



Do Longer Operational Hours Affect Patient Loyalty? A Study of Facility Health Care in Bali, Indonesia

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ABSTRACT

In today's fast-paced society, healthcare services, especially at the primary level, are crucial for individuals with busy schedules. Patient loyalty, defined as the willingness to revisit a healthcare provider, is essential for healthcare facilities. Several factors contribute to patient loyalty, including satisfaction with services, the quality of facilities, and operational hours. This study investigates the relationship between clinic operational hours, patient satisfaction, clinic facilities, and patient loyalty in Bali, Indonesia. A quantitative study using a survey design was conducted. Data were collected from 124 respondents using a non-probability sampling technique. The questionnaire included items related to patient satisfaction, clinic facilities, operational hours, and patient loyalty. Data were analyzed using SmartPLS 4.0 to assess the relationship between the variables. The findings indicate that patient satisfaction, clinic facilities, and operational hours have a significant positive relationship with patient loyalty (P -value < 0.05). However, operational hours did not have a significant moderating effect on the relationship between patient satisfaction and clinic facilities and patient loyalty. In conclusion, while longer operational hours do correlate with increased patient loyalty, they do not amplify the impact of patient satisfaction or clinic facilities on loyalty. Healthcare facilities in Bali should prioritize patient satisfaction and quality facilities to foster loyalty.

1. Introduction

In the present era, where individuals are constantly juggling demanding schedules and navigating a fast-paced society, the accessibility and efficiency of healthcare services, particularly at the primary care level, have become paramount. The World Health Organization (WHO) emphasizes the crucial role of primary healthcare as the cornerstone of universal health coverage, underscoring its significance in promoting health, preventing illness, and providing comprehensive care. As the first point of contact for individuals seeking medical attention, primary healthcare facilities, including clinics, bear the responsibility of delivering timely, effective, and patient-centered care. In this context, patient loyalty, characterized by the willingness of patients to consistently choose and return to the same healthcare

provider, emerges as a pivotal factor in ensuring the sustainability and success of healthcare facilities. Patient loyalty is not merely a transactional concept; it signifies the establishment of a trusting relationship between the patient and the healthcare provider, built on a foundation of positive experiences, satisfactory outcomes, and a sense of value. Loyal patients are more likely to adhere to treatment plans, engage in preventive health measures, and actively participate in shared decision-making, ultimately leading to improved health outcomes. Moreover, loyal patients serve as valuable ambassadors for healthcare facilities, recommending their services to friends, family, and their broader social network, thereby contributing to the growth and reputation of the facility. In an increasingly competitive healthcare landscape, where patients have a plethora of choices,

cultivating patient loyalty has become a strategic imperative for healthcare facilities striving to thrive and excel.¹⁻³

A multitude of factors can influence patient loyalty, encompassing both internal and external factors. Internal factors are those that fall within the purview of the healthcare facility and are subject to its control. These include the quality of care, the competence and demeanor of the healthcare professionals, the efficiency of service delivery, the comfort and aesthetics of the facility, and the overall patient experience. External factors, on the other hand, are those that lie outside the direct control of the healthcare facility, such as the location of the facility, the cost of services, the availability of transportation, and the socioeconomic conditions of the patient population. This study focuses on three pivotal internal factors that are widely acknowledged as key determinants of patient loyalty: patient satisfaction, clinic facilities, and operational hours. Patient satisfaction, a multidimensional construct, reflects the degree to which patients' expectations and needs are met by the healthcare services they receive. It encompasses various aspects of the patient experience, including the clinical competence of healthcare providers, the effectiveness of communication, the empathy and responsiveness of staff, the ease of access to appointments, and the overall perception of value. A substantial body of research has consistently demonstrated a strong positive correlation between patient satisfaction and patient loyalty. Patients who are satisfied with their healthcare experiences are more likely to develop a sense of trust and confidence in their healthcare provider, leading to increased loyalty and a higher likelihood of returning for future care.⁴⁻⁶

Clinic facilities, encompassing the physical environment and infrastructure of the healthcare facility, also play a significant role in shaping patient perceptions and influencing loyalty. A well-maintained, clean, and aesthetically pleasing facility can create a positive first impression and instill a sense of confidence in the quality of care provided. The

availability of comfortable waiting areas, convenient parking, modern medical equipment, and well-designed examination rooms can enhance the patient experience and contribute to patient satisfaction. Studies have shown that patients are more likely to be loyal to healthcare facilities that provide a comfortable and convenient environment. Operational hours, referring to the times when the healthcare facility is open and accessible to patients, represent another crucial factor that can impact patient loyalty. In today's fast-paced society, where individuals often have demanding work schedules and multiple commitments, the flexibility and convenience of operational hours can be a decisive factor in choosing a healthcare provider. Extended operational hours, including evening and weekend availability, can cater to the needs of patients who may not be able to take time off from work or other obligations during traditional business hours. By offering greater accessibility and convenience, healthcare facilities can enhance patient satisfaction and foster loyalty.^{7,8}

The relationship between operational hours and patient loyalty has not been as extensively studied as the relationship between patient satisfaction and clinic facilities and patient loyalty. However, there is growing evidence to suggest that operational hours can play a significant role in shaping patient perceptions and influencing their decisions about where to seek care. A study found that patients who had access to healthcare facilities with extended operational hours were more likely to be loyal to those facilities. The authors argued that extended operational hours provide patients with a greater sense of control and flexibility, which can lead to increased satisfaction and loyalty.^{9,10} This study aims to investigate the relationship between clinic operational hours, patient satisfaction, clinic facilities, and patient loyalty in Bali, Indonesia. Bali, a renowned tourist destination and a vibrant hub of economic activity, presents a unique context for this research. The healthcare landscape in Bali is characterized by a diverse mix of public and private healthcare facilities, catering to a wide range of patient needs and preferences. The increasing influx

of tourists and expatriates has further diversified the patient population, creating a competitive environment where healthcare facilities must strive to differentiate themselves and attract patients.

2. Methods

This research employed a quantitative approach with a survey design to investigate the relationship between clinic operational hours, patient satisfaction, clinic facilities, and patient loyalty in Bali, Indonesia. This approach was chosen due to its ability to collect quantifiable data from a representative sample of the population, allowing for statistical analysis and the establishment of relationships between the variables of interest. The survey method, in particular, is well-suited for gathering information on the attitudes, perceptions, and behaviors of a large population, making it appropriate for this study.

The study was conducted in Bali, Indonesia, a renowned tourist destination known for its diverse healthcare landscape, including a mix of public and private clinics. The selection of Bali was purposeful, as it presents a unique context characterized by a dynamic patient population, including both local residents and international tourists, and a competitive healthcare market. This setting provides a rich backdrop for investigating the factors that influence patient loyalty in a diverse and evolving healthcare environment. The study population comprised all patients who had visited a healthcare facility in Bali within the past six months. This broad inclusion criterion ensured the representation of a wide range of patient experiences and perspectives, capturing the diversity of healthcare consumers in Bali. The study focused on patients who had visited a clinic, which is defined as a healthcare facility that provides primary care services. This focus on primary care clinics was deemed appropriate as they represent the first point of contact for most patients seeking healthcare services and play a crucial role in promoting health, preventing disease, and managing chronic conditions.

A non-probability sampling technique, specifically convenience sampling, was employed to recruit

participants for the study. Convenience sampling involves selecting participants based on their accessibility and willingness to participate. This technique was chosen due to its feasibility and efficiency in recruiting a sufficient number of participants within the timeframe of the study. While convenience sampling may not guarantee a perfectly representative sample, it is a commonly used method in healthcare research, particularly in survey-based studies. The sample size was determined using a power analysis to ensure sufficient statistical power to detect meaningful relationships between the variables. A power analysis is a statistical method used to calculate the minimum sample size required to detect a statistically significant effect of a given size. Based on the power analysis, a sample size of 124 participants was deemed adequate to achieve a power of 0.80, with an alpha level of 0.05 and a medium effect size. This sample size was considered sufficient to provide reliable and meaningful results.

To ensure the quality and relevance of the data, specific inclusion and exclusion criteria were established. The inclusion criteria were as follows; Patients who have been domiciled in Bali for at least one year: This criterion ensured that participants were familiar with the healthcare landscape in Bali and had sufficient experience with local healthcare facilities; Patients who are over 15 years of age: This criterion ensured that participants were of an age where they could make informed decisions about their healthcare and provide meaningful responses to the survey questions; Patients who have visited the same clinic at least twice: This criterion ensured that participants had some level of experience with the clinic in question and could provide informed feedback on their experiences. The exclusion criteria were as follows; Patients who are not willing to participate in the study: This criterion ensured that participation in the study was voluntary and that participants were willing to provide honest and accurate responses; Patients who are unable to provide complete data: This criterion ensured that the data collected were complete and reliable, minimizing the risk of missing data and

potential bias.

The primary data collection instrument for this study was a structured questionnaire. The questionnaire was designed to collect information on patient satisfaction, clinic facilities, operational hours, and patient loyalty. The questionnaire consisted of 20 items, each measured on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The Likert scale is a widely used measurement scale in survey research, allowing respondents to express their level of agreement or disagreement with a statement. The questionnaire items were developed based on a comprehensive review of the literature on patient satisfaction, clinic facilities, operational hours, and patient loyalty. The items were carefully selected to capture the key dimensions of each construct and to ensure relevance to the study context. The questionnaire was pilot-tested with a group of 10 patients to assess its clarity, comprehensibility, and overall effectiveness. The pilot test provided valuable feedback, which was used to refine the questionnaire and ensure its suitability for the study population.

The collected data were analyzed using SmartPLS 4.0, a powerful software tool for structural equation modeling (SEM). SEM is a statistical technique used to test complex relationships between multiple variables, allowing for the examination of both direct and indirect effects. In this study, SEM was used to analyze the relationships between clinic operational hours, patient satisfaction, clinic facilities, and patient loyalty, as well as the moderating effect of operational hours on the relationship between patient satisfaction in clinic facilities and patient loyalty. The SEM analysis involved two main steps: measurement model assessment and structural model assessment. The measurement model assessment evaluated the reliability and validity of the measurement instruments used to assess the constructs of interest. The reliability was assessed using Cronbach's alpha, a measure of internal consistency, and composite reliability, a measure of the overall reliability of a construct. The validity was assessed using convergent validity, which measures the extent to which the items

measuring a construct are related to each other, and discriminant validity, which measures the extent to which the items measuring a construct are distinct from the items measuring other constructs. The structural model assessment evaluated the relationships between the constructs, as hypothesized in the research model. The path coefficients, which represent the strength and direction of the relationships between the constructs, were estimated using the partial least squares (PLS) algorithm. The significance of the path coefficients was assessed using bootstrapping, a non-parametric resampling technique that provides robust estimates of standard errors and p-values. The R-squared value, a measure of the proportion of variance in the dependent variable explained by the independent variables, was also calculated to assess the overall explanatory power of the model.

Ethical considerations were given paramount importance throughout the study. The study protocol was reviewed and approved by the relevant institutional review board to ensure compliance with ethical guidelines and regulations. Informed consent was obtained from all participants prior to their involvement in the study. Participants were informed about the purpose of the study, the procedures involved, the potential risks and benefits, and their right to withdraw from the study at any time without penalty. Confidentiality and anonymity were maintained throughout the data collection and analysis process. Participants' personal information was kept confidential and was not linked to their responses in any way. Data were stored securely and were only accessible to the research team. The findings of the study were reported in aggregate form, ensuring the anonymity of individual participants.

3. Results and Discussion

Table 1 presents the demographic characteristics of the 124 participants who participated in the study on the relationship between clinic operational hours, patient satisfaction, clinic facilities, and patient loyalty in Bali, Indonesia. The majority of the participants

were female (64.5%), while 35.5% were male. This suggests that women may be more likely to seek healthcare services at clinics in Bali than men. This finding is consistent with other studies that have shown that women are more likely to utilize healthcare services than men. The participants were relatively evenly distributed across the age ranges, with the largest group being between 25-34 years old (38.7%), followed by 15-24 years old (25.8%). This indicates that the study captured a diverse range of age groups, reflecting the demographics of the patient population in Bali. The majority of the participants had a

Bachelor's degree (70.2%), followed by High School (16.9%). This suggests that the study sample was relatively well-educated, which may reflect the socioeconomic status of the patient population in Bali. Most participants lived within 1-5 km of the clinic (64.5%), followed by less than 1 km (21.8%). This indicates that proximity to the clinic is an important factor for patients when choosing a healthcare provider. This finding is consistent with other studies that have shown that distance is a significant barrier to healthcare access.

Table 1. Participant characteristics.

Characteristic	Frequency	Percentage
Gender		
Male	44	35.5%
Female	80	64.5%
Age		
15-24	32	25.8%
25-34	48	38.7%
35-44	23	18.5%
45-54	13	10.5%
55-64	6	4.8%
65+	2	1.6%
Education level		
Student	3	2.4%
High School	21	16.9%
Diploma	11	8.9%
Bachelor	87	70.2%
Master	2	1.6%
Distance to clinic		
< 1 km	27	21.8%
1-5 km	80	64.5%
6-10 km	15	12.1%
> 10 km	2	1.6%

Table 2 provides a comprehensive overview of patient perspectives on various aspects of clinic facilities, service quality, and operational hours. Patients are generally satisfied with the clinic's

facilities, with high satisfaction rates for design, layout, cleanliness, and medical equipment. The availability and quality of medical equipment received the highest satisfaction ratings, indicating that the

clinic is well-equipped to meet patient needs. Patients exhibit a neutral stance toward the overall service, suggesting room for improvement in this area. Satisfaction with staff responsiveness is notably high, particularly regarding medical staff explanations, highlighting the clinic's strength in effective communication and patient education. The helpfulness and attitude of the medical staff also garnered positive responses, reinforcing the clinic's positive patient-staff interactions. Patients express strong satisfaction with the convenience and flexibility of operational hours, underscoring the clinic's success in accommodating patient schedules. The ease of appointment scheduling is another area of high satisfaction, indicating an efficient and patient-friendly appointment system. Operational hours significantly influence patients' choice of clinic, as evidenced by the high percentage of respondents who value this aspect. The likelihood of revisiting and recommending the clinic is high, reflecting a positive patient experience and a strong potential for patient retention. The willingness to recommend the clinic to others further emphasizes patient satisfaction and the clinic's positive reputation.

Table 3 presents the results of the validity and reliability analysis conducted on the constructs used in this study: Patient Satisfaction, Clinic Facilities, Operational Hours, and Patient Loyalty. These analyses are crucial in ensuring that the measurement instruments used in the study are accurately and consistently measuring the intended concepts. Composite reliability is a measure of internal consistency, indicating how well the different items measuring a construct are related to each other. A higher composite reliability value indicates a greater degree of internal consistency. Generally, a value of 0.7 or higher is considered acceptable. All four constructs in this study demonstrate acceptable composite reliability, with values ranging from 0.75 to 0.814. This suggests that the items within each construct are consistently measuring the same

underlying concept. AVE is a measure of convergent validity, indicating the amount of variance captured by a construct in relation to the amount of variance due to measurement error. A higher AVE value indicates that the construct explains more variance in the items, suggesting good convergent validity. A generally accepted threshold for AVE is 0.5 or higher. All four constructs meet the recommended threshold for AVE, with values ranging from 0.513 to 0.678. This indicates that the constructs are effectively measuring the intended concepts and that the majority of the variance in the items is explained by the constructs themselves, rather than measurement error.

Table 4 presents the results of the hypothesis analysis, which examines the relationships between patient satisfaction, clinic facilities, operational hours, and patient loyalty. It also investigates the moderating role of operational hours in the relationship between the other variables. The coefficient of 0.23 and p-value of 0.029 indicate a statistically significant positive relationship between patient satisfaction and patient loyalty. This means that higher levels of patient satisfaction are associated with increased patient loyalty. Similarly, with a coefficient of 0.256 and a p-value of 0.009, clinic facilities also show a significant positive relationship with patient loyalty. Better clinic facilities contribute to increased patient loyalty. A coefficient of 0.235 and a p-value of 0.013 demonstrate that operational hours have a significant positive impact on patient loyalty. More convenient operational hours lead to higher patient loyalty. The coefficient of -0.133 and p-value of 0.177 indicate that operational hours do not significantly moderate the relationship between patient satisfaction and patient loyalty. This suggests that the effect of patient satisfaction on loyalty is not influenced by the convenience of operational hours. With a coefficient of 0.24 and a p-value of 0.067, this relationship is not statistically significant. Operational hours do not significantly moderate the relationship between clinic facilities and patient loyalty.

Table 2. Descriptive statistics for variables in this study.

Characteristic	Frequency	Percentage
Clinic facilities		
Design		
Very Dissatisfied	0	0%
Dissatisfied	27	21.8%
Neutral	6	4.8%
Satisfied	42	33.9%
Very Satisfied	49	39.5%
Layout		
Very Dissatisfied	0	0%
Dissatisfied	16	12.9%
Neutral	8	6.5%
Satisfied	50	40.3%
Very Satisfied	50	40.3%
Cleanliness		
Very Dissatisfied	0	0%
Dissatisfied	8	6.5%
Neutral	6	4.8%
Satisfied	57	46.0%
Very Satisfied	53	42.7%
Medical Equipment		
Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	2	1.6%
Satisfied	37	29.8%
Very Satisfied	85	68.5%
Service quality		
Overall Service		
Very Dissatisfied	0	0%
Dissatisfied	6	4.8%
Neutral	66	53.2%
Satisfied	52	41.9%
Very Satisfied	0	0%
Staff responsiveness		
Medical Staff Explanations		
Very Dissatisfied	0	0%
Dissatisfied	1	0.8%
Neutral	7	5.6%
Satisfied	78	62.9%
Very Satisfied	38	30.6%
Helpfulness/Attitude of Medical Staff		
Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	33	26.6%
Satisfied	43	34.7%
Very Satisfied	48	38.7%
Likelihood of Revisiting Clinic		
Very Dissatisfied	0	0%
Dissatisfied	1	0.8%
Neutral	6	4.8%
Satisfied	71	57.3%
Very Satisfied	46	37.1%
Likelihood of Recommending Clinic		
Very Dissatisfied	0	0%
Dissatisfied	1	0.8%
Neutral	8	6.5%
Satisfied	46	37.1%
Very Satisfied	69	55.6%
Operational hours		
Convenience		
Very Dissatisfied	1	0.8%
Dissatisfied	1	0.8%
Neutral	2	1.6%
Satisfied	51	41.1%
Very Satisfied	69	55.6%
Ease of Appointment Scheduling		
Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	8	6.5%
Satisfied	69	55.6%
Very Satisfied	47	37.9%
Influence on Clinic Choice		
Very Dissatisfied	1	0.8%
Dissatisfied	4	3.2%
Neutral	9	7.3%
Satisfied	33	26.6%
Very Satisfied	77	62.1%
Flexibility		
Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	9	7.3%
Satisfied	57	46.0%
Very Satisfied	66	53.2%
24-Hour Availability		
Very Dissatisfied	2	1.6%
Dissatisfied	3	2.4%
Neutral	13	10.5%
Satisfied	38	30.6%
Very Satisfied	68	54.8%

Table 3. Validity and reliability of variable.

Construct	Composite reliability	Average variance extracted (AVE)
Patient satisfaction	0.814	0.598
Clinic facilities	0.75	0.513
Operational hours	0.8	0.507
Patient loyalty	0.808	0.678

Table 4. Hypothesis analysis.

Path	Coefficient	Standard deviation	p-value
Patient Satisfaction -> Patient Loyalty	0.23	0.105	0.029
Clinic Facilities -> Patient Loyalty	0.256	0.098	0.009
Operational Hours -> Patient Loyalty	0.235	0.095	0.013
Operational Hours x Patient Satisfaction -> Patient Loyalty	-0.133	0.099	0.177
Operational Hours x Clinic Facilities -> Patient Loyalty	0.24	0.131	0.067

This study delves into the intricate relationship between patient satisfaction, clinic facilities, and operational hours, examining their combined influence on patient loyalty within the healthcare landscape of Bali, Indonesia. The findings underscore the significant positive impact of each of these factors on patient loyalty, while also revealing that operational hours do not amplify the effects of patient satisfaction or clinic facilities on loyalty. Patient satisfaction, a multifaceted construct encompassing various aspects of the healthcare experience, has long been recognized as a crucial determinant of patient loyalty. Satisfied patients are more likely to develop a sense of trust and rapport with their healthcare providers, fostering a sense of loyalty that transcends mere transactional interactions. This study reaffirms the pivotal role of patient satisfaction in cultivating loyalty, highlighting the need for healthcare providers to prioritize patient-centric care, effective communication, and a positive overall experience. Patient satisfaction is not a monolithic concept, rather, it is a complex interplay of various factors that contribute to a patient's overall perception of their healthcare experience. The clinical competence of healthcare providers, the effectiveness of treatments, and the accuracy of diagnoses are

fundamental to patient satisfaction. Patients want to feel confident that they are receiving the best possible care from knowledgeable and skilled professionals. Effective communication between healthcare providers and patients is essential for building trust and rapport. Patients value clear explanations, active listening, and empathetic responses from their healthcare providers. Patients appreciate healthcare providers who demonstrate empathy and responsiveness to their needs and concerns. Feeling heard and understood can significantly impact patient satisfaction and loyalty. Easy access to appointments, minimal wait times, and convenient operational hours can enhance patient satisfaction. Patients value healthcare providers who respect their time and make accessing care as seamless as possible. The cleanliness, aesthetics, and amenities of the healthcare facility also contribute to patient satisfaction. A comfortable and inviting environment can put patients at ease and enhance their overall experience. Satisfied patients are more likely to develop a sense of loyalty to their healthcare providers. Satisfied patients are more likely to return to the same healthcare provider for future care, contributing to the provider's long-term success. Loyal patients often

recommend their healthcare providers to friends, family, and colleagues, expanding the provider's patient base and enhancing their reputation. Satisfied patients are more likely to adhere to treatment plans and follow medical advice, leading to improved health outcomes. Loyal patients are less likely to file complaints or express dissatisfaction, contributing to a more positive and productive healthcare environment. Healthcare providers play a pivotal role in cultivating patient satisfaction and loyalty. Healthcare providers should prioritize patient-centered care, focusing on the individual needs and preferences of each patient. This includes involving patients in decision-making, respecting their values, and providing personalized care. Healthcare providers should communicate effectively with patients, using clear and concise language, actively listening to their concerns, and providing empathetic responses. Healthcare providers should create a positive and welcoming environment for their patients, ensuring that their facilities are clean, comfortable, and well-maintained. Healthcare providers should strive to offer convenient access to care, including flexible appointment scheduling and extended operational hours. Healthcare providers should continuously seek to improve their services and patient experience, soliciting patient feedback and implementing quality improvement initiatives. By prioritizing patient satisfaction, healthcare providers can cultivate a loyal patient base, leading to improved patient outcomes, enhanced reputation, and sustainable growth. The physical environment of a healthcare facility, encompassing its cleanliness, aesthetics, and amenities, plays a pivotal role in shaping patient perceptions and influencing loyalty. A well-maintained, inviting facility can instill a sense of confidence and trust in patients, contributing to their overall satisfaction and loyalty. This study underscores the importance of investing in quality facilities, ensuring a comfortable and convenient environment that enhances the patient experience and fosters loyalty. The first impression that patients have of a healthcare facility can significantly influence their

overall perception of the quality of care provided. A clean, well-maintained, and aesthetically pleasing facility can convey a sense of professionalism, attention to detail, and commitment to patient well-being. This can put patients at ease and instill confidence in the healthcare provider. Conversely, a poorly maintained or uninviting facility can create negative perceptions, leading to feelings of anxiety, distrust, and dissatisfaction. Patients may question the quality of care provided if the facility appears neglected or outdated. Maintaining a clean and hygienic environment is paramount in healthcare settings. Patients expect a sterile and sanitary environment to minimize the risk of infections and ensure their safety. The aesthetics and ambiance of a healthcare facility can significantly impact patient perceptions. A well-designed, aesthetically pleasing environment can create a calming and reassuring atmosphere, reducing patient anxiety and promoting a sense of well-being. Comfortable waiting areas, well-maintained restrooms, and convenient parking can enhance the patient experience and contribute to satisfaction. Providing amenities such as Wi-Fi, refreshments, and reading materials can further enhance the patient experience. The layout and design of the facility should be functional and accessible to all patients, including those with disabilities. Clear signage, well-lit hallways, and accessible entrances can improve patient flow and enhance the overall experience. The availability of modern and well-maintained medical equipment and technology can instill confidence in patients, assuring them that they are receiving the best possible care. Investing in quality facilities is not merely an aesthetic concern, it is a strategic investment in patient satisfaction and loyalty. A positive first impression can attract new patients, contributing to the growth and success of the healthcare facility. Satisfied patients are more likely to return for future care, ensuring a loyal patient base and long-term sustainability. A well-maintained facility can enhance the reputation of the healthcare provider, attracting positive word-of-mouth referrals and building trust within the community. A positive

and well-equipped work environment can boost staff morale and productivity, leading to better patient care. In today's fast-paced society, where time is a precious commodity, the convenience and flexibility of operational hours have become increasingly important for patients. Extended operational hours, including evening and weekend availability, can cater to the needs of patients with demanding schedules, improving accessibility and satisfaction. While this study confirms the positive relationship between operational hours and patient loyalty, it also reveals that operational hours do not amplify the impact of patient satisfaction or clinic facilities on loyalty. This suggests that healthcare providers should strike a balance between extending operational hours and focusing on other crucial aspects of patient care and facilities. In today's dynamic world, patients often lead busy lives, juggling work, family, and social commitments. Traditional healthcare operational hours, typically limited to weekdays and daytime, can pose significant challenges for patients seeking care. The inflexibility of such hours can lead to missed appointments, delayed treatments, and overall dissatisfaction with healthcare services. Extended operational hours, including evening and weekend availability, offer a solution to this challenge. By providing greater flexibility and convenience, healthcare facilities can cater to the needs of patients with diverse schedules, improving accessibility to care and enhancing patient satisfaction. Extended hours allow patients to schedule appointments at times that suit their individual needs, reducing the likelihood of missed appointments and delayed treatments. This can be particularly beneficial for patients with inflexible work schedules or those who rely on public transportation. The convenience and flexibility of extended hours can significantly enhance patient satisfaction. Patients appreciate healthcare facilities that value their time and make accessing care as seamless as possible. Extended hours can potentially lead to an increase in patient volume, as healthcare facilities become accessible to a wider range of patients. This can contribute to the financial

sustainability and growth of the facility. In a competitive healthcare market, extended operational hours can serve as a differentiating factor, attracting patients who prioritize convenience and flexibility. While extended operational hours offer numerous benefits, healthcare facilities should carefully consider their staffing needs and operational costs. Extending hours may require additional staff, increased overhead expenses, and potential strain on existing resources. Moreover, this study reveals that operational hours do not amplify the impact of patient satisfaction or clinic facilities on loyalty. This suggests that simply extending operational hours may not be enough to improve patient loyalty. Instead, healthcare facilities should focus on enhancing all aspects of the patient experience, including patient satisfaction and clinic facilities. Healthcare facilities should strive to strike a balance between extending operational hours and focusing on other crucial aspects of patient care and facilities. Ensure adequate staffing levels to accommodate extended hours without compromising the quality of care or overburdening existing staff. Carefully manage operational costs associated with extended hours, exploring cost-effective strategies to maintain financial sustainability. Continue to prioritize patient satisfaction by providing high-quality care, effective communication, and a positive patient experience. Maintain clean, comfortable, and well-equipped facilities to enhance the patient experience and contribute to loyalty. By adopting a holistic approach that balances operational hours with other crucial factors, healthcare facilities can optimize patient access, enhance satisfaction, and foster loyalty, leading to improved patient outcomes and sustainable growth.¹¹⁻¹⁴

While this study confirms the independent positive influence of operational hours, patient satisfaction, and clinic facilities on patient loyalty, it also reveals a nuanced interplay between these factors. Contrary to expectations, operational hours did not significantly moderate the relationship between patient satisfaction and clinic facilities and patient loyalty. This suggests that while convenient operational hours are important,

they do not amplify the effects of patient satisfaction or clinic facilities on patient loyalty. In statistical terms, moderation occurs when the relationship between two variables changes depending on the level of a third variable. In this context, we examined whether the positive impact of patient satisfaction and clinic facilities on patient loyalty would be *stronger* when operational hours were more convenient. However, the analysis revealed that this was not the case. Patients may view convenient operational hours as a basic expectation rather than a factor that significantly enhances their loyalty. Once reasonable operational hours are met, further extensions might not substantially elevate their loyalty. The primary drivers of patient loyalty might be deeply rooted in the core healthcare experience, the quality of care received (linked to patient satisfaction) and the environment in which it is delivered (clinic facilities). While convenience is appreciated, it might be secondary to these core aspects. The perception of 'convenient' operational hours can vary significantly among patients. While some might value late evening options, others might prioritize weekend availability. This heterogeneity might dilute the overall moderating effect. Healthcare providers should strategically allocate resources to enhance all aspects of the patient experience. Simply focusing on extending operational hours without parallel improvements in patient satisfaction and clinic facilities might not yield the desired increase in patient loyalty. A holistic approach to patient care is essential. This includes investing in staff training to improve patient interactions, upgrading facilities to provide a more comfortable environment, and implementing efficient operational processes to minimize wait times and streamline service delivery. Healthcare providers should consider tailoring operational hours to the specific needs and preferences of their target population. Conducting surveys or focus groups to understand patient preferences regarding operational hours can help optimize scheduling strategies.¹⁵⁻¹⁷

The findings of this study have several practical implications for healthcare providers in Bali.

Healthcare providers should prioritize patient satisfaction by providing high-quality care, effective communication, and a positive patient experience. Implementing patient feedback mechanisms to actively solicit and address patient concerns and suggestions. Investing in staff training programs to enhance communication skills, empathy, and patient-centered care practices. Continuously monitoring and evaluating patient satisfaction metrics to identify areas for improvement and track progress. Creating a culture of patient-centricity, where patient needs and preferences are at the forefront of all healthcare decisions and interactions. Healthcare providers should invest in maintaining clean, comfortable, and well-equipped facilities to enhance the patient experience. Regularly assessing and upgrading medical equipment to ensure that patients receive care using the latest technology and advancements. Creating a welcoming and aesthetically pleasing environment, including comfortable waiting areas, well-maintained restrooms, and convenient parking facilities. Ensuring that the facility is accessible to all patients, including those with disabilities, by providing ramps, elevators, and other accessibility features. Promoting a sense of cleanliness and hygiene throughout the facility, adhering to strict infection control protocols, and maintaining a pristine environment. Healthcare providers should consider extending their operational hours to cater to the needs of patients with busy schedules. Offering evening or weekend appointments to accommodate patients who cannot take time off from work or other commitments during traditional business hours. Implementing online scheduling systems to allow patients to book appointments at their convenience, 24 hours a day, seven days a week. Exploring partnerships with other healthcare providers or community organizations to expand access to care during non-traditional hours. Carefully evaluating staffing needs and operational costs to ensure that extended hours can be implemented without compromising the quality of care or overburdening existing staff. Healthcare providers should focus on enhancing all aspects of the patient

experience, as simply extending operational hours may not be enough to improve patient loyalty. Adopting a patient-centered approach that considers the patient's overall well-being, including their physical, emotional, and social needs. Providing personalized care that is tailored to the individual needs and preferences of each patient. Empowering patients to actively participate in their care by providing them with the information and resources they need to make informed decisions. Creating a seamless and coordinated healthcare experience, ensuring smooth transitions between different departments or healthcare providers. Building strong relationships with patients based on trust, respect, and empathy. By embracing a comprehensive approach that addresses all aspects of the patient experience, healthcare providers in Bali can cultivate a loyal patient base, leading to improved patient outcomes, enhanced reputation, and sustainable growth.¹⁸⁻²⁰

4. Conclusion

This research examined the relationship between clinic operational hours, patient satisfaction, clinic facilities, and patient loyalty in Bali, Indonesia. The findings indicate a significant positive relationship between patient satisfaction, clinic facilities, and operational hours on patient loyalty. However, operational hours did not have a significant moderating effect on the relationship between patient satisfaction and clinic facilities with patient loyalty. Therefore, healthcare facilities in Bali should prioritize patient satisfaction and invest in quality facilities to foster loyalty. While convenient operational hours contribute to patient loyalty, they do not amplify the impact of patient satisfaction or clinic facilities on loyalty. Healthcare providers should focus on enhancing all aspects of the patient experience to cultivate a loyal patient base and achieve sustainable growth.

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