ANALYZING THE SERVICE QUALITY OF SILOAM HOSPITAL MANADO USING IMPORTANCE AND PERFORMANCE ANALYSIS (IPA)

ANALISIS KUALITAS LAYANAN RUMAH SAKIT SILOAM MANADO MENGGUNAKAN ANALISA TINGKAT KEPENTINGAN DAN KINERJA

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Abstract: Hospital plays an important role in preventing disease and providing rehabilitation service to people. In current rapidly growing consumer-oriented health industry, quality has become the integral part. To meet the demand for world-class medical services by a growing Indonesian middle class as well as the demand from the introduction of the national health-care plan, private hospital is rapidly increasing the numbers of hospitals and broadening the service it offers. This research aims to analyze the service quality of Siloam Hospital Manado. The type of this research is a quantitative descriptive research. The Imporance Performance Analysis (IPA) was used in this research. The sample of this research is 100 respondents who already experience the service quality of Siloam Hospital Manado. The sample was taken by Purposive Sampling. This research suggests that Siloam Hospital needs to improve their performance and giving the best services for consumer. By doing so, it is hoped that their consumers will be satisfied and will be their loyal customers.

Keywords: Service Quality, Importance Performance Analysis, Health-Care Industry, Hospital

Abstrak: *Rumah Sakit memainkan peran penting dalam mencegah penyakit dan memberikan pelayanan rehabilitasi kepada orang-orang. Industri kesehatan beriorientasi kepada konsumen yang saat ini berkembang pesat, kualitas menjadi bagian tak terpisahkan. Memenuhi permintaan pelayanan medis kelas dunia dengan pertumbuhan kelas menengah Indonesia sesuai permintaan awal perawatan kesehatan nasional, rumah sakit swasta meningkatkan jumlahnya dan memperluas pelayanan. Penelitian ini bertujuan untuk menganalisa kualitas layanan dari Rumah Sakit Siloam Manado. Menggunakan analisa tingkat kepentingan dan kinerja. Penelitian deskriptif Kuantitatif dengan menggunakan metode Importance and Performance Analaysis. Sampel diambil sebanyak 100 responden yang telah memiliki pengalaman dengan kualitas layanan dari Rumah Sakit Siloam Manado dan menggunakan Purposive Sampling. Penelitian ini menunjukkan bahwa Rumah Sakit Siloam perlu mengembangkan kinerja layanan dan memberikan pelayanan yang terbaik untuk konsumen agar menjadi pelanggan setia Rumah Sakit Siloam.*

Kata kunci: Kualitas Pelayanan, Importance Performance Analysis, Industri Kesehatan, Rumah Sakit

INTRODUCTION

Research Background

Since the history of mankind, health is the general state of a person in all aspects. It is also a stage of functional or metabolic efficiency of an organism. People are able to do their health in good condition. The Constitution of WHO (1946) defined "health" as "a state of complete physical, social and mental well-being, and not merely the absence of disease or infirmity". People named and known a place that could cure their disease and provide the rehabilitation service, the Hospital.

Hospital plays an important role in preventing disease and providing rehabilitation service to people. In current rapidly growing consumer-oriented health industry, quality has become the integral part. Without providing quality services, no business can survive. This is also the key point to the health-care industry nowadays. Service quality works as a suspension bridge, which hangs within consumer and organization, and thus, shows the valuable exchange among them.

To meet the demand for world-class medical services by a growing Indonesian middle class as well as the demand from the introduction of the national health-care plan, private hospital is rapidly increasing the numbers of hospitals and broadening the service it offers.

North Sulawesi is a province of Indonesia. The province's capital and largest city with a high population is Manado. Manado currently own many hospitals, but only 3 private general hospital in Manado such as Siloam Hospital, Pancaran Kasih Hospital, and Advent Hospital. These 3 hospitals have good services, but to handle the critical illness with the availability of adequate tools is Siloam Hospital. Siloam Hospital present to lead and reach out, also serve all society, and create a critical health service accessibility to international quality expertise. In order to determine the level of customer satisfaction measurement, the Importance Performance Analysis (IPA) is employed. This analysis could find the achievement and the services that need to be maintained and improved by Siloam Hospital Manado.

Research Objective

The purpose of this research is to analyze the service quality of Siloam Hospital Manado by using Importance Performance Analysis (IPA).

THEORETICAL FRAMEWORK

Marketing

Marketing is divided by the term reveals one term as follows: "The most important aspect in the world of business is marketing. This is because marketing deals with identifying and meeting social needs of man and the surrounding environment" (Kotler, 2009). Kotler *et al* (2009) defined "Marketing is all about the entity goods, services, experiences, events, people, places, properties, organizations, information and ideas".

Service

The service is an important part, especially in the field of education. The importance of education service aims to balance the impact of technological advances. Kotler (2009) stated that: "Any act or performance that one party can offer to another, which is essentially intangible and does not result in any ownership". Kotler (2003) quoted by Mohammad and Alhamdani (2011): "Services like any behavior or action based on the contact between the two parties: the provider and the recipient, and the essence of a reciprocal process is intangible".

Service Quality

A business organization procedures goods and services are to meet customer's needs. Quality has become a major factor in a customer's choice of products and services. Kotler and Keller (2009) defined, Quality is the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. Parasuraman (1988), quoted by Mohammad and Alhamdani (2011), that in order to determine that service quality standards or dimensions can be seen from the following criteria: Tangible, Reliability, Responsiveness, Assurance, and Empathy.

Customer Satisfaction
Person's feelings of pleasure/disappointment due to a comparison of a product perceived performance with his/her expectations. High satisfaction happens when perceived performance exceeds expectations. Successful companies raise expectations and deliver performances. Kotler and Keller (2009) stated that "Whether the buyer is satisfied after purchase depends on the offer's performance in relation to the buyer's expectations. In general, satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to him or her expectations. Customer satisfaction is the individual's perception of the performance of the product or service in relation to him or her expectations".

Service Quality in The Health-Care Industry
Suki *et al* (2011) define "In the health-care industry, different hospitals provide the same type of services but, they do not provide the same quality of services". Grönroos (1984) write that, "The quality of services, both technical and functional is a key ingredient in the success of the service organizations".

Technical quality is concerning what the customers acquire; functional quality is concerning how they get in. Similarly, Lam (1977) noted that technical quality has falls short of being a truly useful measure for describing how patients evaluate the quality of a hospital service encounter.

Previous Research
Caha (2007) research with title "*Service Quality in Private Hospitals in Turkey*". This research measures that the customer satisfaction plays important role in the competition among private hospitals. The number of questionnaires spread to the Hospital customers are 100 respondents by using a dynamic model in determining quality of hospital and the consumer satisfaction. As a result, this study indicates that satisfaction of the patients seem to be the most important factor for the private health-care providers.

Nyandoro (2012) research with the title "*Service Quality and Patient Satisfaction in Private Hospitals: A Case of a Private Hospital in Pretoria*". This study focuses on the service quality factors related to private hospitals, as means of attaining competitive advantage. The study has confirmed that patient's perceptions are an important measure in influencing their satisfaction in a private hospital. The research established that all the five service quality dimensions of service quality are utilised by the patients to evaluate the quality of service rendered by the private hospital.

Bisschoff, Clapton (2014) research with title "*Measuring Customer Service in a Private Hospital*". This research determining the current standard of service quality management, identifying the gap between the value and the satisfaction of the service quality dimensions, as well as the influence of gender on the perception of service quality. As a result, hospital need to constantly analyze the level of satisfaction their patients experience with the service quality and implement corrective actions to address concerns.

Conceptual Framework

Figure 2.1. Conceptual Framework
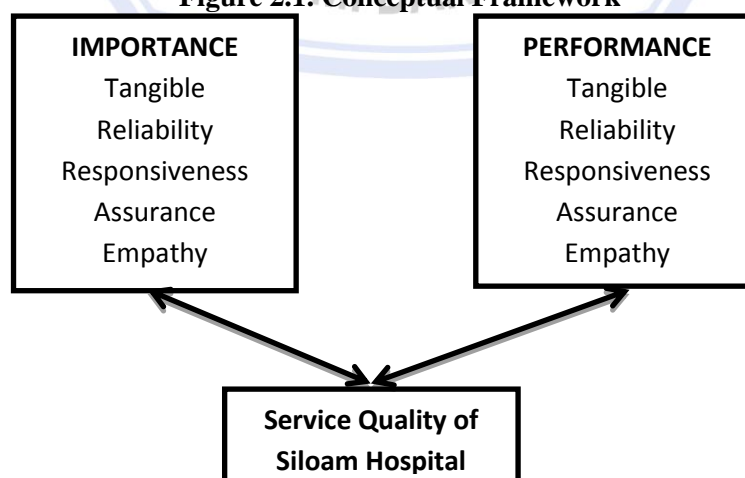
Source: Data Prrocessed, 2016

RESEARCH METHOD

Type of Research

This research is descriptive study with a quantitative approach. Descriptive in this study means that the researcher tries to describe and explain about the service quality of Siloam Hospital Manado using Importance Performance Analysis (IPA).

Place and Time of Research

The place of this research will be conducted in Manado. The research started from August to September 2016.

Research Procedures

- a. Determination factors
- b. List indicators in questionnaire
- c. Survey by questionnaires
- d. Collecting questionnaires
- e. Tabulation and data processing
- f. Analyze level of satisfaction and priority handling
- g. IPA chart
- h. Evaluate correspondent factors in quadrant

Population and Sample

Sekaran (2010) define that population is "the entire group of people, events, of things of interest that the researcher wishes to investigate". Sekaran and Bougie (2010) noted that, all elements in the population are considered and each element has an equal chance of being chosen as the subject. The population in this research are the consumers/patients of Siloam Hospital Manado. The sample of this research is 100 people who experience the service of Siloam Hospital Manado using purposive sampling.

Data Collection Method

The source of data used in this research are taken from primary and secondary data. Hoz and Boejie (2005) explained that primary data is original data collected for a specific research goal. The primary data of this study gets from the results of questionnaires. According to Hoz and Boejie (2005), secondary data is data originally collected for a different purpose and for another research question. The secondary data collected in varied of sources and the sources are books, journals, articles, thesis, and websites.

Operational Definition of Research Variable

1. **Tangible** Representiing the service physically.
2. **Reliability** Delivering promised servicce dependably and accurately.
3. **Responsiveness** Being willing to help customer and provide prompt service.
4. **Assurance** Employee knowledge and courtesy and the ability of the firm and its employee to inspire trust and confidence.
5. **Empahy** Ease of doing relationships, good communication personalized attention, and understanding of customer needs.

Data Analysis Method

Validity and Reliabiliy

Analyze the validity of questionnaire, Pearson Product Moment was used. An instrument measure is valid if the instrument measure what ought to be measured. If probabiility of correlation is less than 0.05 (5%) then the research instrument is considered valid. Reliability test is established by testing for both consisency and stability of the answer of questions. The reliability test in this research used Alpha Cronbach. If Alpha is less han 0.6 then it is unreliable.

Importance Performance Analysis (IPA)

The Importance Performance Analysis (IPA) framework was introduced by (Martilla and James, 1977) in marketing research in order to assist in understanding customer satisfaction as a function of both expectations

concerning the significant attributes and judgments about their performance. Importance and Performance Analysis (IPA) according to Supranto (2001) is "a method for analyzing the level of satisfaction with the performance of a company based on the result of the assessment and valuation of the appearance of work will produce a calculation about the level of the implementation in a company". The data are then mapped into four quadrants (Bacon, 2003; Martilla and James, 1997)
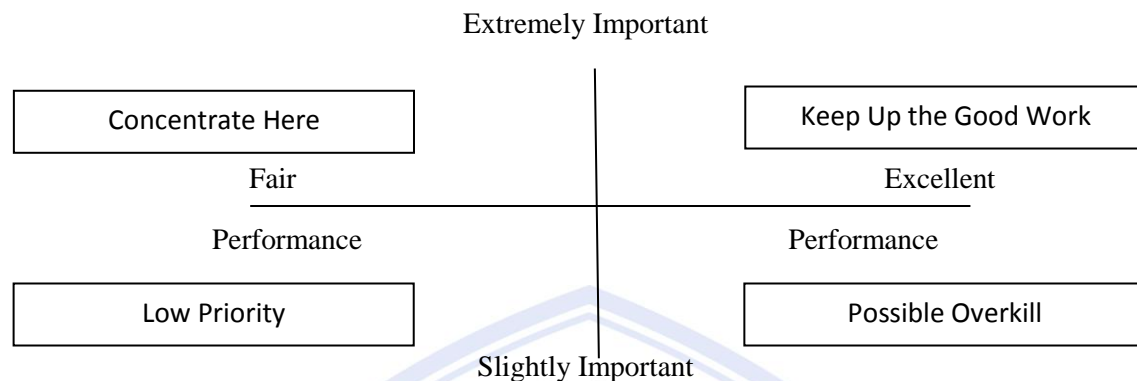
Extremely Important

Concentrate Here	Keep Up the Good Work
Fair	Excellent
Performance	Performance
Low Priority	Possible Overkill

Slightly Important

Figure 1. Importance Performance Analysis Framework
Source: Martilla And James (1977)

Quadrant I : Indicating the existing systems require urgent corrective action and thus should be given top priority.

Quadrant II : Indicates that existing system, have strengths and should continue being maintained.

Quadrant III : At this quadrant there are factors that are considered to have the level of perception or the actual performance is low and not too important or less expected by consumers so that companies do not need to prioritize or give more attention to these factors.

Quadrant IV : Suggest insignificant strengths and a possibility that the resources invested may better be diverted elsewhere.

RESULT AND DISCUSSION

Validity and Reliability Result

The result of reliability test shows that Alpha Cronbach is 0.937 which is above the acceptance limit of 0.6. therefore, the research insturment is reliable. Total attributes are 20, however each attribute consists of 2 questions resulting number of items of 40. By comparing correlation index in Pearson Product Moment with significance level of 5% it can be seen whether research instruments are valid or not. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid. The result of validity test shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore, the data is considered valid.

Importance-Performance Analysis Result
Table 1. Attributes, Importance Mean, Performance Mean, Quadrant

Service Quality Attributes	Importance Mean (Y)	Performance Mean (X)	Quadrant
Hospital Equipment	4.16	3.48	III
Building Condition	4.39	3.98	II
Room and Facilities Availability	4.42	3.80	I
Employees Appearance	4.34	3.70	I
Reliable and Appropriate Service	4.31	3.78	I
Administration Process	4.12	3.71	III
Ability to Provide Service	4.24	3.74	III
Reasonableness of Costs	4.19	3.67	III
Willingness to Assist Customers	4.16	3.77	III
Ability to Resolve Customer or Patient Problems	4.13	3.70	III
Service Meets Customer or Patient Expectations	4.23	3.75	III
Serve Rapidity	3.97	3.57	III
Trustworthiness of Employees	4.25	3.96	II
Patients or Visitors Safety	4.32	4.00	II
Security Guarantees of Environment	4.39	3.85	II
Professionalism of Employees	4.35	3.99	II
Understanding Special Needs of Customers or Patients	4.17	3.81	IV
Personalized Attention from Employees	4.25	3.80	-
Ease Communication	4.26	4.01	II
Same Service to Patients or Visitors	4.27	3.85	II
AVERAGE	4.25	3.80	

Source: Data Processed, 2016

Table 4.3 shows that the importance of Room and Facilities Availability have the highest mean (y=4.42) followed by Building Condition (y=4.39), Security Guarantees of Environment (y=4.39), Professionalism of Employees (y=4.35), Employees Appearance (y=4.34), Patients or Visitors Safety (y=4.32), Reliable and Appropriate Service (y=4.31), Same Service to Patients or Visitors (y=4.27), Ease Communication (y=4.26), Trustworthiness of Employees (y=4.25), Personalized Attention from Employees (y=4.25), Ability to Provide Service (y=4.24), Service Meets Customer or Patient Expectations (y=4.23), Reasonableness of Costs (y=4.19), Understanding Special Needs of Customers or Patients (y=4.17), Hospital Equipment (y=4.16), Willingness to Assist Customers (y=4.16), Ability to Resolve Customer or Patient Problems (y=4.13), Administration Process (y=4.12) and Serve Rapidity have the lowest mean of importance (y=3.97). Meanwhile, the performance of Ease Communication have the highest mean (x=4.01) followed by Patients or Visitors Safety (x=4.00), Professionalism of Employees (x=3.99), Building Condition (x=3.98), Trustworthiness of Employees (x=3.96), Security Guarantees of Environment (x=3.85), Same Service to Patients or Visitors (x=3.85), Understanding Special Needs of Customers or Patients (x=3.81), Room and Facilities Availability (x=3.80), Personalized Attention from Employees (x=3.80), Reliable and Appropriate Service (x=3.78), Willingness to Assist Customers (x=3.77), Service Meets Customer or Patient Expectations (x=3.75), Ability to Provide Service (x=3.74), Administration Process (x=3.71), Employees Appearance (x=3.70), Ability to Resolve Customer or Patient Problems (x=3.70), Reasonableness of Costs (x=3.67), Serve Rapidity (x=3.57) and Hospital Equipment (x=3.48). As the result, Room and Facilities Availability is in the highest value for importance. On the other hand, Ease Communication is in the highest value for performance. It means the room and facilities availability was considered important toward customers and the ease communication evaluated affordable from the perception of the customers of Siloam Hospital Manado.

After getting the point of in the quadrant division axis where, x=3.80 and y=4.25, the next step is to plot the point (x and y) of each attribute into Cartesians graph as shown in Figure 4.3.
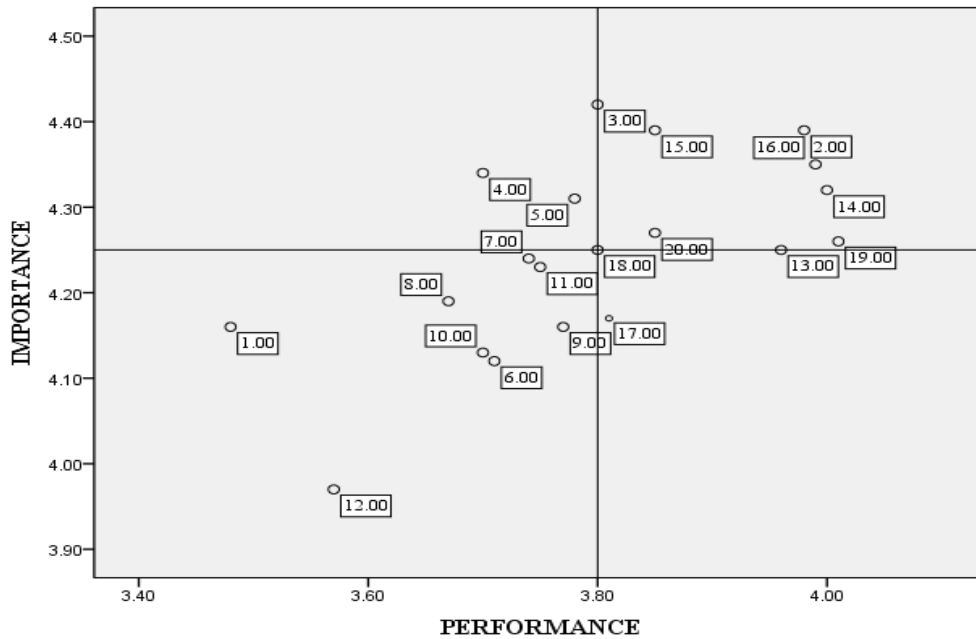
Figure 2. Data Plottibg of Service Quality Attributes
Source: SPSS Output, 2016

Where:

1-Hospital Equipment
2-Building Condition
3-Room and Facilities Availability
4-Employees Appearance
5-Reliable and Appropriate Service
6-Administration Process
7-Ability to Provide Service
8-Reasonableness of Costs
9-Willingness to Assist Customers
10-Ability to Resolve Customer or Patient
   Problems

Service Meets Customer or Patient
Expectations-11
Serve Rapidity-12
Trustworthiness of Employees-13
Patients or Visitors Safety-14
Security Guarantees of Environment-15
Professionalism of Employees-16
Understanding Special Needs of
Customers or Patients-17
Personalized Attention
from Employees-18
Ease Communication-19
Same Service to Patients or Visitors-20

Figure 2 shows that employees appearance, reliable and appropriate service, room and facilities availability are located in quadrant I. It means employees appearance, reliable and appropriate service, room and facilities availability attributes were perceived to be very important to customers of Siloam Hospital, but the performance levels are fairly low. This suggests that improvement efforts should be concentrated here.

Building condition, trustworthiness of employees, patients or visitors safety, security guarantees of environment, professionalism of employees, ease communication and same service to patients or visitors are located in quadrant II. That seven attributes were perceived to be very important to customers and at the same time, Siloam Hospital have a high level of performance in performing those attributes. In other words, Siloam Hospital is perceived to be very good in their building condition, trustworthiness of employees, patients or visitors safety, security guarantees of environment, professionalism of employees, ease communication and same service to patients or visitors. As all the aspects in this attributes are necessary for customers, the message here is to keep up the good work.

Hospital equipment, administration process, ability to provide service, reasonableness of costs, willingness to assist customers, ability to resolve customer or patient problems, service meets customer or patient expectations and serve rapidity are located in quadrant III. That eight attributes were assessed as low priority. It means that those attributes are not really important to the customers and at the same time, those attributes have low performance level. Therefore, Siloam Hospital should not be overly concerned, since the attributes were not perceived to be very important.

Understanding special needs of customers or patients is located in quadrant IV. In this quadrant, the attributes are not really important to customers, but the performance of Siloam Hospital is relativity high. The customers of Siloam Hospital satisfied with the performance of employee, but Siloam Hospital should consider present efforts on the attributes of this quadrant as being unnecessary to customers.

Discussion

This research attempts to answer the problem statements as has been expounded earlier in this thesis. The result shows that Room and Facilities Availability is very important to customers compared with others attributes. It then followed by Building Condition, Security Guarantees of Environment, Professionalism of Employees, Employees Appearance, Patients or Visitors Safety, Reliable and Appropriate Service, Same Service to Patients or Visitors, Ease Communication, Trustworthiness of Employees and Personalized Attention from Employees are relatively important to customers. After that, Ability to Provide Service, Service Meets Customer or Patient Expectations, Reasonableness of Costs, Understanding Special Needs of Customers or Patients, Hospital Equipment, Willingness to Assist Customers, Ability to Resolve Customer or Patient Problems, Administration Process are below the average level of importance for customers. Finally, Serve Rapidity which is on the lowest level of importance for customers of Siloam Hospital based on the data plotting. While in terms of performance, Ease Communication in the highest performance level followed by Patients or Visitors Safety, Professionalism of Employees, Building Condition, Trustworthiness of Employees, Security Guarantees of Environment, Same Service to Patients or Visitors, Understanding Special Needs of Customers or Patients, Room and Facilities Availability, Personalized Attention from Employees are above the average level of performance. After that, Reliable and Appropriate Service, Willingness to Assist Customers, Service Meets Customer or Patient Expectations, Ability to Provide Service, Administration Process, Employees Appearance, Ability to Resolve Customer or Patient Problems, Reasonableness of Costs, Serve Rapidity are below the average level of performance and the last Hospital Equipment is the lowest level of performance in Siloam Hospital Customer's point of view. Based on the recap data from questionnaires and the importance-performance analysis, Service Quality Attributes are able to be analyzed.

Tangibles, The most important to customer is the room and facilities availability. Room and Facilities Availability and Employees Appearance are located in quadrant I. Room and Facilities Availability, it is very important according to the customer because it is related to the comfortable of customers in the hospital, but have fairly low level of performance. Customer perceived that room and facilities availability does not good. The second attributes in quadrant I is Employees Appearance. It is perceived to be very important to the customer because the appearance of employee is one of the factors that supporting the customer to satisfy with the service, but the customer perceived the performance of this attribute in the low level in other word the employee not satisfy customer and the employee did not handle the visitor properly. It is followed by Building Condition is located in quadrant II considered important to customer. The customer wants hospital to have a good and proper building. And the customer find that siloam hospital have good atmosphere inside the building. And for Hospital Equipment is located in quadrant III. It means that supporting facilities like room signs are available but customer find that the equipment of hospital in low level and perceived this attribute is not too important for them.

Reliability, Reliable and Appropriate Service is located in quadrant I, it is important for customers because it is related to customers health, but have fairly low level of performance. Customer perceived that the reliable and appropriate service in Siloam Hospital does not perform well. However, it is important for customer to get service as fast as possible. Furthermore, Administration Process is located in quadrant III, it means that the administration process is fast but is not important to customer. Ability to provide service is the second attributes that place in quadrant III, means the employees deliver good communication to customers but it is not too important to customer. The last attributes that located in quadrant III is Reasonableness of costs means the price is affordable appropriate with the service quality but customer perceived this attribute does not affordable and not really important to customers.

Responsiveness, Willingness to Assist Customers is located in quadrant III, these elements does not give good services to customers. Consumer perceived this attribute not too important. The second attribute that located in quadrant III is Ability to resolve customer or patient problems. It means customer does not get the good assist to solve the problems, but it is not important for customers. Service meets customer or patient expectations is located in quadrant III, it means siloam hospital does not give best service to customers as they needed but it is not too important for customers. And the last attributes that located in quadrant III is Serve

rapidity means the time in serve the customers does not on time, but customer perceived it is nit too important to them.

Assurance, every element is located in quadrant II, which means it is important and the performance is relatively high. Trustworthiness of Employees is important and has high performance for customer of Siloam Hospital. The customers considered it important and the employee perform well in getting customer's trust to serve them. Patient or Visitors Safety is very important and have high performance for customer of Siloam Hospital. The customers feel comfort when they are in hospital. Security Guarantees of Environment is very important and have high performance for customer of Siloam Hospital. The customers feel secure when they are in hospital. It is important for customer and Siloam Hospital to do well in performing their service. Professionalism of Employees is also important and has high performance for customer of Siloam Hospital. It is considered important to customer because if the service provided by the professional employee, customer does not need to be worried about the quality of hospital.

Empathy, Understanding Special Needs of Customers or Patients is located in quadrant IV, it is considered not important but have high performance for customer of Siloam Hospital. Siloam Hospital performs well in understanding special needs of customers or patients, but customer thought it is not important for them. For, Personalized Attention from Employees, this attribute has no relation with any quadrant. This attribute is balanced. And for Ease Communication is located in quadrant II, it means the employees delivering communication with understandable language. And the last that located in quadrant II is Same Service to Patients or Visitors, it is important and the performance level is relatively high. It is very important to customer and Siloam Hospital performs well in providing the service.

The result of this research shows that the importance higher than performance. The perception of the customer is hgiher than their expectation. So, service quality has a big influence to the customer satisfaction. The hospital need to evaluate more about their service quality, which attributes of service quality is the most important to customer and how is the hospital performance in that attributes.

CONCLUSION AND RECOMMENDATION

Conclusions

The conclusions drawn from this research are as follows:

1. According to customers of Siloam Hospital, room and facilities availability, employees appearance, reliable and appropriate service are very important but the performance level is in below average. It means Siloam Hospital needs to pay attention to these elements.
2. According to customer of Siloam Hospital, building condition, trustworthiness of employees, patients or visitors safety, security guarantees of environment, professionalism of employees, ease communication, and same service to patients or visitors are important. These elements are also in the high level of performance. It means they have already performed well in delivering these elements.
3. According to customer of Siloam Hospital, hospital equipment, administration process, ability to provide service, reasonableness of costs, willingness to assist customers, ability to resolve customer or patient problems, service meets customer or patient expectations and serve rapidity are the lowest compared to others, because they have low importance and low performance. It means that these elements are not important to customer and the performance of Siloam Hospital is below average.
4. According to customer of Siloam Hospital, understanding special needs of customers or patients is not so important, however the performance of employee is relatively high. It means that understanding special needs of customers or patients is unnecessary for customer. However, the employee performs well in delivering this element.

Recommendations

Some recommendations are considered important to address those results. They are as follows:

1. Room and facilities availability, employees appearance, reliable and appropriate service are in quadrant I. It means that Siloam Hospital needs to emphasize the elements. It was perceived to be very important to customer but the performance level still low. Siloam Hospital needs to provide the faster service than current service.
2. Siloam Hospital needs to keep up the good work in building condition, trustworthiness of employees, patients or visitors safety, security guarantees of environment, professionalism of employees, ease communication, and same service to patients or visitors. Siloam Hospital already performed well in

delivering those services and they need to maintain their service. It is hoped that by maintaining such well performances, the customer will be satisfied and will be their loyal customers.

3. Hospital equipment, administration process, ability to provide service, reasonableness of costs, willingness to assist customers, ability to resolve customer or patient problems, service meets customer or patient expectations and serve rapidity are in quadrant III. They are considered as low priority. So, it is not so important for customer. Moreover, Siloam Hospital does not pay too much attention in delivering those services. However, based on observation conducted by researcher, Siloam Hospital needs to improve.

4. Understanding special needs of customers or patients is in quadrant IV. It means that this cell contains attributes of low importance, but the performance is very good. The customer thought it is unnecessary for them, so Siloam Hospital needs to think again what elements that they need to be more concerned. Because understanding special needs of customers or patients does not need to be worried about these element, but be more focus on giving the best service in hospital.

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