

Wellness Service Management Strategies in Hospitals to Improve Patient Satisfaction and Loyalty

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Abstract: The shift in healthcare from curative to preventive and wellness-oriented care has positioned hospitals not only as centers for treatment but also as institutions that promote overall quality of life. Wellness service management, which includes health promotion, lifestyle support, and psychosocial interventions, has become a key strategy to strengthen competitiveness and ensure patient-centered care. This study applied a literature review approach by systematically searching national and international databases (PubMed, ScienceDirect, Google Scholar, and Garuda) for articles published between 2020 and 2025. It is recommended to add the PRISMA method with an explanation of the concept of systematic review. The analysis was organized into four main themes: the concept of wellness services, determinants of patient satisfaction, the relationship between satisfaction and loyalty, and organizational leadership factors. The findings indicate that service quality dimensions, such as communication, responsiveness, and facility comfort, play a crucial role in shaping patient satisfaction, with satisfaction acting as a mediator between patient experience and loyalty. In addition, leadership support, organizational culture, and patient engagement are essential for the sustainability of wellness programs. Evidence from Indonesia supports global trends, showing that the SERVQUAL dimensions of tangibility, responsiveness, and empathy significantly influence patient satisfaction and loyalty. In conclusion, comprehensive wellness service management strategies provide an effective framework for enhancing patient satisfaction, fostering loyalty, and improving hospital competitiveness.

Keywords: wellness service management, patient satisfaction, patient loyalty, hospital services.

INTRODUCTION

The paradigm shift in healthcare from curative care to preventive and wellness care has encouraged hospitals to expand their functions, not only as places for healing diseases but also as centers for maintaining and improving patients' quality of life. The concept of wellness services, which includes health promotion, lifestyle management, and psychosocial support, has now become an important strategy in improving the competitiveness of hospitals amid the public's need for holistic healthcare services (Bramasta & Keni, 2024).

Patient satisfaction is a key indicator of hospital service quality and a determining factor in patient loyalty. Research at Advent Hospital in North Sulawesi found that the SERVQUAL dimensions, tangibility, reliability, responsiveness, assurance, and empathy, have a significant effect on patient satisfaction and loyalty (Kesehatan Masyarakat et al., 2024). Similar results were also reported at Muhammadiyah Hospital in Bandung, where service quality and patient experience had a positive effect on patient loyalty through increased trust (Rachmatillah, 2025).

In the post-COVID-19 pandemic context, hospitals face new challenges in maintaining patient trust due to changes in service patterns, resource constraints, and increased expectations regarding safety and comfort. A study at Siloam Hospital Manado shows that service quality, brand image, and communication are the dominant factors influencing patient satisfaction and loyalty (Toreh et al., 2024). Similarly, research at K Referral Center Hospital Semarang confirms that the tangible, responsiveness, and reliability dimensions of service are significantly correlated with inpatient satisfaction (Suniyadewi et al., 2024).

Thus, strengthening wellness service management strategies is considered crucial in efforts to improve patient satisfaction and loyalty to hospitals. This is important not only to maintain competitiveness but also as a form of the hospital's commitment to providing value-based care and sustainability.

METHODS

This article uses a literature review approach to identify and analyze research related to wellness service management strategies in hospitals and their relationship to patient satisfaction and loyalty. The literature was searched through international databases such as PubMed, ScienceDirect, and Google Scholar, as well as national databases such as Garuda. The keywords used include “wellness service management,” “patient satisfaction,” “patient loyalty,” and “hospital.”

It is recommended to add the PRISMA method with an explanation of the concept of systematic review. The inclusion criteria were articles published in the last 5 years (2020–2025), written in English or Indonesian, empirical or review-based, and focused on hospital services. Meanwhile, articles that were not relevant to the context of health services or were not fully accessible were excluded. This approach follows the general practice of scoping reviews, which recommend systematizing literature search and selection to improve the validity of findings (Allan et al., 2023)

The analysis was conducted by categorizing the findings into several main themes, namely: (1) the concept of wellness services in hospitals, (2) determinants of patient satisfaction, (3) the relationship between satisfaction and loyalty, and (4) organizational and leadership factors in the implementation of wellness services. The analysis process followed the principles of narrative synthesis, which allows for the integration of evidence from various study designs (Ferreira et al., 2023).

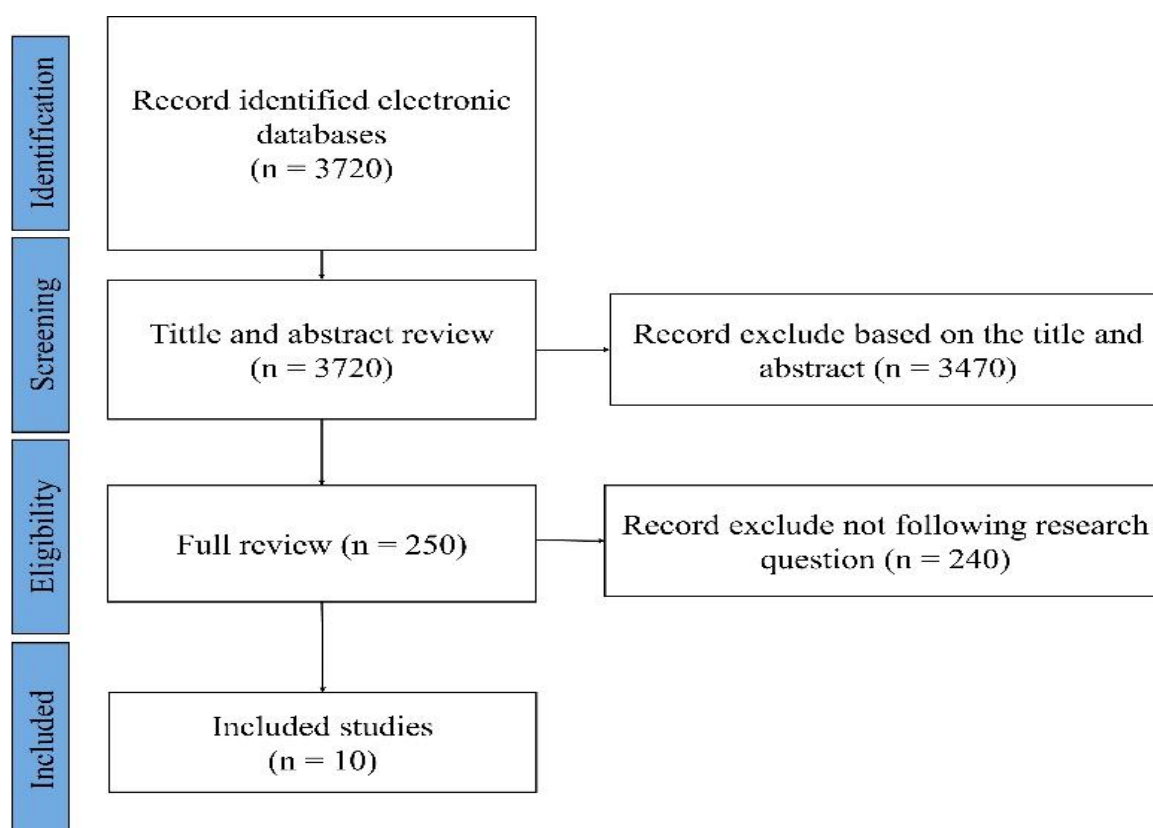


Figure 1. PRISMA flowchart of identified studies.

RESULT AND DISCUSSION

Based on our literature search in Figure 1, ten studies were included for our analysis. Based on our review of the literature, it shows that wellness service management strategies in hospitals contribute significantly to increased patient satisfaction. Systematic studies conducted in various countries have found that service quality dimensions such as communication, responsiveness, and facility comfort are key factors that shape patient satisfaction, especially in wellness-based promotive and preventive services (Ferreira et al., 2023). These findings reinforce the importance of integrating wellness services into hospital quality standards to ensure a positive patient experience.

In addition to satisfaction, the literature also confirms the close relationship between patient experience, satisfaction, and loyalty. A study at Darmo Hospital, for example, shows that patient experience has a direct influence on loyalty with satisfaction as a mediator, meaning that an improved wellness experience will strengthen patients' intention to return and recommend hospital services (Sugeng & Achmadi, 2023). This confirms that wellness programs are not only clinically beneficial but also impact the sustainability of hospital business.

Leadership and organizational culture factors were also found to be crucial components in the success of wellness programs. Allan et al. (2023) emphasized that supportive leadership and a healthy work culture are the foundation for creating an environment conducive to the implementation of sustainable wellness services. This approach confirms that management strategies should not only focus on patients but also on the well-being of healthcare workers and organizational structures.

On the other hand, recent evidence also highlights the importance of patient engagement in improving satisfaction. Hung et al. (2025) show that interventions that prioritize the patient experience, such as improving communication, education, and active participation in decision-making, have been proven effective in increasing patient satisfaction and loyalty scores.

Evidence in Indonesia supports this global trend. Lasol et al. (2025) found that the SERVQUAL dimensions, particularly tangibles (facilities), responsiveness, and empathy, are the most influential factors on patient satisfaction, which in turn strengthens their loyalty to the hospital. This shows that wellness management strategies can be adapted contextually to the needs of Indonesian patients.

Overall, the literature from the past five years consistently shows that comprehensive wellness service management—encompassing service quality improvement, visionary leadership, patient engagement, and contextual adaptation—is an effective strategy for enhancing both patient satisfaction and loyalty in hospitals.

CONCLUSION

Wellness service management strategies in hospitals have been proven to increase patient satisfaction and loyalty. Service quality, including communication, facility comfort, and responsiveness, are key determinants of satisfaction. Patient satisfaction also acts as a mediator between patient experience and loyalty, so that improving the wellness experience strengthens the relationship between patients and hospitals. The success of wellness programs is greatly influenced by visionary leadership and an organizational culture that supports sustainable implementation. Local evidence confirms that the SERVQUAL dimensions tangibility, responsiveness, and empathy enhance patient satisfaction and loyalty in the Indonesian context. This comprehensive strategy is key to creating an excellent patient experience while strengthening the hospital's competitiveness.

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