



The effect of service quality, corporate image, promotion on patient satisfaction within Indonesian hospital industry

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Abstract

This research aimed at understanding the effect of service quality, hospital image, and promotion on patient satisfaction within Indonesian Hospital Industry. The multivariate analysis with descriptively and explanatorily-quantitative method was used for this research. The samples of the research were 91 persons. Data collection was carried out using questionnaire instrument to be subsequently analyzed by Structural Equation Modeling (SEM). The results of this study concluded that the quality of service and promotion had a significant effect on patient satisfaction and hospital image had no significant effect on patient satisfaction. Based on the result of the multiple correlation quadratic value calculation (R^2), the dependent variable of patients' satisfaction indicated significant strength value.

Keywords: service quality, corporate image, promotion, and patient satisfaction

1. Introduction

Health is one of humans' fundamental basic needs. Every individual has the right to health protection and the state is responsible for regulating the fulfillment of the right. The increasing growth of population, low level of public health, and the enactment of National Health Insurance in 2014 encouraged the growth of hospitals in Indonesia, especially private hospitals. As the results, there are increasing business competition in the health services, increasing consumers' awareness on health leading to complex relationship between doctors and patients and the increasing legal problems that have to be faced (Chang, 2013) ^[6].

One of the efforts to win the increasingly fierce competition is to establish a good service. It is because good services will satisfy and encourage customers significantly to be loyal (Bodet, 2008) ^[3]. As a result, despite many options, customers (patients) will certainly do repeat visits for treatment or consultation to the hospital they choose. The effective efforts of building customer satisfaction and loyalty should be carried out synergistically and sustainably in integrated manner that is full of dedication and hard work. Since satisfaction and loyalty are dynamic psychological conditions, building and maintaining those two things should be in line with changes in the factors affecting them. In hospital industry, patient satisfaction and loyalty can be influenced, among others, by service quality, hospital image, promotion, and patient trust.

In general, customer satisfaction can be a reference to assess the image and quality of health services. According to Fink (2003) the high satisfaction obtained by consumers will be followed by high loyalty to the hospital. If in fulfilling the patients' expectation for the quality of hospital services is carried out in a prime manner, it will encourage the satisfaction growth so that the patients are interested in going back to the same hospital for treatment. Services provided with empathy, reliability, responsiveness, assurance, and provided with the availability of sufficient facilities will grow satisfaction and loyalty.

The quality of hospital services in Indonesia is still considered unsatisfactory. It is indicated by the tendency of patients who prefer going abroad to visiting local hospital for obtaining medical treatments due to the reasons of service quality, complete facility and complete and sophisticated medical infrastructure as well as better quality of foreign medical personnel reason. The results of research by The Indonesian Consumer Foundation pointed out that the quality of hospital services in Indonesia is the opposite of the service obtained by patients seeking treatment abroad. A good hospital image is an important pillar in achieving success. By building and maintaining a positive image, hospitals can grow the patient satisfaction and obtain the patient loyalty. A good image will affect the images of all types of services produced by hospitals and foster the confidence, satisfaction, and trust of patients (Suriadi, 2014) ^[43]. The image of hospitals in Indonesia is currently still less positive. Numerous negative experiences felt by patients during treatment prove it.

In addition to hospital services and image, promotion also has an important influence on patient satisfaction. Chang (1991) ^[8] defines that hospital marketing is a way of promotion by providing excellent medical quality to patients for their satisfaction in fulfilling their needs. According to Chien (1994) ^[10], promotion is beneficial to both the hospital and the community. For hospitals, promotions will attract customers and build a positive image. As for the community, promotion will foster health awareness and make them able to make the right medical decisions. This research aimed at making the efforts to collect data and information, as well as analysis relevant to service quality, company image, and promotion variables in determining the satisfaction of hospital patients.

2. Literature Review

2.1 Customer Satisfaction

Based on the performance of a product, customer satisfaction is what is felt to be suitable or not in accordance

with the expectations of the buyer resulting in pleasure or disappointment (Kotler and Keller, 2012) ^[26], constitutes a post-purchase behavior (Swan and Browsers, 1999) ^[44], and consumers' response to need fulfillment (Zeithaml *et al.*, 2010) ^[55]. Accordingly, customer satisfaction is a comprehensive assessment of the idiosyncrasies of products or services in meeting the customers' expectations relevant to needs.

In Spreng's point of view (1996), the feeling of satisfaction arises when a customer experiences something beyond his/her expectation-based perception on a service performance. Customers' perception and expectation are determined by four factors (Zeithaml *et al.*, 2010) ^[55] - word of mouth communication, personal needs, past experience, and external communication. This customer satisfaction arises because of psychological condition generated by customer expectation emotional factor compared to previous experience (Oliver and Swan, 1989) ^[38]. The success of a company occurs if the company is able to meet and even exceed the expectations of services provided to the customers in meeting their needs.

According to Fitzsimmons *et al.* (2011) ^[14] there are five factors determining the level of customer satisfaction - product quality, service quality, emotional, price, and cost. In measuring the level of customer satisfaction, there are five methods that can be used (Kotler and Keller, 2012) ^[26], namely customer satisfaction survey, complaint and suggestion systems, attentive frontline personal, ghost shopping, and customer defection analysis.

2.2 Service Quality

Service quality is an important variable for service providers in order to compete with their rivals (Yoo and Park, 2007) ^[52]. Services differ from product as they are intangible, heterogeneous, perishable and inseparable; as such, their evaluation is more complex than product evaluation (Aydin and Ozer, 2005) ^[1]. In an increasingly competitive environment service quality as an essential strategy for success and survival has attracted increasing interest in over the past 20 years (Ismail *et al.*, 2006) ^[22]. Organizations are striving to gain a strategic competitive advantage by delivering service with quality and satisfaction.

Service quality as defined by Parasuraman *et al.* (1988) ^[39] results from the comparison of customers' expectation with perceived performance of services. Santos (2003) describe service quality as the customers' overall judgment of the excellent of service offering. Researchers tried to find out correlation among service quality and customer satisfaction (Cronin *et al.*, 200). On the other hand, some scholars support the notion that a positive correlation exists between service quality and customer satisfaction and identified service quality as the primary factor that affect customer satisfaction (Zeithaml *et al.*, 2010) ^[55]. Therefore, when a company is capable of offering better services, there would be significant improvement in customer satisfaction (Innis and La Londe, 1994) ^[23].

In the effort of building service quality, there are five dimensions to carry out (Parasuraman *et al.*, 1988) ^[39] - reliability, responsiveness, assurance, empathy, and tangibles. Gronroos (1990) ^[17] defines three dimensions: technical or outcome dimension, functional or process related dimension, and corporate image. Fitzsimons and Fitzsimmons (2011) ^[14] define four dimensions of service quality: care and concern, spontaneity and recovery.

According to Zeithaml *et al.* (2010) ^[55], three dimensions determine service quality - technical quality, functional quality and corporate image. The description above shows that service quality is an important aspect to study, since it is one of the determinants of customer satisfaction. Some studies show that service quality has a positive effect on customer satisfaction, such as the studies of Ishaq, 2012; Chang *et al.*, 2013; Mubarak, 2017; Ghaliyah and Mubarak, 2017 ^[24, 6, 19].

2.3 Corporate Image

Effective marketing communication depends on how company able to define the corporate image. According to Kenneth and Baak (2007) ^[30] corporate image summarizes what the company wants to achieve and how it can be in a well-established position. Bravo quoted in Shekari and Ghatari (2013) ^[16] defines corporate image as the overall impression left in the customers' mind as a result of the accumulation feeling, ideas, attitudes, and experiences with the organization, stored in the memory, transformed into a positive/negative meaning, retrieved to reconstruct image and it is recalled when the name of the organization is heard or brought to ones' mind.

Corporate image is inherently a composite product of various factors which reflect and communicate the identity of an organization (Karaodmanoglu and Melewar, 2006) ^[29]. Corporate image is often interchangeably with reputation and corporate identity as customers perceive all aspects of a business (Kang and Yang, 2010) ^[28]. Corporate image can be evaluated in terms of products attribute/benefit/attitude association, corporate credibility, employee and customer relationship and corporate culture (Keller, 1998). Some scholars have also discovered that corporate image would have impact on customer satisfaction due to accumulated purchase experiences during the observation on how customer satisfaction is formed (Bolton and Drew, 1991) ^[4]. Corporate image and corporate identity are two different things, but both are closely related. Corporate identity describes the identity shown by the company, while the corporate image shows the publics' perception on the identity itself (Selame and Selame, 2000 in Suriadi, 2014) ^[43]. Identity is not an image, but it can help the company to remind the people about their image. There are two main elements in corporate identity (Gregory and Wiechmann, 1999) ^[16], name or brand and logo, the combination of the two elements is called as the corporate symbol. Identity can be used in a relatively short term, while image should be built within a relatively long period of time. A good identity is one of the important factors in forming the positive image of the corporate.

There are six determinants in building the corporate image of an organization (Peters, 2007) ^[41]; (1) Visionary and professional leadership; (2) Customer satisfaction-oriented policies and strategies; (3) Comprehensive and integrated human resources policy; (4) Asset management that is carried out well; (5) Effective and efficient management of production and service processes; and (6) customer satisfaction resulting in loyalty. Well established corporate image needs to be publicized using ads with the purposes of: (1) Building the awareness of the target segment of the company; (2) Establishing people's perception about the company's identity; and (3) Maintaining the perception as long as possible. In addition, Gray (1986) ^[18] reminded the importance of entrepreneurs and company leaders in

building the positive perception of the employees about the company, because employees are the first target segment. By building positive and strong conditions among employees, companies can expect good performance and high loyalty. It is in line with the opinion of Dowling (1986) defining image as the total impression and the entry market on the mind of people.

According to Frontier Consulting Group (Imacaward, 2014)^[25], the dimension of corporate image consists of four points: (1) Quality; quality is related to product or services quality innovativeness and trust to company; (2) Performance; performance is associated to the company's performance and ability to grow its business; (3) Attractiveness; attractiveness is defined as how much people interested to the company; and (4) Responsibilities; responsibilities is associated with environment care and social responsibility. Based on the description above it transpires that the company image is an important aspect to study, since it is one of the factors determining the customer satisfaction and loyalty. Some studies indicate that corporate image has a positive effect on customer satisfaction and loyalty, such as the studies by Tang, 2007; Ishaq, 2012; Ghaliyah and Mubarak, 2017^[50, 19].

2.4 Promotion

Promotion is an organizational instrument aiming at informing, persuading, and reminding consumers both directly and indirectly about their products and brands (Kotler and Keller, 2012)^[26]. Promotion strategies are designed by combining advertising, personal selling, sales promotion, and publicity into one integrated program to communicate with the buyers and influence their buying decisions (Cravens, 1996). Customers interpret promotional message as a whole, and understand the message contents in various ways. Loda (2014)^[33] emphasizes that the core message of advertising arouses the strength of consumer confidence. Likewise, Maulani (2017)^[35] finds that marketing communication tools provoke different views among individuals.

The term 'integrated promotion' is subsequently developed into the term 'integrated marketing communication'. Because, the word 'promotion' is associated to a one-way flow of information, while marketing communication emphasizes two-way interaction (Tjiptono *et al*, 2008)^[19]. Consequently, promotion is perceived as a form of mass communication and integrated marketing communication is more personal or individual in nature. The term 'integrated' denotes harmony or alignment in terms of objectives, focus, and strategic direction among the elements of the promotion mixture. According to Cravens (1996), integrated marketing communication is comprehensive, integrated, targeted, coordinated, and productive in achieving the goals. Therefore, using the term 'promotion' or 'communication', promotion programs are actually designed for the purpose of making the purchasing process of a product or service by the customers faster and in bigger quantity and customers are satisfied.

Hospital marketing is one of methods of promoting medical hospitalization quality to consumers, community, and family of patients. The targets of hospital market include patients and families, community, doctors, medical personnel, hospital staffs, and donors. The three functions of hospital marketing (Chang, 1986)^[11] are (1) From the hospital's perspective, by analyzing the target market, the

hospital can understand future consumer needs and establish a good management strategy; (2) From the consumers' perspective, it is the availability of information that is important to avoid doctor shopping leading to delayed actions, poor treatment condition, and increasing treatment costs; (3) From the social aspect, consumers get good treatment services. For the marketing of the hospital, it can provide many benefits, for agencies, it will save medical resources and educate the consumers with healthy and correct information (Lin, 2002 in Chen and Kao, 2011)^[9]. To promote the image of the hospital, there are still academicians having different opinion. According to them, hospital marketing may decrease the quality of treatment services leading to competition among medical organizations which results in unnecessary medical services (Kotler and Clarke, 1987)^[27]. The results of studi by Hatta *et al* (2018)^[21] and Pi and Huang (2011)^[40] showed that promotion has a positive and significant effect on customer satisfaction.

3. Research Methodology

3.1 Research design

The descriptively and explanatorily-quantitative method was used for this research. The samples of this research were 91 patients or people representing them. For this research, statistical analysis technique, Structural Equation Modeling (SEM) was used based on Partial Least Square (PLS) method. This SEM-PLS method was used on limited samples and non-strict data assumptions (Hair, *et al*, 1998). Since SEM-PLS does not include the significance test directly, the significance level is determined by using bootstrapping assistance.

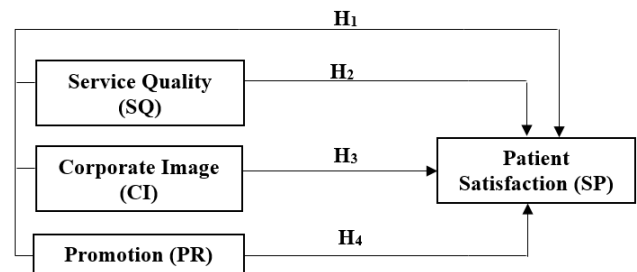


Fig 1: Model of the study

3.2 Hypotheses and Research Model

Based on the ideas and results of the study above, the hypothesis of this research can be formulated and research model can be determined as follows:

- H1:** Service quality has a positive and significant effect on patient satisfaction
- H2:** Hospital image has a positive and significant effect on patient satisfaction
- H3:** Promotion has a positive and significant effect on patient satisfaction.
- H4:** Service quality, hospital image, and promotion have a positive and significant effect on patient satisfaction.

4. Results

4.1 Measurement Model (Outer Model)

This study applied SEM-PLS to analyze the data collected. SEM-PLS was a statistical method consisting of structural model and measurement model. Thus, the SEM-PLS model evaluation also consisted of two stages: (1) Evaluation for

estimating the measurement model; and (2) Evaluation of structural models. The evaluation order of this model should be considered because the result model of SEM-PLS should be considered to measure what was previously assumed to be able to measure a latent variable before finally concluding the correlation between the latent variables (Trujillo, 2009). Things to consider in using SEM-PLS were the absence of a statistical criterion, which was able to assess the overall quality of a model so that the researchers were not able to conduct the statistical analysis of inference for the feasibility test of the model. As an alternative, a non-parametric test using a re-sampling method such as jackknifing or bootstrapping was used to estimate the goodness of the model resulted.

The outer model described the specification of the correlation between the latent variables and the indicators or we could say that the outer model defined how each indicator related to the latent variable. To check whether the indicators of every construct measure what should be measured, the convergent validity and discriminant validity test were necessary.

Convergent Validity

Convergent validity refers to the degree of concordance between the measurement results of measuring instruments and theoretical concepts that explain the existence of the attributes of these variables. Indicators that need to be predicted in convergent validity were indicator reliability and construct reliability (Peter, 1981). The reliability indicator was examined by using the construct loading value. Based on the processing results (Figure 2) using the recommended value limit of 0.7 for the latent variables, the service quality items 1, 2, 9 and 11, corporate image items number 3 and 7, promotional items number 1 and 3, and patient satisfaction item number 4 was going to be dropped from the calculation since it had a loading factor value below 0.7. Therefore, it was reprocessed without including all the items that had been dropped. After the reprocessing, the factor loading values were all above 0.7 (Figure 3).

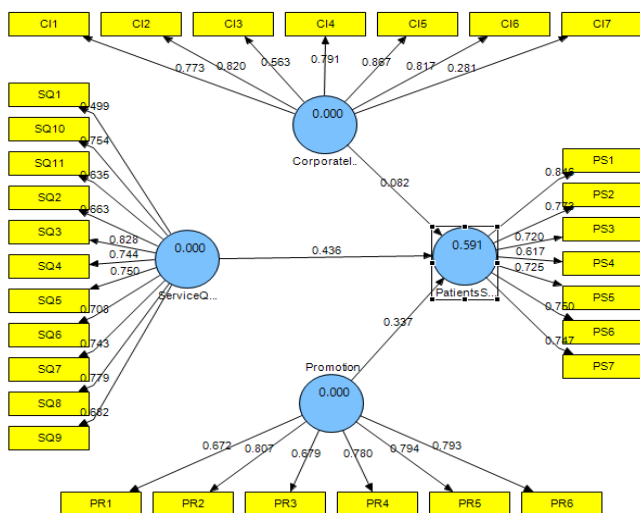


Fig 2: PLS item algorithm and latent variables

Table 2: Cross Loading

	Service Quality	Corporate Image	Promotion	Patient Satisfaction
SQ3	0.843	0.606	0.465	0.575
SQ4	0.760	0.484	0.434	0.454
SQ5	0.737	0.514	0.433	0.480
SQ6	0.755	0.567	0.352	0.431

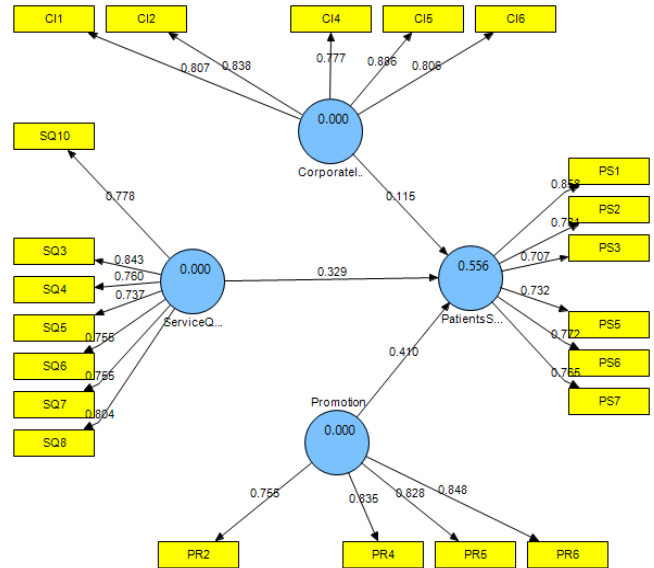


Fig 3: PLS item algorithm and latent variables (final step)

The construct reliability was examined by using two measures; (1) Composite Reliability (CR) and Average Variance Extracted (AVE). The threshold of a good CR was above 0.6 and above 0.5 for AVE (Bagozzi and Yi, 1998) [5]. Table 1 shows all construct values for both CR and AVE that are above the threshold values, namely 0.6 and 0.5 that as a consequence, the conclusion is that the constructs are sufficient. Based on the results obtained, it could be concluded that there was no convergent validity problem in the model being tested. Therefore, the next test was carried out, the discriminant validity test.

Table 1: Composite Reliability Value and AVE

Constructs	AVE	Composite Reliability	Cronbach Alpha
Service Quality	0.603	0.914	0.890
Corporate Image	0.679	0.913	0.881
Promotion	0.668	0.889	0.834
Patient Satisfaction	0.594	0.897	0.863

Discriminant Validity

Discriminant validity of construct items was examined by using the cross-loadings (Vinzi et al, 2010) [51]. The cross-loading value was obtained by calculating the correlation between the score components of every latent variable with each indicator block and all items in the model. Cross-loading value was the correlation between each construct and the items of each construct. The correlation between constructs and items was compared to the correlation between items and other constructs. If the construct indicator correlation has a higher value than the indicator correlation with other constructs, it is said that the construct has high discriminant validity. The output of Smart-PLS for the construct of cross-loading and the items are as follows:

SQ7	0,755	0,514	0,418	0,473
SQ8	0,805	0,675	0,494	0,552
SQ10	0,778	0,631	0,518	0,541
CI1	0,631	0,807	0,469	0,495
CI2	0,689	0,838	0,467	0,489
CI4	0,542	0,777	0,482	0,466
CI5	0,609	0,886	0,449	0,500
CI6	0,568	0,806	0,592	0,528
PR2	0,422	0,406	0,755	0,493
PR4	0,478	0,516	0,835	0,603
PR5	0,420	0,485	0,828	0,560
PR6	0,568	0,547	0,848	0,518
PS1	0,507	0,504	0,596	0,858
PS2	0,540	0,429	0,571	0,781
PS3	0,440	0,482	0,512	0,708
PS5	0,375	0,477	0,461	0,732
PS6	0,575	0,422	0,387	0,772
PS7	0,551	0,478	0,537	0,765

Table 2 shows that the loading value of every item for its construct is higher than the value of cross-loading with other constructs. Based on the results of the cross-loading analysis it appears that there is no discriminant validity problem. According to Ghozali (2008), discriminant validity could be tested by comparing the AVE square root value to the correlation value between constructs. The calculation results are as follows.

Table 3: Correlation between Latent Variables and AVE Square Root

	Service Quality	Corporate Image	Promotion	Patient Satisfaction
Service Quality	0,777			
Corporate Image	0,739	0,824		
Promotion	0,577	0,510	0,818	
Patient Satisfaction	0,650	0,603	0,668	0,771

Table 3 indicates that the square root value of AVE (main diagonal) is higher than the correlation of every constructs so that it can be said there is no problem regarding the discriminant validity.

4.2 Structural Model Evaluation (Inner Model)

After obtaining confidence that there was no problem with respect to the measurement model, the next step that needed to be taken was to evaluate the structural model. One of the evaluations of structural model was to observe the strength of the independent variables of the whole model. The strength of the independent variable was examined by looking at the square of the multiple correlations (R^2) of the existing dependent variable. Based on the processing results, R^2 value for patient satisfaction variable was 0.5564. Meaning, the value indicated that variations in patient satisfaction could be explained by construct variables (service quality, corporate image, and promotion) by 55.64%, while the remaining, 44.36% was influenced by other variables not included in the research model. In other words, service quality variable, corporate image, and promotion contributed to the formation of patient satisfaction by 55.64%, while the rest was influenced by other variables not included in this research.

According to Ghozali (2008), evaluation of inner model could also be carried out by checking the predictive relevance value (Q^2). This Q^2 concept measured how good the observation value generated by the model was and also

measured the estimated parameters. Q^2 value that is more than zero indicated that the model had a predictive relevance value, while a Q^2 value that is lower than zero indicated that the model had less predictive relevance. The analysis provided that the value of Q^2 is 0.556, indicating that the model obtained had predictive relevance.

The final step in evaluating the inner model was to evaluate the overall model unable be done in SEM-PLS. To overcome this problem, Tenenhaus *et al.* (2004) ^[47] proposed global criteria for goodness-of-fit (GoF) able to be used for validating the SEM-PLS model globally. The analysis provided that the value of GoF is 0.594, indicating that the hypothesis testing could be carried out.

Hypothesis testing

In this research, four hypotheses are tested as previously written. The following Table 4 provides the results of the correlation among the constructs of the intended hypothesis. In making a decision whether the hypothesis is statistically significant or not, the t-statistics value will be compared with the t-value from the table. If the t-statistic value is higher than the t-table value, the hypothesis is statistically significant. By conducting a one-way test and with a significance level of 5 percent, the t-table value is 1.65. From the t-statistic value in Table 6, there are two t-statistic values that are higher than 1.65 or there are two significant relationships, namely service quality on patient satisfaction and promotion of patient satisfaction.

Table 4: Estimated coefficient value of the model

	Coefficient	Error Standard	T-Statistics	Conclusion
Service Quality - Patient Satisfaction	0.329	0.130	2.520	Significant $\alpha=0.05$
Corporate Image - Patient Satisfaction	0.115	0.125	0.921	Not significant
Promotion - Patient Satisfaction	0.410	0.122	3.355	Significant $\alpha=0.05$

From the significant results estimation of the correlation at the 5 percent significance level, it could be seen that the effect of service quality on patient satisfaction had a path coefficient of 0.329. Meaning, there was a positive correlation between service quality and patient satisfaction. The better the service quality, the higher the satisfaction of the patients was. In the correlation between the effect of

promotion and patient satisfaction, the estimated parameter value was 0.410. It showed a positive correlation between promotion and patient satisfaction. The more effective and attractive the promotion was, the higher the patient's satisfaction would be. Meanwhile, although not significant, the correlation between corporate image and patient satisfaction was also positive with a path coefficient of 0.115. Meaning, to make the corporate image produce a good rating from consumers and to make the consumers able to realize their satisfaction, the hospital had to improve its image.

From the results of this study it was revealed that service quality and promotion factors had a significant effect on patient satisfaction. While the image of the hospital, although affecting the satisfaction, it was not significant. As an dependent variable, the patient satisfaction had a significant coefficient. The results of this research provided a number of managerial implications in the marketing management of hospital service companies:

Service quality was the key factor for the success of a hospital business, as the consequence, it gave positive implications for achieving patient satisfaction. Therefore, the implementation of a prime service program on an ongoing basis was crucial for the performance of a hospital, so that each unit was required to actively give contribution. In running the program, education services may be carried out by organizing training for doctors, nurses, and non-medical personnel. Improvement in quality for excellent services should be carried out persistently. The concept of integrated quality management is properly implemented as an effort to perfect every work process in the hospital. Everyone involved in hospital services should be aware and has commitment to improve their work performance persistently.

The image of the hospital was also a determinant in fostering patient satisfaction. Although in this research, the results showed an insignificant effect. The efforts for building a positive image are to improve the implementation of corporate social responsibility activities, such as free medical treatment, health counseling, or sending a medical team during a disaster. In addition, balancing the business and social orientation in hospital operations is also an effort for building a positive image. Hospitals should be able to show a strong social spirit, treat patients fairly and professionally regardless of their different economic levels. Hospitals may not be discriminative. Hospitals should keep all promises they have made, because the fulfillment of every promise determines the patient satisfaction.

Promotion affects the development of patient satisfaction that consequently, hospitals should be able to create effective promotion programs. The selection of the right media, appropriate figures, honest message contents, and promotion appearance/displays should be attractive. Every message, product, or information contained in the promotion program should be in accordance with the facts.

5. Conclusion

In accordance with the purpose of this research, which was to examine the effect of service quality, corporate image, and promotion factors on patient satisfaction, the results of this research were formulated into the following several conclusions: [1] Quality of service had a significant effect on patient satisfaction. The better the quality of the services provided was, the higher the customer satisfaction would be,

[2] Promotion had a significant effect on patient satisfaction. The more effective and attractive the promotion was, the higher the customer satisfaction would be. [3] Company image affected the patient satisfaction, but it was not significant. Meaning, it was necessary to continue improving the image of the hospital, so that patient satisfaction would increase significantly. [4] The strength value of dependent variable of the patient satisfaction shown by the calculation results of the multiple correlation squared (R^2) value was significant.

In connection with the benefits of research both for the development of science (theoretical) and for the management of the company (practical), the suggestions are as follows. With respect to the development of science, this research needs to be followed up with further researches, especially those aiming at reducing limitations or enriching this research. It relates to the use of basic theories and research instruments, increases the number of research samples, expands the area and segment of research, adds the variables, or uses different data analysis techniques. With respect to company management, in managing the market, level of patient satisfaction should be monitored and evaluated periodically, so that patient satisfaction is maintained and even increased. The evaluations carried out are mainly those relevant to service quality, company image, and promotion.

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