

The Influence of Communication and Work Discipline of Doctors on Loyalty Mediated by Patient Satisfaction at the Pediatric Polyclinic of RSHMCB

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Abstract— The decline in patient visits at the Pediatric Polyclinic of RSHMCB is influenced by issues related to doctor communication and discipline. This study aims to examine the effect of doctor communication and discipline on patient loyalty, with patient satisfaction as a mediating variable. To analyze the effect of doctor communication and discipline on patient loyalty, with satisfaction as a mediator. This study uses a quantitative survey approach with 95 respondents. Data were collected using questionnaires and analyzed with Partial Least Square (PLS). Doctor communication significantly affects loyalty ($p = 0.000$) and patient satisfaction ($p = 0.028$). Discipline significantly affects satisfaction ($p = 0.000$) but does not directly affect loyalty ($p = 0.922$). Patient satisfaction mediates the relationship between discipline and loyalty ($p = 0.027$). Doctor communication and discipline affect patient satisfaction, which in turn increases patient loyalty. Hospitals should improve doctor communication and discipline to enhance patient loyalty.

Keywords— Doctor communication, discipline, patient loyalty, patient satisfaction, Pediatric Polyclinic

1. Introduction

Health is an essential aspect of human life, supporting social and economic productivity. Health development aims to increase individual awareness and capacity for living a healthy life. Healthcare services, involving doctors and patients, focus on curing diseases and are built on trust.[1]

According to Law No. 17 of 2023 of the Republic of Indonesia, a hospital is a health facility that provides comprehensive services, including promotive, preventive, curative, rehabilitative, and/or palliative care, as well as inpatient, outpatient, and emergency services. Hospitals compete to provide optimal healthcare services, driven by advancements in science and technology. Patients are now more critical in choosing hospitals that offer quality services from the beginning to the end of consultation.

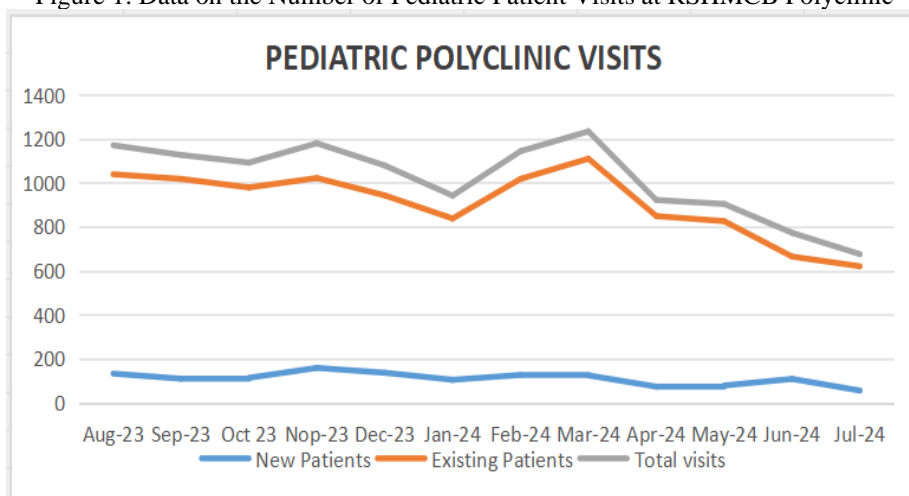
Patient trust is a vital element in successful healthcare service delivery. This trust can enhance the commitment between hospitals and patients, potentially resulting in mutual benefits. One of the main services of hospitals is outpatient care, which serves as an entry point to other services.[33]

According to [2], patient satisfaction is reflected in loyalty and positive experiences. Good service quality can increase repeat visits, which impacts the hospital's reputation. Excellent service includes effective communication, doctor discipline, and the application of Minimum Service Standards (SPM) to guarantee quality.

However, long waiting times remain a problem in the hospital's Outpatient Installation, with doctor delays reaching 8.7%, exceeding the SPM target of 5%. A decline in patient visits can be influenced by factors such as management, facilities, costs, and referral flow guidelines. [33]

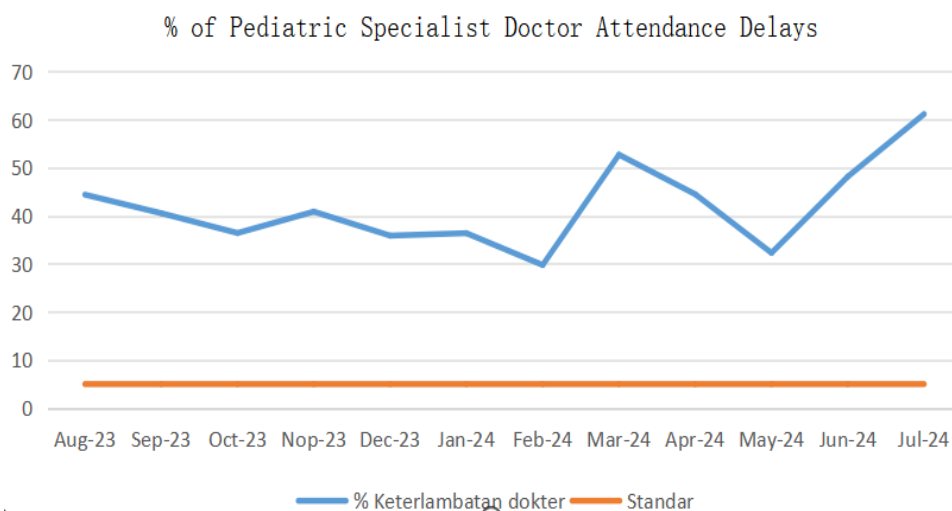
At the Pediatric Polyclinic of RSHMCB, there has been a 42.3% decrease in pediatric patient visits between August 2023 and July 2024. Pediatric specialists' delays also exceeded the established limits, reaching 61.17% in July 2024. RSHMCB, a Type C hospital, provides comprehensive healthcare services, but the decline in patient visits indicates problems that need to be analyzed.

Figure 1. Data on the Number of Pediatric Patient Visits at RSHMCB Polyclinic



Source: Medical Records Report of RSHMCB

Figure 2. Data on the Percentage of Pediatric Specialist Doctor Attendance Delays at RSHMCB



Source: Quality Report on Doctor Delays

Communication is the process of delivering information between individuals through verbal and non-verbal channels. Doctor communication includes interactions to convey information, build relationships, and manage patients' emotions to improve understanding and satisfaction. Effective communication, which includes empathy, listening, and mutual respect, can improve doctor-patient relationships and treatment outcomes.[19] Factors that affect communication effectiveness include the doctor's skills, the patient's background, and the environment. Good communication contributes to patient loyalty because patients feel valued and understood, enhancing patient satisfaction. Research by [8] shows that effective communication can increase patient trust and satisfaction, which in turn strengthens their loyalty to medical services.

Work discipline refers to adherence to rules and procedures that enhance performance. In the context of doctors, discipline includes punctuality, adherence to medical protocols, and ethical interactions with patients. Doctors' work discipline impacts service quality, patient satisfaction, and the hospital's reputation.[31] A conducive work environment and motivation through compensation also improve discipline.[7][23] Doctor discipline, such as punctuality and consistent service, influences patients' perceptions of care quality. When doctors are disciplined, patients feel valued, which strengthens emotional bonds and increases loyalty. Research by [27] shows that doctor discipline is directly correlated with patient loyalty. Work discipline also plays a significant role in increasing patient satisfaction, especially through adherence to medical procedures and service quality, which makes patients feel safe and valued. [18]

Patient satisfaction is the feeling of contentment with the services received, influenced by



expectations and experiences during treatment.[2] Factors that affect satisfaction include communication, waiting time, facility conditions, as well as the quality of service and respect from healthcare staff. Patient satisfaction is crucial in increasing loyalty because satisfied patients are more likely to return and remain loyal to the healthcare services. Additionally, patient satisfaction increases the likelihood of recommending the doctor or hospital to others, which strengthens reputation and loyalty. Research by [14] shows that patient satisfaction is closely related to their loyalty.

Patient loyalty is the long-term commitment to using healthcare services and recommending them to others. Factors that affect loyalty include service quality, patient experience, interpersonal relationships, pricing, and accessibility. Loyal patients are likely to return, improve the hospital's reputation, and support the hospital's financial sustainability.[11][20] Patient satisfaction plays a mediating role between doctor communication and patient loyalty, where good communication enhances satisfaction, which in turn strengthens loyalty. Doctor work discipline also contributes to patient satisfaction, which further strengthens their loyalty to the doctor.[25][35] Research by [28] and [36] supports the role of satisfaction in mediating this relationship.

Based on the introduction and theoretical review above, the conceptual framework can be illustrated in Figure 1 below, with the following hypotheses formulated: H1 = Doctor communication significantly influences patient loyalty; H2 = Doctor work discipline significantly influences patient loyalty; H3 = Doctor communication significantly influences patient satisfaction; H4 = Doctor work discipline significantly influences patient satisfaction; H5 = Patient satisfaction significantly influences patient loyalty; H6 = Communication significantly influences loyalty mediated by patient satisfaction; H7 = Doctor work discipline significantly influences loyalty mediated by patient satisfaction.

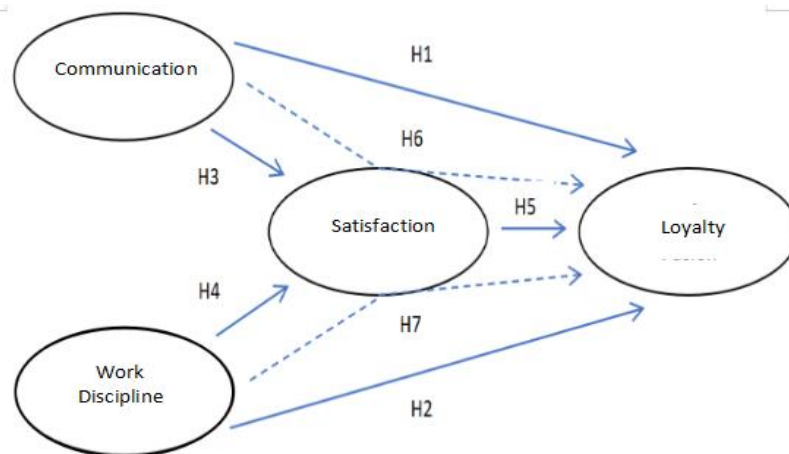


Figure 3. Conceptual Framework

2. Method

This research examines the influence of communication and doctor discipline on patient loyalty, with patient satisfaction as a mediating variable, at the Pediatric Polyclinic of RSHMCB. The study subjects are patients who have visited more than twice and used public or insurance-based financing, with a sample size of 95 respondents. Data collection was carried out through questionnaires based on the Likert Scale, which were filled out by respondents using Google Forms. The research was conducted in October 2024 at the Pediatric Polyclinic of RSHMCB.

Data analysis was performed using descriptive statistics and the Partial Least Squares (PLS) method with SEM-PLS to test the relationships between variables. The validity and reliability of the model were tested by examining convergent and discriminant validity, as well as model accuracy through the inner model test. Hypotheses were tested using the P-value, with significant results indicated by a P-value < 0.05. This study is expected to provide insights into the factors influencing patient loyalty in hospitals..

3. Result and Discussion

3.1. Respondent Characteristics

The study respondents consisted of 95 individuals who visited the Pediatric Polyclinic of RSHMCB, with the majority being female (62.11%). Most of the patients were over 5 years old (55.8%). The majority of patients had visited the clinic 2 to 5 times (78.9%).

Table 1. Distribution of Respondent Characteristics at the Pediatric Polyclinic of RSHMCB

Characteristics	Frequency	Percentage
Gender		
Male	36	37.89%
Female	59	62.11%
Age of Patient		
< 1 year	9	9.5%
1 - 5 years	33	34.7%
> 5 years	53	55.8%
Number of Visits		
2 - 5 times	75	78.9%
6 - 10 times	13	13.7%
> 10 times	7	7.4%

3.2. Outer Model Analysis

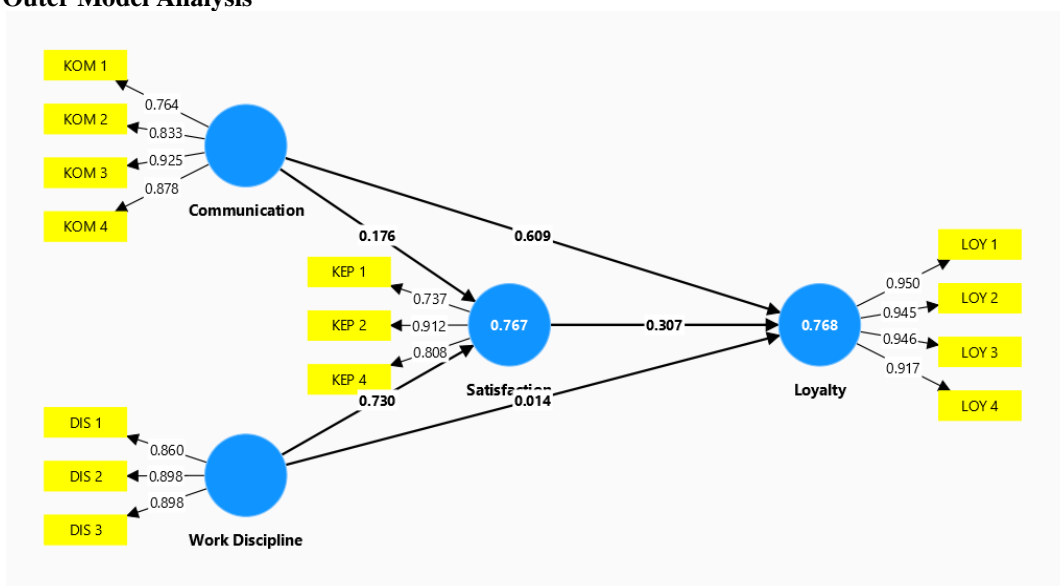


Figure 4. PLS Algorithm Structural Model.

The purpose of the validity test is to determine whether a set of indicators represents each latent variable. For convergent validity, it is based on the factor loading values of each indicator for each variable being greater than 0.7, as well as an AVE (Average Variance Extracted) value greater than 0.5. If these criteria are met, it can be concluded that all the indicators are valid.

Table 2. Average Variabel Extracted

Variable	AVE
COMMUNICATION	0.726
WORK DISCIPLINE	0.784
SATISFACTION	0.676
LOYALTY	0.883

Next, discriminant validity is measured by referring to the cross-loading values, which indicate that the loading value between the indicator and its corresponding latent variable is greater than the loading value between the indicator and other latent variables in the model. Additionally, the Fornell-Larcker criterion is applied, where the square root of the AVE for each latent variable is greater than the correlation with other latent variables. Based on these criteria, it can be concluded that all indicators have met the discriminant validity. The calculation results are shown in the following table :

Table 3. Fornell-Larcker criterion

Variable	Work Discipline	Satisfaction	Communication	Loyalty
Work Discipline	0.886			
Satisfaction	0.869	0.822		
Communication	0.792	0.754	0.852	
Loyalty	0.763	0.778	0.851	0.940

The purpose of the reliability test is to evaluate the extent to which the items in a questionnaire produce consistent answers over time. Measurement is done using Cronbach's Alpha and Composite Reliability, with values expected to be greater than 0.7. Based on the analysis results using SmartPLS, all the composite reliability values for the variables in this study are greater than 0.7, and these are supported by Cronbach's Alpha values that are also above 0.7. This indicates that all the variables in this study can be considered reliable.

Table 4. Cronbachs Alpha and CompositeReliability

Variable	Cronbachs Alpha	CompositeReliability
Communication	0.874	0.913
Work Discipline	0.863	0.916
Satisfaction	0.761	0.862
Loyalty	0.956	0.968

3.3. Inner Model Analysis

The Inner Model Test consists of R^2 , Q^2 (predictive relevance), and hypothesis testing (direct and indirect). Based on the R^2 values provided in the table below, it is known that the satisfaction construct has a value of 0.767. This indicates that the influence of communication and work discipline of doctors on satisfaction is 76.7%, while the remaining 23.3% is influenced by other factors not studied in this research. Furthermore, the loyalty construct has an R^2 value of 0.768, meaning that the influence of communication, work discipline of doctors, and patient satisfaction on loyalty is 76.8%, while the remaining 23.2% is influenced by factors not investigated in this study. Based on the calculation, the Q^2 value obtained is 0.831, which shows that the exogenous latent variables have high predictive relevance.

Table 5. R-Square Test Results

	R-square
Satisfaction	0.767
Loyalty	0.768

Hypothesis testing is conducted to evaluate whether the hypotheses proposed at the beginning of the study have significance, based on the t-statistic (>1.96) and p-value ($p < 0.05$). Table 6 presents the results of direct effects, which can be summarized as follows:

1. Doctor communication has a significant effect on patient loyalty.
2. Doctor work discipline does not have a significant effect on patient loyalty.
3. Doctor communication significantly affects patient satisfaction.
4. Doctor work discipline has a significant effect on patient satisfaction.
5. Satisfaction significantly affects patient loyalty.

Table 6. Hypothesis Test Results: Direct Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T Statistic (O/STDEV)	P values
Communication → Loyalty	0.609	0.619	0.083	7.369	0.000
Work Discipline → Loyalty	0.014	-0.002	0.147	0.098	0.922
Communication → Satisfaction	0.176	0.162	0.080	2.193	0.028
Work Discipline → Satisfaction	0.730	0.735	0.074	9.845	0.000
Satisfaction → Loyalty	0.307	0.305	0.127	2.423	0.015

Based on Table 7, the mediation role of the intervening variable can be observed through the indirect effects obtained from the bootstrapping results.

1. Doctor communication does not have a significant effect on loyalty when mediated by patient satisfaction.
2. Doctor work discipline has a significant effect on loyalty when mediated by patient satisfaction.

Table 7. Hypothesis Test Results: Indirect Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T Statistic (O/STDEV)	P values
Communication → Satisfaction → Loyalty	0.054	0.047	0.030	1.794	0.073
Work Discipline → Satisfaction → Loyalty	0.224	0.225	0.101	2.219	0.027

3.4. Discussion

H1 = The Effect of Doctor Communication on Patient Loyalty

Based on the analysis, it was found that doctor communication has a positive effect on patient loyalty. Clear, empathetic, and attentive communication helps build trust between doctors and patients. When patients feel valued and listened to, they feel safer and more comfortable with the doctor, which makes them more likely to continue choosing the same doctor in the long term. This finding aligns with [17] research, which showed a significant relationship between doctor competence (represented by doctor communication) and patient loyalty.

H2 = The Effect of Doctor Work Discipline on Patient Loyalty

This study found that doctor work discipline does not have a significant relationship with patient loyalty. While factors such as punctuality and adherence to medical protocols are important for maintaining service quality, factors like communication and the emotional bond between doctors and patients have a greater impact on patient loyalty. As stated by [6], work discipline indeed creates a professional image, but patient loyalty is more influenced by feelings of safety and being valued, which are often shaped by effective communication, not just work discipline.

H3 = The Effect of Doctor Communication on Patient Satisfaction

The analysis shows that doctor communication positively affects patient satisfaction. When doctors can provide clear, responsive, and empathetic explanations, patients feel better understood and valued, which, in turn, increases their satisfaction with the service provided. This finding is in line with [8], who stated that effective communication is a key factor in influencing patient satisfaction, as it builds a good relationship between doctor and patient.

H4 = The Effect of Doctor Work Discipline on Patient Satisfaction

Doctor work discipline has been found to positively affect patient satisfaction. Timeliness in service delivery, consistency in medical procedures, and efficiency in treatment can create a pleasant experience for patients. Patients who feel valued and prioritized due to the doctor's work discipline are more satisfied with the services provided. This is in line with [18], who emphasized that work discipline in medical services plays a significant role in increasing patient satisfaction, creating a greater sense of professionalism, and strengthening patients' trust in doctors.

H5 = The Effect of Patient Satisfaction on Patient Loyalty

Based on the analysis, patient satisfaction positively affects patient loyalty. When patients are satisfied with the services they receive, the trust relationship between the patient and doctor strengthens, encouraging patients to continue choosing that doctor for future treatments. Additionally, satisfied patients are more likely to recommend the doctor to others. Research by [14] also confirms that patient satisfaction contributes to loyalty, leading to the growth and success of hospitals or healthcare facilities.

H6 = The Effect of Doctor Communication on Loyalty Mediated by Patient Satisfaction

This study found that doctor communication does not directly affect patient loyalty through the mediation of patient satisfaction. Although good communication can increase satisfaction, other factors such as service quality and treatment outcomes also play a critical role in influencing a patient's decision to remain loyal to the doctor. If these factors are not met, even with good communication, patient loyalty may not be achieved. This is in line with [36], who stated that, in addition to communication, trust is also a crucial component in shaping patient loyalty.

H7 = The Effect of Doctor Work Discipline on Loyalty Mediated by Patient Satisfaction

This study shows that doctor work discipline positively affects patient loyalty mediated by patient satisfaction. Doctor work discipline, which includes punctuality and adherence to medical procedures, plays an important role in creating a positive experience for patients. Patient satisfaction resulting from the doctor's work discipline becomes a factor that strengthens patient loyalty. This finding aligns with [32], who stated that patient satisfaction plays a significant role in increasing the likelihood of return visits and strengthening the relationship between patient and doctor. Patients who feel satisfied with disciplined and organized service are more likely to be loyal and choose the same doctor for future health concerns

4. Conclusion

Based on the research on the influence of doctor communication and work discipline on patient loyalty mediated by patient satisfaction, it can be concluded that doctor communication has a positive effect on both patient loyalty and satisfaction. Effective communication, such as clear explanations, empathy, and the doctor's attention, strengthens trust and loyalty from patients. Doctor work discipline positively affects patient satisfaction, which in turn influences loyalty. While doctor communication does not directly affect patient loyalty, doctor work discipline has a more significant impact on patient loyalty through patient satisfaction. This study highlights that patient satisfaction is a key factor connecting both doctor communication and work discipline to patient loyalty. Therefore, hospitals need to focus on improving the quality of doctor communication and work discipline to enhance patient loyalty. It is recommended that institutions improve doctor communication and work discipline skills, such as active listening training and providing clear medical explanations, along with discipline in medical procedures. Patient satisfaction should be a key indicator in assessing service quality to ensure a positive patient experience and increase loyalty. Hospitals should also develop patient loyalty programs to strengthen long-term relationships. Ongoing monitoring and evaluation are crucial to ensure that patient satisfaction remains a priority. Future research is suggested to explore specific factors influencing patient satisfaction and loyalty, as well as to compare the impact of doctor communication and work discipline across different types of hospitals, such as public and private hospitals, to understand the variations in the influence of these factors.

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