

**A FIELD STUDY ON THE SATISFACTION LEVELS OF INTERIOR AND
EXTERIOR CUSTOMERS IN A PRIVATE UNIVERSITY HOSPITAL**

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ABSTRACT

In recent years, the concepts of quality, competition, customer loyalty and sustainability have come to the foreground in health care providing business just like in the other service providing businesses. One of the most significant parameter of these increasingly important concepts is “customer satisfaction”. The satisfaction of both interior and exterior customers is directly affected by several factors. Diversity of services provided in health care institutions, sufficiency of the people such as doctors, nurses, health care managers who are responsible for the provision of services, physical environment and social opportunities can be mentioned among these factors. A health care institution which satisfies the interior and exterior customers increases the loyalty of the customers and as a consequence this institution is capable of competition with other health care providing institutions.

Key words: Customer Satisfaction, Patient, Hospital, Personnel Satisfaction

Introduction & Objectives

With the increasing chances of losing current customers and the enhanced cost of attracting new customers in today's intensely competitive market, companies are devoting themselves to more strategic efforts to retain customers (Guo, Xiao, 2009: 1152). Also in health care market; the concepts of quality, competition, customer loyalty and sustainability have come to the foreground just like in the other service providing businesses. One of the most significant parameters of these increasingly important concepts is “customer satisfaction”.

Customer satisfaction is the customer's feeling about the value that was received (Zimmermann, 2000:175). Previous literature theorized that customer satisfaction can be classified into two types: transaction-specific satisfaction and general overall satisfaction. Transaction-specific customer satisfaction refers to the assessment that customers make after a specific purchase experience, and overall satisfaction is the customers' rating of the related brand based on their experiences (Deng et. al, 2010: 290)

Customer satisfaction involves ‘internal customer’ and ‘external customer’ concepts. Internal customers are; people who work in all different parts of enterprises; exterior customers are; people who obtain services from enterprises. In the health sector, all health professionals and administrative staff are called ‘interior customer’ and patient, patient's

relatives, suppliers are called 'exterior customer'. Interior customers and exterior customers are related to each other. When interior customer satisfaction level is high in hospitals, staff's productivity becomes higher, turnover rate becomes lower and service quality also becomes higher. If patient and patient's relatives are receiving high quality services, customer loyalty is formed. It is observed that interior customer satisfaction have a major influence on job-related behaviors such as intentions to turnover, absenteeism, and self-reported job performance and it has a special implication for health care service. Among health care staff's job satisfaction is usually lower compared with other types of organizations (Piko, 2006: 312)

Customer satisfaction is very important according to the research done by numerous researchers and their point of view. In this context, although customer satisfaction does not guarantee repurchase on the part of the customers, but it still plays a very important part in ensuring customer loyalty and retention (Singh, 2006: 5). More specifically, various marketing researchers suggested that understanding the differentiation between first-time and repeat visitors can provide a good basis for market segmentation (Ryu and Hen, 2011: 599). When repeat visitor number is higher, health institution compete with another health institution in health sector. The results of Erdem et. al's (2008) study show that patient satisfaction is one of the important factors for patient loyalty.

There are many factors that affect customer satisfaction. These factors include; friendly personnel, courteous personnel, qualified personnel, helpful personnel, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity and quick service (Singh, 2006: 1,2). Diversity of services provided in health care institution, sufficiency of the people such as doctors, nurses, health care managers who are effective in the provision of services, physical environment and social opportunities directly affect the satisfaction of both interior and exterior customers.

Health institutions meet to satisfy a large and heterogeneous group of customers. Success of health institutions depending on the ability to meet the demand and expectations of customers. Because of different wishes and expectations of customers, health institutions are developing different strategies for each customer. (<http://fbe.emu.edu.tr/journal/doc/9-10/16.pdf>). The results of satisfaction study (Nickel et al (2010) have shown that the patient, who is satisfied with the health services, recommends the health institution to other people.

For health care providers, consumer satisfaction leads to favorable results, such as higher rates of patient retention, positive word of mouth and higher profits. Patient satisfaction also influences the rate of patient compliance with physician advice and requests.

For these reasons, patient satisfaction assessment has become an integral part of health care organization's strategic processes (Choi et al, 2004, 914)

In this study, a satisfaction questionnaire has been carried out in a private TOBB ETU Hospital which started providing health care in 2004, in Ankara as private MESA Hospital and then in 2010 changed its administrative structure and continues its services as a university hospital. The objective of this study is to determine the satisfaction levels of patients and personnel who witness the transition in the hospital in terms of indicators such as health care, waiting-time, physical conditions and working environment.

Method

This study is a descriptive research and the data was derived from patients and hospital personnel by a questionnaire form. Two different questionnaires have been developed separately for both groups in the study. The questions were structured by the researchers after reviewing the literature. The questionnaires are composed of two parts. In the first part questions regarding personal information have been asked, in the second part questions which were formed by using Likert-type scale-7 have been asked in order to measure the satisfaction levels of personnel and patients (Strongly Disagree =1, Strongly Agree=7). After the pre-evaluation of the questions and the pilot study for validity and reliability, the questionnaire was conducted to inpatients, outpatients and personnel at private TOBB ETU Hospital between 2nd and 27th May, 2011. The results of the questionnaire have been analyzed with SPSS program. The analysis has been evaluated by using frequency distribution, percentage distribution, analysis of variance and T test techniques.

The hypotheses to be tested in order to reach the objective of the research are as below:

Hypothesis 1=There is a difference among the levels of satisfaction according to the age groups of the patients.

Hypothesis 2= There is a difference among the levels of satisfaction according to the level of education of the patients.

Hypothesis 3= There is a difference among the levels of satisfaction according to the sectors in which the patients work.

Hypothesis 4= There is a difference among the levels of satisfaction according to the gender of the patients.

Hypothesis 5= There is a difference among the levels of satisfaction according to the social security state of the patients.

Hypothesis 6= There is a difference among the levels of satisfaction according to the service patients receive.

Hypothesis 7= There is a difference among the levels of satisfaction according to the gender of the personnel.

Hypothesis 8= There is a difference among the levels of satisfaction according to the marital status of the personnel.

Hypothesis 9= There is a difference among the levels of satisfaction according to the personnel working in an administrative position.

Hypothesis 10= There is a difference among the levels of satisfaction according to the occupations of the personnel.

Hypothesis 11= There is a difference among the levels of satisfaction according to the period during which the personnel work in the same department.

Hypothesis 12= There is a difference among the levels of satisfaction according to the department in which the personnel work.

The validity and reliability levels of both surveys used in the research have been determined and the Cronbach' Alpha coefficient was calculated as 0.750 in the exterior customer satisfaction survey and 0.866 in the interior satisfaction survey. It could be said that the research questions are reliable.

Conceptual Framework

There are a lot of satisfaction studies in health services. Common aims of these studies are; to evaluate the health services and to provide a feedback to improve the service quality. (Grol et al., 1999:4-11).

In 2010, in Turkey, Ministry of Health made a very comprehensive study about customer satisfaction in primary health care. The results of the study have shown that education level is negatively related with satisfaction and communication with doctor, to make an appointment in suitable time, time spent in waiting rooms are the factors which affects customer satisfaction (Ministry of Health, 2010: 244-245).

The results of Kersnik's (2001) study show that education level and patients' chronically diseases affect satisfaction level of customers. On the other hand, the results of customer satisfaction study which was applied in a public hospital in Turkey show that appreciation and recompensation, performance evaluation, team work, vocational education and successful communication are the factors which increase the customer satisfaction. (http://www.performans.saglik.gov.tr/content/files/kongre/sunum/calisan_memnuniyeti.pdf).

Another study which was published by Dündar and Şahin, show that mobbing decreases staff's performance and productivity and depending on this, service quality and customer satisfaction levels decrease either (Kırılmaz, 2010: 162).

The results of Xiao and Barber's study are; patient characteristics that were significantly related to patient satisfaction included age, marriage, education, income, health insurance status, mental health status and reason for seeing the health-care provider (Xiao, Barber, 2008:723)

The results of other customer satisfaction studies in literature show that; qualifications of hospital staff, cleanliness of physical environment, attitude of staff (Andeleeb, 2001), park areas, length of waiting time (Mummalaneni, Gopalakrishna, 1997), hospitality of staff and communication with patient (Johansson, Ekwall, 2011), ease of access, use of modern technology, effective treatment (Kalde vd, 2003) are the factors which affect patient satisfaction.

In another study, the reasons for selecting a hospital are as follows; referral of the institution's physician, heard of the facility's good health service, live or work close to the facility, have a relative or friend working at the hospital, have been advised by a physician to do so or on the basis of the experience of a friend or loved one who had previously been treated there (Tengilimoğlu et al., 2001: 30).

Limitations

In the implementation of the questionnaire, a sample group has not been established in order to reach everywhere. However, not all the personnel were reached due to the limited time and be on call or on vacation, some of them are reluctant. The questionnaire was applied to 233 out of a total of 568 personnel (41% was reached). The questionnaire was applied to patients (340 patients and relatives) willing to participate based on volunteering patients applying to the hospital during May 2011 (inpatients and outpatients). These limits comprise the limitation of the research. Therefore, the results that were obtained from this study cannot be generalized for all hospitals.

Findings

The distribution of personnel characteristics of the interior and exterior customers have been presented in Table 1 and Table 9.

Table 1: Personal Characteristics of Interior Patients Participating in Research

| Age | Frequency | Valid Percent |
|-----------------------|------------------|----------------------|
| 24 and under | 31 | 9,2 |
| 25-31 | 43 | 12,7 |
| 32-38 | 61 | 18,0 |
| 39-45 | 71 | 20,9 |
| 46-53 | 44 | 13,0 |
| 54- | 89 | 26,3 |
| Total | 339 | 100,0 |
| Sex | | |
| Male | 170 | 50,1 |
| Female | 169 | 49,9 |
| Total | 339 | 100,0 |
| Marital Status | | |
| Married | 242 | 71,4 |
| Single | 97 | 28,6 |
| Total | 339 | 100,0 |
| Education | | |
| Primary School | 58 | 17,2 |
| High School | 60 | 17,8 |
| Associate degree | 44 | 13,1 |
| Undergraduate | 133 | 39,5 |
| Graduate | 42 | 12,5 |
| Total | 337 | 100,0 |
| Occupation | | |
| Student | 28 | 8,4 |
| Academician | 6 | 1,8 |
| Retired | 62 | 18,7 |
| Self employed | 62 | 18,7 |
| Housewife | 43 | 13,0 |
| Health professional | 43 | 13,0 |
| Officer | 68 | 20,5 |
| Tradesman | 19 | 5,7 |
| Other | 1 | ,3 |
| Total | 332 | 100,0 |
| Income | | |
| 750- | 34 | 11,3 |
| 751-1500 | 92 | 30,6 |
| 1501-2250 | 72 | 23,9 |
| 2251-3000 | 67 | 22,3 |
| 3001- | 36 | 12,0 |
| Total | 301 | 100,0 |
| Sector | | |
| Public | 131 | 39,1 |
| Private | 86 | 25,7 |
| Unemployed | 118 | 35,2 |
| Total | 335 | 100,0 |

When the demographical information of the exterior patients participating is examined, it can be seen that 60.2% of the participants are in the 39 or above age group. 50.1% of the participants are male; 71.4 of which are married and the majority have an undergraduate degree (39.5%) and graduate degree (12.5%). Exterior customers, who mainly

work in the public sector (39.1%), stated that their occupations were governmental officers (20.5%), tradesmen (18.7%), retired (18.7%) and health personnel (13%). It can be seen that the monthly income of exterior patients is generally about 750 TL to 1.500 TL (30.6%) and that those who have an income over 3.001 TL is only 12%. The income levels of exterior patients are generally low although it is a hospital of a private university. This case can be explained by the patients preferring Social Security Institution (SSI) agreed units.

Table 2: Social Security Status of Exterior Customers participating in the Research

Social Security Status

| Social security | Frequency | Percent |
|---------------------------|-----------|---------|
| Yes | 327 | 96,5 |
| No | 12 | 3,5 |
| Total | 339 | 100,0 |
| Type of social security | Frequency | Percent |
| Social Security Insurance | 295 | 88,3 |
| Private | 39 | 11,7 |
| Total | 334 | 100,0 |

Almost all exterior customers (96.5%) have social security. While 11.7% prefer private insurance, it is seen that 88.3% are within the scope of Social Security Insurance (SSI). The ratio of those within the scope of SSI is high although it is a hospital of a private university. Some of the reasons could be considered as some of the hospital units having an institution agreement and patients with SSI being in the opinion that they can receive better service at a private hospital.

Table 3: Frequency of Receiving Service, Purpose of Visiting, Type of Service Received and Units from which Service is Received of Exterior Customers

| Number of visits to this hospital | Frequency | Percent |
|-----------------------------------|-----------|---------|
| 1 | 51 | 15,1 |
| 2 | 73 | 21,7 |
| 3 | 61 | 18,1 |
| 4 | 34 | 10,1 |
| 5 and more | 118 | 35,0 |
| Total | 337 | 100,0 |
| Purpose of visiting this hospital | | |
| Treatment | 233 | 69,8 |
| Hospital attendant | 52 | 15,6 |
| Patient visitor | 3 | ,9 |
| Staff visitor | 3 | ,9 |
| Other | 43 | 12,9 |
| Total | 334 | 100,0 |

| Type of the service received | | |
|--|-----|-------|
| Outpatient | 284 | 85,3 |
| Inpatient | 49 | 14,7 |
| Total | 333 | 100,0 |
| The unit in which the service is received | | |
| Cardiology | 88 | 26,2 |
| Cardio-Vascular Surgery | 19 | 5,7 |
| Ophthalmology | 33 | 9,8 |
| Gastroenterology | 18 | 5,4 |
| Neurology | 31 | 9,2 |
| Otorhinolaryngology | 55 | 16,4 |
| Internal Disease | 13 | 3,9 |
| Gynecology | 46 | 13,7 |
| Pulmonary Disease | 4 | 1,2 |
| New-born | 9 | 2,7 |
| Dental Surgery | 17 | 5,1 |
| Surgery | 1 | ,3 |
| Orthopedics | 2 | ,6 |
| Total | 336 | 100,0 |

When exterior customers are asked how many times they have visited the hospital, 35% said that they had visited the hospital 5 or more times. These results indicate that the patients are satisfied with the services and they have come to the same hospital again. It is seen that the majority of the visits have treatment purposes (69.8%) while the ratios of patient visits are lower (0.9%). Those who receive outpatient treatment services are nearly 6 times (85.3%) higher than those who receive inpatient service (14.7%) and the unit which service is received most is the cardiology polyclinic (26.2%). Other units which service is received the most after the cardiology polyclinic is otorhinolaryngology (16.4%), gynecology (13.7%) and ophthalmology (9.8%) polyclinics. The hospital has an agreement with SSI for the Cardiology department thus affecting the high number of patients here. When previous data is examined, it is seen that the SSI patients are higher in number when compared to patients with other insurances thus, supports the results of the table.

It can be seen from Table 4 and 10, the general mean of the exterior customer satisfaction score according the Likert-type scale-7 is $x=5.997$ and the general mean of the interior customer satisfaction score is $x=4.4382$. In other words, while there interior customers have a satisfaction higher than medium level the exterior customers have a satisfaction of medium level.

Table 4: Degree of Agreement of Exterior Customers to Statements Regarding Service

| | 1. Strongly Disagree | | 2. | | 3. | | 4. | | 5. | | 6. | | 7. Strongly Agree | | N | Mean | Std. Deviation |
|---|----------------------|------|----|-----|----|-----|----|-----|----|-----|----|------|-------------------|------|-----|--------|----------------|
| | N | % | N | % | N | % | N | % | N | % | N | % | N | % | | | |
| 1. Modern equipment | 1 | ,3 | 1 | ,3 | 1 | ,3 | 4 | 1,2 | 3 | ,9 | 19 | 5,7 | 304 | 91,3 | 333 | 6,8438 | ,63975 |
| 2. Appearance of Building | 1 | ,3 | 1 | ,3 | 0 | ,0 | 3 | ,9 | 3 | ,9 | 25 | 7,5 | 300 | 90,1 | 333 | 6,8468 | ,59412 |
| 3. Appearance of personnel | 1 | ,3 | 1 | ,3 | 0 | ,0 | 1 | ,3 | 4 | 1,2 | 20 | 6,0 | 305 | 91,9 | 332 | 6,8735 | ,55153 |
| 4. Appearance of facilities | 1 | ,3 | 1 | ,3 | 1 | ,3 | 3 | ,9 | 6 | 1,8 | 23 | 6,9 | 297 | 89,5 | 332 | 6,8223 | ,65155 |
| 5. Compliance to appointment hours | 3 | ,9 | 1 | ,3 | 0 | ,0 | 0 | ,0 | 9 | 2,7 | 26 | 7,8 | 293 | 88,3 | 332 | 6,7982 | ,74046 |
| 6. Congeniality of personnel | 1 | ,3 | 0 | ,0 | 0 | ,0 | 6 | 1,8 | 7 | 2,1 | 24 | 7,3 | 292 | 88,5 | 330 | 6,8121 | ,62945 |
| 7. Time doctors spend with patients | 3 | ,9 | 0 | ,0 | 1 | ,3 | 6 | 1,8 | 7 | 2,1 | 29 | 8,9 | 281 | 85,9 | 327 | 6,7462 | ,81008 |
| 8.Environment of the hospital | 3 | ,9 | 0 | ,0 | 1 | ,3 | 3 | ,9 | 7 | 2,1 | 34 | 10,2 | 284 | 85,5 | 332 | 6,7620 | ,76597 |
| 9. Punctuality of attendants | 6 | 1,8 | 0 | ,0 | 1 | ,3 | 3 | ,9 | 10 | 3,0 | 28 | 8,5 | 281 | 85,4 | 329 | 6,7052 | ,95381 |
| 10. Correct registrations | 71 | 21,6 | 2 | ,6 | 0 | ,0 | 4 | 1,2 | 5 | 1,5 | 20 | 6,1 | 227 | 69,0 | 329 | 5,5471 | 2,46161 |
| 11. Not informing period of service | 191 | 57,9 | 4 | 1,2 | 6 | 1,8 | 7 | 2,1 | 11 | 3,3 | 9 | 2,7 | 102 | 30,9 | 330 | 3,2364 | 2,76406 |
| 12.Willingness of personnel to help patients and relatives | 21 | 6,3 | 2 | ,6 | 2 | ,6 | 5 | 1,5 | 3 | ,9 | 13 | 3,9 | 285 | 86,1 | 331 | 6,4622 | 1,56890 |
| 13. Personnel ability to respond quickly to demands | 2 | ,6 | 1 | ,3 | 3 | ,9 | 3 | ,9 | 4 | 1,3 | 20 | 6,3 | 287 | 89,7 | 320 | 6,7938 | ,78062 |
| 14. Reliability of personnel | 0 | ,0 | 1 | ,3 | 1 | ,3 | 4 | 1,3 | 2 | ,6 | 18 | 5,7 | 292 | 91,8 | 318 | 6,8648 | ,55370 |
| 15. Quality of laboratory and displaying services | 2 | ,6 | 0 | ,0 | 1 | ,3 | 5 | 1,6 | 7 | 2,2 | 14 | 4,5 | 284 | 90,7 | 313 | 6,8115 | ,72474 |
| 16. Trust given to personnel during procedures | 1 | ,3 | 0 | ,0 | 2 | ,6 | 5 | 1,6 | 6 | 1,9 | 23 | 7,2 | 281 | 88,4 | 318 | 6,7987 | ,68125 |
| 17. Kindness | 11 | 3,5 | 0 | ,0 | 3 | 1,0 | 8 | 2,6 | 2 | ,6 | 13 | 4,2 | 275 | 88,1 | 312 | 6,6186 | 1,25728 |
| 18. Support of institution | 51 | 19,1 | 2 | ,7 | 6 | 2,2 | 24 | 9,0 | 13 | 4,9 | 13 | 4,9 | 158 | 59,2 | 267 | 5,3109 | 2,37563 |
| 19. No special interest is shown | 246 | 79,1 | 11 | 3,5 | 4 | 1,3 | 6 | 1,9 | 8 | 2,6 | 4 | 1,3 | 32 | 10,3 | 311 | 1,9035 | 1,97329 |
| 20. Necessities of patients and relatives are not known exactly | 254 | 80,9 | 9 | 2,9 | 9 | 2,9 | 6 | 1,9 | 7 | 2,2 | 7 | 2,2 | 22 | 7,0 | 314 | 1,7643 | 1,78256 |
| 21. Interests of patients and relatives are not heeded | 248 | 78,2 | 8 | 2,5 | 8 | 2,5 | 8 | 2,5 | 6 | 1,9 | 6 | 1,9 | 33 | 10,4 | 317 | 1,9464 | 1,99849 |
| 22. Working hours are not suitable | 222 | 70,5 | 4 | 1,3 | 9 | 2,9 | 22 | 7,0 | 12 | 3,8 | 7 | 2,2 | 39 | 12,4 | 315 | 2,2857 | 2,17710 |
| 23. Other people primarily preferring this | 55 | 17,4 | 1 | ,3 | 10 | 3,2 | 22 | 6,9 | 22 | 6,9 | 14 | 4,4 | 193 | 60,9 | 317 | 5,4259 | 2,30541 |

beliefs and 93.9% state that their complaints were listened by hospital administration. It can be seen that the ratio of exterior customers generally having positive opinions on the hospital is 92.7%.

93.3% think that the service units are designed rather well and 96.1% state that service is given right on the time of the appointment. The quality of reception services is sufficient (93.7) for patients. 97.5% of the patients trust the personnel and 95.2% trust the quality of the laboratory or displaying services performed in the hospital. While 81% feel loyal to this hospital, those who state that the hospital is their first preference is 87% and 91.8% say that they could recommend this hospital to other people they know. It is seen that 84.4% say that the first hospital in Ankara that come to mind is TOBB ETU Hospital when they hear the word treatment. It can be said that this is a good ratio when the established university hospitals and private hospitals in the province are considered. 84.9% say that the promotional activities of the hospital caught their attention.

32.2% of exterior customers state that the quality of the food served in the hospital is good however, 54.4% think that the quality of the food is not good. While 24.6% think that the patient records are not registered correctly, 69% think that they are registered correctly. In addition to this, information regarding exactly when the service will be delivered in the hospital is another element of dissatisfaction for 59.1% of the exterior customers.

Table 5: Satisfaction Scores of Exterior Patients According to Age Groups

| Age | N | Mean | Std. Deviation | F | p |
|--------------|-----|--------|----------------|------|------|
| 24 and under | 31 | 6,0533 | ,38208 | ,772 | ,571 |
| 25-31 | 43 | 5,9524 | ,40027 | | |
| 32-38 | 60 | 5,9883 | ,43432 | | |
| 39-45 | 70 | 6,0300 | ,43892 | | |
| 46-53 | 43 | 5,8903 | ,47561 | | |
| 54- | 88 | 6,0307 | ,56442 | | |
| Total | 335 | 5,9970 | ,46942 | | |

When the mean satisfaction score of exterior customers in terms of age group variants is examined, no statistically significant difference was found between age groups ($F=0,772$, $p>0,05$). In accordance with these results, the H1 hypothesis has been rejected. It is seen that they are generally satisfied.

Table 6: Satisfaction Scores of Exterior Patients According to Education Levels

| Education | N | Mean | Std. Deviation | F | p |
|------------------|-----|--------|----------------|-------|------|
| Primary School | 57 | 6,0919 | ,44613 | 6,211 | ,000 |
| High School | 59 | 6,0632 | ,39803 | | |
| Associate degree | 44 | 6,0161 | ,39462 | | |
| Undergraduate | 132 | 6,0165 | ,41768 | | |
| Graduate | 41 | 5,6721 | ,67623 | | |
| Total | 333 | 5,9952 | ,47000 | | |

When the mean satisfaction score of exterior customers in terms of education status variants is examined, a statistically significant difference was found between the education groups ($F=6,211$, $p<0,05$) and the H2 hypothesis was accepted. When we examined the means in order to find out the reason of this difference, we saw the difference was a result of exterior customers that had undergraduate degrees and groups with low educational levels. As the education level drops, the expectations regarding the service quality of the hospital decreases and the increase of the education level increases these expectations.

Table 7: Satisfaction Scores of Exterior Customers According to in which Sectors they Work

| Sector | N | Mean | Std. Deviation | F | p |
|------------|-----|--------|----------------|-------|------|
| Public | 130 | 5,9481 | ,44007 | 1,030 | ,358 |
| Private | 86 | 6,0267 | ,46453 | | |
| Unemployed | 115 | 6,0224 | ,50961 | | |
| Total | 331 | 5,9943 | ,47158 | | |

When the mean satisfaction score of exterior customers in terms of sector variants is examined, no statistically significant difference was found between them ($F=1,030$, $p>0,05$). In accordance with these results, the H3 hypothesis was rejected. The patients or their relatives working in public or private sectors do not create a difference on the degree of their satisfaction.

Table 8: Satisfaction Scores of Exterior Patients According to their Sex, Social Security Status and Type of Service Received

| Sex | N | Mean | Std. Deviation | t | p |
|-----------------|-----|--------|----------------|-------|------|
| Male | 169 | 6,0525 | ,42569 | 2,199 | ,029 |
| Female | 166 | 5,9404 | ,50515 | | |
| Social security | N | Mean | Std. Deviation | t | p |
| Yes | 323 | 5,9928 | ,46846 | -,836 | ,404 |
| No | 12 | 6,1083 | ,50277 | | |
| Type of service | N | Mean | Std. Deviation | t | p |
| Outpatient | 281 | 6,0042 | ,46469 | ,211 | ,327 |
| Inpatient | 48 | 5,9390 | ,49531 | | |

When the mean satisfaction score of exterior customers in terms of sex variants is examined, a statistically significant difference was found between them ($t=2,199$, $p<0,05$) and the H4 hypothesis was accepted. When the means are examined, it can be seen that the difference occurs from the males' mean score (6,0525) being greater. It is seen that males are more satisfied with the hospital compared to females. No statistically significant difference has been found with regarding to have social security ($t=-0,836$, $p>0,05$) and the service type received ($t=0,211$, $p>0,05$). Thus, the hypotheses H5 and H6 were rejected.

Table 9: Personal Characteristics of Interior Customers Participating in the Research

| Age | Frequency | Percent |
|-------------------------------|------------------|----------------|
| 18-24 | 17 | 8,1 |
| 25-31 | 109 | 51,9 |
| 32-38 | 58 | 27,6 |
| 39-45 | 13 | 6,2 |
| 46-53 | 11 | 5,2 |
| 54- + | 2 | 1,0 |
| Total | 210 | 100,0 |
| Sex | | |
| Male | 94 | 45,0 |
| Female | 115 | 55,0 |
| Total | 209 | 100,0 |
| Marital Status | | |
| Married | 126 | 60,0 |
| Single | 84 | 40,0 |
| Total | 210 | 100,0 |
| Education | | |
| Primary Education | 24 | 11,4 |
| High School | 62 | 29,5 |
| Associate degree | 24 | 11,4 |
| Undergraduate | 80 | 38,1 |
| Graduate | 10 | 4,8 |
| Doctorate / Medical Expertise | 10 | 4,8 |
| Total | 210 | 100,0 |
| Profession / Position | | |
| Medical Doctor | 11 | 5,2 |
| Nurse | 51 | 24,3 |
| Health technician | 26 | 12,4 |
| Other health profession | 53 | 25,2 |

| | | |
|--------------------------------------|-----|-------|
| Administrative Staff | 52 | 24,8 |
| Technical Staff | 17 | 8,1 |
| Total | 210 | 100,0 |
| Department | | |
| Internal medicine units | 81 | 38,8 |
| Surgical units | 28 | 13,4 |
| Auxiliary medical units | 29 | 13,9 |
| Administrative and supporting units | 71 | 34,0 |
| Total | 209 | 100,0 |
| Years worked in the same unit | | |
| Less than 1 year | 35 | 16,7 |
| 1-2 years | 50 | 23,8 |
| 3-4 years | 35 | 16,7 |
| 4-5 years | 26 | 12,4 |
| More than 5 years | 64 | 30,5 |
| Total | 210 | 100,0 |
| Administrative position | | |
| Yes | 30 | 14,9 |
| No | 171 | 85,1 |
| Total | 201 | 100,0 |

As it can be seen from Table 9, TOBB ETU Hospital has rather young human resources. It is seen that the ratio of personnel between the ages 25-31 is 51.9% while the ratio of personnel between 32 and 38 is 27.6%. Young and dynamic human resources are very important for hospitals which intensely provide health services. 55% of the interior customers are females and 60% are married. 5.2% of the personnel are doctors, 24.3% are nurses and 24.8% are administrative personnel and 38.1% of them have a bachelor's degree. A large proportion of the medical staff work in the internal units (38.8%). It is seen that the ratio of people working in the same unit for 5 or more years is 30.5%.

Table 10: Degree of Agreement of Interior Customers to Statements regarding Work Satisfaction

| | 1. Strongly Disagree | | 2. | | 3. | | 4. | | 5. | | 6. | | 7. Strongly Agree | | N | Mean | Std. Deviation |
|--------------------------------------|----------------------|------|----|-----|----|-----|----|-----|----|------|----|------|-------------------|------|-----|--------|----------------|
| | N | % | N | % | N | % | N | % | N | % | N | % | N | % | | | |
| 1. Work in compliance with education | 51 | 25,1 | 13 | 6,4 | 14 | 6,9 | 14 | 6,9 | 15 | 7,4 | 32 | 15,8 | 64 | 31,5 | 203 | 4,3842 | 2,45154 |
| 2. Large and hygiene location | 6 | 2,9 | 4 | 1,9 | 5 | 2,4 | 10 | 4,8 | 23 | 11,1 | 40 | 19,3 | 119 | 57,5 | 207 | 6,0725 | 1,46134 |
| 3. Required devices and | 5 | 2,4 | 4 | 1,9 | 5 | 2,4 | 11 | 5,3 | 26 | 12,6 | 41 | 19,9 | 114 | 55,3 | 206 | 6,0485 | 1,42711 |

| | | | | | | | | | | | | | | | | | | |
|---|----|------|----|------|----|------|----|------|----|------|----|------|----|------|-----|--------|---------|--|
| the manager | | | | | | | | | | | | | | | | | | |
| 35.Recommending others to work in that hospital | 28 | 13,6 | 9 | 4,4 | 17 | 8,3 | 26 | 12,6 | 39 | 18,9 | 29 | 14,1 | 58 | 28,2 | 206 | 4,7379 | 2,05989 | |
| 36. Evaluation of fair performance | 37 | 18,1 | 16 | 7,8 | 13 | 6,4 | 27 | 13,2 | 38 | 18,6 | 24 | 11,8 | 49 | 24,0 | 204 | 4,3775 | 2,17003 | |
| 37. Information sharing of managers | 57 | 27,8 | 21 | 10,2 | 20 | 9,8 | 34 | 16,6 | 31 | 15,1 | 17 | 8,3 | 25 | 12,2 | 205 | 3,5463 | 2,09903 | |
| 38. Feeling like a valuable part of the hospital | 51 | 24,8 | 23 | 11,2 | 25 | 12,1 | 32 | 15,5 | 30 | 14,6 | 23 | 11,2 | 22 | 10,7 | 206 | 3,6019 | 2,05220 | |
| 39. Supporting the working policy of the hospital | 25 | 12,2 | 15 | 7,3 | 22 | 10,7 | 47 | 22,9 | 32 | 15,6 | 24 | 11,7 | 40 | 19,5 | 205 | 4,3561 | 1,94155 | |
| General mean | | | | | | | | | | | | | | | | 4,4382 | ,81525 | |

In the research conducted, hospital personnel usually think that the interpersonal relations are good, that the hospital is sufficient in terms of the size of the location, accordance with the objective and hygiene conditions (76.8%) and that means such as meals and transportation are provided. 47.3% of the personnel state that they are doing a job in accordance with their education while 38.9% state that the training in the hospital is sufficient and 27.4% indicate that their managers do not encourage them in terms of professional development and to have a career., 27.8% state that they are encouraged by their managers. 88.4% of the personnel are pleased with the means provided such as meals and transport. 29.8% of the personnel are in the opinion that their superiors are not fair to the personnel, 31.9% think that the work load is not distributed fairly among the personnel and 29.1% think that the managers do not give importance to their opinions. 40.2% of the personnel state that there is disconnection with the communication in superior-inferior relations while 52.7% indicated that they would still work in the same hospital even if they received an offer from another institution under the same conditions. Also, 47.8% of hospital personnel indicated that they work longer than their weekly working hours and 61% said that they thought that they had no chance of promotion. 31.9% of personnel think that their wage is not sufficient, 31.2% see themselves as a valuable member of the hospital and 52.2% state that they are pleased to be working in this hospital.

Table 11: Satisfaction Scores of Exterior Patients According to Sex, Marital Status and Administrative Service State

| Sex | N | Mean | Std. Deviation | t | p |
|-----------------------|-----|--------|----------------|-------|------|
| Male | 92 | 4,4479 | ,88723 | ,125 | ,900 |
| Female | 114 | 4,4335 | ,75925 | | |
| Marital status | | | | | |
| Married | 124 | 4,4340 | ,84017 | -,092 | ,927 |
| Single | 83 | 4,4446 | ,78153 | | |

| Administrative | | | | | |
|-----------------------|-----|--------|--------|-------|------|
| Yes | 30 | 4,3687 | ,86097 | -,522 | ,602 |
| No | 169 | 4,4530 | ,80682 | | |

The mean satisfaction score obtained according to the results of the t test performed show that there is no statistically significant deviation was found when the sex ($t=0,125$, $p>0,05$), marital status ($t=-0,092$, $p>0,05$) and having an administrative job ($t=-0,522$, $p>0,05$) deviations of interior customers were examined. Hypotheses H7, H8 and H9 were objected in accordance with these results.

Table 12: Satisfaction Scores of Exterior Customers according to Age, Education Level, Occupation, Years Working in Same Unit and Section Worked In

| Age | N | Mean | Std. Deviation | F | P |
|--------------------------------------|----------|-------------|-----------------------|----------|----------|
| 18-24 | 17 | 4,3543 | ,98972 | 1,476 | ,211 |
| 25-31 | 107 | 4,5042 | ,80924 | | |
| 32-38 | 57 | 4,2854 | ,76124 | | |
| 39-45 | 13 | 4,3081 | ,83554 | | |
| 46- | 13 | 4,8051 | ,76968 | | |
| Total | 207 | 4,4382 | ,81525 | | |
| Education | N | Mean | Std. Deviation | F | P |
| Primary Education | 24 | 4,7082 | 1,15261 | 1,752 | ,124 |
| High School | 61 | 4,2992 | ,92183 | | |
| College | 23 | 4,5425 | ,62382 | | |
| Bachelor | 79 | 4,3660 | ,67983 | | |
| Post Graduate | 10 | 4,5137 | ,45591 | | |
| Doctorate / Medical Speciality | 10 | 4,8932 | ,59385 | | |
| Total | 207 | 4,4382 | ,81525 | | |
| Profession / Position | N | Mean | Std. Deviation | F | P |
| Medical Doctor | 11 | 4,8493 | ,58188 | ,824 | ,534 |
| Nurse | 50 | 4,4878 | ,62455 | | |
| Health technician | 26 | 4,3534 | ,73613 | | |
| Other health profession | 52 | 4,3810 | ,99370 | | |
| Administrative Staff | 52 | 4,4520 | ,85857 | | |
| Technical Staff | 16 | 4,2796 | ,82309 | | |
| Total | 207 | 4,4382 | ,81525 | | |
| Working time in the same unit | N | Mean | Std. Deviation | F | P |
| Less than 1 year | 35 | 4,4382 | ,92280 | 1,045 | ,385 |
| 1-2 years | 49 | 4,5875 | ,77047 | | |
| 3-4 years | 34 | 4,4203 | ,79219 | | |
| 4-5 years | 26 | 4,5411 | ,67713 | | |
| More than 5 years | 63 | 4,2893 | ,84739 | | |
| Total | 207 | 4,4382 | ,81525 | | |
| Department | N | Mean | Std. Deviation | F | P |
| Internal medicine units | 80 | 4,4664 | ,73655 | ,795 | ,498 |
| Surgical units | 27 | 4,2593 | ,87314 | | |
| Auxiliary medical units | 28 | 4,3270 | ,69809 | | |
| Administrative and supporting units | 71 | 4,5052 | ,91510 | | |
| Total | 206 | 4,4337 | ,81464 | | |

When the mean satisfaction score was examined in terms of the interior customers' age ($F=1,476$, $p>0,05$), education status ($F=1,752$, $p>0,05$), occupation ($F=0,824$, $p>0,05$), years worked in the same unit ($F=1,045$, $p>0,05$) and unit worked in ($F=0,795$, $p>0,05$) no statistically significant deviation was found between them. Hypotheses H10, H11 and H12 were objected in accordance with these results..

Results and Suggestions

The element of human is very significant for healthcare management. Both the patients and patient relatives applying to the hospital and the personnel working in the institution create health service by interacting with each other. In order to produce high quality and efficient health services as a result of this interaction it is required to keep customer satisfaction at the highest level.

When other studies on this topic in literature and the results of this research are considered, it appears that personnel that have a good working environment and are satisfied by social means generally have high satisfaction levels and that this situation increases their loyalty to their job and decreases the ratio of quitting work. Besides this, as personnel' satisfaction increases the quality of service, it will also increase the satisfaction of those using the service and increase the possibility of them preferring the institution again. In this research approximately one third of personnel (31.9%) find the wage that they are paid insufficient. Also, personnel (25,3%) are in the opinion that the administration does not give them sufficient importance and that the workload is not fairly distributed (%37,3). Furthermore, one other significant result is that approximately 26.0% of the personnel say that they are not pleased with working in this hospital. The hospital administration should be made to adapt a fair management style and distribute the workload evenly and the satisfaction of the personnel should be tried to be increased by following a fair wage policy.

According to the findings obtained as a result of the study, the necessity of increasing the satisfaction of personnel to increase patient satisfaction was observed. As mentioned before; when the satisfaction level of personnel increases this situation will directly increase the patient satisfaction. Patients that are pleased with the service will recommend the health institution to other people (word-of-mouth marketing) and thus the health institution will attract the attention of different people and increase its prestige and preferability.

Questionnaires for patient and employee satisfaction, which is an important scale for the administrators in health institutions to evaluate the service, institution and performance of the personnel, should be applied regularly. The results of the application should be

scientifically evaluated and the results should be shared with all personnel and administrators, if possible, patients should also be informed on the web site of the hospital or via monthly bulletins. The feedback of these kind of applications enable the easy determination of points that lead to problems in service and the services and applications can be re-directed and developed by considering the expectations and primary preferences of patients and relatives.

It has been observed as a result of the conducted research that a periodical evaluation of the personnel' performances and by awarding professional success the satisfaction and motivation of personnel will increase. Besides this, ensuring that the working conditions are more in order, determining exact job descriptions and receiving the opinions and ideas of the personnel related with these issues is an important factor. One of the most important criteria in increasing employee satisfaction is wage. Ensuring that there is a fair distribution of wage among the personnel will both increase their motivation and prevent conflicts and the decrease in efficiency. At this point, performance based wage and additional payments are among effective methods.

One other point that is important in terms of satisfaction is communication. Superior-inferior communication both during receiving service and communication of people effects satisfaction positively-negatively. The belief values of both the personnel and the patients and patient relatives receiving the service should be considered, it should be objective and feedback should be given importance during all work that is carried out.

One other result obtained in most satisfaction studies is that as life quality and education increases, expectations will also increase and this situation will have a negative effect on satisfaction. Therefore, all services given should be held at the highest level in order to satisfy people from all classes.

A foundation hospital that is in the process of re-structuralizing was especially chosen for this study. Because, institutions providing private health services in Turkey have to compete and continue its service in a market that is becoming more definite and difficult with each day besides providing health services which is a social right. At this point, the reputation of the institution has to be positive and satisfaction levels should be constantly increased in order to ensure that patients, patient relatives, personnel and suppliers prefer this health institution. For this, quality and performance developing work should be conducted, training should be emphasized, social means should be developed for patients and personnel, technology should be kept up with in order to be a leader institution in terms of service and low resources should be used in the most efficient way. Patient records should be kept in electronic media and registered up to date and sufficient importance should be given to hospital automation.

A significant part of the patients (32,7%) state that they are not informed sufficiently regarding how long the services they will receive will take and 58,1% say they are not pleased with the food that is served. In order to resolve these problems, patients should be sufficiently informed regarding the procedures and how long they will take and the meal menus should be diversified.

Complaints received by patients and personnel should be responded to quickly and solved. The level of recommendation from patients to other people is medium. Mouth-to-mouth marketing is important for hospitals and can increase the ratio of recommendation of hospitals by increasing the satisfaction levels of both interior and exterior customers. In order to receive maximum efficiency from personnel, they should be given jobs that in accordance to the education they have received and on-the-job training programs should be conducted.

We see that while giving sufficient importance to patient satisfaction, the same importance is not given to employee satisfaction. It should not be forgotten that the satisfaction of interior customers should be ensured first to have exterior customer satisfaction.

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