

# IMPACT OF CUSTOMER EXPERIENCE MANAGEMENT PRACTICES ON BUSINESS PERFORMANCE IN HEALTHCARE ORGANIZATIONS

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## ABSTRACT

*As health facilities' aim to provide quality services, patient satisfaction and/or organizational performance, Customer Experience Management (CXM) is becoming an organizational strategy. The study examined impact of Customer Experience Management Practices on business performance of healthcare organizations. As a result, a study was carried out to investigate selected key customer experience management (CXM) strategies impact like customer feedback mechanism; personalized patient experience; customer segmentation practices; patient loyalty and retention programmes; first contact resolution on outcome of organizational performance in health care.*

*The researcher used a quantitative research design to collect data from 352 healthcare service users. The assessment of the research model and hypothesis regarding the relationship of CXM practices and business performance used Structural Equation Model (SEM). The results from the measurement model indicate that the constructs are reliable and valid and the structural model achieved good fit with the data. The study reveals that four of the five Customer Experience Management practices considerably influence the business performance of healthcare organizations. The findings suggest that the most positive personalized patient experience and patient loyalty programs have the strongest impact on business performance, followed by customer feedback mechanisms, first contact resolution and customer segmentation practices. The research discovered that 64% of business results variance is explained by CXM practices of an organization. The results have some shift from the healthcare organization but are still considerably explained within the data collected. In healthcare organizations, the implementation of patient-centered experience management practices is essential. The study has strategic significance and will help create better experiences for patients.*

**Keywords:** Customer Experience Management, Healthcare Organizations, Business Performance, Patient Experience, Structural Equation Modeling.

## INTRODUCTION

Over the last few years, the healthcare industry has undergone a massive transformation due to the rising competition, technological innovations, and patient's rising demand for quality and personalized services. As the world is witnessing the development of new tools and technologies which are changing how consumers are accessing healthcare, it is

imperative for the healthcare providers to stay leading edge in meeting such consumer's need. Today, healthcare organizations are seen not only in terms of the clinical outcome metrics but also in terms of overall patient experience and service marketability metric as essential determinants of organizational performance. Healthcare organizations are widely implementing Customer Experience Management (CXM) practices with a view to improving service delivery and patient satisfaction which will also give them a competitive edge (Berry & Bendapudi, 2007; Lemon & Verhoef, 2016). Customer experience management (CEM) refers to strategic activities by companies to manage (memorable) encounters of their customers with the aim to enhance customer satisfaction, loyalty or retention (Homburg, Jozić & Kuehnl, 2017).

According to (Gentile, Spiller & Noci, 2007) studies in service marketing literature have devoted considerable attention to customer experience. In fact, they describe customer experience as the cognitive, emotional and behavioral responses that customers may have during their interactions with service providers. Patient experience refers to how a patient interacts with the care setting. For example, it involves the way clinicians interact with the user, the staff's responsiveness and the service. Research studies have noted that optimizing patient experience not only leads to greater patient satisfaction but has also been significantly correlated with enhanced operational performance and financial outcomes of health care organizations (Anderson, Fornell & Lehmann, 1994; Ferreira, Marques & Nunes, 2023). As a result, healthcare organizations are increasingly focusing on service design from a patient perspective, that is, on the design of patient-centred services based on the actual and underlying needs/expectations.

In healthcare, CXM or customer experience management is about creating a custom experience for patients. Essentially, it is the personalization of patient experience. Tailoring medical care, communication, and support services to the specific needs and preferences of individual patients is known as personalized healthcare services. According to (Abid et al., 2024), the implementation of these strategies enhances the confidence and involvement of patients, leading to improved healthcare outcomes and a more meaningful structure of care delivery. In addition, customized medical services will assist in creating loyal patients as well as attain positive word of mouth. This is necessary for improving the reputation and working of the health care sectors (Al-Assaf, Bahroun & Ahmed, 2024).

Another important feature of CXM is the customer feedback systems that help healthcare organizations in capturing the perceptions and service quality insights from the patients. According to (Malathi & Ravi, 2022) tools extending from patient feedback systems like surveys, online reviews and complaint management platform helps glean information that can help fill those gaps by addressing service failures.

Healthcare companies can amplify satisfaction and trust through feedback by improving service quality to meet patient expectations.

Customer segmentation is another important strategy in CEM. With the help of predictive analytics, health organizations ensure better segmentation of patients into groups depending on demographic factors, illness and service needs. The segmentation of the health care market facilitates the delivery of various programs and services for distinct patient groups. By employing this method, service delivery will become more effective, and the patients will get maximum involvement and satisfaction (Fornell et al., 1996).

Besides segmentation techniques, the healthcare institution also started offering patient loyalty programs, which in fact are their long term relationship programs. To illustrate, things like exclusive membership privileges, screening packages that promote wellness and readily available healthcare services can cause repeated visits of patients. (Bolton et al., 2014) and his colleagues explained that loyalty programs help healthcare institution to woo high performing patients. Most importantly, these programs can enhance the overall performance

of the institution. Secondly, the emotional attachment between patient and service provider is increasing too. Moreover, creating strong customer loyalty programs based on health helped the institutions in achieving more accountability and enhanced financial stability (Jesus, Silva & Martins, 2025).

First contact resolution is another major influencer of patient experience. An effective resolution to a customer's problem boosts patient satisfaction. Patient dissatisfaction can be avoided if they are asked to re-visit or services are delayed. Services and system of communications are effective till they can better first contact resolution to improve patient trust and organizational efficiency (Lee & Lee, 2022).

Customer Experience Management in healthcare has been further facilitated by additional digital technologies. Electronic health record systems and telemedicine tools implemented in health organizations are samples of digital health solutions that have been employed to empower healthcare providers to enhance accessibility to services and improve patient involvement. Digital healthcare systems are used to enhance patient and clinician experience & improve operational efficiency of healthcare organizations (Canfell et al., 2024). The future of CXM will still be affected because they are an evolving technique that can help align technology advancements with improved customer experience and service delivery in the health care system (Klaus & Maklan, 2013).

Effective organizational outcomes in the health care industry can be facilitated through effective CXM practices. The rising significance of patient -consumer and client-centred service practices in the delivery of health care, the association between CEM practices and business performance is witnessing increasing recognition as an important research area in health care management. The prior investigations emphasized that customer experience is pivotal and managing it effectively can efficiently influence organizational outcome variables like customer satisfaction, patient retention, quality, and financial performance (Verhoef et al., 2009; Kurtuluş & Cengiz, 2022). Nevertheless, there is insufficient empirical evidence that tests the synergetic impact of multiple CXM practices on performance in healthcare organizations.

The main aim of the study is to investigate the impact of personalized patient experience, customer feedback mechanism, customer segmentation practices, patient loyalty programmes and first contact resolution on the business performance of the healthcare organizations. Also, this study aims to consider how healthcare organizations can reinforce their service strategies and optimize their organizational performance in a patient-centric healthcare environment by assessing the influence of such CXM practices on organizational performance (Peruzzo et al., 2025).

## LITERATURE REVIEW

### Customer Experience Management in Healthcare

CXM (Customer Experience Management) has become one of the most strategic concepts for service organizations like healthcare. Typically, healthcare organizations mainly consider clinical outcomes and operational efficiency. As competition heats up between healthcare organizations, and patient expectations rise, organizations are observing that great patient experience is the essence of their organisational success. Customer Experience Management refers to the critical process of managing all interactions between customers from beginning to end; its design is to shape customer experiences positively (Homburg, Jozić & Kuehnl, 2017). Which customers will see fit in return drives loyalty and satisfaction in the long run. CXM includes all interactions that patients have with a provider in the healthcare industry. It includes the interactions from scheduling an appointment to the

delivery of the service to replying to messages from medical staff to post-treatment help.

Customer experience is a broad, cognitive and emotional activity that is wider than service quality. His behavioural responses form their interaction with a service provider (Gentile, Spiller & Noci, 2007). The patient experience is an important consideration to hospitals because it directly affects the beliefs and feelings of patients as to how great the service they received was and whether they would return to utilise the services at the same health facilities. Studies show that good experiences of patients correlate with increased satisfaction with the treatment and greater compliance, as well as improvements in doctor-patient relations (Berry, Carbone & Haeckel, 2002). This forces healthcare organizations to adopt CXM strategies for enhancing service delivery and gaining sustainable competitive edge.

### **Personalized Patient Experience**

Providing a personalized patient experience is critical to healthcare customer experience management. Healthcare personalization is customizing medical care after individual needs and preferences of patients. And in recent years, it is also gaining much attention. Hence, to make the consumer satisfied, it should be a major focus of a personalized patient experience as individuals visit you for compassion, empathy, and treatment solutions relevant to the condition. (Abid et al., 2024) stressed the importance of considering patients' needs for the enhancement of patient satisfaction and healthcare outcomes in a patient-centered healthcare system (de Oliveira Lima, Rodrigues & Costa, 2025).

The research reveals that personalized patient experiences are also crucial to making quality judgments about care and their satisfaction with care delivery by health care professionals. As an illustration Berry et al. Customer Experience management is defined as processes designed to interface with a customer from the very moment that customer comes into contact with the organization (2002). They said: for the organization to control the whole process you must design a service process that includes their emotional and psychological characteristics. Health care organizations personalize communication, develop personalized treatment plans and provide compassionate health care in health care settings to ensure positive patient experience and improved patient engagement. According to (Anderson, Fornell & Lehmann, 1994) during a correspondence investigation the high-level relations of consumer satisfaction with higher better organization performance and profitability than investor expectation. When a healthcare organization personalizes their services for patients, it enhances their trustworthiness in the sight of that patient. When healthcare personalization is tied with better performance, then it can be useful one for the delivery of better health outcomes. A healthcare provider who personalizes services can form a stronger bond with patients (Parasuraman, Zeithaml & Berry, 1988).

### **Customer Feedback Mechanisms**

Consumer feedback techniques are important in CEM. Customer surveys allow organizations to learn valuable information about customer opinions and quality of service. The designs of feedback mechanism can offer managers and health care professional with details and helps to take out the initial information on the health care quality of the patient. The patient's feedback is an important source of information to assess the weaknesses and strengths at the level of the healthcare delivery system. Alternative channels of feedback include patient satisfaction surveys, complaint management system and digital feedback platforms. The different kinds of feedback mechanisms allow the performance of health care providers to be measured (Lee, Park & Kim, 2023).

According to (Malathi and Ravi, 2022) the feedback from patients plays an important

role in the enhancement of health care services and patient satisfactions. Through the mechanism of collecting and analysing feedback from patients about their treatment. Through this technique, the health care institution track shortcoming in service delivery and take suitable corrective action for achieving greater optimization in the service delivery (Malathi and Ravi, 2022) Also, the systematic review of patient satisfaction by (Ferreira et al., 2023) has noted that the construct has a strong association with many service quality determinants like service responsiveness, service communication, and service staff.

Interactive voice response system's benefit is increasing at a steady rate. Adding additional mechanisms to receive feedback from customers would make learning and improvement more possible. Proactive responding involves healthcare providers publicly responding to patient feedback to demonstrate their ultimate goal is quality patient-centered care. This strategy will help in increasing patient satisfaction levels, and it will help the health care organization in developing a good image in the market. Consequently, effective feedback systems are essential component in managing customer experience programmes in healthcare organisations mainly (McColl-Kennedy et al., 2017).

### **Customer Segmentation Practices**

Customer segmentation refers to processing, reviewing and analysing customer behaviour to create customer segments based on certain criteria. It is a part of Customer Experience Management. Accessing the reviews of customers through their interactions with the company helps the company segment the customers into various types based on their demographics, behaviour and service needs. Patient segmentation can help healthcare professionals mean a health service or communication approach to a particular group of patients. According to the writers (Grewal, Levy & Kumar, 2009), it is believed that a proper segmentation of customers will allow organizations to gain a clearer picture along with their appropriate services.

Patient segmentation can take place on the basis of age, health conditions, lifestyle habits and health care utilization behaviour. By focusing on specific patient segmentation a healthcare provider can formulate targeted healthcare initiatives and cater to different patient groups with effective care options. Preventive healthcare programs may be required by younger people while chronic diseases management programs may be intended for elderly patients. Using customer segmentation makes a healthcare organization's service delivery more resource-optimized & efficient. According to (Kurtuluş & Cengiz, 2022), by segmenting customers, a health institution can enhance service customization and patient participation. This improves goal-oriented and better-value for patients and organizations.

### **Patient Loyalty Programs**

Healthcare organizations have increasingly adopted patient loyalty programs as an essential part of Customer Experience Management. We will tell you about healthcare loyalty programs. Countless loyalty programs exist today with different purposes. However, the basic purpose of all is the same and that is to create a long lasting bond between organizations and their customers by incentivizing, rewarding and personalizing offer for their customers for their repeat consumption. Through this method, organizations can develop long-term relationships with their customer so that they benefit maximally. For instance, the healthcare industry.

Customer loyalty can be defined as a sustained organizational success. As stated by (Bolton et al. 2014), a loyal customer is a person that will make multiple purchases to the company and would recommend the service who needs it. In this way, patient loyalty programs can lead to enhanced patient retention while also strengthening the relationship

between them and the provider. Let us take a look at some strategies that may help in retaining patients. A loyal patient is one who continues to use the services of a provider. This also influences the positioning of the health organizations. Loyalty programs encourage patients to participate in health and wellness activities that are preventive thereby ensuring engagement. Health care organizations can create a better relationship with patients and derive long term value for both patients as well as themselves. Patients are happy.

### **First Contact Resolution**

When organizations can resolve a customer complaint or service issue in one interaction, it is said to enjoy first contact resolution. The healthcare organizations should focus on first contact resolution as the patients always expect an immediate response to get information about appointments, treatment process or medical advice. Resolving patient queries and complaints on the first contact is an essential element in improving patient satisfaction and minimizing aggravation.

According to a study by Peer (Lee & Lee, 2022), an effective service management mechanism and organized communication processes can enhance internal communication at our Health Care Globally. Do these techniques improve organizational performance within the healthcare institution efficiently? Certainly, but health care organizations that help you streamline communication, problem solving. Can improve patients' experience better than before. Besides, it helps Reduce operational costs by removing multiple rounds of back and forth from customers, which is beneficial. This individual will affect the level of trust your health facility will build with a patient. When customers interact with agents that possess these traits, they perceive them as individuals willing to help and contribute. As a result of all this, patient satisfaction will be improved and the organization will perform better (Zomerdijsk & Voss, 2010).

### **Customer Experience and Organizational Performance**

The article examines the opinions of several experts and scholars and various definitions the customer experience that have been proposed. Every organization is basically a product organization or a service organization and thus, each organization's existence is dependent on customers' satisfaction. The customer experiences are unique because they are uniquely subjective experiences which are integrated with more objective product services. According to (Meyer & Schwager, 2007), customer experience is the customer's internal response to any direct or indirect interaction with a company.

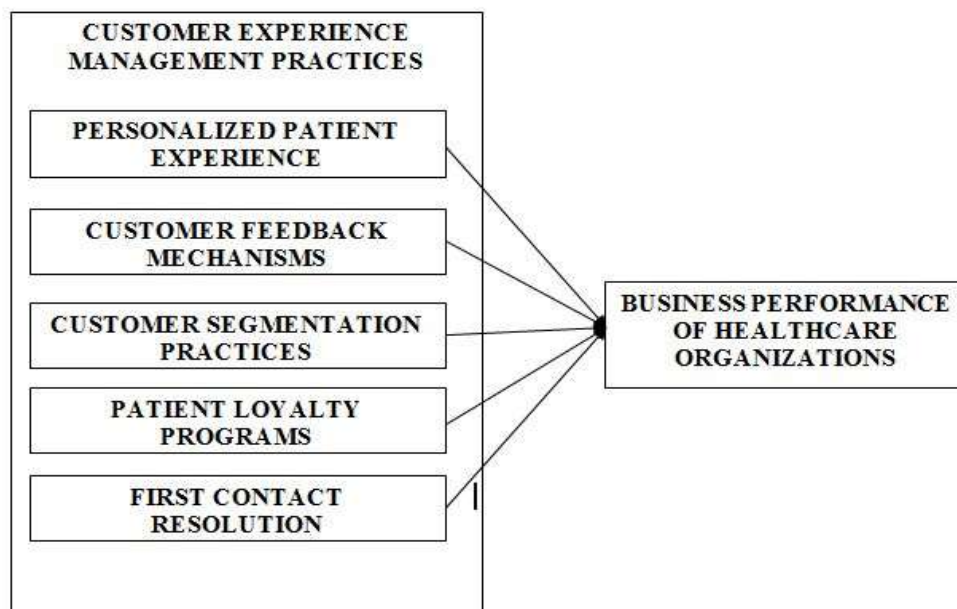
Patient experience defines the clinical and health organizational interactions of patients. For example, it includes dealings with doctor and other hospital and administrative staff. It also contains Clause and quality of health care material like medicine and equipment. Above all, provides policies and the healthcare environment and infrastructure, which includes the cleanliness and level of comfort. The emergence of IT industries has helped health care organizations improve customer experience. (Canfell et al., 2024) conclude that digital hospitals and health technologies improve the patient and clinician experience via enhanced access to services communications and operations. Digital health platforms, telehealth, and electronic health records allow health providers to deliver more holistic care and monitoring to patients.

The combination of the studies indicate that customer experience management practices were central to improving the quality of health care services and performance of organization. However, healthcare organizations can enhance patient satisfaction through a strategy to enhance patient experience by adopting practices for personalized services, ways to gain effective feedback, customer segmentation techniques to implement loyalty schemes

and effective management of service processes. The outcome will ultimately lead to sustainable competitive advantages. This study substantiates the lack of scientific investigation of these CXM practices of healthcare organizations on their business performance as a whole FIGURE 1.

## Research Objectives

- To examine the adoption of Customer Experience Management (CXM) practices in healthcare organizations.
- To analyze the impact of personalized patient experience on the business performance of healthcare organizations.
- To evaluate the influence of customer feedback mechanisms on the business performance of healthcare organizations.
- To assess the effect of customer segmentation practices on the business performance of healthcare organizations.
- To investigate the role of patient loyalty programs in improving the business performance of healthcare organizations.
- To examine the impact of first contact resolution on the business performance of healthcare organizations.



**FIGURE 1**  
**CONCEPTUAL FRAMEWORK**

## Hypothesis

**H1:** *Personalized patient experience has a significant positive impact on the business performance of healthcare organizations.*

**H2:** *Customer feedback mechanisms have a significant positive impact on the business performance of healthcare organizations.*

**H3:** *Customer segmentation practices have a significant positive impact on the business performance of healthcare organizations.*

**H4:** Patient loyalty programs have a significant positive impact on the business performance of healthcare organizations.

**H5:** First contact resolution has a significant positive impact on the business performance of healthcare organizations.

### DISCUSSION

The research examined the impact of implementing Customer Experience Management practices on the business performance of health care organizations through Structural Equation Modeling. A total of 352 respondents made up the sample. Research indicates that the implementation of CXM practices significantly benefits the performance of healthcare organizations’ performance. Results of SEM analysis confirm the reliability, validity and model fit of the proposed theoretical model which captures the identification, implementation and performance outcomes of CXM practices in a health care setting Table 1.

<b>Construct</b>	<b>Item</b>	<b>Factor Loading</b>	<b>Cronbach’s Alpha</b>	<b>Composite Reliability (CR)</b>	<b>AVE</b>
Personalized Patient Experience	PPE1	0.812	0.874	0.902	0.697
	PPE2	0.845			
	PPE3	0.861			
	PPE4	0.829			
Customer Feedback Mechanisms	CFM1	0.804	0.861	0.894	0.679
	CFM2	0.836			
	CFM3	0.852			
	CFM4	0.818			
Customer Segmentation Practices	CSP1	0.791	0.846	0.882	0.652
	CSP2	0.824			
	CSP3	0.846			
	CSP4	0.807			
Patient Loyalty Programs	PLP1	0.823	0.869	0.898	0.690
	PLP2	0.847			
	PLP3	0.861			
	PLP4	0.835			
First Contact Resolution	FCR1	0.812	0.857	0.889	0.667
	FCR2	0.841			
	FCR3	0.828			
	FCR4	0.816			
Business Performance	BP1	0.844	0.903	0.921	0.702
	BP2	0.871			
	BP3	0.856			
	BP4	0.832			
	BP5	0.821			

As per the measurement model results, the constructs used were reliable and valid. The values of Cronbach’s alpha & composite reliability of all the constructs were greater than 0.70 (citation). Each measurement item has high internal consistency. The AVE values also exceed 0.50 indicating adequate convergence validity. The other evidence of discriminant validity affirms that other constructs are distinct from each other as the square root of AVE was greater for all the constructs than their correlation with others (citation). In a health care context, these findings suggest that the personalized patient experience, customer feedback mechanisms, customer segmentation practices, patient loyalty programs first contact compliment and the business performance Measurement scales are very good reliability and

validity.

The analysis of the structural model provided strong support for the hypotheses tested. e) Results obtained from the SEM showed that there was a high degree of correlation on a significant amount of dimensions as proved by verification through numerous sources. The value of the chi-square/degrees of freedom ( $\chi^2/df$ ) ratio was 2.14, which is acceptable in SEM models. The values of GFI (0.927), AGFI (0.901) CFC (0.948), and TLI (0.941) were noted to be higher than threshold value 0045; while RMSEA (H048) and SRMR (0.049) were lower than acceptable limit 008). The findings suggest that the proposed research model is a good explanation for Table 2.

<b>Constructs</b>	<b>PPE</b>	<b>CFM</b>	<b>CSP</b>	<b>PLP</b>	<b>FCR</b>	<b>BP</b>
Personalized Patient Experience	<b>0.835</b>					
Customer Feedback Mechanisms	0.521	<b>0.824</b>				
Customer Segmentation Practices	0.486	0.507	<b>0.807</b>			
Patient Loyalty Programs	0.542	0.533	0.498	<b>0.831</b>		
First Contact Resolution	0.514	0.521	0.472	0.503	<b>0.817</b>	
Business Performance	0.604	0.571	0.546	0.592	0.563	<b>0.838</b>

The degree of business performance changes was quite clearly evident in the  $R^2$  pula. The R squared value of business performance was pegged as 0.64, which means that NVivo's CXM practices can explain 64 percent of variance in healthcare business performance. As evidenced by the results of the study, those healthcare organisations who undergo CXM practices effectively are more likely to achieve better organisational outcomes. The results suggest improved patient satisfaction, better patient retention and patient flow, greater service efficiency, and stronger finances. Therefore, we found support for our third hypothesis.

The first hypothesis investigates the influence of patient experience on business performance, and the result indicates a significant influence ( $\beta = 0.312$ ,  $p < 0.001$ ). Organizational performance improvements are realized when the healthcare organization customizes the patient experience. Patient experience delivery refers to providing care and services that are customized to the individual. Healthcare institutions should tailor healthcare services according to what the patients want their needs or what they expect it to be. As soon as the patients see that their needs are being taken care of the trust you. Likewise, patients tend to be satisfied with such health services.

According to the second hypothesis customer complaints mechanism will significantly impact business performance and this hypothesis was accepted ( $\beta = 0.268$ ,  $p < 0.001$ ). Systematic customer feedback methods help collect patient feedback about services and processes. When patients evaluate the hospitals, the hospitals get an opportunity to enhance their service quality and operational efficiency. An organization's identification of gaps and making improvements in service quality is aided by this. By establishing an efficient customer feedback mechanism, the health care institutions can strengthen the relationship with the patients as well as improve the performance of the organization. Mechanisms that capture feedback from customers are an important means through which healthcare institutions get to know patient expectations to serve them better Table 3.

<b>Fit Index</b>	<b>Recommended Value</b>	<b>Obtained Value</b>
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Chi-square ( $\chi^2$ )	—	512.36
Degrees of Freedom	—	239
$\chi^2/df$	< 3	2.14
GFI	> 0.90	0.927
AGFI	> 0.80	0.901
CFI	> 0.90	0.948
TLI	> 0.90	0.941
RMSEA	< 0.08	0.056
SRMR	< 0.08	0.049

According to the findings, customer segmentation practices (hypothesis 3) exert significant positive influence on business performance ( $\beta = 0.224$ ,  $p < 0.001$ ). Customer segmentation is when patients are classified into different groups depending on demographic, behavioral or medical characteristics. Healthcare organizations can identify these groups to develop services management strategies for segments of patients. This enables healthcare facilities to effectively allocate resources and design healthcare delivery according to the unique characteristics of specific patient groups. While the magnitude of the results was smaller than found for the other CXM practices, they help to demonstrate the potential usefulness of segmentation for improving the performance of healthcare services. Using segmentation practices allows healthcare organizations to develop customized care plans, targeted preventive healthcare services and focused communications programs that drive patient engagement and satisfaction.

The fourth hypothesis evaluated the effect of the patient loyalty programs on business performance which has a significant impact positively with ( $\beta = 0.291$ ,  $p < 0.001$ ). The patient loyalty programs are intended to build long-lasting relationships between the health organizations and patients. This relationship will be built on the basis of incentives, benefits of membership, and personalized health check-ups. \* As such, this study have identified that loyalty programs may have an impact on driving repeat visits, improving patient retention, and increasing patient engagement. Loyalty programs help healthcare organizations create better emotional connections with the patients and build trust and commitment. Loyalty programs enhance the quality of relationships of the organization with the patients that have long-term effects. This also helps in better financial performance and also improves the sustainability Table 4.

Hypothesis	Path	Standardized $\beta$	Standard Error	t-value / CR	p-value
H1	Personalized Experience → Business Performance	0.312	0.053	5.842	<0.001
H2	Customer Feedback Mechanisms → Business Performance	0.268	0.054	4.973	<0.001
H3	Customer Segmentation Practices → Business Performance	0.224	0.052	4.316	<0.001
H4	Patient Loyalty Programs → Business Performance	0.291	0.057	5.107	<0.001
H5	First Contact Resolution → Business Performance	0.247	0.054	4.562	<0.001

The research evidence suggests that the fifth hypothesis was also supported in which

first contact resolution affects business performance ( $\beta = 0.247, p < 0.001$ ). First-contact resolution means the ability of a provider to resolve the issue at first-contact with patients. This type of quick resolution increases patient satisfaction and decreases irritation as a result of frequent visits or prolonged wait for service delivery. As per the study of Service Sector, healthcare organizations that deliver the service and tackle problem areas timely have quite better performance outcomes. Resolving issues during first contact builds greater confidence in patients, while operational efficiency also improves as service bottlenecking is reduced and administrative burden is lowered.

In general, this study is essential as it shows adopting Customer Experience Management practices generates an enhanced business performance in the health care organization. The personalized patient experience and patient loyalty programs among other variables studied were found to have the greatest impact on business performance meaning patient-centeredness and continuous relationship management are critical in this sector. Organizations with high performance have had highly related feedback loops with customers, how segmentation works for them and first contact resolution. So to really move the needle with patient satisfaction as well as improving operations via CXM, the healthcare organization will want to create a CXM system wide plan. CXM is essential in managerial orientation as it offers strategic options for staying market relevant and achieving business success. Organizations prioritizing patient experience are more inclined to embrace patient engagement and service management best practices to enhance overall organizational performance. These implications show how understanding the patient's needs using CXM can direct quality care initiatives within healthcare. It can also enable health systems to remain competitive in a rapidly changing market environment.

## Findings of the Study

The goal of this study was to evaluate the effect of CXM practices on the organizational performance of the health sector. A total of 352 respondents were involved in the SEM analysis for structural model testing. The results indicate that there is some important takeaway regarding CXM strategies to improve the outcome of health care organizations.

The results section of this paper first consisted of a measurement model that tested that all constructs utilized in this study had sufficient reliability and validity. First, both the Cronbach alpha and composite reliability values of all the constructs exceeded the threshold value of 0.70. Similarly, the average variance extracted (AVE) values having values above 0.50 indicate satisfactory convergent validity was observed. Discriminate validity assessments show maximum variance with the measures within a construct and not with any other construct. Consequently, there were differences in the constructs. The measuring instruments used to measure the practices of Customer Experience Management and that of business performance are valid and fit to be used for empirical measurement.

The second, goodness-of-fit indices indicated that the structural model was good fit to data. The ratio of the chi-square value to the degrees of freedom was found to be acceptable. In the same way, the GFI (0.927), AGFI (0.901), CFI (0.948), and TLI (0.941) were all greater than the recommended cutoff value of 0.90 for the other goodness-of-fit indices; whereas the RMSEA was also lower than the recommended size of 0.08 at 0.056, and the SRMR was at an acceptable value of 0.049. The findings above confirm that the conceptual framework that emerged from this study.

The findings of the structural model revealed that the variables were reliable and valid. Further each of CEM practices has significant effect on business performance. The selected CXM practices explain 64 percent of the variance business performance according to

the coefficient of determination ( $R^2 = .64$ ). Thus, paying attention to customer experience management can help healthcare organizations succeed.

According to their findings, patient-specific experiences drive business performance more than any other clinical or operations factor ( $\beta = 0.312$ ,  $p < 0.001$ ). Make sure to also highlight any performance metrics that are in impotent for the healthcare organization. For instance, let's look at the workplace closure. The performance metrics will help in assessing the quality of performance. Further, organizations should refer to workplace closure for consultation. According to study results, the revenue-generating role of patient loyalty program is statistically significant ( $\beta = 0.291$ ,  $p < 0.001$ ). These might comprise a rewards program, membership program for the hospital, an health package, or personalization of patient engagement efforts which facilitate repeat visits and enable long term relationship between patient and doctor.

Likewise, customer feedback and other means had a positive effect on business performance ( $\beta = 0.268$ ,  $p < 0.001$ ). Organizations that systematically seek patient feedback and more effectively use the feedback they receive are more likely to identify the service gap in healthcare services, improve the quality of healthcare services and enhance patient satisfaction. According to the findings, first contact resolution plays a crucial role in enhancing business performance ( $\beta = 0.247$ ,  $p < 0.001$ ). The efficiency of service delivery in healthcare organizations and patient trust can be enhanced through prompt resolution of issues of the clients on first contact.

The patient segmentation practices of organizations positively influence business performance ( $\beta = 0.224$ ,  $p < 0.001$ ). When organizations divide patients into groups, for example based on demographic and healthcare need, it helps organize better targeted healthcare offering which in its turn supports patient engagement as will improve operation success. The results show that CEM practices are one of the important predictors of business performance in health care. Healthcare organizations that are dedicated to the patient-first approach tend to gain better patient experience scores, additional demand for services, as well as greater financial performance.

## Practical Implications

Our findings provide numerous significant practical implications for health-care administrators, managers and policy-makers. The healthcare industry is undergoing rapid transformation and is becoming patient-centric. As a result, competition is now being measured. Effective CEM (Customer Experience Management) frameworks have become very essential to enhance overall organizational performance of.

The first direction of a personalized patient experience strategy development is to make it a priority in the hospital or healthcare institution. As healthcare professionals, we must always implement patient-centered care models that aim at understanding the unique needs, preferences and expectations of each patient. There are ways to achieve that using EHR, CDSS and personalized patient communication systems. When a health care organization personalizes the health care solution for the patients, it can improve the patient experience certainly. Indeed, these organizations can establish long-term relationships with patients they assist.

Survey data allow healthcare organizations to design patient experience initiatives and implement actions based on patient feedback. When managing quality of service, they should utilize healthcare service availability metrics to monitor and assess the accessibility, timeliness and ease of obtaining care for improvement on the health of the service. Ultimately, they can enhance the trust with those who need a cure.

Data mining is the process of identifying patterns in data that allows us to understand

the past and predict the future. To put it differently, the analytics used to discover hidden patterns in a relatively large dataset. This entails utilizing current analytical tools to identify behavioral patterns that the user was previously unaware of. Another important strategy for deepening patient relationships is developing and implementing patient loyalty programs. Healthcare groups can launch loyalty schemes, such as membership plans. They can also offer regular health check-up packages and discounts. Other options include personalized healthcare consultations. Patients are given the opportunity to have the condition week after week.

Health care organizations must improve first-contact resolution for patients in service encounters. If we can mend the patient's trouble at the first instance, the patient will be satisfied, we can increase the efficiency of service at the doctor's office. Investing in staff training programs, costing improving communication systems as well as digital healthcare support services (telemedicine and internet consultation systems) can help achieve that. Further, the implementation of digital technologies and health information system has a potential to enhance the Customer Experience Management processes. For instance, AI, patient engagement software, and healthcare analytics will allow organizations to monitor patient interactions, recognize future patient needs, and deliver more streamlined healthcare services.

For health care managers, it is essential that CXM strategies are embedded in their policies and organizational planning. Improving the organizational culture to provide patient-centered care and then training healthcare workers will certainly enhance the outcome of organizations. To encourage broader use of patient-centred service models, it's essential that healthcare policy makers and regulators incentivise healthcare organizations through the development of quality standards and performance measurement systems that give weight to measuring and improving patient experience. Government incentives will strongly encourage digital healthcare system transformation and efforts towards service quality improvement in the healthcare system. .

Ultimately, it has enlightened healthcare organizations that in order for patients to be more satisfied, they need to use more holistic Customer Experience Management strategies while conducting business with their customers for it does not only lead them towards a higher level of satisfaction but is an effective driver of operational sustainability and organizational performance as well. Healthcare organizations are increasingly customizing patient care and feedback mechanisms as part of their segmentation strategies, loyalty programs, and accessibility measures.

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