

## THE EFFECTS OF CORPORATE SOCIAL RESPONSIBILITIES ON PATIENT SATISFACTION, BRAND IMAGE, LOYALTY, AND INTENTION TO RETURN IN SELF-FINANCED HEALTHCARE SETTINGS

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### Abstract

In self-financed healthcare settings, the impacts of 'corporate social responsibility' (CSR) are investigated in this research. Activities on patient happiness, loyalty, brand image, and desire to return. The study shows a favorable correlation between better outcomes for patients and CSR efforts using empirical data from six hospitals in Kolkata. Principal Component Analysis of data from 300 patients shows that hospitals with a socially conscious reputation report better patient happiness, more patient loyalty, and an improved brand image, all of which increase the likelihood that patients would return. The results emphasize how crucial clear-cut and successful CSR programs are as tactical instruments for healthcare companies looking to improve their standing and guarantee long-term viability. Hospitals may develop patient trust, obtain a competitive edge, and eventually provide better healthcare services by integrating CSR with 'core operations'. Hospital administration and legislators may learn a great deal from this study about the crucial role that CSR plays in the healthcare industry.

**Keywords:** 'Corporate responsibility', 'Satisfaction, Loyalty', 'Brand Image', 'Intention to Revisit'

### Introduction

The term 'corporate social responsibility' (CSR) describes a company's efforts to complete its business's method in a morally and socially responsible manner (Aguilera et al. 2007, Tai and Chuang 2014). The fundamental idea behind corporate social responsibility is to maximize resources available for operational processes while also empowering stakeholders (Erdiaw-Kwasie et al. 2017). In the past, CSR was only defined in terms of charitable endeavors and resolving societal problems. CSR is regarded as a proactive approach to business and a powerful marketing instrument for building and maintaining a competitive edge (Drumwright, 1994; Maignan & Ferrell, 2001). This viewpoint has changed as the obligation of corporations

to address social and environmental issues has grown (Suharnomo 2017; Jenkins 2006). CSR is frequently used in the context of hospital services about hospital operations. Hospital CSR programs that involve patients have the power to change how those patients view the facility (Boshoff and Gray 2004; Jabnoun and Chaker 2003). However, public sector CSR initiatives are mainly concentrated on the working environment within the office, in contrast to private sector initiatives that are mainly focused on the environment of work outside the office (Suharnomo 2017). Kim et al. (2017) state that CSR efforts can affect consumers' 'behavioral intentions' (i.e., 'intentions to revisit') by using Carroll's correlation model, Stakeholder theory, the corporate social performance model, and the theory of legitimacy. Moreover, previous research also showed that the intention to revisit is significantly influenced by customer satisfaction (Park 2005). In this regard, Xu (2014) contends that while investigating the effects of corporate responsibility initiatives on consumers' intentions and real purchase behaviors, contextual requirements should be taken into consideration. The perception of the nature of CSR and the diversity of different contexts are the primary causes of this. Additionally, concentration is key to gaining clients' successful brand consequences on the features unique to the target market. Nonetheless, a hospital's unique character is demonstrated by the fact that its main goal is not to maximize profit but rather to fulfill a social mission, which is to give superior healthcare services Macuda (2013). The goal of this study is to comprehend CSR health services as a second-order construct that hospitals offer to their patients. It assesses how CSR healthcare services improve patients' satisfaction, which turn influence their loyalty and brand image. It's essential to comprehend this relationship for providing patients with services that are relevant and customized. The importance of "transparency" in "CSR initiatives" undertaken by Indian hospitals has been emphasized by Leela (2014). Transparency in these kinds of activities demonstrated the hospital's commitment to openness and transparency while also ensuring that the resources provided were used correctly. Hospitals in India stepped up their "CSR initiatives" in reaction to this global tragedy, providing essential medical care, supplies, and financial assistance to those in need. These actions not only enhanced the hospitals' standing but also solidified their status as responsible establishments that prioritized the well-being of their local populations in times of emergency. The interrelationship between CSR, hospital planning, and the revisit intention underscores the multifaceted benefits of socially responsible practices. It aims to provide an in-depth analysis of these dynamics, supported by empirical evidence from the healthcare industry.

## **Literature Review**

### **CSR concept in the hospital industry**

It's challenging to leverage service quality as a strategic differentiator a clear the private healthcare because of the intense rivalry that forces players to keep standards at their highest. Around this time, private hospitals began utilising CSR to gain a long-term competitive edge that would eventually allow them to stand out from the competition. Prior studies on corporate social responsibility (CSR) have revealed that companies across various industries are progressively utilising CSR initiatives as a tactical tool to outmaneuver rivals and secure their long-term prosperity (Bhattacharya & Sen, 2004, He & Li, 2011, Keh & Xie, 2009). CSR enables businesses to take constructive steps for the environment, society, and customers (Hawn & Ioannou, 2016). Businesses are increasingly using CSR as a tactic to improve

customer happiness, trust, loyalty, brand image, and profitability (Calabrese, Costa, & Rosati, 2016). Generally speaking, businesses utilise CSR to further their ideals by engaging with stakeholders, the environment, and society. Positive corporate social responsibility (CSR) activities get positive word-of-mouth from customers and feedback about their responsible business practices (Bhattacharya & Sen, 2004). These advantages have a big influence on client loyalty. Customer satisfaction is more likely to rise for businesses that practice social responsibility (Martínez & Rodríguez del Bosque, 2013). In service-based research, Zarei et al. (2014) went on to support the use of TRA in forecasting behavioral intentions and actual behavior. In Doda's (2015) research, there is a connection between business reputation and CSR practices. A wide range of activities, including customer participation, and internal HR, are used to achieve this value. reputation. According to Clarke and Gibson-Sweet (1999), companies that are subject to a lot of public scrutiny—like those in the health sector—often utilise yearly reports to enhance the community's reputation.

### **CSR & Patient's Satisfaction**

Using the research of (Luo and Bhattacharya 2006), that the creation of genuine value for businesses through corporate social responsibility is contingent upon the level of consumer satisfaction. According to (Chung et al. 2015), consumer satisfaction and loyalty may increase when they have a good opinion of a company's CSR initiatives. 1 According to Newsome and Wright (1999), there appears to be a practically intuitive correlation between patient pleasure and loyalty. According to York and McCarthy (2011), 2WD a common metric used to assess hospital performance in the community is patient satisfaction. In the industrialised world, hospitals understand that providing patient happiness is critical to their long-term survival and performance, and that it is a strategic variable (Deber, 1994; Thompson et al., 2012). The constructs of patient satisfaction and loyalty may be operationalized in two ways: the cumulative satisfaction to overall assessment following a period of usage (Blyth et al., 1985) and the first-time existing determinants evaluation (Al-Azzam, 2015). Previous research looked at how CSR affected post-purchase behaviour, loyalty retention (Cronin et al., 2000), revisit intention (Yoon and Uysal, 2005; Assaker et al., 2011; Ghosal et al., 2024), satisfaction and behavioural intents (Gao and Mattila, 2014; Youn et al., 2016).

### **CSR & Patient's Loyalty**

According to Kotler and Keller (2012), maintaining long-term growth and business continuity requires a strong client base. Long-term connections result in continued revenue, and loyalty raises the patient's lifetime value (Blattberg & Deighton, 1996). According to Martinez and Rodriguez del Bosque (2013), loyalty encompasses both behavioral and attitudinal aspects. Ensuring a hospital's hygiene, food supplies, and safe drinking water is essential for controlling infections and safeguarding patients' health from illnesses linked to hospital stays (Daulay et al. 2021). According to Siripipatthanakul and Bhandar (2021) and Lee and Yom (2007), one of the major determinants of patient happiness, loyalty, and intention to revisit is the hospital's cleanliness. Diallo and Lambey-Checchin (2017), illustrate how CSR enhances client loyalty. Patients exhibit more devoted behavior when they have a positive impression of the CSR that government hospitals do. In the study of Al-Msallam (2015), happy customers are more likely to refer friends to the brand, switch less frequently, and make repeat purchases. According to

Han et al. (2011), loyalty encompasses both behavioral and attitudinal aspects, particularly in the hospitality industry, where recurring business is not always a direct result of positive sentiments toward the service provider. According to Bown and Chen (2001), there is an asymmetry link between customer satisfaction and loyalty, meaning that loyalty is not always a result of consumer satisfaction. Loyal patients are more likely to revisit the same hospital for future healthcare needs. This repeat visitation is essential for hospitals as it ensures a steady patient base and enhances revenue stability (Reichheld & Sasser, 1990). Oliver (1999) posited that satisfied customers are more likely to exhibit loyalty behaviors, including revisiting and recommending the service to others.

### **CSR & Brand Image**

Studies by Gazzola (2014) and Susanto (2012), for example, show a substantial correlation between a company's image and corporate social responsibility. According to Doda's (2015) research, there is a connection between business image and CSR practices. A wide range of activities, including customer participation, internal HR, client networks, and innovation exploration to enhance CSR practices, are used to achieve this value. According to McWilliams, A. (2000), a company's brand image can be improved through CSR. In the context of health care, Kotler and Clarke stated that "a hospital's brand image can be seen as the sum of beliefs, ideas, and impressions that a patient holds toward a particular hospital". The importance of image and how it affects how well banks are regarded to provide services (Bloemer & De Ruyter, 1998). CSR initiatives including charitable giving, volunteer work, and moral advertising greatly improve a brand's reputation where Patients and the general public see healthcare organizations that actively publicize their CSR initiatives more favorably (Miller & Thompson, 2020). According to Robinson (2021), higher levels of brand advocacy and better patient loyalty are the results of effective CSR programs. Putting CSR into practice improves patient satisfaction and loyalty, which benefits the brand's reputation (Williams, 2017).

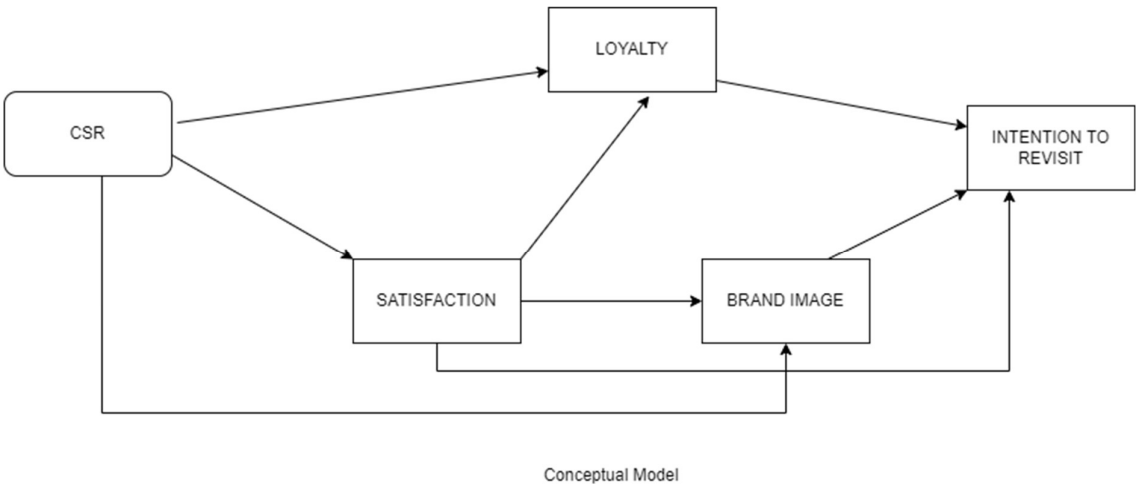
### **Intention to Revisit**

Behavioral intention refers to a disposition to (re)visit a location. Consequently, when a customer's inclination becomes an action, loyalty happens (Yang and Peterson, 2004). ideas in contemporary management and practitioners is the idea of brand positioning (Aaker and Shansby, 1982; Fuchs and Diamantopoulos, 2012; Urde and Koch, 2014). For potential visitors to understand how a location might differ from competitors and how it can enhance their intention to visit or return, marketers need to use brand positioning strategies as a valuable component (Botha et al., 1999). Customer loyalty is strongly positively correlated to return and is motivated by satisfaction, trust, and perceived value. Excellent customer service and high standards of quality are essential for building loyalty and subsequent intent to return (Jones & Taylor, 2015). Regarding revisit intents, cognitive loyalty—which is predicated on consumers' perceptions and logical assessments of the service is also quite important and emotional and cognitive loyalty together serve as a potent predictor of future visit intentions (Huang, 2018). Tailored treatment and satisfying visits foster patient loyalty and raise the possibility of return visits (Williams & Anderson, 2017; Prasad & Ghosal, 2019.). In healthcare contexts, the combination of cognitive and emotional loyalty is a powerful predictor of future visit intentions (Garcia, 2019). A favorable brand image in the healthcare industry, defined by qualities like

dependability, knowledge, and patient-focused treatment, has a big impact on the desire to return and recurrence intentions are more likely when a brand has a strong reputation and when patients believe that the healthcare services they receive are of high quality (Smith & Johnson, 2017). Recurring visits and patient loyalty are encouraged by strong brand equity in the healthcare industry, which is based on characteristics including reputation, perceived quality, and patient pleasure whereas a favorable brand image that stimulates intent to revisit is a result of both effective management of patient expectations and brand consistency across patient touchpoints (Jones & Taylor, 2021).

**Research Model:**

Based on the literature evaluation mentioned above, **Figure 1** is suggested as the research model for this study. Through targeted CSR initiatives, healthcare providers systematically improve patient satisfaction, loyalty, and brand image, which in turn fosters competitive advantage and long-term industry success. Healthcare organizations can improve overall operational effectiveness and patient care by aligning their practices with stakeholder expectations, regulatory regulations, and community needs by understanding how ‘corporate social responsibility’ (CSR) influences patient behaviour.



**Figure 1**

**Research Design & Methodology**

This study focuses on the healthcare sector of Kolkata. In assessing the effects of CSR initiatives, this study focuses on the viewpoint of the patient. Moreover, 300 patients from six different self-financed hospitals in Kolkata engaged in purposeful random sampling and self-administered questionnaires to gather data from April to June 2024. Patients are approached at the OPD of these hospitals at waiting areas waiting areas, while they are waiting for their turn, to complete the questionnaire. 50 outpatients from each hospital were randomly selected to take part in this study to obtain representative samples from each. Questionnaires were used in this study to gather information regarding how the factors were perceived by the patients., The questionnaires were structured and the Surveys used a seven-point Likert-type scale, ranging

from 1 (strongly disagree) to 7 (strongly agree), and were distributed to the participants. 280 patients respondents returned fully completed, usable surveys, making the response rate 93.33%. The protection of participants and the integrity of the study are guaranteed by the highest ethical standards being followed in this research. Participants gave informed consent for their voluntary participation in the study, with assurance that they could withdraw at any time without any consequences. The study's data were analyzed using IBM SPSS 19 software, employing Principal Component Analysis with Varimax rotation. The survey aimed to understand consumers' perceptions of corporate social responsibility (CSR) and its potential impact on customer satisfaction, loyalty, hospital brand image, and their intention to revisit.

## Data analysis & discussion

The study aimed to explore the impact of corporate social responsibility (CSR) initiatives on patient satisfaction, loyalty, brand image, and intention to return to self-financed healthcare facilities in Kolkata. Data were collected through self-administered surveys from 300 patients across six hospitals, with 280 completed surveys returned, resulting in a 93.33% response rate. Principal Component Analysis (PCA) with Varimax rotation was utilized to identify the underlying factors influencing the variables.

The sample's suitability for factor analysis was confirmed by a KMO Measure of Sampling Adequacy of 0.775, indicating the presence of distinct and reliable components, as values above 0.7 are considered favorable. Bartlett's Test of Sphericity yielded a Chi-Square value of 2838.921 with 378 degrees of freedom and a significance level of 0.000, demonstrating strong correlations among variables. This significant result ( $p < 0.05$ ) rejects the null hypothesis that the correlation matrix is an identity matrix, further validating the appropriateness of factor analysis for this data set.

**Table 1 Bartlett's Test and KMO**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.775
Bartlett's Test of Approx. Chi-Square	2838.921
Sphericity Df	378
Sig.	.000

## Factor Analysis

Factor analysis was to distill the information and pinpoint the essential elements that best reflected the variables being examined. A clearer structure of the factors was achieved with the aid of the Varimax rotation.

The study's major variables, which include CSR activities, patient happiness, patient loyalty, desire to return, and brand image, were represented by the five primary elements that the factor analysis discovered.

In Table 2, the loadings were 'CSR1', 'CSR2', 'CSR3', 'CSR4', 'CSR5', 'SAT1', 'SAT2

‘, ‘SAT3’, ‘SAT4’, ‘LOA1’, ‘LOA2’, ‘LOA3’, ‘LOA4’, ‘IVISIT1’, ‘IVISIT2’, ‘IVISIT3’, ‘BIMAGE1’, ‘BIMAGE2’, ‘BIMAGE3’, ‘BIMAGE4’, and ‘BIMAGE5’. However, CSR4, CSR5, SAT1, LOA1, BIMAGE1, BIMAGE2, and BIMAGE3 showed cross-loadings. Therefore, these were excluded, and the remaining factors were recalculated as CSR1, CSR2, CSR3, SAT2, SAT3, SAT4, LOA2, LOA3, LOA4, IVISIT1, IVISIT2, IVISIT3, BIMAGE4, and BIMAGE5 (Table 3).

Table 2: Factor Analysis by Principal Component Method  
Component Matrix( Varimax Rotation Rotated )

	Component							
	1	2	3	4	5	6	7	8
CSR1	.977							
CSR2	.983							
CSR3	.985							
CSR4						.995		
CSR5						.995		
SAT1								.775
SAT2				.914				
SAT3				.954				
SAT4				.943				
LOA1								.804
LOA2			.952					
LOA3			.961					
LOA4			.964					
IVISIT1		.952						
IVISIT2		.963						
IVISIT3		.957						
BIMAG E1					.975			
BIMAG E2					.510			
BIMAG E3					.975			
BIMAG E4							.945	
BIMAG E5							.948	

Table 3: Component Matrix (Factor Analysis Rotated )

	Component				
	1	2	3	4	5
CSR1	.977				
CSR2	.984				
CSR3	.986				
SAT2				.915	
SAT3				.956	
SAT4				.942	
LOA2			.953		
LOA3			.961		
LOA4			.964		
IVISIT1		.952			
IVISIT2		.962			
IVISIT3		.957			
BIMAGE4					.957
BIMAGE5					.952

CSR1, CSR2, and CSR3 significantly weighed in the first component, suggesting that they are reliable markers of CSR activity in the healthcare industry. This suggests that CSR activities have a strong positive link with patient ‘satisfaction’, ‘brand image’, and ‘patient loyalty’. The second component showed a substantial loading of SAT2, SAT3, and SAT4, indicating their significance to patient satisfaction. In turn, positively benefits the hospital's reputation. The third component is loaded with LOA2, LOA3, and LOA4. This demonstrates that the loyalty of the patient is significantly impacted by patient pleasure. The fourth component was substantially loaded by IVISIT1, IVISIT2, and IVISIT3, emphasizing their function in gauging the intention to revisit. This demonstrates that patient ‘loyalty’ and ‘satisfaction’ significantly influence the desire to return. The fifth component showed the loading of BIMAGE 4 and BIMAGE 5, indicating their importance to brand image. This provides credence to Hypothesis H4, which states that the intention of return is influenced significantly by a favourable brand image.

### Reliability Analysis:

High levels of internal consistency are found in all measured dimensions according to the 'constructs' reliability' analysis. The CSR (corporate social responsibility) construct has an outstanding Cronbach's Alpha of 0.987 with three questions, showing good reliability and a strong correlation across the items that imply the CSR construct is consistently measured. With a ‘ $\alpha$ ’ 0.942 across three items, satisfaction (SAT) closely follows, indicating good internal consistency and accurate assessment of satisfaction levels.

Likewise, the dependability of the Loyalty (LOA) construct in evaluating client loyalty is reinforced by its high Cronbach's Alpha of 0.968 for its three elements.



With a ' $\alpha$ ' of 0.967 across three items, the desire to Revisit (IVISIT) construct also demonstrates exceptional reliability, suggesting that the items accurately gauge the desire to revisit.

Despite only containing two components, the Brand Image (BIMAGE) construct has a high ' $\alpha$ ' of 0.934, indicating strong internal consistency and accurate brand image measurement. The survey instrument's dependability is confirmed by the high ' $\alpha$ ' values, which more than acceptable threshold 0.7 across all constructs, ranging from 0.934 to 0.987. These results provide trust in the durability and consistency of the things by the validity of the constructs utilized.

### **Discussion:**

The results of this investigation offer compelling empirical backing for the postulated theories. CSR initiatives in the healthcare industry greatly improve patient happiness, brand image, and loyalty—all of which have a favorable knock-on effect on the intention to return. This emphasizes how crucial CSR programs are as a tactical instrument for healthcare organizations looking to enhance patient outcomes and secure long-term viability.

The survey also emphasizes how important it is for healthcare companies to continue being transparent about. In addition to improving the health care reputation, successful CSR initiatives give it a competitive edge in the medical field.

The high ' $\alpha$ ' scores (0.934 to 0.987) for every construct show good 'measurement reliability' and 'internal consistency'. This highlights how reliable the survey instrument is for precisely evaluating CSR, happiness, loyalty, desire to return, and brand image in the healthcare industry.

The study's result highlights how crucial corporate responsibility (CSR) influencing patients' attitudes and actions in self-funded healthcare environments. By coordinating CSR with their operations

### **Implications**

The results highlight how crucial corporate social responsibility (CSR) programs are from a strategic standpoint for the healthcare sector. Actively participating in CSR initiatives improves patient happiness, brand image, and loyalty, all of which have a favorable effect on patients' desire to return. Incorporating corporate social responsibility (CSR) into healthcare organizations' operational frameworks guarantees long-term survival and a competitive advantage, in addition to improving patient outcomes. The robustness of the survey instrument utilized is confirmed by the strong reliability ratings across all components, suggesting that CSR actions are essential for building patient loyalty and confidence. Transparency is a key component of CSR for healthcare firms, since it guarantees resource efficiency and improves their reputation. Hospitals may greatly enhance their operations by coordinating their procedures with community needs and expectations from stakeholders.

### **Managerial Implications**

In order to create a lasting competitive edge, healthcare executives may use CSR activities to improve patient happiness, loyalty, and brand image. Transparency in CSR initiatives should be given top priority by hospitals since it builds community trust and demonstrates their

dedication to moral behavior. In addition to improving patient views, incorporating CSR into core operations complies with legal requirements and stakeholder expectations. Healthcare companies may increase overall operational effectiveness and guarantee both long-term profitability and excellent care for patients by concentrating on focused CSR initiatives. In order to create a strong, favourable brand image, managers can also use these insights to develop patient-centered CSR policies that tackle environmental and social problems. Strategies may be improved by routinely assessing how these activities affect patient happiness and loyalty. This will ensure continued progress.

### **Limitation and Future Scope**

It is important to take into account the numerous drawbacks of this study when evaluating the findings. Initially, the study's sample size was restricted to 300 patients from six independently run hospitals in Kolkata; this may not accurately reflect the whole patient group or individuals in different regions. To improve generalizability, future studies might include a wider variety of hospitals in various geographic regions and increase the sample size. Secondly, the research depended on self-reported information obtained via questionnaires, which might be influenced by social attractiveness and bias in responses. Further insights and validation of the results might be obtained through longitudinal studies and the application of mixed-method methods, such as focus sessions and surveys.

Furthermore, the research ignored the opinions of other stakeholders, including hospital personnel, management, and the surrounding community, in favor of concentrating largely on the viewpoints of the patients. To give a more complete picture of the efficacy of CSR activities, future research ought to examine the complex effects of these programs from the viewpoints of many stakeholders. Moreover, the research failed to include plausible moderating factors including cultural distinctions, financial circumstances, or the particular categories of corporate social responsibility initiatives implemented by medical facilities. Future research including these variables may provide more complex insights into the link between CSR and satisfaction with care.

Finally, even though the study found a link between CSR efforts and improved brand image, patient happiness, and loyalty, it did not investigate the underlying causes of these associations. Long-term studies or experimental methods may be able to demonstrate causation and identify the precise mechanisms by which patient outcomes are impacted by CSR initiatives. A contemporary viewpoint on how hospitals may interact with patients and communities more successfully may be obtained by broadening the research to incorporate social networks and internet techniques in CSR projects.

### **Conclusion**

In self-financed hospitals, this study demonstrates the noteworthy and beneficial impact of corporate responsibility (CSR) activities on patient satisfaction, loyalty, image of brand, and desire to return. Research from six hospitals in Kolkata shows a favourable correlation between improved patient outcomes and CSR initiatives. Perceptions of hospitals as socially responsible are associated with increased patient satisfaction, stronger loyalty, and the improvement of a favourable image of the hospital brand, all of which improve the likelihood that patients would

return. The results emphasise how crucial it is for healthcare companies to use clear and efficient CSR programs as a tactical instrument to improve their standing and guarantee long-term viability. Hospitals may gain a competitive edge, build patient trust, and provide better healthcare services embedding CSR principles into their fundamental business operations, Hospital administration and legislators may learn a great deal from this study about the crucial role that CSR plays in the healthcare industry.

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