

Examining the Role of Relationship Marketing in Public Service Organizations: A Study Within Kuwaiti Healthcare Public Sector

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Public services have a significant impact on the competitiveness of economies, that's why public agencies are developing new ways of delivering public services within a multi-channel logic. This study examines the application of relationship marketing in the public healthcare sector in Kuwait as public services organizations. It examines customer satisfaction and trust as indicators of the applications of Relationship marketing within these organizations. A survey was conducted, collecting data through a questionnaire containing 34 items that was completed by 887 randomly selected public hospital patients and multiple regression analysis was used for data analysis. The results revealed that relationship marketing is applied to some extent within these organizations. The study also included a road map for improving marketing performance in these organizations and the similar public sector ones.

Key Words: Relationship marketing, public service, public service organizations, healthcare sector, patient satisfaction, loyalty

Introduction

Relationship marketing has grown over the years due to a number of important changes in the market place. There has been intensity in global competition, an increasing emphasis on relational interaction, an integral element of relationship marketing, influenced by developments in the legal system, existing networks, third party organizations/brokers, and public pressure. These changes require organizational response.


Relationship Marketing is in general the sum of all the activities a business engages in to increase customer satisfaction. It is a direct marketing approach that targets a specific audience, attempts to deliver a specific message and achieve a specific result. Avenues for reaching out to customer are a blend of old and new, including the internet, email communications, informational database applications as well as print newsletters, surveys and communication through postal mail.

Nowadays, Government is rarely the sole provider of publicly-funded services. In education, employment, health – indeed, almost every area private, public and voluntary sector organizations compete for the right to provide our services, with users often having a say in whose services they receive.

For public service markets to drive improvements, users and commissioners who choose on their behalf need to be engaged and informed. Funding levels need to be appropriate. The intense competi-

tion in the private sector and parallel growth of the service sector has fostered the research and focus on customer management related topics (Laing 2003; Bretthauer 2004). Furthermore, the customer service orientation in the private sector had an influence on the expectations towards public sector services. Improving public services is not a new idea.

Improved public services and better quality affect citizenship is discussed by Perry & Katula 2001. They come to the conclusion that there seems to be a positive relationship between service and citizenship/volunteering. Customer approaches to government service increased especially in the 1990s (Albrecht 1988, Barzelay 1992, Swiss 1992, Gore 1993, Fountain, Kaboolian & Kelman 1993, Radin & Coffee 1994, Barzelay 1994, Barnes 1995, Bogumil 1997), especially true with the managerialist notion of deconstructing the citizen as a consumer raised concerns among some of the researchers (Barnes&Prior 1995, Carroll 1995, Fox 1996, Hood 1996, Lynn 1998, Box 1999). The first concern is that citizen as customer redefines the relationship between the government and the public.

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Crosby (1990) expressed that customer relationship determined by trust and satisfaction. Effective quality communication aids relationship initiation and building, and is brought about through timeliness, frequency, accuracy, completeness and credibility (Mohr & Sohi, 1995; Mohr & Spekman, 1994). Storbäck, Strandvik, and Gronroos (1994) identified five distinct factors Which build the customer the customer relationship service quality, customer satisfaction, commitment and social bound. Dorsch (1998) proposed that following six factors such as trust, satisfaction, commitments, opportunism, customer orientation, ethical profile. Generally customer relationship marketing affecting by trust, commitment and communication quality while helping to initiate, develop and sustain customer relationships (Berry, 1995; Kapoulas , 2004; Ling & Yen, 2001; Mitussis, 2006; Too, Souchon, & Thirkell, 2001).

Research indicates that better patient care experiences are associated with higher levels of adherence to recommended prevention and treatment processes, better clinical outcomes, better patient safety within hospitals, and less health care utilization. Consumer skepticism and an increasing desire in the part of patients to be involved in healthcare decisions underscores the need for relationship marketing in healthcare. Opening and keeping lines of communication open between doctors, staff and patients increases trust, builds loyalty and ultimately increases sales.

Purpose of the study

This research was designed to address the role of Relationship Marketing in Kuwaiti public hospitals as public service organizations. It addresses the application degree of relationship marketing within these organizations through examining these organizations' customers' satisfaction and trust. It also addresses some approaches for developing relationship marketing within these organizations.

Problem statement

Many consider public services reform the dominant political narrative of the age. The entrepreneurial ability and capacity exhibited by public sector personnel is a neglected area. In recent history, there were dramatic changes on the market of public services. Deregulation of these markets forced these organizations to re-think their former behavior and the application of a marketing approach became necessary on the competitive market. Consequently, in order to build a future edge in the competition, the relationship with customers has to be strengthened.

Significance of the study

This study highlights the current application of Relationship Marketing within Kuwaiti public services organizations and sets a road map for improving marketing performance in these organizations and the similar public sector ones.

Research Questions

This research has addressed the following questions To what extent "Relationship Marketing" is applied in Kuwaiti public health sector and how it can be enhanced?

- 1- To what extent the needs of Kuwaiti public hospitals' patients are met.
- 2- To what extent customers of Kuwaiti public hospitals are overall satisfied?
- 3- To what extent customers trust Kuwaiti public hospitals?

Research hypothesis

- 1- Relationship marketing is applied to a good extent in Kuwaiti Public hospitals.
- 2- The overall degree of patients' satisfaction was quite high.
- 3- The overall degree of patients' trust was quite high

Literature Review and conceptual development

What is Public Service Sector?

The public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services. Public sector organizations can be divided into four levels in each level there are three types

Levels of Public sector organizations

- 1- International (multistate entities or partnerships).
- 2- National (an independent state).
- 3- Regional (a province/state within a national state).
- 4- Local (a municipal-level body such as a city or county)

Types in each level

Core government: include all departments, ministries, or branches of the government that form the governing body and structure and report directly to the central authority.

Agencies: consist of public organizations that are clearly a part of the government and deliver public programs, goods, or services, but that exist as separate organizations in their own right — possibly as legal entities — and operate with a partial degree of operational independence.

Public enterprises: are agencies that deliver public programs, goods, or services, but operate independently of government and often have their own sources of revenue in addition to direct public funding. They also may compete in private markets and may make profits. However, in most cases the government is the major shareholder, and these enterprises partly follow the acts and regulations that govern the core government.

Outside this clear public sector area is a gray zone, or boundary zone, with two types of organizations that might or might not be part of the public sector.

State Businesses are government owned and controlled businesses that sell goods or services for profit in the private market. Although they do not deliver what would be considered public programs, goods, or services, they might be considered part of the public sector.

Public contractors are legally independent entities outside government that receive public funding — under contract or agreement — to deliver public programs, goods, or services as their primary business. Due primarily to their limited public control, these organizations usually would be classified as not for-profit or private sector entities.

Relationship Marketing

Relationship Marketing is the refocus of traditional marketing with greater emphasis on the creation of customer value. Customer value is the Summation of all the positive effects that a supplier has upon the customer's personal satisfaction Christopher (1998). We can say that creating or enhancing customer value therefore requires detailed understanding of the customer's value chain.

Gronroos defines Relationship Marketing as the process of identifying and establishing, maintaining, enhancing, and when necessary terminating relationships with customers and other stakeholders, at a profit, so that the objectives of all parties involved are met, where this is done by a mutual giving and fulfillment of promises''(Gronroos, 2000, p. 98).

Relationship Marketing is the after-sales service. It incorporates both product and service elements. It demands developing continuous relationship between buyers and sellers. These are usually long-term. To establish this relationship, organizations need to collect information about customers as individuals

(Copulsky and Wolf, 1990; Bennett, 1996). Gummesson (1999) defines Relationship Marketing as: "--- marketing seen as relationships, networks and interactions" Gummesson (1999).

What is Relationship Marketing in Healthcare?

According to Berry (2002), relationship marketing refers to efforts by multi-service organizations to attract, maintain, and enhance customer relationships Berry (2002).

Relationship marketing in health care sector is a customer driven approach to marketing uses marketing materials and relevant educational programs to position a hospital, clinic or individual doctor as an ally and source of support rather than a mistrusted source of contention. It reveals new and better ways to interact and improve the doctor patient relationship. Relationship Marketing activities focus as much on improving interpersonal behaviors as they do on actively reaching out to patients in order to remove any doctor- patient disconnect and make communication a two way street. Relationship marketing focuses on discovering and understanding patients' needs and keeping these needs firmly in mind

Levels of Relationship Marketing in public sector

Relationship marketing can be put to use on various levels, depending on the type and number of bonds used by the company to increase customer loyalty, the higher the level, the higher the potential payoff. Morgan and Hunt (1994) have argued that relationship marketing actually comprises three levels of marketing activity: the micro, the macro and the meso. The micro level concerns the exploration of co-production with the recipients of public services— both an essential element of good services management (Normann, 1991) and a core component of contemporary public policy (Brandson and Pestoff, 2006). The macro level focuses attention on both boundary spanning and boundary maintenance activities —both essential for effective inter organizational collaboration (Kale et al., 2000; Tsai, 2000). Finally, the meso level involves the engagement of PSOs in the policy formulation and implementation process as cognizant, purposive, actors rather than as passive recipients (Gulati et al., 2000).

The nature of relationship marketing

Relationship marketing Marketing is a social science, embedded in existing social systems. To understand the role and consequences of trust, or its absence, it is necessary to consider the underlying dynamics of

social exchange mechanisms. In this consideration elements are significant:

Instrumental and symbolic value

Sociologist George Homans (1958, 606) understood basic social behavior as consisting of Two kinds of exchange:

- 1) The exchange of goods, material goods
- 2) The exchange of non-material ones, such as the symbols of approval or prestige.’

Within exchanges, then, there is a symbolic value, which might be slight or significant. Repeated symbolic-value exchanges acquire increasing value as the satisfaction and trust potential develops. Trust, satisfaction and recurring exchange represent an expression of reciprocated behavior, expressed sentiment, and relational continuity.

Reciprocity and its relation to satisfaction and trust

Reciprocity entails the ‘giving of benefits to another in return for benefits received.’ Reciprocity is technically present in both instrumental and symbolic exchanges. (Molm, Schaefer, and Collett 2007, 199).

Dimensions of reciprocity

- 1) Equivalence of what is exchanged.
- 2) Immediacy of exchanging.

These dimensions affect both customer satisfaction and trust. Ongoing acts of reciprocity give exchanges a deeper meaning, reduce the uncertainty in the relationship, increase trustworthiness and trust between the parties and, at an aggregated communal level, contribute to the creation of social capital (Dolfsma, Eijk, and Jolink 2009; Paxton 1999).

Specific and generalized Trust

Trust is both an antecedent and product of exchange. Initially, where the exchange partners do not know one another, trust has to be created albeit provisionally. There is some support for believing that generalized buyer trust is a prerequisite for marketplace trust and that generalized trust is itself mediated by trust in specific firms (Grayson, Johnson, and Chen 2008).

Locus of control and allocation of responsibility

The perceived locus of control is a psychological construct referring to the extent that individuals believe that rewards, success, and negative consequences come directly from their own actions and not from arbitrary, uncontrollable external forces. In market

situations, locus of control means that the buyer may attribute unexpected results in the exchange transaction to the general marketplace and not the specific seller. Both, Satisfaction and Trust would be negatively impacted if the seller did not complete the exchange as originally agreed upon.

Customer Satisfaction as an indicator of Relationship Marketing

Satisfaction represents an evaluation of the extent to which the attributes of a service or the service itself provides a satisfactory level of fulfillment in conjunction with the consumption (Oliver, 1999). Relationship quality, including trust and commitment, has been evaluated differently by various researchers, with some having taken it to be an antecedent of overall satisfaction (Ok et al., 2005),

What is customer satisfaction?

Satisfaction is defined as an emotional state resulting from a customer’s interactions with a service provider over time Jani and Heesup (2011). The concept is understood as an emotional reaction of the consumer in relation to the discrepancy that appears between his expectations and what he receives (Henning-Thurau, Gwinner and Gremler, 2002).

Satisfaction and Loyalty

Kotler (1999) states that: the key to maintaining the customers is obtaining their satisfaction. In theory, several authors argue satisfaction contributing in retaining customer. For instance, Chaudhuri and Holbrook (2001) state that satisfaction is a key determining factor for gaining the loyalty to the brand. These authors propose satisfaction as an important variable in explaining loyalty. Dick and Basu (1994) and Oliver (1999) consider satisfaction as an antecedent in building the loyalty to the brand. It is often considered that satisfaction influences the probability of reusing a service offered by a certain provider.

Customer trust as an indicator of relationship marketing

Berry (1995) states that: “trust is the foundation on which the Relationship marketing is based.” Hewett (2002), Hibbard (2001) expressed trust and commitment are two key factors to build/construct customer relationship marketing. However, Ndubisi (2007) found that trust contributes more significantly than commitment. Trust is ‘to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the

trustor, irrespective of the ability to monitor or control that other party (Mayer, Davis and Schoorman 1995, 712).

Within the marketing literature trust is often linked with, and expressed through, other constructs such as ‘customer commitment’ (Morgan and Hunt 1994) ‘loyalty’ (Doney and Cannon 1997), and perceptions of the firm’s ‘reputation’ (Cravens, Oliver, and Ramamoorti 2003; Falkenreck and Wagner 2010).

Search procedures

This research was designed to address the role of Relationship Marketing in Kuwaiti public hospitals as public service organizations. It addresses the application degree of relationship marketing within these organizations through measuring these organizations’ customers’ satisfaction and trust.

This chapter describes the research procedures in the field to achieve the research objectives, including the identification of the methodology used in the research, the research community, the research sample, the research tool and verification of its validity and reality, and the statistical analysis used in the analysis of the results.

Research Methodology

In order to achieve the objectives of the study, the researcher will use the descriptive analytical method: " The specialized descriptive approach to data and facts collection, compilation and tabulation; in addition to analyzing the exact depth of adequate analysis; it also includes a degree of interpretation of these results; therefore is used measurement, classification and interpretation methods; in order to extract of significant conclusions, and then therefore used to extract meaningful conclusions" (Saber & khafaga 2002 , p87)

Search community and search sample

This study is cross sectional in nature whereby a sample of 1000 customers was randomly taken from the population of the patients of Kuwaiti public hospital. . The questionnaires, with instructions of how to complete them, were distributed to respondents by an interviewer. After completion, the questionnaires were checked and collected by the interviewer. However, due to some invalid questionnaires which were removed from the sample. The total sample size was 887 .

Characteristics of the research sample:

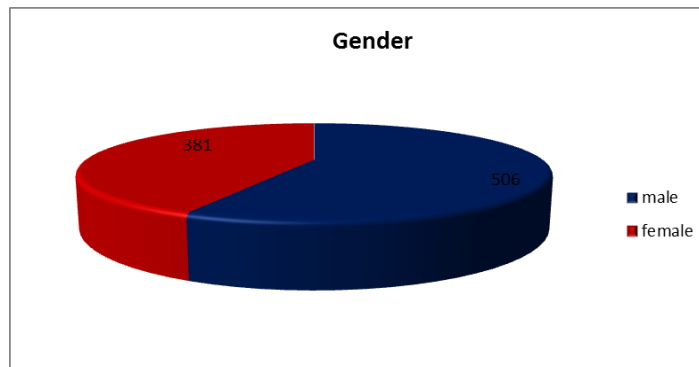
The frequencies and percentages of the sample were calculated according to the variables (Gender – Age)

Table (3-1) Distribution of sample members by gender

Gender	Frequency	Percent
Male	506	57%
Female	381	43%

From the above table we conclude that the research sample was divided into two categories in terms of gender to (male) with percentage (57%) and the cate-

gory (female) with percentage (43%) and the following chart illustrates this



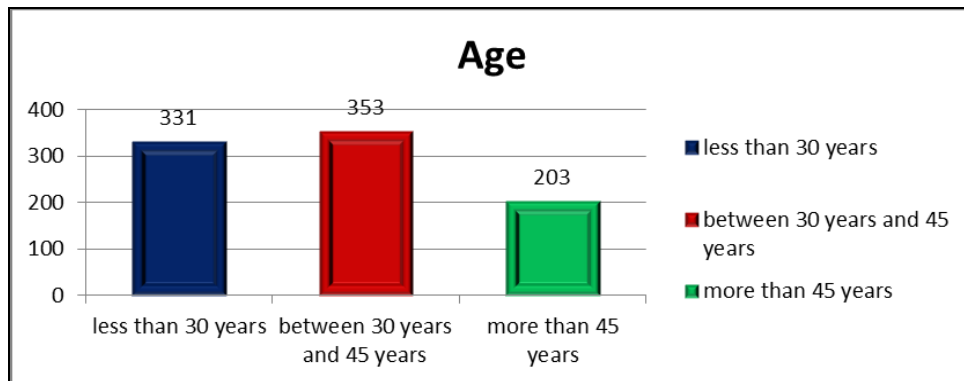
Distribution of sample members by age

As illustrated in the following table and figure, the research sample was divided into categories in terms

of age to (less than 30 years) with percentage (37.3%), the category (between 30 years and 45 years) with percentage (39.8%) and the category (more than 45 years) with percentage (22.9%)

Table(3-2) Distribution of sample members by age

Age	Frequency	Percent
less than 30 years	331	37.3%
between 30 years and 45 years	353	39.8%
more than 45 years	203	22.9%



Search Tool

After reviewing the previous studies related to the subject of the research, a questionnaire was prepared to address the role of Relationship Marketing in Kuwaiti public hospitals as public service organizations. It addresses the application degree of relationship marketing within these organizations through measuring these organizations’ customers’ satisfaction and trust. The researcher depended on the questionnaire as an essential tool for collecting the data needed to support theoretical research in the practical side to answer the research questions and achieving its objectives.

The questionnaire was designed by looking at some of the tools and measures of other studies relevant to the current research topic ‘

The questionnaire contains a set of phrases that support the research topic through its direct relationship with the research objectives and questions.

Description of the search tool (questionnaire)

The questionnaire contained two main parts:

The first part: consists of demographic data on the research sample.

The second part: consists of the study axes

The first axis: contains of 7 Phrases

The second axis: contains of 12 Phrases

The third axis: contains of 11 Phrases

To answer these phrases we used fifth Likert scale with degrees from 1 to 5

The reality of search tool

Virtual reality

In order to ascertain the extent to which each paragraph is related to the axis to which it belongs And the clarity and integrity of the formulation of phrases Until the questionnaire became in its final form contains of 3 axis and (30) phrases

Validate the internal consistency of the search tool:

The validity of the internal consistency of the study axes:

We calculated internal consistency by calculated Pearson correlation coefficient between the each phrase and the axis that it belonged to as shown in next table:

Table (3-3). Pearson correlation coefficient between the each phrase and the axis

number of phrase	correlation coefficient
first axis	
1	.922**
2	.934**
3	.886**
4	.938**
5	.891**
6	.918**
7	.897**
second axis	
1	.894**
2	.862**
3	.862**
4	.905**
5	.852**
6	.878**
7	.851**
8	.920**
9	.905**
10	.890**
11	.857**
12	.886**
third axis	
1	.840**
2	.893**
3	.894**
4	.866**
5	.874**
6	.829**
7	.905**
8	.862**
9	.854**
10	.799**
11	.794**

** . Correlation is significant at the 0.01 level (2-tailed).

From the above table we conclude that all Pearson correlation coefficients between each phrase and the axis that it belonged to come with high degree and significant at (0.01) which indicates a high degree of validity of the internal consistency of the terms of the questionnaire axes.

Internal consistency between the axes of the questionnaire

We calculated internal consistency by calculated Pearson correlation coefficient between each axis and the total degree of questionnaire as following in the following table

Table (3-4). Pearson correlation coefficient between the each axis

Axis	Total degree
first axis	.975**
second axis	.974**
third axis	.973**

** Correlation is significant at the 0.01 level (2-tailed).

From the above table we conclude that all Pearson correlation coefficients between each axis and the total degree of the questionnaire was with high degree and significant at (0.01) which indicates a high degree of Internal consistency between the axes of the questionnaire.

Reality of the questionnaire

To ensure of the reality of the questionnaire we used Cronbach's Alpha test as shown in the following table

Table (3-5)Cronbach's Alpha coefficients

axis	Cronbach's Alpha	N of Items
first axis	.966	7
second axis	.973	12
third axis	.961	11
total degree	.987	30

From the above table we conclude that the reality coefficients value of the all axis of the questionnaire was all of high scores approaching the correct one and the total degree of reality was (.987) which is a high value and approaching the correct one and it refers to The validity of the questionnaire for the application and the reliability of its results.

- (2.6: 3.39) Neutral
- (3.4: 4.19) Agree
- (4.2: 5) strongly agree

Statistical Methods

From the research and its goals we used (spss) program by using:

- 1- Frequencies and percentages
- 2- Means and standard deviations
- 3- Person correlation
- 4- Cronbach's Alpha
- 5- Equation of the range as the following

- (1: 1.79) Strongly disagree
- (1.8: 2.59) disagree

Search results and discussion

The main objective of this research is to address the role of Relationship Marketing in Kuwaiti public hospitals as public service organizations. It addresses the application degree of relationship marketing within these organizations through measuring these organizations' customers' satisfaction and trust. The questionnaire was prepared to achieve the objectives of the study

First study the axis of questionnaire

The first axis: We calculate the means, standard deviation and find the opinion as the following table

Table (4-1)The means and standard deviation for the first axis

No	Phrase	Mean	Std. Deviation	Opinion
1	Health marketing aims to generate financial revenues that help to grow	4.41	.866	strongly agree
2	Health marketing aims to increase the growth rate based on market size	4.34	.912	strongly agree
3	Health marketing depends on the presentation and value of the service to facilitate the exchange process and achieve the interests of both parties	4.34	.915	strongly agree
4	The functions of health marketing depend on the wishes and requests of the beneficiary and make him voluntarily choose them	4.29	.880	strongly agree
5	Health marketing focuses on continuity of service delivery	4.34	.887	strongly agree
6	Health marketing achieves the hospital's profits achieved by reducing the cost of the delivery and marketing of hospital services	4.27	.915	strongly agree
7	Health marketing works towards product orientation	4.30	.943	strongly agree
Total average		4.33	0.90	strongly agree

From the above table we conclude that the patients in public hospitals strongly agree to the role of marketing in Kuwaiti Public hospitals with mean (4.33) and standard deviation (0.90)

All phrases get the (5) degree of approval (strongly agree) with arrangement

- Health marketing aims to generate financial revenues that help to grow
- Health marketing aims to increase the growth rate based on market size
- Health marketing depends on the presentation and value of the service to facilitate the exchange process and achieve the interests of both parties
- Health marketing focuses on continuity of service delivery

- Health marketing works towards product orientation
- The functions of health marketing depend on the wishes and requests of the beneficiary and make him voluntarily choose them
- Health marketing achieves the hospital's profits achieved by reducing the cost of the delivery and marketing of hospital services

And we also conclude that the standard deviation for all phrases with small value which refers to Homogeneity of the opinions of the members of the research sample on the application of marketing in Kuwaiti Public hospitals

The second axis: We calculate the means, standard deviation and find the opinion as the following table

Table (4-2) The means and standard deviation for the second axis

No	Phrase	Mean	Std. Deviation	Opinion
1	I feel the highest degree of satisfaction within the hospital	4.13	1.122	Agree
2	I feel that the patient's satisfaction in the hospital is of extreme importance	4.32	1.002	strongly agree
3	There are staff within the hospital responsible for patient satisfaction	4.27	.947	strongly agree
4	I find the hospital work schedule excellent	4.03	1.218	Agree
5	There is support and treatment of the medical office in the hospital	4.19	1.046	Agree
6	I find commitment to hospital appointments	4.31	.972	strongly agree
7	I find that the treatment period is adequate and appropriate for me	4.13	1.216	Agree
8	Get the right treatment to my condition	4.28	.977	strongly agree
9	I find friendly and understanding behavior with hospital staff	4.19	1.028	Agree
10	I find honesty in dealing with patients	4.16	1.016	Agree
11	I can find enough explanation for everything I need to ask for	4.12	1.066	Agree
12	Staff members are efficient and experienced	4.22	.922	strongly agree
Total average		4.20	1.04	strongly agree

From the above table we conclude that the degree of patients' satisfaction accepted with degree (strongly agree) with mean (4.20) and standard deviation (1.04) which means that the research sample very satisfied about public hospitals

We found the phrases (2, 3, 6, 8, 12) get the (5) degree of approval (definitely will) with arrangement:

- I feel that the patient's satisfaction in the hospital is of extreme importance
- I find commitment to hospital appointments
- Get the right treatment to my condition
- There are staff within the hospital responsible for patient satisfaction
- Staff members are efficient and experienced

The other of paragraph phrases get the (4) degree of approval (agree) with arrangement:

- There is support and treatment of the medical office in the hospital
- I find friendly and understanding behavior with hospital staff
- I find honesty in dealing with patients
- I feel the highest degree of satisfaction within the hospital
- I find that the treatment period is adequate and appropriate for me
- I can find enough explanation for everything I need to ask for
- I find the hospital work schedule excellent

And we also conclude that the standard deviation for all phrases with high value which refers to the difference views of the members of the research sample about this phrases except the phrases (3, 6, 8, 12)

with small value which refers to the agreement of all research sample on that phrases.

The third axis: We calculate the means, standard deviation and find the opinion as the following table

Table (4-3) the means and standard deviation for the third axis

No	Phrase	Mean	Std. Deviation	Opinion
1	I feel the highest degree of trust within the hospital	4.24	.953	strongly agree
2	There is a difference in performance between available hospitals	4.27	.945	strongly agree
3	I feel that this hospital is the best hospital in this area	4.37	.924	strongly agree
4	I feel that this hospital is the best hospital in the cost of others	4.29	.974	strongly agree
5	I feel comfortable during my stay inside this hospital	4.38	.882	strongly agree
6	I feel efficient and skilled staff	4.38	.730	strongly agree
7	The hospital has the right diagnostic and treatment equipment	4.16	1.127	Agree
8	The hospital has modern operating theater facilities	4.31	.957	strongly agree
9	There is a high level of cleanliness in hospital	4.39	.909	strongly agree
10	I feel the efficiency of nursing care	4.17	1.219	Agree
11	I encourage my friends and family members to be treated at this hospital	4.19	1.081	Agree
Total average		4.29	0.97	strongly agree

From the above table we conclude that the degree of patients' trust accepted with degree (strongly agree) with mean (4.29) and standard deviation (0.97) which means that the research sample is very trusting on public hospitals

We found that all phrases get the (5) degree of approval (strongly agree) except the phrases (7, 10, 11) get the (4) degree of approval (agree) And we also conclude that the standard deviation for all the phrases with small value which refers to the agreement of all research sample on that phrase

Except the phrases (7, 10, 11) with high value which refers to the different views of the members of the research sample about this phrases.

Study hypotheses

Relationship marketing is applied to a good extent in Kuwaiti Public hospitals; the overall degree of patients' satisfaction is quite high.

To find that we get the correlation between the application of relation marketing and degree of patients' satisfaction as shown in the following table

Table (4-4) Correlation between applied the relation marketing and degree of patients' satisfaction

		The degree of patients' satisfaction
Marketing in Kuwaiti Public hospitals.	Pearson Correlation	.922**
	Sig. (2-tailed)	.000
	N	887

From the above table we conclude that There is a relation between the application of relation marketing and degree of patients' satisfaction with coefficient (.922**) and significant with significant value (.000) less than (0.05) so patients' satisfaction is significant to The degree of patients' satisfaction and we conclude that Relationship marketing is applied to a good extent in Kuwaiti Public hospitals the overall degree of patients' satisfaction was quite high

Relationship marketing is applied to a good extent in Kuwaiti Public hospitals; the overall degree of patients' trust was quite high.

To find that we get the correlation between the application of relation marketing and degree of patients' trust as shown in the following table

Table (4-5).Correlation between applied the relation marketing and degree of patients' trust

		The degree of patients' trust
marketing in Kuwaiti Public hospitals.	Pearson Correlation	.932**
	Sig. (2-tailed)	.000
	N	887

From the above table we conclude that There is a relation between the application of the relation marketing and degree of patients' trust with coefficient (.932**) and significant with significant value (.000) less than (0.05) so patients' trust is significant to the degree of patients' satisfaction and we conclude that Relationship marketing is applied to a good extent in Kuwaiti Public hospitals; the overall degree of patients' trust was quite high.

Results and recommendations

- The patients in public hospitals strongly agree to the role of marketing in Kuwaiti Public hospitals with mean (4.33) and standard deviation (0.90).
- The degree of patients' satisfaction accepted with degree(strongly agree) with mean (4.20) and standard deviation (1.04) which means that the research sample is very satisfied about public hospitals
- The degree of patients' trust accepted with degree (strongly agree) with mean (4.29) and standard deviation (0.97) which means that the research sample is very trusting on public hospitals.
- The Relationship marketing is applied to a good extent in Kuwaiti Public hospitals. The overall degree of patients' satisfaction was quite high
- The Relationship marketing is applied to a good extent in Kuwaiti Public hospitals the overall degree of patients' trust was quite high.

Search recommendations

- Attention should be paid to public hospitals
- The media should provide programs on marketing in Kuwaiti Public hospitals
- Seminars should be held to raise awareness about the role of marketing in Kuwaiti Public hospitals

A Road Map for Improved Marketing Performance

A commitment to the concept of marketing implies a willingness to re-examine the purpose of the business more or less continually and to alter the organization

and its products to respond to changing needs. Marketing-oriented organizations are continually evaluating their image, services, and philosophy in terms of the customer's needs and perceptions. From a hospital's perspective, the core market is the physicians who practice on its medical staff. Then, the hospital must do two things: meet the physician's needs for efficient service and support for his or her medical activity and meet the patient's needs for convenient, quality hospital care. The application of the marketing concept to the hospital requires:

- 1) A responsive relationship between hospital administration and the medical staff
- 2) A responsive relationship between the medical staff and the patients.

(As a responsive relationship means, dual lines of responsibility which must act in an interdependent fashion).

Both, the medical staff and the patients need to be part of decision making. Continuous assessment and improvement for the service quality is also very important. According to a report for the world health organization in 2016, hospitals need to reduce the waiting time for patients due to high patient load and over extension of medical staff.

Hospital Information System is a good methodology for creating good relationship marketing in a hospital. Accurate abstracting and disease indexing of medical record is an essential element for retrieving data of the patients having similar disease. Depending upon the data, the organization is able to conduct seminars/lectures for patients with similar ailments. The software data must contain demographic information about a patient, a resume of recent medical history, a coded summary of diagnostic and treatment procedure rendered, and accurate classification of primary and secondary diagnosis. Computer Stored Ambulatory Record is a recommended program as it generates reminder notices when certain standard tests or treatment have not been ordered, thereby improving quality of care in the hospital. This helps to provide follow up services to know the status of the patient and to remind them of due review consultation.

Wanless (2005) explained that Health Marketing is different from Marketing in other Industries. He said "In Health Care your marketing message must

contain an element of mission, goodwill, and community service ...Therefore, it is necessary for Marketing and Public Relations activities in the Government Hospitals to address the issue of community service, this should also be part of its mission and vision. Government Hospital should also ensure that it offers quality service to the Patient.

Future research

Future research includes the need to empirically examine the degree of application of Relationship Marketing within other organizations of public sector in Kuwait such as education. Also, the research can be conducted within the public sector in other countries.

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