual may be an example of this (Lovelock and Wirtz 2004).

Channels of electronic communication allow through negative word of mouth, customer migration typically has an impact on profitability, both now and in the future. Customers with high degrees of unhappiness should talk to a lot of people about their bad consumer experience (Stauss, Gouthier et al. 2007). Studies on consumer discontent have revealed that a minuscule proportion of consumers who encountered unfavorable interactions have brought their grievances to the attention of the relevant entities. The following statistics provide some examples: for every complaint that a business receives, there are nineteen additional unhappy clients who chose not to file a complaint (Bateson & Hoffman, 1999). Only five to ten percent of customers who were unhappy with a certain product or service actually lodged claims; in other circumstances, the ratio is significantly smaller. (Tax & Brown, 1998).

Scope of Research

- The study's chance is to pinpoint the patient's issue that is, the reason behind the complaint? Any component of the medical care that a patient receives is subject to complaints from them. Patients frequently complain about a variety of causes, such as incorrect, missed, or delayed diagnosis; delayed treatment; post-surgery difficulties; inadequate explanations from the physician; inappropriate conduct or behavior; gaps in counselling; billing problems; subpar nursing care; financial concerns, etc.

- Conversely, there are some complainants who consistently file complaints, those who do so for social or financial gain, and those who do it for the good of others

- By resolving their concerns, guaranteeing patient safety, coordinating care, and enhancing hospital services, this research helps the complainant.

- This research will also be help full for the organization to maintain their standard, Customer satisfaction enhancement, Improvement of policies and procedures, Boost in customer communication and maintain positive impact of an organization.

Research Problem

The difficulties of research studies are typically a great challenge for the researcher; occasionally, this causes them to give up and become demoralized to admit defeat; nevertheless, by keeping their eyes on the goal, they become successful and are motivated to overcome the obstacles in their path.

As the study's researcher, I had to overcome some challenges to finish the investigation. Initially, I had a hard time getting the patients to complete the

research questionnaire because not everyone was willing to give personal information. The second step involved gathering the necessary data. This was a difficult effort because various ideas and scientific information had to be included in order to finish the investigation.

In addition, time management was a crucial component of the study because it was very challenging to finish the questionnaire in one sitting because due to busy schedule in hospital sometimes people randomly fill the questionnaire. In certain situations, the patient had to complete the questionnaire over several sittings because they were agitated and found it difficult to focus on the questions and provide accurate answers.

Study Objectives

1. To explore the main cause of the complaint.
2. To find out the relationship between service quality and customer satisfaction.
3. To determine the relationship between service quality and customer loyalty.
4. To find out the relationship between customer satisfaction and customer loyalty.

Conceptual Framework

Variables:

A variable is an entity whose value varies. A variable is a necessary part of every statistical data set. It is an individual characteristic that sets one member of a sample or population apart from others in the same sample or population and may vary in magnitude. Variables can either be the main quantities of interest or serve as useful stand-ins for them. Variables are important because they make concepts for data collecting more operational.

Types of Variables:

1. Independent Variable
2. Dependent Variable

Independent Variable

The independent variable, often known as the explanatory variable, is anything that may be changed to influence the dependent variable even

though it is not impacted by the experiment itself. Blocking variable, covariate, and predictor variable are other words that are occasionally used interchangeably.

Dependent Variable

The primary outcome of the study is directly related to the dependent variable, also known as the outcome variable. For instance, the psoriasis area severity index, or PASI, might be one dependent variable in a clinical trial on the condition (Kaliyadan and Kulkarni 2019)

The conceptual framework (Table 1) explains the underlying process, which is applied to guide this study.

Figure 01: Research Framework



(Supriyanto, Wiyono et al. 2021)

Research Hypotheses

H_1: Customer satisfaction and service quality have a strong positive correlation.

H_2: There is a significant positive relationship between service quality and customer Loyalty.

H_3: There is a significant positive relationship between customer satisfaction and Customer Loyalty.

SIGNIFICANCE OF RESEARCH

This study was significant in the following regards;

- It will help the organization to develop and implement effective service quality improvement initiatives.
- It will essentially uncover dimension of service quality that customer considers as important as well as customer's intention.

- It will provide to the public better understanding of the organization in terms of its services quality to customers.

- Furthermore, it is hoped that the finding of the study might stimulate further study on other aspects concerning relationship between service quality and customer satisfaction.

LIMITATION OF RESEARCH

It is necessary to address the limitations that were connected to this investigation. The results obtained from this study cannot be generalized to a wide range of similar situations because of the non-probability sampling technique used even though the methodology used in this research could be used in these kinds of scenarios. A modest sample size was chosen since the funding, time, and material resources required for a higher sample size were insufficient. Due to low financial budget and other resources, the sample size for this study was reduced to 203respondents. The above limitations, however, are less significant compared to the importance of carrying out this type of study. Such study should be carried out frequently in order to monitor service quality and satisfaction levels of customers and hence apply necessary adjustments for addressing the prevailing weaknesses.

LITERATURE REVIEW

Almost fifty years ago, a wide body of literature emerged regarding customer complaints, complaint management practices of firms, and customer loyalty. More importantly, during the past 20 years, there has been a noticeable increase in the acceptance of the notion that managing complaints is a crucial aspect of strategic marketing that has a real financial impact on businesses. It compiles research results from this time period on customer loyalty, complaint handling, and complaints from customers.

One of three approaches has been the subject of previous study to better understand the circumstances behind the loyalty of consumers who encounter a failure or are unsatisfied and file a complaint. First, research on consumer psychology variables that intervene and mediate customer perceptions of failure, complaint, recovery, and/or loyalty has been conducted. Second, research has looked at the methods businesses use to handle complaints. Third, studies have examined the "service recovery paradox" in particular situations (e.g., longitudinally, across complaints, relative to complaint frequency) (Morgeson III, Hult et al. 2020).

Since it is challenging to measure the value and quality of educational services, schools mainly rely on the subjective evaluations of their students.

Customer loyalty, contentment, and service quality are all related ideas that are essential to a company's development and success. Let's investigate each of these ideas.: (Singh, Sharma et al. 2023).

Service Quality

The overall level of excellence or superiority that a company's services must meet is known as service quality. In terms of several service delivery facets, including dependability, responsiveness, certainty, empathy, and tangibles, it entails reaching or beyond client expectations. A number of criteria are used to evaluate the quality of a service, including the accuracy and promptness of the service, the behavior and skill of the staff, the efficiency of problem solving, and the general satisfaction of the client. (Alshamsi, Alshurideh et al. 2021)

Researchers studying service marketing have been paying more and more attention to service quality. The ability to adjust a service's delivery to meet the needs of the customer was described as service quality (Dam and Dam 2021). It proposed using the following five service quality dimensions: tangible, dependable, assured, responsive, and empathic. SERVQUAL was a common term for these five measurements. In the domains of banking, credit cards, long-distance calling, repair, and maintenance, for example, SERVQUAL scales have proven to be valid and reliable. They can also be used to other service industries (Win). Nonetheless, a lot of academics have asked questions concerning this model's conceptual structure and methodology of measurement. Compared to SERVQUAL, applying service quality performance to measure service quality produced higher results in terms of validity, reliability, and predictive power. (Uzir, Al Halbusi et al. 2021).

Customer Satisfaction

Customer satisfaction is defined as the emotions that result from comparing the performance of the product that was purchased to what was anticipated. (Krisnanto and Novianti 2019).

Customer Loyalty

They are more likely to make repeat purchases, have longer customer lifetime values, and help the company expand and succeed financially. A number of variables, such as perceived value, customer happiness, brand reputation, trust, and emotional ties to the company, all have an impact on customer loyalty. (Marshall 2010)

Service Quality, Customer Satisfaction, and Customer Loyalty

Due to the challenges in defining and assessing service quality, as well as the lack of agreement on either front, the notion has generated a great deal of attention and discussion in the study literature (Bujang, Kasuma et al. 2020). Numerous "definitions" exist on the meaning of "service quality." A widely accepted definition of service quality is the degree to which a service fulfils the requirements or expectations of the client (Ali, Gardi et al. 2021). The distinction between what customers see and expect from a service can therefore be used to describe the quality of that service. When expectations surpass performance, perceived quality falls short of expectations, leading to consumer dissatisfaction(Özkan, Süer et al. 2020).

For over forty years, customer happiness has been an important topic in marketing research. (Hamzah and Shamsudin 2020). Regarding the antecedents, satisfaction refers to the reaction of the customer to the assessment of the perceived difference between the expected and actual performance of the good or service following its use (Hepola, Leppäniemi et al. 2020). From an outcome standpoint, a satisfied client base encourages recurring business, which is advantageous for any company looking to grow and survive(Vu, Van Pham et al. 2020). It is an assessment that a feature of a good or service, or the good or service itself, has offered a satisfying degree of fulfilment connected to consumption, including levels of under- or over fulfillment. The intricacy of this construct is reflected in the variety of definitions of customer satisfaction (Saad Andaleeb and Conway 2006). Because keeping current clients may result in a larger profit than bringing in new ones, customer loyalty is a crucial component of providing services. (Cavaliere, Khan et al. 2021)

Linking between Service Quality and Customer Satisfaction

Numerous scholars investigate the connections between and among customer happiness and service quality (Ali, Gardi et al. 2021). It should come as no surprise that they discover a correlation between relatively high customer satisfaction and good service quality and value. The overwhelming body of research suggests that quality drives contentment, despite some people's assertions to the contrary (Demir, Maroof et al. 2021). Managers should prioritize customer happiness as one of the key characteristics. The company's competitive edge was exceeding customers' demands and desires and providing superior customer service than its competitors (Dam and Dam 2021). The subjective assessment that the selected alternative meets or surpasses expectations led to customer (Nyan, Rockson et al. 2020).

Customer satisfaction is measured by how well the goods and services meet or surpass the expectations of the customer. (Rosli and Nayan 2020). Customer satisfaction also refers to how a customer feels or views a good or

service after using it. As a link between the many stages of a buyer's purchasing behavior, customer satisfaction was a key outcome of marketing effort (Safitri, Siregar et al. 2023). Customer satisfaction refers to how satisfied or frustrated customers are with a product or service after comparing its performance to their expectations(Dam and Dam 2021). Customer satisfaction is the result of a subjective comparison between the client's expectations and the perceived performance of the products/services. (Wimalarathna, Deshika et al. 2022). The client was satisfied if the performance met or exceeded expectations. Next, the client was not happy if the outcome did not meet their expectations. (Bi, Liu et al. 2020).

Linking between Customer Satisfaction and Customer Loyalty

Managers should prioritize customer happiness as one of the key characteristics. The company's competitive edge was meeting and exceeding customers' demands and desires more effectively than its competitors. The subjective assessment that the selected alternative meets or beyond expectations led to customer satisfaction (Dam and Dam 2021).

Customer satisfaction refers to how satisfied or frustrated customers are with a service's performance in relation to their expectations (Syah and Wijoyo 2021). In today's highly competitive corporate climate, customer happiness may be considered the key to success (Dam and Dam 2021). Customer satisfaction is the result of a subjective comparison between the client's expectations and the perceived performance of the products or services. (Abeku 2022). The client was satisfied if the performance met or exceeded expectations. Next, the client was not happy if the outcome did not meet their expectations. Additionally it found that customer satisfaction has a direct impact on customer dissatisfaction and is a crucial indicator of the company's success(Wilson and Christella 2019). For over forty years, customer happiness has been an important topic in marketing research. A landmark experimental investigation. Along with expectations and the overall shopping experience, perceived product quality also had an impact on customer satisfaction. Since then, there have been several definitions for what constitutes customer satisfaction. According to antecedents, satisfaction is the reaction of the customer to the assessment of the alleged mismatch between the performance of the product or service and expectations following its use. (Pedersen and Ritter 2022). From an outcome standpoint, client happiness is what drives recurring business and provides any company with the benefit of growth and survival (Vu, Van Pham et al. 2020). Customer contentment is decreasing customer complaints, which may cause discontent from the standpoint of the dissatisfied (Arslan 2020).

The response of the customer to fulfilment is customer satisfaction. It is an assessment that a feature of a good or service, or the good or service itself, has

offered (or is offering) a satisfying degree of fulfilment connected to consumption, including levels of under- or over fulfillment (Abd Razaka, Shamsudinb et al. 2020). Because keeping current clients may result in a larger profit than bringing in new ones, customer loyalty is a crucial component of providing services (Pandey, Ganatra et al. 2021). As a result, building client loyalty has emerged as a top priority for many companies, especially those in the service industry (Vu, Van Pham et al. 2020).

In the past, making repeat purchases was a sign of a devoted customer. Nonetheless, several studies demonstrate that measuring customer loyalty can be done and broadly classified into five levels: (1) willingness to repurchase; (2) oral administration that is derivatively positive; (3) willingness to recommend; (4) tolerance to price adjustments; and (5) frequency of consumption (Syed, Sudhakar et al. 2021)

METHODOLOGY OF RESEARCH

Research Design

Research design is a plan or strategies to use to achieve the expected results. There are different types of research design depending on the nature of a particular study (Asenahabi 2019). Because it permits the use of various data collection techniques, including questionnaires, observations, interviews, and documentary review, this approach offers flexibility. Additionally, it allows for the use of triangulation, which is crucial in the process of validating data, and it is a thorough and comprehensive analysis of variables (Monday 2019).

Variables and Measurement Procedures

There are three types of variables which are dependent, independent variables. When other variables change, a dependent variable also changes. A dependent variable is impacted by changes in an independent variable. (Egan 2020). For this study independent variables were service quality, mediating variable is customer satisfaction and dependent variables was customer loyalty.

Method of Data Collection

The questionnaire-based survey was conducted at Liaquat National Hospital Total 250 questionnaires were distributed using convenience-sampling techniques and people had to fill them based on their experience at LNH. Total 203 people filled the questionnaire.

The questionnaire was demarcated into two sections; first section containing demographics whereas second one measured the effects of service quality determinants upon customer satisfaction and customer loyalty. To help respondents feel more at ease when answering the questions, one questionnaire was given to each respondent along with an explanation of the entire questionnaire. To ensure validity, the survey-based questionnaire was given out in person. The information was gathered from clients. The study's goals and prerequisites were briefly described. The questionnaire was made on the variable and questions took from the different research papers.

ANALYSES AND INTERPRETATIONS

Demographic Characteristics of the Respondent

Table 1: Demographic Analysis

Characteristics	N (%)
Gender	
Male	149(73.4)
Female	54(26.6)
Age (years); mean± std. dev (range) 30.17±8.18 (20 to 47)	
Age Group	
20-25 years	85(41.9)
26-30 years	29(14.3)
31-35 years	31(15.3)
36-40 years	26(12.8)
>40 years	32(15.8)
Education	
Intermediate	37(18.2)
Bachelor's Degree	84(41.4)
Master's Degree	38(18.7)
M. Phil Degree	22(10.8)
PhD Degree	22(10.8)

Table 1 Demographic Characteristics of the Respondents, the demographic profile of the respondents is described as follows; males were 73.4% while females were 26.6% slightly lower than males. Ages of the responded were 41.9% comes in 20-25 years, 14.3% comes in 25-30, and 15.3% comes in 31-35

years, 12.8% comes in 36-40 years and 15.8% comes in 41-aboive. Education of responded were Intermediate 18.2%, Bachelor's Degree 41.4%, Master's Degree 18.7%, MPhil Degree 10.8%, PhD Degree 10.8%.

Table 2: Service Quality, Customer Satisfaction and Customer Loyalty

Description	1	2	3	4	5	Mean ± Std. Dev
How satisfied are you with the quality of services of Hospital.	17 (8.4)	23(11.3)	33(16.3)	69 (34)	61(30)	3.66±1.24
How satisfied are you with the Process of getting problem resolved.	13(6.4)	29(14.3)	41(20.2)	64(31.5)	56(27.6)	3.59±1.21
How satisfied are you with the Quality of customer service representative.	19 (9.4)	26(12.8)	34(16.7)	64(31.5)	60(29.6)	3.59±1.28
How satisfied are you with the time taken by customer service representative to solve your issue.	17 (8.4)	24 (11.8)	38 (18.7)	66 (32.5)	58 (28.6)	3.61±1.24
How satisfied are you with the Overall satisfaction.	18 (8.9)	23 (11.3)	35 (17.2)	65 (32)	62 (30.5)	3.64±1.26
1=Strongly Dis-satisfied, 2= Dis-satisfied, 3=Neutral, 4=Satisfied, 5=Strongly Satisfied						

Table 3: Customer Satisfaction and Customer Loyalty

Description	1	2	3	4	5	Mean ± Std. Dev
Complaint services representative understand the specific needs of their customers.	17 (8.4)	19 (9.4)	38 (18.7)	62 (30.5)	67 (33)	3.7±1.25
Complaint services representative are polite with the customer.	14 (6.9)	21 (10.3)	38 (18.7)	68 (33.5)	62 (30.5)	3.7±1.2
Liaquat National Hospital give customers individual attention.	14 (6.9)	22 (10.8)	37 (18.2)	66 (32.5)	64 (31.5)	3.7±1.21
1=Strongly Disagree, 2= Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree						

Table 4: Service Quality and Customer Loyalty

Description	1	2	3	4	5	Mean ± Std. Dev
Liaquat National Hospital services meet your needs.	16(7.9)	19 (9.4)	39 (19.2)	71 (35)	58 (28.6)	3.67±1.2
The behavior of complaint services representative instill confidence in customers.	17 (8.4)	20 (9.9)	33 (16.3)	67 (33)	66 (32.5)	3.71±1.24
Complaint services representative is always willing to help customers.	22 (10.8)	20 (9.9)	35 (17.2)	60 (29.6)	66 (32.5)	3.63±1.31
Complaint services representative is never too busy to respond to customers' requests.	16 (7.9)	18 (8.9)	37 (18.2)	77 (37.9)	55 (27.1)	3.67±1.19
1=Strongly Disagree, 2= Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree						

Furthermore, as per the result of correlation coefficient the mean of overall satisfaction of the customer towards services quality were 0.567** which indicate statistically significant. Mean of the people recommend to LNH services were 0.518** which indicate statistically significant. 0.585** were the mean experience of the people which also indicates statistically significant. This mean that there is a link between Service quality, customer satisfaction and customer loyalty.

CONCLUSION

The primary goal of this study is to investigate the root cause of the complaint, understand the connection between customer satisfaction and service quality, as well as the relationship between customer satisfaction and customer loyalty. The test of Spear's men correlation coefficient was applied.

Out of 203 participants, 73.4% were male and 26.6% were female. Mean age of participant was 30.17±8.18 years out of which majority have age between 20 to 25 years (41.9%). Ages of the responded were 41.9% comes in 20-25 years, 14.3% comes in 25-30, and 15.3% comes in 31-35 years, 12.8% comes in 36-40 years and 15.8% comes in 41-aboive. Education of responded were Intermediate 18.2%, Bachelor's Degree 41.4%, Master's Degree 18.7%, MPhil Degree 10.8%, PhD Degree 10.8%.

With SPSS, you can analyze data for bivariate and descriptive statistics, predict numerical outcomes, and make group identification predictions. Graphing, data transformation, and direct marketing tools are all included in the software. Of the 203 participants, Table 3 revealed that approximately 64% were satisfied with

the hospital's service quality, roughly 59.1% were satisfied with the process of having a problem resolved, 61.1% were satisfied with the representative's quality, 64.1% were satisfied with the time the representative took to resolve your issue, and 62.5% were satisfied with their overall satisfaction.

Table 4 showed that 63.5% were satisfied with the statement that Complaint services representative understand the specific needs of their customers, 64% were agreed that Complaint services representative is polite with the customer, 64% were agreed that Liaquat National Hospital give customers individual attention.

Table 5 showed that 63.6% agreed that Liaquat National Hospital services meet their needs, 65.5% agreed that the behavior of complaint services representative instill confidence in customer, 62.1% agreed that the Complaint services representative is always willing to help customers. 65% agreed that Complaint services representative is never too busy to respond to customers' requests.

RECOMMENDATIONS

- Healthcare setup should conduct a patient's satisfaction survey through structured questionnaire to find out the service quality and level of customer satisfaction about the required changes and their needs and what strategies to be implemented in order to achieve customer satisfaction goals
- A survey report must be confidential and only submitted to the executives.
- Healthcare organizations should create methods to help them understand customers' views of demand rather than only depending on profit margins as a reliable measure of performance.
- Healthcare organizations should apply customer satisfaction strategy which will help to compare their performances against customer standards against internal processes and identify opportunities for improvement.
- Customer representative staff should receive more training on service quality so they can better comprehend the offering, as this directly affects what customers expect.
- To maintain the level of services, a surprise audit by Quality Assurance personnel should be put into place.
- A prompt response and services on complaint can restore the level of trust of the patient and give the message that we care our patients.

- Healthcare organizations should apply an unbiased inquiry in order to satisfy their customers.
- Healthcare organizations must focus on cultural changes in order to adapt new market conditions, technologies, or strategies.
- Healthcare organizations should satisfy their employees first because a satisfy customer gives good services because employee satisfaction raises employee productivity, and higher productivity means greater service and value to your customers.

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