

JOBS

İşletme Bilimi Dergisi
2020
Cilt:8 Sayı:3



JOBS

İşletme Bilimi Dergisi
The Journal of Business Science

Sakarya Üniversitesi / Sakarya University
İşletme Fakültesi / Sakarya Business School

i

Cilt/Volume : 8
Sayı/Issue : 3
Yıl/Year : 2020

ISSN: 2148-0737
DOI: 10.22139/jobs

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Değerli Bilim İnsanları,

İşletme Bilimi Dergisinin 8. Cilt 3. Sayısı ile sizlerin huzurunda olmaktan gurur duyuyoruz. İşletme Bilimi Dergisi olarak faaliyete başladığımız ilk günden bu yana İşletme Biliminin farklı disiplinlerinden yayınlar ile hazırlanmış, zengin içerikler ile alana katkı sağlama gayesindeyiz. Bu sayımızda da yayınlanan 7 makalemiz ile bu gayemizi gerçekleştirmenin mutluluğunu hissediyoruz.

Sayımızın ilk makalesi Murat NAZLI ve Hande ARBAK tarafından hazırlanan "Hastanelerde sağlık hizmetleri hakkındaki e-şikayetlerin stratejik önemi" başlıklı makaledir. Makalede sağlık endüstrisindeki hastaların e-şikayetlerinin stratejik önemini anlamak ve analiz etmek amaçlanmaktadır. Ortaya koyduğu sonuçlar bakımından sağlık yöneticilerin önemli doneler sunan makalenin alana katkı sağlayacağını düşünmekteyiz.

Sayımızın ikinci makalesi Ferda ALPER AY ve Canan UÇAR YENİHAYAT kaleminden çıkan "112 acil sağlık çalışanlarının hasta güvenliği kültürü algılarının incelenmesi" başlıklı makaledir. Makalede günümüzün önemli konularından olan hasta güvenliği hakkında 112 acil servis çalışanlarının algılarının bazı sosyo-demografik özelliklere göre farklılık gösterip göstermediği araştırılmıştır. Makalenin Sağlık Yönetimi alanına katkı sağlayacağına inanmaktayız.

Sayımızın bir diğer makalesi Sibel SATICI, Recep SATICI ve Burcu ÖZCAN'ın hazırlanmış olduğu, programlanabilir güç kaynağı cihazının ölçüm yeterliliğinin analiz edilmesi amaçlanan, "Programlanabilir güç cihazının ölçüm yeterliliğinin GAGE R&R ile analiz edilmesi" başlıklı makaledir. Makalenin ortaya koymuş olduğu sonuçların e ölçüm sisteminin yeterliliğinin belirlenmesinin kalite iyileştirme çalışmaları için önemli bir unsur olması nedeniyle alana ve uygulamaya katkı sağlayacağını düşünmekteyiz.

Ercan TAŞKIN, H. Yelda ŞENER ve Betül BİLGİÇ tarafından hazırlanan "Eskişehir destinasyon markasının geliştirilmesinde lületaşı" başlıklı makalemiz Eskişehir destinasyon markasının geliştirilmesine yönelik olarak lületaşı işlemeciliğini; eğitim, ürün tasarımı, tanıtım, destinasyon marka imajına ve şehrin ekonomisine katkısı bakımından durum değerlendirmesi, sorun tespiti ve öneriler sunmak amacıyla hazırlanmıştır. Turizm alanına katkı sağlayacağını düşündüğümüz makalemizin sonuçları oldukça ilgi çekicidir.

Sayımızın beşinci makalesi Güler SAĞLAM ARI, Nuray GÜNERİ TOSUNOĞLU ve Berrin FİLİZÖZ tarafından kaleme alınan; örtük liderlik teorileri çerçevesinde kadınların ve erkeklerin zihinlerindeki lider ve kadın lider prototiplerini ortaya koymayı amaçlamayan "Yönetici bir kadın ise lider prototipi farklılaşır mı?" başlıklı makalemizdir. Çalışmada lider olarak seçilme ve etkili bulunmada kritik olan örtük liderlik teorilerinin açıklanması, Türkiye'de kadınların karşı karşıya kaldıkları

zihinsel kalıpları görmek açısından önem arz ettiğine inanmaktayız.

Sayımızda yer alan bir diğer makalede Dursun KELEŞ ve Abitter ÖZULUCAN havayolu işletmelerinin finansal performanslarının rasyo yöntemi ile analiz edilerek sonuçların ortaya konulmasını amaçlamaktadır. "Havacılık işletmelerinde Rasyo yöntemi ile finansal performans ölçümü: Borsa İstanbul (BİST)'da işlem gören iki havayolu işletmesi üzerine bir araştırma" başlıklı bu makalemizin havayolu işletmeleri yöneticilerinin ve diğer finansal bilgi kullanıcıların alacakları kararların sağlıklı olabilmesi için, havayolu işletmelerinin finansal performanslarının ölçülmesi ve sonuçlarının değerlendirilmesi büyük önem arz etmekte bakımından literatüre katkı sağlayacağı inancındayız.

Sayımızın yedinci makalesi olan ve Nurzahit KESKİN'in kaleme aldığı "Bir yönetim gurusu olarak Alfred D. Chandler ve işletme tarihi üzerindeki etkilerine yönelik analitik bir değerlendirme" başlıklı makalenin amacı modern işletme tarihinin babası kabul edilen Alfred D. Chandler, Jr.'ın işletme tarihi üzerindeki etkilerine yönelik analitik bir değerlendirme yapmaktır. Makalenin İşletme Bilimine gönül veren herkesin okuması gereken bir eser olduğunu düşünüyoruz.

Önceki sayılarımızda olduğu gibi bu sayımızda da gerçekleştirdiğimiz, işletmeciliğin farklı disiplinlerinden değerli çalışmaları bir araya getirmek artık dergimizin geleneği haline gelmiştir. Sayımıza katkı sunan bilim insanlarına kıymetli çalışmalarıyla zengin bir içerik sunmamıza olana verdikleri için şükran duyuyoruz. Dergi politikası olarak bundan sonraki sayılarımızda da işletme bilimine dayalı farklı disiplinlerden gelen çalışmaları yayınlamaya özen göstereceğiz. Sayımızın hazırlanmasına katkı sunan hakemlerimize, editör kurulumuza, danışma kurulumuza ve dergi sekreteryamıza teşekkürlerimi sunarım. Dergimizin okurlarımız ve bilim insanlarına faydalı olması dileklerimizle sonraki sayılarımızda işletmeciliğin güncel çalışmalarını bilim dünyasının hizmetine sunmak için siz değerli bilim insanları ve araştırmacıların katkılarını bekliyoruz.

Saygılarımızla...

Prof. Dr. Mahmut AKBOLAT

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ABSTRACT

Aim: Due to the recent technological advancement, patients have the opportunity to share their negative experiences about the services of the hospitals over the internet. The purpose of this study is to understand and analyze the strategic importance of e-complaints of patients in the health industry.

Method: In this study, the data are gathered from the health sector by analyzing the e-complaints in the e-complaint site www.sikayetvar.com through content analysis. The data consist of 500 e-complaints about the health services of five private hospitals in total.

Findings: Findings reveal important perspectives of the patients for the health services of the hospitals. The patients emphasize the high cost, money-focused organization, lack of interest, disobedience of the hospital to appointment times, and lack of hospitals' communication. The categorized e-complaints are the prices, staff behavior, communication, waiting time, trustworthiness, service quality, and the doctor's empathy.

Results: The majority of the patients are very sensitive towards the occurrence of an extra cost in the delivery of health services, the organizations that are very interested in earning more money, and their lack of interest after the payments are made to the hospitals. The hospitals should reevaluate their service quality and business strategies for providing excellent health services. Otherwise, the continuation of the patients' concerns will lead to losing the reputation of the hospitals, and lots of potential patients. The research enlightens the patients' perspectives for e-complaints in the health industry for researchers and practitioners.

Keywords: E-complaint, health industry, hospital, corporate reputation

Makale Geliş Tarihi/Received for Publication : 16/04/2020

Revizyon Tarihi/ 1th Revision Received : 06/08/2020

Kabul Tarihi/Accepted : 11/08/2020

HASTANELERDE SAĞLIK HİZMETLERİ HAKKINDAKİ E-ŞİKAYETLERİN STRATEJİK ÖNEMİ

ÖZ

Amaç: Son günlerdeki teknolojik gelişmelere bağlı olarak, hastalar internette hastaneler tarafından sunulan hizmetler hakkındaki negatif tecrübeleri paylaşmak için fırsat bulmuşlardır. Bu çalışmanın amacı sağlık endüstrisindeki hastaların e-şikayetlerinin stratejik önemini anlamak ve analiz etmektir.

Yöntem: Bu çalışmada, bir e-şikayet sitesi olan www.sikayetvar.com'a hastalar tarafından kaydedilen e-şikayetler içerik analizi yoluyla analiz edilerek sağlık sektöründen bilgi toplanmıştır. Veri, toplamda beş özel hastanenin sağlık hizmetleri hakkındaki 500 adet e-şikayettir.

Bulgular: Bulgular hastanelerin sağlık hizmetleri için hastaların önemli bakış açılarını ortaya çıkarmaktadır. Hastalar şu noktalara vurgu yapmaktadır; Yüksek maliyet, paradoklakı örgüt, ilgisizlik, hastanenin randevu saatlerine uymaması, ve hastanenin iletişim eksikliğidir. Kategorize edilen e-şikayetler ise fiyatlar, çalışan davranışı, iletişim, bekleme zamanı, güvenilirlik, ve doktor empatisidir.

Sonuçlar: Hastaların çoğunluğu hastaneye yapılan ödemelerden sonra ilginin azalmasına, daha çok para kazanmak için ilgili olmalarına, ve sağlık hizmetlerinin sağlanmasında ekstra maliyetin oluşmasına yönelik çok hassastır. Hastaneler mükemmel sağlık hizmetleri sağlamak için iş stratejilerini ve hizmet kalitelerini yeniden değerlendirmelidir. Aksi halde, hastaların devam eden endişeleri birçok potansiyel hastanın ve hastanenin itibarının kaybolmasına yol açacaktır. Çalışma, sağlık endüstrisinde hastaların e-şikayetler açısından bakış açılarını araştırmacılar ve uygulayıcılar için dile getirmektedir.

Anahtar kelimeler: E-şikayet, sağlık endüstrisi, hastane, kurumsal itibar

I. INTRODUCTION

The patient complaint is an important source in terms of providing service improvement for the health sector (Rodzman et al., 2019). Nowadays, e-complaints in online forums are identified as new generation complaints. Through these websites, organizations can reach positive and negative criticisms and complaints about them. Therefore, e-complaint forums are important for organizations to improve their services and preserve their brand image. Since the means of access to information have been thrived, there is an increase in the number of patients and families who are involved in their health

and treatment processes. Their concerns cause a considerable rise in complaints about the quality of health services.

Complaints can either harm hospitals or have positive effects if they behave as a learning organization. Low quality of services or damage to the reputation of the organization can be a negative drawback. On the other hand, hospitals can improve their services through complaints when they act as a learning organization and increase their preferability by supporting their corporate image. While some studies show that the costs of medical care are high in patients with complaints (Jain & Ogden, 1999; Korcok, 1995), some studies show that hospital administrations do not use patient complaints as a source of learning with high standards of care (Hsieh et al., 2005), and recent studies start to pay attention to e-complaints (Setyani et al., 2019; Sahin et al., 2017; Worku, 2017; Faed, 2010). From a marketing perspective, while corporate reputation is considered as the corporate image and reflects the value from the eyes of the customer, it is considered as a valuable strategic asset from a management perspective (Fombrun & Van Riel, 1997). E-complaints have a role in affecting the corporate reputation and the organization's strategy (Sahin et al., 2017). The fundamental aim of this exploratory study is to investigate e-complaints of the patients for the private hospital services in the Turkish health industry through content analysis. The main research question is; "What are the types of e-complaints of patients concerning the private hospital services in the Turkish health industry and what is necessary for proving excellent health services to satisfy their needs?" The outcomes will help the private hospitals and practitioners to reevaluate their strategies in providing better services to the patients and monitor the e-complaints to build better strategies for the health organizations.

After the introduction, the first section discusses the topic of e-complaints, theoretical background, the sample, and the method of the study. The second section shows the findings of the study, e-complaints of the patients, and the categorization of these complaints. The third section is the results and discussion, conclusion, and recommendations of the study.

II. LITERATURE REVIEW

The demand for the health sector has the potential to increase continuously. Growing public awareness and knowledge of health issues, advances in medical knowledge and technology are the main factors (Javetz and

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Stern, 1996). Regarding health concerns, patients want excellent health services. Otherwise, complaints may arise against the level of these services.

A complaint is an element that shows the performance of an organizations' product and service that is below customer expectations (Barlow & Moller, 2008; Stauss & Seidel, 2004). From this perspective, customer dissatisfaction is the main element that ends customer loyalty. In the recent study of Asnawi et al. (2019), customer satisfaction has a big impact on their loyalty. Sharing over the internet reflects the written opinions of users with their experience and the comments are sources of information for the organizations. As Ashraf et al. (2018) indicate that customer satisfaction is one of the main objectives of the organizations because satisfaction leads the customers to be loyal and this can be a source of competitive edge for the organization. Customer loyalty is a concept that has an impact on corporate reputation, and corporate reputation is an intangible resource that is of strategic importance for companies. From this perspective, the importance of customer satisfaction for companies, which causes customer loyalty, should be considered in terms of management. Corporate reputation includes customer satisfaction (Davies et al., 2002; Walsh et al., 2006), customer loyalty (Fombrun & van Riel, 1997; Hall, 1992), consumer trust (Doney & Cannon, 1997), and positive word of mouth (Fombrun & van Riel, 1997; Groenland, 2002).

Customers' complaints point to a problem posed by the organizations' external stakeholders and provide the organization with an opportunity to address this problem. Even it is negative, customer feedback has the potential to increase quality and brings improvement. A successful complaint can bring satisfaction and often bring more than just satisfied with the organization (Barlow & Moller, 2008). The most important effect of a positive corporate reputation is to help ensure customer loyalty (Anderson & Sullivan, 1993; Fombrun & van Riel, 1997; Greyser, 1999; Hall, 1992; Yoon et al., 1993; Nguyen and Leblanc, 2001). Customers shape their satisfaction levels positively with the perception that highly reputable companies will provide more valuable and higher quality service (Oliver & DeSarbo, 1988; Chun, 2005). For this reason, customer complaints may affect the reputation of companies. In this respect, complaint management is important for the organization (Rajesh et al., 2020; Stauss & Seidel, 2019).

It is critical for organizations to achieve and maintain a competitive advantage as well as to ensure the continuity of their superiority. Although

there are many aspects to ensure the continuity of competitiveness, the ability to manage relations with the customers who are external stakeholders for the firms, can be among the most essential matter for the organizations. When it is expressed as a stakeholder, it refers to real and legal persons who are directly or indirectly affected or influenced by the activities of the firm, and when the stakeholders of a company are mentioned, shareholders, customers, employees, government, local society and the environment can be considered (Neville et al., 2005). While internal stakeholders include shareholders, employees, the classification as external stakeholders include customers, the government, local community, and the environment. Customer satisfaction boosts corporate reputation and some studies have shown that a strong corporate reputation has positive effects on companies in different areas such as financial performance (Roberts & Dowling, 2002; Carmeli & Tishler, 2005) corporate reputation increases employee performance and business loyalty (Dutton et al., 1994), attracts highly qualified employees (Stuart, 2002), increases customer loyalty, and a significant competitive advantage in the market. It positively affects the demand for the products and services of the enterprise (Yoon et al., 1993), attracts investors to the business and provides more profitable cooperation opportunities with both intermediaries and suppliers (Fombrun and Shanley, 1990). The management of corporate reputation can be accepted among non-market strategies that ensure the sustainability of organizations' competitive advantage (Mahon et al., 2004).

Corporate reputation is a concept that reveals how an organization is perceived in the eyes of stakeholders. In the literature, the concept of reputation, which is presented with various concepts in different disciplines, can be expressed as a whole of values towards the organization. According to Fombrun (2006), the concept of corporate reputation is a phenomenon that shows how the organization is perceived compared to its competitors. Barnett et al. (2006) defines corporate reputation as collective judgments against a firm based on the assessment of financial, social and environmental impacts attributed to the company over time. From a marketing perspective, while corporate reputation is considered as the corporate image and reflects the value from the eyes of the customer, it is considered as a valuable abstract asset from a management perspective (Fombrun & Van Riel, 1997). While it is possible to define the corporate image in terms of expressing the perceptions of the external stakeholders towards the organization, the corporate reputation constitutes the sum of the perceptions of both external and internal stakeholders (Fombrun and

Van Riel, 1997; Davies et al., 2003). Reputation emerges as a result of the interaction between corporate and community values (Karakose, 2007). Thus, the establishment of corporate reputation is closely related to the satisfaction of external stakeholders, in this study, the patients. Positive or unsatisfactory patient feedback will shape the reputation of the organization over time. From a management perspective, corporate reputation management is a tool that will be effective in providing a competitive advantage to the organization in this respect.

2.1. Theoretical background

Many studies revealing the strategic importance of corporate reputation for the organizations (Fombrun & Shanley, 1990; Fombrun, 1996; Hall, 1993; Roberts & Dowling, 2002) and many studies that reveal the link between organizational performance (Brown & Perry, 1994; Deephouse, 2000; Fombrun & Shanley, 1990) show that reputation is the most valued organizational asset (Gibson et al., 2006). Organizations aim to augment their value by carrying out their activities focusing on the reputation for their services. The reputation that provides differentiation from competitors will bring to the organization a competitive advantage and the most effective way to achieve this advantage can be realized with customer value (Fahy, 1999). Resource-based view emphasizes that the way of achieving a sustainable competitive advantage is the resources and capabilities of the organization and argues that the assets should be valuable, rare, non-substitutable, and inimitable for organizations that want to achieve this superiority (Barney, 1991). Organizations with corporate reputation gain a competitive advantage because reputation is a strategic resource and difficult to imitate (de Castro et al., 2006). Considered from a resource-based view, corporate reputation is a valuable and rare resource, difficult to imitate and difficult to replace, in which case it provides a constant competitive advantage (Deephouse, 2000; Flanagan and O'Shaughnessy, 2005; Rao, 1994; Roberts & Dowling, 2002). It is an intangible resource that has an impact on financial performance. Therefore, the effect of corporate reputation on competitive advantage is an issue that strategic management literature has been emphasizing for many years (Bergh et al., 2010; Boyd et al., 2010). Corporate reputation, a resource that is difficult to imitate, offers companies significant competitive advantages. While providing differentiation opportunity, it also provides competitive advantage.

According to Wang et al. (2003), reputation is of greater importance than concrete values and can shape customers' preferences. Barney (1991) considers that corporate reputation is an important contributor to the organization's competitiveness. Today, because of increasing awareness among consumers, corporate reputation plays an important role for gaining competitive advantage (Tucker & Melewar, 2005). Therefore, it is not only based on the perception of the customers but also the activities and behaviors of the organization (Acquaah, 2003). Along with the increasing number of customers, a decent corporate reputation improves the trust and social support of employees and investors to the organization. For this reason, corporate reputation efforts come to the fore in improving the quality of services and creating differences within them.

From this perspective, corporate reputation has the power to affect the market value as a manageable competitive criterion. Evaluating this power correctly, considering patients' e-complaints for the hospitals and their health services, and being able to turn the complaints into an advantage by evaluating them correctly will be an improvement for the organization. The information to be obtained as a result of customer complaints is very important for the organization. It may affect the reputation of the firm positively or negatively. It can be said that this information to be obtained after learning and experience makes it an important source of resource-based view.

2.2. E-complaints

Sharing attitudes and behaviors on the internet is called electronic word-of-mouth (e-WOM) communication and this is a tool for spreading individuals' opinions about brands in chat rooms and forums (Gelb & Sundaram, 2002). It is based on the principle of confidentiality based on posts in these forums. Each visitor can comment on any brand or organization they want. Scoring based on the ratings given by other users is based on the comments of users. These forums, in a time that the influence of online platforms can be seen on the image of the corporation, have the power to influence decisions of the customers.

Monitoring patient complaints is a valuable resource that provides information for health institutions and it is possible to increase the safety of the institution and eliminate systematic errors in the operation based on the complaints (Reader et al., 2014). On the other hand, customer complaints that are not handled properly can negatively affect the level of customer retention, the profitability of services, and organizational image (Setyani et al., 2019).

Like in all organizations, there is no way for health organizations to avoid taking complaints. There will be unsatisfied people who will share their negative thoughts with word-of-mouth (Ilgun & Ugurluoglu, 2019; Faed, 2010; Karatepe, 2006). However, the important thing is to turn these thoughts in a positive way for them and maintain customer loyalty (Faed et al., 2014). Since the complaints are likely to show the possible weaknesses of the organization, it can be an important source of information for its competitors. The complaint management process is critical. Managing the process in a way that does not harm the reputation of the organization and can turn this into an advantage by improving the processes in the light of negative information.

III. METHOD

3.1. Purpose

The purpose of this study is to understand and analyze the strategic importance of e-complaints of patients written in a popular Turkish website "sikayetvar.com" for the health industry, more specifically the private hospitals. The research question is; "What are the types of e-complaints of patients concerning private hospital services in the Turkish health industry and what are the necessities for delivering excellent health services?"

3.2. Sample and analysis

The study sample consists of 500 e-complaints of the patients who have health problems and emphasizes health-related concerns or the health services offered for a total of five hospitals in Turkey. These private hospitals are at the top of the e-complaint list with the highest number of complaints about the hospital services, among 19 other health organizations on the website. The purposeful sampling that exists in qualitative research (Patton, 2014) is used in the study. The selected e-complaints on the website concern the health issues of patients and the delivery of health services between their arrivals and departures. Eisenhardt (1989) emphasizes that saturation occurs after a certain point where there is no significant incremental learning of new perspectives. Glaser and Strauss (1967) also state that researchers should stop adding cases when theoretical saturation is reached, which means that incremental learning is minimal and observation of the phenomena is seen before. At this point, the researchers recognized that the sample reached saturation in this study. The written e-complaints that are composed of 112 pages are transferred to a data-sheet from the website, which are between September 2018 and September 2019.

Along with the content analysis and the qualitative software program MAXQDA, percentage distributions, and the categorization of the patients' e-complaints are presented meticulously. The content analysis starts with identifying and quantifying certain words or content in text with the aim of understanding the contextual use of the words or content (Hsieh and Shannon, 2005). Within the content analysis, rather than a deductive perspective, an inductive approach is used. In this way, the collected data determine the main themes instead of previously-defined themes. By using the inductive perspective, it helps to explore the themes representing various types of e-complaints. However, the choice of this method and the exploration of these themes support the main purpose of the study and the research question. The analysis consists of five fundamental parts (Braun and Clarke, 2006) that are used in the study. 1) Understanding the text thoroughly, 2) generating initial codes, 3) generating themes by grouping them, 4) looking over themes whether they represent the data, and 5) defining and naming themes. After reading and understanding the e-complaints of the patients thoroughly, the initial codes are created according to the inductive perspective. The fundamental idea of the sentences is observed and coded accordingly. For instance, in the coding process, if the sentences concern the payments, money, or cost, a code is assigned symbolizing the sentence. If the text concerns the communication, collection of information, or the level of communication, a code is assigned according to its main idea. After assigning the codes, the themes will occur by grouping them properly. In the generation of themes, it is important to group the related expressions or the items having similar meanings and inferences. Then, by investigating the data concerning the e-complaints of the patients, the themes are checked whether they symbolize the data thoroughly or there is something different than the perceived meaning of the sentences or the paragraphs. In the last phase, along with the inductive approach that allows the data to define the themes, the proper themes are named accordingly. Based on the study findings, the results and discussion, the conclusion of the study, limitations of the research, and further research are provided briefly.

IV. FINDINGS

4.1. E-complaints of the patients

Among different types of e-complaints of the patients concerning their health problems or offered health services of the hospitals, the top five mentioned complaints are; the occurrence of the extra cost that the patients have

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to pay throughout their hospital visits, money-focused organization, and the organizations' lack of interest after the collection of the payments from the patients, the organizations' disobeying the appointment hours, and the weak communication between the hospital and the patient.

Table 1.

| Factors | Frequency | % |
|--|-----------|-------|
| The occurrence of extra cost | 130 | 18.36 |
| Money-focused organization | 114 | 16.10 |
| Lack of interest (There is interest until the price is paid and later the interest disappears) | 53 | 7.48 |
| The hospital do not obey the appointment hours. There are cancellations without informing the patient or informing late. | 41 | 5.79 |
| The communication between the hospital and the patient is weak and problematic. | 36 | 5.08 |
| Low understanding, low empathy of the doctor, the doctors have a hard time to understand the psychology of the patient | 34 | 4.80 |
| High price | 31 | 4.37 |
| Wrong diagnosis, different diagnosis among the doctors for the same patient | 29 | 4.09 |
| Waiting too long for the doctor | 21 | 2.96 |
| Expensive | 20 | 2.82 |
| Although demanded from the organization, no refund is given | 20 | 2.82 |
| They earn money that they do not deserve | 17 | 2.40 |
| Not a reliable organization | 16 | 2.25 |
| Only a business organization | 13 | 1.83 |
| After contacting the organization, there is no return at all | 13 | 1.83 |
| Low service quality of the organization | 12 | 1.69 |
| Rude staff | 10 | 1.41 |
| Tricking people | 10 | 1.41 |
| The staff is not professional | 9 | 1.27 |
| While waiting in the line, people are breaking in | 9 | 1.27 |
| Staff is taking advantage of the patients' health problem | 7 | 0.98 |
| Nurses are not professional | 6 | 0.84 |
| Not satisfied with the service | 6 | 0.84 |
| There is no patient value at all | 6 | 0.84 |
| Different price on the phone and different price at the hospital | 5 | 0.70 |
| Unnecessary tests (expensive tests, written in the invoice twice, results are not shared clearly) | 5 | 0.70 |

Table 1.
Continued

| Factors | Frequency | % |
|---|-----------|------|
| Negligence of the patient | 5 | 0.70 |
| Staff training is required | 4 | 0.56 |
| Disrespectful staff | 4 | 0.56 |
| Insufficient informing | 4 | 0.56 |
| The high price of parking | 4 | 0.56 |
| The customer service mentions campaigns on the phone, but there is no campaign or it changes when you are at the hospital | 3 | 0.42 |
| Customer communication service is weak | 3 | 0.42 |
| The environment is not hygienic | 2 | 0.28 |
| Even though you have the insurance, you still pay | 2 | 0.28 |
| You still pay the price although it was said the service was free of charge | 1 | 0.14 |
| Doctors are doing the job unhappily | 1 | 0.14 |
| Disrespectful organization | 1 | 0.14 |
| Catering service has been weak throughout our stay at the hospital | 1 | 0.14 |

4.2. Categorization of patients' e-complaints

Based on the patients' e-complaints and their semantical meanings, the categorization of the complaints is the price, staff, communication, waiting time, trustworthiness, service quality, and the doctors' empathy. These categories are formed based on the collected responses of patients considering the semantical meanings of their expressions and these categories are not previously formed. The top responses among each category are the extra cost, rude staff, lack of interest and communication after the payment is made, the organization disobeying the appointment hours, wrong diagnosis among doctors, low service quality, and the low empathy of doctors towards the patients. The semantical meaning of the expressions, words or the sentences are mentioned next to the factors.

Table 2.
Categorization of patients' complaints

| Price | Frequency | % |
|--|------------------|----------|
| The extra cost (additional costs that are not mentioned or declared before) | 130 | 36.4 |
| Money-focused (the organization pays attention to earning money first) | 114 | 31.9 |
| High price (the price is way more than I expected) | 31 | 8.6 |
| Expensive (way expensive than I expected, hard to afford the service) | 20 | 5.6 |
| Although demanded from the organization, no refund is given yet (we want our money back) | 20 | 5.6 |
| Undeserved gains of the hospital (the hospital does not deserve the money for its services and the price should be lower) | 17 | 4.7 |
| Only a business organization (the organization focuses on earning money first) | 13 | 3.6 |
| Different price is told on the phone and at the hospital (there is no set price, different prices are told for the same situations) | 5 | 1.4 |
| High parking fee (surprisingly very expensive, the hospital should take care of their patients) | 4 | 1.1 |
| Even though you have the health insurance, you still pay for the service (the hospital ignores your insurance, forces you to pay) | 2 | 0.5 |
| You still pay the price although it was said the service was free of charge (the hospital does not obey the procedures or rules and they want you to pay the price no matter what) | 1 | 0.2 |
| Staff behavior | | |
| Rude staff (misbehaving, not being polite) | 10 | 30.3 |
| The staff is not professional (unprofessional staff behavior in a corporate organization) | 9 | 27.2 |
| Nurses are not professional (unprofessional treatment, misbehaving to the patients) | 6 | 18.1 |
| Staff training is necessary (teaching them how to behave professionally according to the needs of patients) | 4 | 12.1 |
| Disrespectful staff (no respect for the needs and wants of patients) | 4 | 12.1 |

Table 2.
Continued

| Communication | Frequency | % |
|---|------------------|----------|
| Lack of interest and communication by the hospital after the payment is made (after the payment, the hospital never pays attention to you as a patient and ignores you) | 53 | 48.6 |
| Weak communication between the hospital and patient (no communication with the patients persuasively and clearly) | 36 | 33.0 |
| No returning phone calls (unreachable to the customer services) | 13 | 11.9 |
| Insufficient informing (the employees do not take the time to speak with the patients and inform them briefly) | 4 | 3.6 |
| Customer communication service is weak (the employees keep the conversation short and inform the patients incompletely) | 3 | 2.7 |
| <hr/> Waiting time <hr/> | | |
| The hospital is not obeying the appointment hours. There are cancellations without informing the patients or informing late. | 41 | 57.7 |
| Waiting too long for the doctor (waiting for hours in the line) | 21 | 29.5 |
| While we are waiting in the line, people break in (the patients keep waiting, people break-in, no solution) | 9 | 12.6 |
| <hr/> Trustworthiness <hr/> | | |
| Wrong diagnosis among doctors (different doctor opinions and applications causing a lack of trust) | 29 | 42.0 |
| Not a reliable organization (loss of trust, promises are not fulfilled) | 16 | 23.1 |
| Tricking people (the employees say different things, not stable, contradictory statements) | 10 | 14.4 |
| There is no patient value (the patient is seen as a customer only) | 6 | 8.6 |
| Unnecessary tests (expensive, written in the invoice twice, results are not shared clearly) | 5 | 7.2 |
| Customer service mentions campaigns on the phone, but there is no campaign or the information changes at the hospital | 3 | 4.3 |
| <hr/> Service quality <hr/> | | |
| Low service quality of the organization (low service quality between the arrival and departure times) | 12 | 50 |
| Not satisfied with the service at all (the low level of treatment, poor delivery of health services) | 6 | 25 |
| Negligence of the patients (not taking care of the patients thoroughly, offering unsatisfactory services) | 5 | 21 |
| Catering service is weak at the hospital (the food is cold, not delicious, did not come on time, loss of food tray one night) | 1 | 4 |

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Table 2.
Continued

| Doctors' empathy | Frequency | % |
|---|------------------|----------|
| Low empathy of doctors and having a hard time to understand the feelings of the patient (the doctors do not put an extra effort to understand the patient side) | 34 | 83 |
| Low tolerance of doctors (getting angry, not listening thoroughly) | 6 | 15 |
| Doctors are doing the job unhappily (not having a smiling face, grumbling) | 1 | 2 |

Figure 1 shows striking words as a word cloud representing the e-complaints of the patients for private hospital services. Some of the important ones are the price differences, communication problems between the employees and the patients, trust issues between the hospital and the patient, hospitals' lack of interest after the payments, very poor personnel behavior and treatment to the patients, lack of professionalism, and the low empathy of the doctors. More specifically, the patients dislike the price differences that the employees offer them on the phone and at the hospital for the same services. The employees do not communicate with the patients clearly and patiently, and not pay attention to their needs thoroughly. Along with this weak communication, the patients lose their trust in the hospital. Once the patients pay for the services, the hospitals lose their interest for the patients and look for other patients who are in line, which comes with the poor behavior of employees and lack of

professionalism. The low empathy of doctors and lack of comprehension of the patients' feelings and desires increase the level of their e-complaints.



Figure 1

A word cloud illustrating the striking words in e-complaints

V. RESULTS AND DISCUSSION

Based on the findings, the patients who have various complaints about the health services offered by the organizations are very sensitive in receiving proper and fair service from the private hospitals. The patients want what they deserve as soon as they arrive at the health center since they paid whatever is asked by the hospital, without causing any problems. However, they have concerns about the service they get, the price they pay, staff members, lack of communication, service quality, the trustworthiness of the health organization, waiting times, and the doctors' empathy for the patients. The e-complaints below are discussed explicitly along with the key statements. As Pratt (2009) discusses the "power quotes" that effectively illustrate the points in qualitative studies, the power quotes from the patients show the main points of this study.

The patients want fairness from the hospitals at an affordable price. A patient mentions that "The health organization has a tricky approach that kills the brand value and is concerned with the commercial activities only". Another patient

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states that *"The organization attracts the attention of retired people for a physical examination for a very cheap price, then forces them for extra tests"*. Another worried patient emphasizes that *"The organization is tricking people. Although it is mentioned that the service of free of charge, they take the money. If they cannot get more money, they disrespect the patient. They turned the health center into a business organization"*. The recent study of Rajesh et al. (2020) also states that the patients complain about the billing and operational activities that dissatisfy them.

According to the patients' responses, the staff members have some ethical problems in approaching the patients who need a health service urgently. Another patient emphasizes that *"When we enter the emergency service, the staff tries to turn our desperation into an opportunity. It is not an organization to heal the patients but to deal with commercial activities"*. Another concerned patient expresses that *"Once you make the appointment, make the payment or you are done at the hospital, the staff members lose their interest quickly"*. Considering the physical concerns of the patients and the communication problems with the personnel, the study results of Ramli (2019) show that the service delivery composed of physical support and the contact person has a significant and positive influence on patient satisfaction.

According to the responses, hospitals should improve their service quality and communication effectively. For instance, a patient complains that *"They neither want to lose customers nor inform the patients correctly. The organization mainly pays attention to commercial activities. The service quality is very low"*. Another patient explicitly stresses that *"Once you make the payment, the organization loses the interest to the patient. You have difficulty in finding the staff to speak"*. A very concerned patient complains that *"During our stay at the hospital, someone broke into my car, stole my stuff. There was no security. The customer relations manager apologized to us and tries to make it up to us. But later there was no effort as promised"*. Understanding the patients' hospital service quality (Budiwan, 2016) and applying a patient complaint management system (Worku, 2017) and online problem-solving strategy (Sahin et al., 2017) is essential not only for the patients' satisfaction but also for the management.

Based on the responses for the trustworthiness of the hospital, the patients want the hospital to value and give importance to them and heal them without paying attention to the commercial activities at first. A worried patient at the hospital states that *"Sadly but truly, there is no value for the patients. The organization tries to take advantage of our health weaknesses and asks us to pay extra*

money". Another patient emphasizes that *"I am done with this health organization due to its inconsistencies towards us and treatment to the patients who are in urgent need of a cure"*. Concerning the delivery of professional services of hospitals, the recent study results of Taolin et al. (2019) show that the implementation of good corporate governance can build public trust strengthened by the role of providing quality services and a good corporate image. The study of Asnawi et al. (2019) uncovers that the hospital image has an enormous effect on patients' satisfaction. Therefore, in this study, the treatment in private hospitals to the patients and the e-complaints concerning the hospital officials not valuing the patients and not considering their needs will influence the patients' level of satisfaction and the image of the hospital.

In terms of waiting times of patients, a patient explicitly complains that *"The hospital is not obeying the appointment hours. There are cancellations without informing the patient or informing too late"*. Another patient complains that *"Not only you wait too long but also cannot choose the doctor you want to see. The organization assigns a doctor who is available at the moment"*. One worried patient states that *"You are not valued by the officials of the hospital at all. You need to follow the clock every time or remind your appointment hour to the staff after waiting too long"*. The amount of time they spend waiting in line too long leads to the dissatisfaction of patients that the hospitals should pay attention.

The patients expect the empathy of doctors, how they feel about their health concerns, want some interest, and psychological support. A patient states that *"The doctors have low empathy and tolerance, and hard time to understand the psychology of the patient, and do not pay attention to what the patient says or asks for"*. One patient points out that *"The doctors' schedule can be busy but that does not mean that they will not listen to me and look at my face and only write down the prescription without making eye contact"*. It is critical that patient satisfaction has a positive and significant effect on corporate image and positive word of mouth has a positive and significant effect on the corporate image (Sanjaya & Yasa, 2018). Since the corporate image is a mirror of organizations and the effects of service quality and corporate image on patient satisfaction (Sener, 2014), the importance of corporate image in the minds of individuals (Semerci, 2016), and the desired services to create a good impression (Heri, 2017), in this case, the quality services for the patients cannot be neglected. Concerning the outcomes of Figure 1, if the private hospitals pay attention to the striking keywords and treat the patients satisfactorily, the positive corporate image of the hospital in the eyes of the

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patient will stay longer, improve the trust and social support of the staff, and investors to the hospital as well.

In the overall discussion, while having the health services from the organizations, the patients have serious concerns in seven areas as the cost of service provided, the unacceptable behaviors of staff members towards the patients, weak and problematic communication between the organization and the patients, the delivery of low service quality of the organization, the level of trustworthiness of the hospitals, waiting times when the patients arrive at the health organization, and the lack of doctors' empathy for the patients. In short, the patients want to believe in the service they get from the hospitals. On the other hand, they experienced huge disappointments when getting their health services. It is a debate about whether the patients can overcome the wrong treatments or unacceptable approaches from the organizations. Due to the contents of the e-complaints, the patients may not give a second chance to the hospitals to make it up to them and compensate for their emotional and material losses. Therefore, private hospitals and practitioners should reevaluate their service quality and business strategies for providing excellent health services to their patients. Otherwise, the continuation of the patients' concerns will lead to losing the reputation of the hospitals, and lots of potential patients for the future.

VI. CONCLUSION AND RECOMMENDATIONS

The study aimed to understand and analyze the e-complaints in the health industry and find the answers to our research question regarding learning the types of e-complaints for the private hospitals and the necessities for providing excellent health services to the patients. The majority of the patients are very sensitive towards the occurrence of an extra cost in the delivery of health services, the organizations that are very interested in earning more money, and their lack of interest after the payments are made to the hospitals.

The findings of the study mainly reveal that the patients complain about the high prices of services, rude staff members towards the patients, problematic communication between the patients and the organizations, long waiting times in line that lead to stress and exhaustion, the trustworthiness of the organization, low service quality, and the doctors' lack of empathy towards the patients who urgently need their health check. In considering the resource-based theory, as Barney (1991) mentions that the resources and the capabilities create a competitive advantage for the organizations and this case, if the private hospitals look for superiority and are willing to take advantage of their key

resources and capabilities, they should pay attention to establishing fair prices for the patients, bringing professionalism to the employees, handling communication problems wisely, building trust between the employees and the patients to strengthen the corporate image, and increasing the service quality and tolerance levels of the doctors. The following factors can be underlined to lessen the e-complaints in the health sector and help the hospitals to strengthen their corporate reputation not only in the eyes of patients but also the employees, and gain competitive advantage among their rivals in the industry.

- Reputation/image: Healing the reputation or image of the hospitals and their services in the minds of patients by offering excellent and satisfactory health services. Improving the image of the hospitals is necessary with a strategic management perspective to gain a sustainable competitive advantage in the health industry.

- Price: Establishing fair prices, informing the patients about the prices in advance, paying attention to health services professionally rather than focusing on commercial activities mostly, establishing an ethical approach to quality standards and creating a mindset accordingly in the organization, and reevaluating business strategies for the long term.

- Staff: Training staff members professionally to ensure that the patients have taken excellent treatment satisfactorily, and happily from the time they arrive at the hospital until the time they leave. To understand the patient situations better, creative drama training will help the employees act efficiently and effectively in providing excellent customer services.

- Communication: Strengthening the bond and communication between hospital employees, doctors, and patients. Informing the patients clearly and precisely through the website and face to face.

- Waiting time: Obeying the appointment hours by the organization and decreasing the waiting times of the patients in line to increase the level of comfort and morale, and decrease the stress and dissatisfaction.

- Trust: Strengthening the trustworthiness between the hospital and the patients. Focusing on what the patients need and listening to them, and not just paying attention to the amount of transaction by the hospital.

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- Service quality: Increasing the service quality of the hospital, creating a dynamic and professional atmosphere along with courtesy and excellent treatment, and satisfying the needs of customers by creating value.
- Empathy: Organizing programs at the hospital along with training sessions to understand empathy and show tolerance, and how to respond to the feelings of patients who need health care immediately.

The study comes with some limitations. This exploratory study has only a limited number of patients' e-complaints for a limited time for private hospitals through a specific Turkish website. For future research, other available complaints can be investigated in the selected organizations if possible, other than the electronic medium. Through this website, other industries can be researched to understand and analyze the e-complaints of the visitors. After investigating the e-complaints of the patients or visitors, the type of solutions/proposals offered by the organizations can also be analyzed. The type of solutions provided to the neglected or ignored patients and the problems that are solved by the hospitals can be evaluated separately. The other health organizations and the e-complaints about these organizations and their level of health services can be analyzed comparatively as well.

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