

## **Influence Customer Relationship Management and Timeliness of Service Towards Return Visit Interest at as Shafa Clinic Sidoarjo**

**Dhona Rizky Ekwandini<sup>1</sup>, Agus Hadian Rahim<sup>2</sup>, Mira Veranita<sup>3</sup>**

Program Pasca Sarjana Magister Manajemen  
Universitas Adhirajasa Reswara Sanjaya

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### **Abstract**

*The health industry including hospitals is currently experiencing rapid development and facing various challenges. Every hospital or health clinic is required to provide the best service and in accordance with established standards and is expected to be able to reach all levels of society. The implementation of good service for patients is expected to increase the interest in returning visits made by patients to the clinic. One that can be applied by the Clinic is Customer Relationship Management (CRM) to maintain the relationship between the clinic and the patient. Patients who remain connected to the clinic and have an effective examination experience with punctuality are expected to increase the interest in returning visits. This study aims to determine the effect of Customer Relationship Management and timeliness of service on the interest in returning visits to the As Shafa Sidoarjo clinic. The study was conducted on 96 respondents who were employees of companies that collaborated with the As-Shafa clinic. This type of research is descriptive verification research. The statistical instrument used is regression analysis. Based on the results of the study, it shows that there is an influence of customer relationship management and timeliness of service on the interest in returning patients by 76.8% and the remaining 23.2% is influenced by other factors outside the study.*

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### **Corresponding Author:**

Dhona Rizky Ekwandini

Universitas Adhirajasa Reswara Sanjaya

Email: [dhonarizky777@gmail.com](mailto:dhonarizky777@gmail.com)

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## **1. INTRODUCTION**

Healthcare services are currently developing rapidly, marked by increasing medical technology, public awareness of health, and high expectations for service quality (Widuri et al., 2024). In facing increasingly fierce competition, clinics and hospitals are required not only to provide good services but also to build sustainable relationships with patients. One of the strategies implemented to maintain patient loyalty is **Customer Relationship Management (CRM)**, which focuses on maintaining long-term relationships between service providers and customers (Kotler, 2017).

Return visit interest is an important indicator in assessing patient loyalty to a health facility. A decrease in the number of return visits can be a signal of problems in the service or relationship between the patient and the clinic. Data on repeat visits of medical check-up patients at the As Shafa Clinic in Sidoarjo from 2020 to 2024 showed a fluctuating and downward trend. After reaching a peak of 1,024 visits in July 2020, the number of return visits decreased to 804 visits in August 2024. This decrease is thought to be due to inconsistent services, such as delays in examination times and inefficient administrative processes.

Several studies have shown that good CRM implementation can build positive patient

perceptions of services, which ultimately increases trust and encourages repeat visits (Setyaleksana et al., 2017; Wibowo & Sarudin, 2023). In addition, timeliness of service is also a crucial factor in shaping patient satisfaction. Fast and on-schedule service gives the impression of efficiency and professionalism, which can strengthen positive patient experiences (Fajrin et al., 2024).

This study was conducted to examine in more depth how Customer Relationship Management and timeliness of service influence patient return visit interest at the As Shafa Clinic, Sidoarjo.

## 2. METHOD

This study uses a quantitative descriptive-verification method with a survey approach. The aim is to test the influence of CRM and timeliness of service on return visit interest.

The population in this study were all employees from five companies that cooperated with As Shafa Clinic for medical check-ups, with an estimated population of 430 people. The sampling technique used was purposive sampling, with inclusion criteria including employees who had undergone medical check-ups in the last three months and had a minimum work period of one year. The number of samples set was 96 respondents, calculated using the Cochran formula.

Data were collected using a Likert-scale questionnaire designed to measure three main variables: CRM, timeliness of service, and intention to revisit. The research instrument was tested for validity and reliability before being distributed to respondents online via Google Form. The data were then analyzed using SPSS software, with multiple linear regression analysis techniques, t-test, F-test, and coefficient of determination ( $R^2$ ).

This research was conducted through a systematic process which includes: instrument preparation, data collection, data analysis, and interpretation of results.



Figure 1. Research Flow

## 3. RESULTS AND DISCUSSION

The results of the multiple linear regression analysis in this study show that the variables *Customer Relationship Management* (CRM) has a positive and significant influence on patient revisit intention ( $p < 0.05$ ). This finding indicates that the higher the quality of relationship management between the clinic and the patient, the greater the tendency of the patient to make a repeat visit. Effectively implemented CRM allows the clinic to identify individual patient needs accurately, provide relevant information, and create more personal and sustainable interactions.

Clinics that consistently implement CRM principles, such as proactive service delivery, systematic patient data management, and post-visit follow-up, will be better able to build patient loyalty. This loyalty is formed not only because of the results of treatment, but also because of positive emotional and psychological experiences during the service process. This is in line with the opinion of Kotler and Keller (2016), which states that CRM is part of a long-term relationship marketing strategy that aims to build customer satisfaction and

commitment through continuous and value-added two-way communication.

The results of the study also showed that the variable of punctuality of service had a significant effect on the intention of patient return visits ( $p < 0.05$ ). Patients tend to show higher satisfaction and trust in health institutions that provide services on time, according to the predetermined schedule. Punctuality in medical services includes aspects of the presence of doctors and medical personnel on schedule, speed of administrative services, and efficiency of the examination process. Services provided on time give the impression that the clinic has a good operational system, efficient time management, and respects patient time as a form of professionalism.

This phenomenon is reinforced by research by Fajrin et al. (2024), which shows that speed and accuracy of service have a direct impact on patient satisfaction and loyalty. From the perspective of operational management of health services, service time is an indicator of efficiency and quality of the process that can form a positive perception of the service provider.

Simultaneously, both independent variables—CRM and punctuality of service—have a significant effect on patient revisit intention at As Shafa Clinic Sidoarjo. The analysis results show that the Adjusted  $R^2$  value is 0.768, which means that 76.8% of the variation in revisit intention can be explained by the combination of the two variables. The remaining 23.2% is influenced by other factors outside this research model, such as service price, facility comfort, clinic image, or recommendations from the patient's social environment.

The implications of these findings confirm that the success of healthcare institutions in maintaining patient loyalty is not only determined by clinical outcomes alone, but also by the relational and managerial qualities directly felt by patients. CRM plays an important role in building emotional bonds, strengthening trust, and creating positive service experiences. Meanwhile, the timeliness of service is a real representation of the efficiency and professionalism of healthcare institutions.

This finding is consistent with several previous studies, such as Setyaleksana et al. (2017) which states that CRM has a direct impact on customer loyalty through satisfaction. Research by Wibowo and Sarudin (2023) also confirms that good relationship management and fast and accurate service are the main determinants in forming repeat preferences for a health service.

Thus, clinics that want to increase patient return visits need to focus on strengthening CRM implementation and optimizing the timeliness of services through a structured management system, human resource training, and the use of information technology to improve service efficiency.

#### 4. CONCLUSION

Based on the results of the research that has been conducted, the conclusions obtained can be written as follows:

1. Based on the results of the partial test (t-test), the CRM variable has a positive regression coefficient of 0.663 with a significance value of 0.000 ( $p < 0.05$ ) and a t-count of 8.384 ( $t > 1.96$ ). This shows that CRM has a positive and significant effect on patient return visit interest. Although the CRM results are categorized as very good, there are several aspects of CRM that still need to be improved, such as inadequate human resources and inefficient fast responses.
2. The partial test results (t-test) for the variable of punctuality of service showed a positive regression coefficient of 0.392 with a significance value of 0.000 ( $p < 0.05$ ) and t-count of 5.736 ( $t > 1.96$ ). This proves that punctuality of service also has a positive and significant effect on the interest in return visits. Patients tend to return if medical

and administrative services at the clinic are carried out on time. So there needs to be an improvement in the administration system.

3. The results of the simultaneous test (F test) showed a significance value of 0.000 ( $p < 0.05$ ) with an F-count of 153.681, which means that CRM and timeliness of service together have a significant effect on the intention to revisit. The coefficient of determination (R Square) value of 76.8% indicates that these two variables are able to explain 76.8% of the variation in the intention to revisit, while the remaining 23.2% is influenced by other factors outside the study (eg medical quality, facilities, or location).

## 5. SUGGESTION

### 1. For As Shafa Clinic

- a. To maximize the impact of CRM on return visit interest, As Shafa Clinic needs to develop a continuous training program for HR, both medical and non-medical. *non-medical*. This training should be focused on strengthening soft *skills*, such as empathetic communication, patient complaint management, and long-term relationship building techniques.
- b. In order to overcome the challenges of punctuality of service, especially in the administrative aspect, As Shafa Clinic is advised to adopt digital technology in the registration process and queue management. Development of online registration application or *self-service* Kiosks at clinic locations can reduce manual queues and shorten patient waiting times.
- c. In order for the impact of CRM and punctuality to be synergistic, As Shafa Clinic needs to build an integrated system that connects patient data with service schedules. For example, a CRM system equipped with a peak hour prediction feature can be used to allocate additional human resources (HR) on busy days, such as adding administrative staff or nurses on Mondays. Training Cross-functional for staff is also necessary to increase service flexibility.
- d. The results of the study can be used as additional information and this research can be used to develop strategies for the quality of health services that will create patient satisfaction and repeat visits to the clinic by conducting monitoring and evaluation surveillance monthly regarding patient satisfaction and implementing strategy formulation to improve clinic performance to be better.

### 2. For Researchers

The results of this study can provide additional insight into the influence of customer relationship management and timeliness of service on the interest in returning to the clinic.

### 3. For Educational Institutions

The results of this study can be used as a reference for further research using different methods and a larger sample size and exploring other variables that influence revisit interest, such as price perception, quality of medical technology, or the influence of clinic location. The results of this study can be the basis for more comprehensive policy-making in the future.

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