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## CUSTOMER RELATIONSHIP MANAGEMENT IN CORPORATE HOSPITALS WITH REFERENCE TO SELECT HOSPITALS IN CHENNAI CITY

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### ABSTRACT:

Healthcare industry is one of the evergreen sectors and depicts customer sensitivity rather than customer satisfaction. Customer Relationship Management is the priority of the modern environment of business, and it is considered as the central critical point of all marketing activities being given high priority by companies. Customer is the predominant determinant of the survival of any Organizations, companies or enterprise. Customer relationship management, which has over riding significance for any business, is no less significant for hospital services. Hospitals are the most important element in healthcare industry. Patients are the customers in hospitals, whose happiness is very important for effective CRM in hospitals. Therefore, to maintain the happiness of customers in hospitals the researcher proposes to study CRM in hospitals. CRM is signified by its customer centric business philosophy, culture to promote effective marketing, sales and service processes. The effective CRM depends on the level of customer satisfaction for which a customer is ready to pay a premium price for customized services. Among different type of organizations, hospitals play a critical role for their customers. In the hospital patients have played customer's role, but with different behaviors and attitudes. Patient's expectations in contrast of regular customers are quite high and deferent. This study is conducted by the researcher with an intention to find out the perception of the customers about the services provided by the corporate hospitals.

**KEYWORDS:** Customer Relationship Management (CRM), Hospital Relationship Management, Corporate Hospitals.

### INTRODUCTION:

The biggest challenge of recent days in marketing is relationship management with the customer who is the king of all businesses. In earlier days the customers were taken advantage to the maximum possible extent. But transformation has taken its form customer satisfaction to customer delight. The change in this scenario is due to economic liberalization, increasing competition, challenging customer choice, more emphasis on product quality, etc.. Customer demands have increased tremendously as much as their awareness has increased in all aspects of marketing. This is signified by the change from traditional marketing to modern marketing. Modern marketing deals with meeting the demands of the customers to the maximum possible extent in terms of product quality,



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product supremacy, product pricing etc. Customer Relationship Management is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the company and the customer.

## **CUSTOMER RELATIONSHIP MANAGEMENT (CRM) IN HOSPITALS**

Healthcare industry is one of the evergreen sectors and depicts customer sensitivity rather than customer satisfaction. Customer relationship management has over riding significance for any kind of business, is no less significant for hospital services. Hospitals are the most important element in healthcare industry. Patients are the customers in hospitals, whose happiness is very important for effective CRM in hospitals. Therefore, to maintain the happiness of customers in hospitals the researcher proposes to study CRM in hospitals. CRM is signified by its customer centric business philosophy, culture to promote effective marketing, sales and service processes. The effective CRM depends on the level of customer satisfaction for which a customer is ready to pay a premium price for customized services. A hospital plays a major role in restoring and maintaining the health of patients. The aspects not restricted to Care for injured and sick, and preventive health care are broad functions of a hospital. Services offered pertaining to hospitals falls under the scope of inpatient service, outpatient service and emergency services. Customer Relationship Management practices are patient-focused strategies that involve effective management of hospital interface and interaction with patients. The hospitals should maintain a high degree of transparency and accountability in their services, as only then patients will develop durable relationship with them. CRM practices are said to be effectively implemented by providing prompt responses to patients for appointments and admissions, dealing with patients and by showing courtesy to patients. Patient satisfaction can be ensured by having talented personnel by the hospitals to face the public. The true challenge of CRM is to increase customer loyalty thereby contributing to enhancement of business. CRM practices of hospitals have to be in alignment with the hospital vision, mission and culture in order for it to be executed with ease by its personnel. The effectiveness of CRM in hospitals is visible from its end to end execution of CRM practices embedded in the vision and mission of the hospitals. It is ultimately to improve, and enhance the customers' delight of the hospitals, that they strive for through uncompromising sincerity. CRM strategies also help hospitals to strengthen its relationship with its stakeholders like hospital employees, medical staff, patients and community at large. It is inevitable that all stakeholders of the hospitals be aware of the CRM practices embedded in Hospital vision and mission, in addition to giving an extensive training to its hospital staff, medical staff and the administrators. Educating on the significance of CRM is more important that actual implementation of CRM.

## **HOSPITAL RELATIONSHIP MANAGEMENT**

Management of hospitals becomes inevitable as the patients now a days are not ready to compromise on the services received. Managing includes proper planning, organizing, staffing, directing and controlling of the people and the functions in the hospitals so that effective services may be provided to the society as a whole. Hospitals are expected to serve the society with a service



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motto rather than being profit motivated. It hence becomes challenging to run the hospitals successfully while striving to provide excellent services to the society. Whatever be it If not united by proper relationship then it fails. Therefore relationship becomes inevitable in the hospitals in the following forms:

- a. Hospital personnel and patient relationship
- b. Doctor – patient relationship
- c. Nurse – Patient relationship
- d. Interdepartmental and intradepartmental relationship
- e. Relationship with superiors
- f. Relationship with peers
- g. Relationship between patients

At present the hospitals are moving to patient centric strategies which are more concerned about acquiring customers and retaining customers. A hospitals' success is dependant on its ability to provide service that far exceeds the patients' expectations. Patients' are more demanding in terms of ultimate satisfaction in whatever they get rather than having more choices with less satisfaction. The strength of hospital in maintaining effective relationship between its patients and hospital staffs ensures increase in the profitability of the hospitals. Enabling effective interaction between hospital staffs and its patients helps in developing healthy CRM practices for the hospitals. The researcher has made an attempt to study the CRM practices in corporate hospitals of Chennai city. This study was proposed to be done after doing a strong literature collection and its subsequent analysis. After identifying the gap the research was done and it has been discussed in this thesis elaborately.

## STATEMENT OF THE PROBLEM

In the liberalized economy corporate hospitals grow with much broader perspectives. Healthcare has become an indispensable area of study in the present scenario. Thus it is a challenge to the corporate hospitals to be competitive in offering services and developing relationships with their Service-seekers with a defined framework. It is reported that companies that adopted non-financial measures and then established a casual link between measures and financial outcomes, produced significantly higher returns on equity over a five years period than those that did not. This enables to determine whether implementation of CRM processes at different levels are associated with superior performance outcome and relationship building in corporate hospitals in Chennai. The outcomes relating to the effectiveness of the CRM practices based on the performance areas that ultimately affect the process are the focus of the study.

## OBJECTIVES OF THE STUDY

- To assess the Customers' Perception about Customer relationship management in corporate hospitals in Chennai City
- To study about the Customers' Satisfaction towards the services provided by the corporate hospitals.



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- To identify the predominant factors that influence the Customers' perception about corporate hospitals.

## **METHODOLOGY**

Primary data has been collected from the customers of the corporate hospitals in Chennai City. Secondary data is collected from various published and unpublished sources including Print Journals, e-journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Hospital Publications, etc. Convenience Sampling Method was adopted to collect the primary data. The respondents for the purpose of the study are selected at the convenience of the researcher and the samples. At the first instance, the total number of corporate hospitals in the city of Chennai has been taken into consideration to decide about the number of hospitals used for the purpose of study. 312 customers from best top five hospitals from Chennai city were chosen for the purpose of study owing to their sizes (number of beds), treatment facilities and preferences of customers. Questionnaire was used to collect primary data from the respondents. The questionnaire of the research consists of both optional type and statements in Likert's 5-point scale. The data collected from employees' survey constituted the primary source through questionnaires and information gathered through books, journals, magazines, reports, dailies constitute the secondary source. Exploratory Factor Analysis (EFA) is used in this thesis. Factor analysis is a branch of multivariate analysis that is concerned with the sharp internal relationship of a set of variables. The numerous variables used in a multi-item scale such as those utilized in the thesis, can be analyzed to note if those variables could be seen as approximately explaining a single factor (De Groot et al., 1982). EFA refers to the determination of the number of common factors necessary and sufficient to account for the inter correlations of a given set of variables. Structural equation modeling (SEM) is a statistical technique used for testing and estimating causal relations using a combination of statistical data.

## **DATA ANALYSIS AND INTERPRETATIONS**

Respondents availed the services of Corporate Hospitals in Chennai were selected for the study. Profile of the respondents has studied in terms of gender, age, marital status, education, occupation, monthly family income, family size and duration of visit. Table 1 displays the profile of the respondents.



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Table 1

## Profile of the respondents

Particulars	Classification	Number of Respondents	Percentage
<b>Gender</b>	Male	236	72.84
	Female	88	27.16
<b>Age</b>	21-30 years	37	11.42
	31-40 years	54	16.67
	41-50 years	144	44.44
	Above 50 years	89	27.47
<b>Marital Status</b>	Married	213	65.74
	Single	111	34.26
<b>Education</b>	School level	58	17.90
	Graduate	148	45.68
	Post graduate	75	23.15
	Others	43	13.27
<b>Occupation</b>	Government sector	54	17.31
	Private sector	143	45.83
	Business	53	16.99
	Home maker	48	15.38
	Others	14	4.49
<b>Monthly Family Income</b>	Below Rs. 0.5 Lakh	169	54.17
	Rs.1-1.5 Lakhs	75	24.04
	Rs.1 - 1.5 lakhs	21	6.73
	Above Rs.1.5 Lakhs	47	15.06
<b>Family size</b>	Up to 3	196	62.82
	4 and 5	68	21.79
	6 and above	48	15.38
<b>Duration of visit</b>	Up to 1 year	73	23.40
	1 - 4 years	184	58.97
	Above 4 years	55	17.63

Source: Computed from primary data.

It is observed that from Table, 72.84 per cent of the respondents are males and 27.16 per cent of the respondents are females. It is observed that more than three fifth of the selected respondents are men. 44.44 per cent of the respondents are in the age group of 41-50 years, whereas 27.47 per cent of the respondents belong to the category of above 50 years, another 11.42 per cent of the respondents are 31-40 years age group and 11.42 per cent of the respondents are in the age group of 21-30 years. It is observed that more than one third of the respondents are in the



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age group of 41-50 years. 65.74 per cent of the selected respondents were married and 34.26 per cent of the respondents are living as single. It is observed that more than half of the respondents were married. 45.68 per cent of the respondents are graduates, whereas 23.15 per cent of the respondents are post graduates, another 13.27 per cent of the respondents possess other educational qualification and 17.9 per cent of the respondents are possessing school level education. It is observed that more than four tenth of the respondents are possessing graduation as their educational qualification. 45.83 per cent of the respondents are working in Private sector, whereas 17.31 per cent of the respondents are employed in Government sector, another 16.99 per cent of the respondents are running their own business, 15.38 per cent of the respondents are home makers and 4.49 per cent of the respondents are engaged in other sectors. It is observed that more than three fifth of the respondents are working in Private sector. It is also observed that 54.17 per cent of the respondent's family monthly income ranges between Rs. 0.5 -1 Lakh, whereas 24.04 per cent of the respondent's family income is between Rs.1-1.5 Lakhs per month, another 15.06 per cent of the respondent's family income per month is more than Rs.1.5 lakhs and 24.04 per cent of the respondent's monthly family income is between Rs.1 - 1.5 lakhs. It is observed that most of the respondent's monthly family income ranges from Rs. 0.5 -1 Lakh. It observed from table that 62.82 of the respondents are living in a family of size up to 3, whereas 21.79 per cent of the respondents are living in the family of size 4 and 6 and 15.38 per cent of the respondents are living in a family of size 6 and above. It is observed that most of the respondents are living in a family of size up to 3. It is also observed that 58.97 per cent of the respondents are visiting the Corporate Hospitals for 1-4 years, whereas 23.40 per cent of the respondents are visiting less than one year and another 17.63 per cent of the respondents are visiting the Corporate Hospitals for more than 4 years. It is observed that most of the respondents are visiting Corporate Hospitals for 1-4 years.

## **EXPLORATORY FACTOR ANALYSIS FOR PREMISES / EMPLOYEES FACTOR**

Four variables of the Premises / Employees scale were factor analysed. The results of the KMO measure of sampling adequacy and Bartlett's test of sphericity indicates that application of factor analysis was appropriate for the data. The KMO measure of sampling adequacy was 0.88 and it was significant ( $p < .001$ ). The results of the factor analysis given in the Table 2 revealed a one-factor solution with Eigen value more than one explaining 64.31 per cent of the total variance. All the four variables loaded on the same factor, namely Premises /employees. The factor loadings ranged from 0.59 to 0.81. Further the variables have adequate communalities. Thus, all the four variables were retained as they revealed the various attributes of Premises /employees.



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**Table 2**

**Factor loading with Eigen values and total variance for Premises /employees**

Variable	Factor scores
The Hospital has state of the art technological equipment	0.75
The buildings, landscape and physical lay-out is visually appealing	0.59
The employees of the Hospital are professionally dressed	0.77
The booklets, pamphlets and statements contain all necessary information and is in keeping with the type of service that is provided	0.81
<b>Eigen value</b>	8.97
<b>Percentage of value</b>	64.31
<b>Cumulative percentage of variance</b>	64.31

Thus, on the basis of factor analysis, a single-factor solution for Premises/employees was identified and it is confirmed through Confirmatory factor analysis

### EXPLORATORY FACTOR ANALYSIS FOR DOCTORS' MEDICAL SERVICE FACTOR

Twelve variables of the Doctors' medical service scale are factor analysed. The results of the KMO measure of sampling adequacy and Bartlett's test of sphericity indicates that application of factor analysis is appropriate for the data. The KMO measure of sampling adequacy is 0.91 and it is significant ( $p < .001$ ). The results of the factor analysis given in the Table 3 revealed a one-factor solution with Eigen value more than one explaining 71.18 per cent of the total variance. All the twelve variables loaded in a same factor, namely Doctors' medical service. The factor loadings ranged from 0.55 to 0.82. Further the variables have adequate communalities. Thus, all the twelve variables are retained as they revealed the various attributes of Doctors' medical service.

**Table 3**

**Factor loading with Eigen values and total variance for Doctors' medical service**

Variable	Factor scores
Doctors are punctual at all times	0.79
The care provided by the doctors creates a safe environment	0.81
Doctors in the Hospital are very knowledgeable and able to answer questions satisfactory	0.55
A skilled doctor is available at all times during my Hospital stay and is aware of my specific case	0.75
Doctors in the Hospital listen to what I have to say	0.66
Doctors explain carefully what is required of me	0.67
Enough time is spent on me as a patient by the doctor	0.77
I am examined very carefully by doctors before my condition is determined	0.69
Doctors treat me with respect	0.64
All decisions regarding my medical care are discussed with me by my doctor	0.58



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The excellent reputation of the doctors proceeds them	0.82
Doctors in the Hospital are accredited with the highest degrees	0.71
<b>Eigen value</b>	<b>10.155</b>
<b>Percentage of value</b>	<b>71.18</b>
<b>Cumulative percentage of variance</b>	<b>71.18</b>

Thus, on the basis of factor analysis, a single-factor solution for Doctors' medical service factor is identified and it is confirmed through Confirmatory factor analysis..

## EXPLORATORY FACTOR ANALYSIS FOR DIAGNOSTICS FACTOR

Four variables of the Diagnostics were factor analysed. The results of the KMO measure of sampling adequacy and Bartlett's test of sphericity indicates that application of factor analysis was appropriate for the data. The KMO measure of sampling adequacy was 0.89 and it was significant ( $p < .001$ ). The results of the factor analysis given in the Table 4 revealed a one-factor solution with Eigen value more than one explaining 66.47 per cent of the total variance. All the four variables loaded on the same factor, namely Family life. The factor loadings ranged from 0.61 to 0.83. Further the variables have adequate communalities. Thus, all the four variables were retained as they revealed the various attributes of Diagnostics.

**Table 4**  
**Factor loading with Eigen values and total variance for Diagnostics**

Variable	Factor scores
Unnecessary diagnostical medical procedures are never ordered by the doctors in the Hospital	0.83
The laboratory and x-ray technicians in the Hospital are highly skilled	0.61
Laboratory tests as well as x-rays are done correctly the first time	0.75
Lab tests and x-rays are delivered punctually	0.69
<b>Eigen value</b>	<b>8.108</b>
<b>Percentage of value</b>	<b>66.47</b>
<b>Cumulative percentage of variance</b>	<b>66.47</b>

Thus, on the basis of factor analysis, a single-factor solution for Diagnostics factor was identified and it is confirmed through Confirmatory factor analysis (refer Anexure1, Figure3).

## EXPLORATORY FACTOR ANALYSIS FOR NURSING MEDICAL SERVICE FACTOR

Eight variables of the Nursing medical service are factor analysed. The results of the KMO measure of sampling adequacy and Bartlett's test of sphericity indicates that application of factor analysis is appropriate for the data. The KMO measure of sampling adequacy is 0.91 and it is significant ( $p < .001$ ). The results of factor analysis given in the Table 5 revealed a one-factor solution with Eigen value more than one explaining 70.66 per cent of the total variance. All the ten variables loaded on the same factor, namely Nursing medical service. The factor loadings ranged from 0.65 to 0.84. Further the variables have adequate communalities. Thus, all the ten variables are retained as they revealed the various attributes of Nursing medical service.





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**Table 5**  
**Factor loading with Eigen values and total variance for Nursing medical service**

Variable	Factor scores
The personal hygiene of nursing personnel are exceptional	0.76
The service provided by nursing personnel are skilful and knowledgeable at all times	0.71
Services (tests, procedures and medication) provided by nursing personnel are always on time	0.72
Nurses are empathetic	0.84
Nurses communicate clearly in an acceptable language	0.81
Response of nursing personnel is done in an acceptable time- span	0.65
I am provided with personal attention by the nurses in the Hospital	0.67
My specific needs are understood by nursing personnel	0.79
<b>Eigen value</b>	<b>7.832</b>
<b>Percentage of value</b>	<b>70.66</b>
<b>Cumulative percentage of variance</b>	<b>70.66</b>

Thus, on the basis of factor analysis, a single-factor solution for Nursing medical service is identified and it is confirmed through Confirmatory factor analysis (refer Anexure1, Figure 4).

## EXPLORATORY FACTOR ANALYSIS FOR ADMISSION FACTOR

Three variables of the Admissions were factor analysed. The results of the KMO measure of sampling adequacy and Bartlett's test of sphericity indicates that application of factor analysis was appropriate for the data. The KMO measure of sampling adequacy was 0.91 and it was significant ( $p < .001$ ). The results of the factor analysis given in the Table 6 revealed a one-factor solution with Eigen value more than one explaining 71.34 per cent of the total variance. All the three variables loaded on the same factor, namely Admissions. The factor loadings ranged from 0.63 to 0.82. Further the variables have adequate communalities. Thus, all the three variables were retained as they revealed the various attributes of Admissions.

**Table 6**  
**Factor loading with Eigen values and total variance for Admission factor**

Variable	Factor scores
The admission process is quick and efficient	0.82
Directions and schedules are provided by admission personnel	0.76
Admission personnel are friendly and helpful	0.63
<b>Eigen value</b>	<b>9.976</b>
<b>Percentage of value</b>	<b>71.34</b>
<b>Cumulative percentage of variance</b>	<b>71.34</b>

Thus, on the basis of factor analysis, a single-factor solution for Admissions factor was identified and it is confirmed through Confirmatory factor analysis.



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## EXPLORATORY FACTOR ANALYSIS FOR CRM INITIATION

Ten variables of CRM initiation are factor analyzed. The results of the KMO measure of sampling adequacy and Bartlett's test of sphericity indicates that application of factor analysis is appropriate for the data. The KMO measure of sampling adequacy is 0.92 and it is significant ( $p < .001$ ). The results of the factor analysis given in the Table 7 revealed a one-factor solution with Eigen value more than one explaining 70.89 per cent of the total variance. All the ten variables loaded on the same factor, namely CRM initiation. The factor loadings ranged from 0.57 to 0.81. Further the variables have adequate communalities. Thus, all the ten variables are retained as they revealed the various attributes of CRM initiation.

**Table 7**

**Factor loading with Eigen values and total variance for CRM initiation**

Variable	Factor scores
Patients are received with good enthusiasm by the Hospital staff	0.58
Hospital staff are kind enough to give the details of the treatment	0.65
Initial procedures in the Hospitals are transparent	0.73
The officials in the enquiry counter are able to direct patients to the right department	0.77
They clearly express the specialist to be consulted in the due course of time	0.71
Getting appointments with the doctors is easy and systematic	0.57
At the point of inception they are able to notify the initial tests	0.67
Fee structure is clearly explained	0.81
They maintain proper records in the office for further follow up	0.79
There is no harrowing experience of waiting for a long period of time	0.68
<b>Eigen value</b>	<b>8.832</b>
<b>Percentage of value</b>	<b>70.89</b>
<b>Cumulative percentage of variance</b>	<b>70.89</b>

Thus, on the basis of factor analysis, a single-factor solution for CRM initiation is identified and it is confirmed through Confirmatory factor analysis.

## MODEL FOR CUSTOMER RELATIONSHIP MANAGEMENT IN CORPORATE HOSPITALS

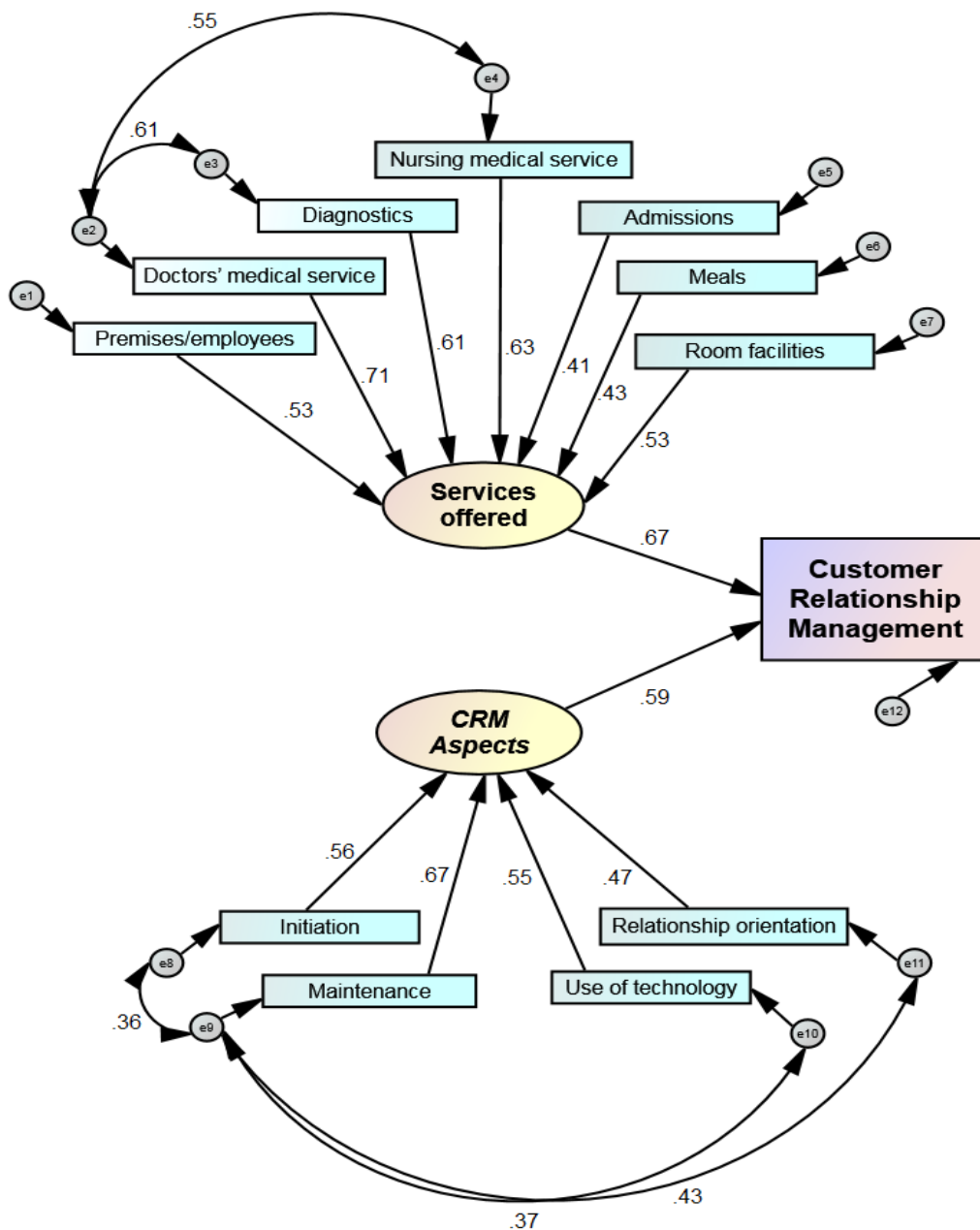
Structural equation modeling (SEM) is a statistical technique for testing and estimating causal relations using a combination of statistical data and qualitative causal assumptions. This definition of SEM was articulated by the geneticist Sewall Wright (1921), the economist Trygve Haavelmo (1943) and the cognitive scientist Herbert Simon (1953), and formally defined by Judea Pearl (2000) using a calculus of counterfactuals. Confirmatory modeling usually starts out with a hypothesis that gets represented in a causal model. The model is tested against the obtained measurement data to determine how well the model fits the data. With an initial theory SEM can be used inductively by specifying a corresponding model and using data to estimate the values of free parameters. When SEM is used purely for exploration, this is usually in the context of exploratory factor analysis as in



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psychometric design. A model was developed by using analysis of moment structure (AMOS 21.1). A model is fit to ensure the Customer Relationship Management in Corporate Hospitals in Chennai. In this model services offered (Premises/employees, Doctors' medical service, Diagnostics, Nursing medical service, Admissions, Meals, Room facilities) and CRM aspects (Initiation, Maintenance, Use of technology and Relationship orientation) are taken as observed variables (measured through variables and confirmed as factors). Services offered and CRM aspects are taken as unobserved variable. Services offered and CRM initiation are exogenous (independent) variables and Customer Relationship Management are endogenous (dependent) variables. e1, e2, e3, e4, e5, e6, e8, e9, e10, e11 and e12 are error terms (residuals) for observed and unobserved variables.

## THE MODEL FOR CUSTOMER RELATIONSHIP MANAGEMENT IN CORPORATE HOSPITALS





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**Table 8 - Model fit summary**

$\chi^2$	dof	$\chi^2/\text{dof}$	p-value	GFI	AGFI	RMSEA	ECVI
35.128	25	1.405	0.109	0.921	0.912	0.088	0.092

It is inferred from the table 8, the model fit Chi-square  $\chi^2/\text{dof} = 1.405$  and the model's p-value is 0.109 which is insignificant at 5% level, which shows that the null hypothesis "The model fitted for Customer Relationship Management in Corporate Hospitals in Chennai is good" is accepted. The goodness of fit index (GFI) is 0.921 of the model, shows reasonably good fit, and its adjusted goodness of fit index (AGFI) is 0.912. The Root Mean Square Error of Approximation (RMSEA) is 0.088, a smaller value indicates better model, and Expected Cross Validation Index (ECVI) is 0.092, which are within the acceptable range indicating a better model fit.

## FINDINGS

- Respondents are satisfied with the premises/employees in the Corporate Hospitals. They are more satisfied with the art technological equipment and the respondents are satisfied with the infrastructure and physical layout of the hospitals. The respondents expressed their satisfaction towards the dressing sense of the Hospitals employees and information provided through pamphlets.
- Respondents are satisfied with the Doctor's medical services. They expressed more satisfaction towards the time spent by the doctor to diagnosis the patient and the care taken by the doctors. It is also observed that Doctors knowledge, availability of skilled doctors at any time, Doctors patience towards listening the patient, careful examination of the patients, discussion with the patients about the treatment given to them and reputation of the doctors are the aspects that determine the satisfaction among the respondents towards Doctor's medical services.
- Respondents are satisfied with the diagnostics in Corporate Hospitals. The respondents agreed that no unnecessary medical procedures are ordered by the Doctors in the Hospital and lab test reports are delivered in time. It is also noted that the respondents are satisfied with the skilled laboratory technicians and the way their accuracy in doing the tests.
- Respondents are much satisfied with the personal hygiene of nurses and their needs are well understood by the nurses. It is noted that the respondents agreed that the nurses are skilful, knowledgeable and empathetic. The responses given by the nurses in understandable language and personal attention by the nurses bring satisfaction towards the nursing medical services in Corporate Hospitals.
- Respondents are satisfied about the admission procedures in Corporate Hospitals. It is observed that the respondents are satisfied with the directions and schedules provided by the admission personnel followed by quick and efficient process and friendly approach of admission personnel towards admission process in Corporate Hospitals.
- Respondents are satisfied about the CRM initiation in Corporate Hospitals. Consultant in due course of times, transparency in procedures, patients are received with good enthusiasm and



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explanation of fee structure clearly is the key aspects of CRM initiation. It is also observed that maintenance of records, Hospitals staff's kindness, system followed in appointments is the other important aspects of CRM initiation.

- Respondents are satisfied about the maintenance in Corporate Hospitals. Wards free from infection, clear explanation of tests, tidy sample collection rooms and availability of wheel chairs and stretchers all the times are the key aspects of Maintenance in Corporate Hospitals. It is observed that hassle free procedures, comfortable wards, nurses are available on calls, diet in Hospitals, well equipped pharmacy, proper wastage disposal, proper maintenance of medical records and equipments are other important aspects of CRM maintenance in Corporate Hospitals.
- Respondents are satisfied about the technology used in Corporate hospitals. Accurate precision of equipments, advanced medical technology, appropriate usage of equipment by the trained personnel, easy payment modes and maintenance of database of all patients are the key aspects of technology used in Corporate Hospitals. Telemedicine facilities, latest medical equipments, availability of e-appointments and availability of insurance facilities are the other important aspects of technology used in Corporate Hospitals.
- Respondents are pleased with the relationship orientation in Corporate Hospitals. Honesty in diagnostic findings and following treatment, appointments schedule, no misuse of customer data and timely and efficient medical support are the key aspects of relationship orientation in Corporate Hospitals. Easy approach, professionalism in working, clear explanation of treatment procedure, ethical and accurate treatment procedure and confidence given by the doctors and nurses are other important aspects of relationship orientation in Corporate Hospitals.
- A model is fit to ensure the Customer Relationship Management in Corporate Hospitals in Chennai. The model fit Chi-square  $c^2/dof = 1.405$  and the model's p-value is 0.109 which is insignificant at 5% level. The goodness of fit index value of 0.921 and its adjusted goodness of fit index value of 0.912 indicates the model is of better fit.

## SUGGESTIONS

- The hospitals have to strive to build its image and reputation among its customers as it is very important factor that leads to reliability and trust of the customers on the hospitals.
- Fair business practices with high ethical standards and increased transparency are expected by the customers. Managers are required to formulate value based marketing strategies for managing lasting relationships with their customers. Service organizations can design marketing communication strategies, giving appropriate weightage to media power and people power, for reaching out to their target customers.
- The hospitals should provide strong technical core of services, in addition to keeping the knowledge updated on the current technological updates. The hospitals should provide advanced medical service in addition to constant upgrading of systems and technology and



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sharpening the skills of service providers is imperative on deliver technically superior service solutions.

- The need for high level of customized service with personal touch is very important and that has to be fulfilled by the hospitals in order to ensure effective relationship management of customers. The organizational practices and policies should be such that it takes care of the customers rather than cumbersome and tedious.
- The service providers should align with the service seekers in satisfying the requirements as to maintain a cordial relationship between each other.

## **CONCLUSION:**

A study on customer relationship management at corporate hospitals was studied by the researcher. The objective of the study was to study about the Customers' Satisfaction towards the services provided by the corporate hospitals. The next major objective was to identify the predominant factors that influence the Customers' perception and to study the influence of demographic variables on the perception of services about corporate hospitals. To study the significance of CRM initiation, maintenance, use of technology and relationship orientation in corporate hospitals in addition to assessing the influence of the demographic variables on Customer relationship management in corporate hospitals. Finally, the researcher proposes to give suggestions to the existing corporate hospitals for enhancement of their customer services to the society. Customers of the top ten corporate hospitals from Chennai city were the respondents for the proposed study. Well structured questionnaires were circulated to 669 respondents. 642 respondents have returned the questionnaire after filling it; however 18 questionnaires were rejected due to inadequate data. Hence the sample size chosen for the study is 624. The data collected was analyzed using suitable tools in SPSS. It was found that there is significant difference between perception and satisfaction level towards the service quality offered by the hospitals. It was also found that there is significant relationship between Customer relationship management and Satisfaction on service quality. A significant relationship between Customer relationship management and CRM initiation, CRM Maintenance, Use of technology, and relationship orientation was identified. A significant influence of demographic variables on Customer relationship management was also identified.



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