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Strategies for customer engagement in health service delivery: An analytical study at Tikrit Teaching Hospital

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Abstract

The research aims to determine the availability of customer engagement strategies in health service delivery and its dimensions at Tikrit Teaching Hospital. To achieve the research objectives, the researcher adopted the descriptive-analytical method to describe the studied phenomenon. The research involved the opinions of all physicians working at Tikrit Teaching Hospital in Salah al-Din Governorate, totaling 286 doctors. A questionnaire was formulated as the primary tool for data collection and was conducted through field surveys. The research reached a set of conclusions, the most important of which is the lack of availability of customer engagement strategies in health service delivery at Tikrit Teaching Hospital, according to the doctors' perceptions. Additionally, the research provided a set of recommendations.

Keywords: Strategies for customer participation in service provision, Tikrit Teaching Hospital

Introduction

The business environment today is witnessing numerous rapid developments due to changes in both internal and external factors affecting organizations. Examples of these changes include technological, economic, cultural, legal, and political factors, among others, which present various challenges to business organizations on all fronts. All organizations strive to leverage these changes to benefit their interests and goals. They work on exploiting the opportunities arising from these developments to gain a larger market share, build a reputation and position in the business market, and establish their brand in the minds of customers. Organizations aim to adopt various strategies to enhance their efficiency, productivity, and the quality of services they offer. These strategies are in response to the opportunities presented by the changes, which organizations endeavor to capitalize on to build their name in their respective fields.

Therefore, the need has emerged to study the concept of customer engagement strategies in health service delivery to understand the extent of its benefits. Customer engagement is essential in service organizations in both the public and private sectors for several reasons. Some of these reasons are related to the process of acquiring customers, while others are aimed at achieving customer loyalty towards the organization. Additionally, there are other reasons for these concepts, which will be discussed in the theoretical part of the research.

Section One: Methodological Framework

First: Research Problem and Questions

Changes in the business environment can impact the health sector in Iraq, of which Tikrit Teaching Hospital is a part. The health sector is one of the most crucial service sectors within countries because it deals directly with human lives. The nature of health services requires specific and precise standards, and failing to adhere to these standards leads to consequences, particularly as it affects all sectors. Non-compliance with the required health services results in increased costs and losses, especially concerning human health. Therefore, health services are distinct from other services due to their high specificity.

Given that the concept of customer participation strategies in health service delivery involves engaging internal customers in the design and implementation of health services, enhancing

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communication between patients and healthcare providers, and providing platforms and opportunities for customers to offer their feedback and suggestions, it is of great importance. This concept significantly impacts patients' perceptions of service quality. The current research attempts to determine the extent to which this concept can be utilized to improve and enhance health services, aiming to achieve a high level of distinguished performance in health functions and make the systems more productive. Based on the above, the research problem is encapsulated in the central question: "To what extent are customer participation strategies in health service delivery available at Tikrit Teaching Hospital?"

Second: Importance of the Research

The importance of the research lies in clarifying the concept of customer participation strategies in health service delivery, particularly due to the scarcity of studies on this topic. This research aims to motivate Tikrit Teaching Hospital to adopt new and innovative models for involving internal customers in health service delivery, as such involvement can bring significant benefits to the organization.

Third: Research Objectives

The current research aims to

1. Identify the level of availability of customer participation strategies in the performance and delivery of health services at Tikrit Teaching Hospital.
2. Educate the surveyed doctors at Tikrit Teaching Hospital about the concept of customer participation strategies in health service delivery.
3. Highlight the importance and role of these strategies in the hospital's success and sustainability in providing health services.

Fourth: Research Methodology

The research adopted a descriptive approach to describe the extent of availability of customer participation strategies in health service delivery at Tikrit Teaching Hospital. An analytical approach based on field research was used by distributing questionnaires to the surveyed doctors.

Fifthly: Research Boundaries

The research was conducted over a period extending from November 14, 2023, to April 25, 2024. The current research was conducted at Tikrit Teaching Hospital, encompassing all physicians working at Tikrit Teaching Hospital, totaling (286). The research is cognitively defined within the concept of customer participation strategies in delivering healthcare as an independent variable, including the main and sub-dimensions of the concept.

Second Axis: Theoretical Framework

Customer participation strategies in delivering healthcare have garnered increasing attention from organizations in recent times. Organizations have realized that providing a

positive customer experience is not limited to offering high-quality products or services but also requires effective interaction with customers and leveraging their feedback and involvement in the service design and delivery process. Through customer participation strategies in delivering healthcare, organizations can gain valuable insights into customer preferences and requirements, enabling them to improve and tailor their products and services more effectively. Additionally, customers feel a sense of belonging and importance when they participate in the decision-making process, feeling that their voices are heard and impactful.

Firstly: The Concept of Customer Participation Strategies in Delivering Healthcare

Existing research presents numerous marketing strategies aimed at enhancing customer participation and organizational value, for example, (Das *et al.*, 2024; Natasha *et al.*, 2023) ^[5, 20], which elucidate the concept of customer participation to encourage their active contribution to the organization, adding value for both organizations and customers. This concept has now become part of a rich body of knowledge in the literature of marketing strategy (Rajan *et al.*, 2023: 1) ^[24]. Traditionally and most commonly, this participation has focused on the relationship between customers and service providers in deciding how to improve customer service management efforts.

Customer participation has gained popularity in marketing literature over the past decade as an introduction to customer acquisition and brand loyalty, where customer dealings with the brand create a strong psychological connection, leading to continued purchasing and long-term relationships with the brand. Customer participation has emerged as an important tactic for brand building in research due to its ability to positively influence customer behavior (Hassan, 2024: 3 & Elnaggar) ^[7]. In the late 20th century and early new millennium, companies set goals to enhance positive relationships with their customers, ensuring their loyalty and satisfaction. However, research has shown that customer satisfaction alone is not sufficient to ensure their loyalty. As a result, academic interest in recent years has shifted to the issue of customer engagement, particularly the importance of emotional connections (Pansari & Kumar, 2017: 296) ^[21].

The effective implementation of customer participation strategies in service delivery leads to various benefits, including increased market share, enhanced revenue, and improved brand recognition (Nasution *et al.*, 2023: 527) ^[19]. Furthermore, these strategies play a crucial role in fostering a positive reputation for organizations, which is essential for earning customer trust and loyalty (Yamrali *et al.*, 2024: 2) ^[31]. Therefore, improving the implementation of these strategies in this era is vital for gaining customer trust (Nasution *et al.*, 2023: 526) ^[19]. In light of the above, the researcher presents the views of several scholars on the concepts of customer participation in service delivery through the following table:

Table 1: Concepts of Customer Participation in Service Delivery

T	Researcher, year, page	The definition T
1	Singh <i>et al.</i> , 2021:53 [21]	Investment the customer For resources the value in Interactions with sign Commercial or a company inside System environmental For service.
2	Zaid & Patwayati, 2021: 985 [32]	She relationship communication or interaction Existing between friends interest Externals like customers And the producers or Companies from during Channels Different.
3	Pernamawati <i>et al.</i> , 2024: 3 [22]	She Concept Indicates to level Share And the connection Emotional And interaction Active For customers with a company or sign Commercial.
4	Macca <i>et al.</i> , 2024: 3 [17]	That it Mechanisms addition the value For the customer to the organization from during Contribution Direct or not Directness.

Source: Prepared by the researcher with modifications from the cited sources.

Secondly: The Importance of Customer Engagement Strategies in Healthcare Service Delivery

Customer engagement in healthcare service delivery is a significant variable that influences organizational performance and its marketing strategies adopted for survival and competitiveness. The importance of customer engagement strategies lies in their likelihood to form the basis of future market structures over the next decade (Hampton *et al.*, 2022: 2) [9]. Implementing customer engagement strategies in healthcare service delivery is vital as it contributes to improving service quality and increasing customer satisfaction. This element can be considered one of the key components of good service, aiding in achieving efficiency and effectiveness in service delivery. Customer engagement primarily relates to the nature and strength of the relationship between the customer and the product or service provider. The importance of customer engagement strategies can be elucidated as follows (Chelpanova, 2023: 8) [4]:

1. Customer engagement strategies work to enhance customer experience, as 80% of customers find that experiences provided by organizations are as important as their products and services. Therefore, the level of customer experience quality determines business success.
2. Customer engagement strategies in healthcare service delivery provide a competitive advantage for healthcare organizations.
3. Customer engagement strategies in healthcare service delivery help improve customer trust and retention.
4. Organizations are enabled to interact, engage, and influence the conversation about their brand. Additionally, they significantly and positively impact customer brand loyalty in the future (Putri *et al.*, 2024: 540) [23].
5. Healthcare organizations can build strong relationships with customers by facilitating multiple avenues for customers to provide feedback (Busalim *et al.*, 2023: 9) [3].

Thirdly: Objectives of Customer Engagement Strategies in Healthcare Service Delivery

Customer engagement strategies in healthcare service delivery have become important endeavors for organizations, as they are considered one of the most critical tools that help improve service quality and better meet customer needs. The objectives of customer engagement strategies can be elucidated as follows (Harmeling, 2017: 313) [10]:

1. Leveraging customer expertise: Customer engagement

strategies aim to transfer some aspects of marketing functions to the organization, relying on the organization's ability to identify customer-owned resources and capitalize on them (Network assets, knowledge repositories, persuasive capital, creativity).

2. Long-term customer retention: Customer engagement strategies aim to retain customers in the long term by changing the customer's perception of the organization. Consequently, this can incentivize long-term engagement.
3. Increasing customer loyalty: Customer engagement strategies aim to increase customer loyalty, as customer engagement represents long-term interactions that encourage customer loyalty (Chelpanova, 2023: 8) [4].
4. Enhancing profits for organizations: Effective customer engagement by marketers, understanding their needs, developing products that provide superior value to customers, pricing, distributing, and promoting them well, will result in products being sold easily, ultimately helping to increase the organization's profits (Kotler *et al.*, 2024: 27) [15].
5. Improving organizational reputation: Customer engagement strategies in the service delivery process aim to enhance and develop positive reputations for organizations (Yamrali *et al.*, 2024: 2) [31].

Fourthly: Customer Engagement Strategies in Healthcare Service Delivery and Their Sub-dimensions

Customer engagement strategies in healthcare service delivery are considered important aspects in developing the relationship between organizations and customers, as they reflect a significant shift in business and competitive approach. Customers are no longer mere consumers but actively participate in the process of designing and delivering services. Customer engagement in healthcare service delivery includes a set of strategies that contribute to effectively involving customers, allowing for the exchange of value between customers and organizations. Customer engagement in healthcare service delivery comprises three main strategies, all of which lead to effective customer engagement in healthcare service delivery. These strategies are as follows (Zeithaml *et al.*, 2022: 321) [33].

1. Customer Role Identification Strategy

Recognizing the skills and efficiency of customers and integrating them has enabled organizations to serve their customers more effectively and efficiently. When customers know their roles, they guided towards this approach feel comfortable expressing their concerns, opinions, and suggestions, interacting with the brand, and building value

in this process. Engaging customers and clarifying their roles through embracing modern technologies and ideas accelerates the process of creating mutual value between organizations and their customers (Agrawal & Rahman, 2015:144)^[1]. The strategy of defining customer roles in the organization increases customers' control over the marketing process through co-design and consultation (Kerse, 2023: 2131)^[14]. In service settings, customers often find that performing tasks themselves is quicker, more efficient, and provides a greater sense of control. In some cases, it offers greater customization of outcomes, enabling customers to unlock more value. In the current competitive and dynamic business environment, customers seek valuable products and services (Mishra & Singh, 2023: 113)^[18]. Defining customer roles involves designing the service in a way that helps the customer self-help, assist others, or define their role in promoting the organization. Allowing customers to choose their preferred promotion is a means of engaging them in the organization's promotion process and can thus be considered a form of value co-creation (Kaveh *et al.*, 2021: 426)^[13]. These roles are enhanced by providing training for customers, which has a direct impact on guiding customers (Gebreselassie, 2023: 2)^[8]. Customer roles in service delivery vary depending on the characteristics of the services, as service characteristics influence levels of customer involvement in service delivery. The strategy of defining customer roles encompasses three sub-dimensions:

- A. **Clarification of Participation Level:** This refers to the degree of involvement and interaction of customers in the service delivery process, which can range from low to moderate to high levels of participation.
- B. **Definition and Specification of Roles and Tasks:** This indicates the identification of responsibilities and duties that individuals must execute within a specific work framework. These duties and responsibilities vary from one healthcare facility to another that the patient passes through.
- C. **Understanding the Impacts on Productivity, Quality, and Satisfaction:** This dimension elucidates the effects that the internal customer participation process in healthcare service delivery can bring about. Effective customer participation contributes to increasing the productivity of healthcare services, which experience demand exceeding their production capacities. Participation also enhances the quality of healthcare services, consequently positively impacting the satisfaction of both internal customers and patients. As quality increases, so does patient satisfaction.

Customer Recruitment, Training, and Reward Strategy

Customer recruitment procedures are computationally costly and require the participation of all involved parties in the service procedures. By relying on customer recruitment, participants can make valuable contributions to service delivery. Ruan *et al.*, 2021^[26], noted that effective customer recruitment is essential for overcoming challenges and aiding in completing innovations through a specific group of customers (Ruan *et al.*, 2021: 1)^[26]. Organizations can encourage customers to become partial employees and participate in service delivery by offering financial rewards. The recruitment phase helps complete the customer education process, which is executed in two stages:

customer recruitment and model training (Wang *et al.*, 2023: 1)^[30].

The existing literature shows that the process of educating customers benefits the brand in several ways, such as changing the way customers perceive the brand, improving the perceived quality of service, building customer trust, and closely linking customers to the brand. However, it can be a double-edged sword, as pointed out by Boughanmi *et al.* 2024^[2] Customer education and gaining more knowledge about core products can be beneficial, but there are concerns that educating customers and helping them build their expertise may enable them to gain sufficient knowledge about the products, potentially making it easier for them to switch to competitors (Boughanmi *et al.*, 2024: 2-3)^[2]. Shah *et al.*^[27] indicated that customer education leads to active customer participation in health service delivery, ultimately affecting service quality. They described customer education as planned practices by organizations to prepare customers for executing service tasks, primarily focusing on providing information, skills, and motivation (Shah *et al.*, 2023: 1-4)^[27].

Regarding customer rewards, reward programs offered by organizations are considered an effective tool for customer relationship marketing and building loyalty, in addition to enhancing mutual benefit between the customer and the organization. Moreover, rewards provided by organizations motivate customers to participate in the service delivery process, and they should be rewarded for this participation (Rane *et al.*, 2023: 2)^[25]. Bradlow and Stourm also confirmed that reward programs encourage customers to remain loyal to the brand (Stourm & Bradlow, 2023: 276)^[29]. The reward program refers to an incentive-based marketing strategy that includes financial and non-financial benefits aimed at improving long-term purchasing behavior (Henderson *et al.*, 2011: 257)^[12]. The strategy includes the following sub-dimensions.

- a. **Identifying and Recruiting Appropriate Segments:** Identifying and recruiting the right segments contributes to increasing customer engagement. Organizations work on identifying segments and understanding the specialization of each segment, then effectively employing them in the service delivery process to enhance service quality.
- b. **Educating Customers about Their Roles:** It is evident that organizations must educate customers about their roles due to its great importance. Proper customer education and clarifying their role in the service delivery process increase their active participation in delivering high-quality, error-free service.
- c. **Reminding Customers of the Reasons for Participation:** Reminding customers of the reasons for participation helps encourage them to interact with their surroundings in service delivery and to commit to performing the service correctly. It also clarifies the benefits that can be gained from participating in the service delivery process.
- d. **Rewarding Customer Performance:** Rewarding customer performance increases customer satisfaction and encourages active participation in service delivery. It motivates internal customers to adhere to work standards, creates deep connections between the customer and the organization, and gains their loyalty.

Customer Mix Management Strategy

Customer mix management requires organizations to first decide whom they will serve. This is done by segmenting the market into customer segments and identifying the sectors they will serve. Some people believe that marketing managers focus on finding the largest number of customers possible. However, marketing managers know that they cannot serve all customers. By attempting to serve all customers, they may end up not serving any customer well. Instead, the organization should identify the customer segments it can serve well and profitably (Kotler *et al.*, 2024: 33) [15]. Customer segmentation is the strategic tool to account for the heterogeneity among customers by grouping them into market segments that include similar members and are distinct from members of other segments (Dolnicar, 2022: 849) [6]. With the increasing process of customer segmentation, a growing number of organizations are developing offers targeting a larger number of customer segments. The process of identifying multiple customer segments is similar to identifying a single segment. Therefore, the direct result of the decision to target multiple customer segments is the need to develop unique offers that meet the diverse requirements of each segment. In fact, because different customer segments vary in their needs and the value they can create for the organization, the organization must develop a set of offers that meet these distinctive needs in a way that benefits the organization (Kotler *et al.*, 2022: 153) [16]. Hellstrom and Olsson indicate that segmenting customers into compatible segments enables organizations to establish relationships between segments and create shared value. Additionally, customer mix management contributes to involving customers in the service delivery process (Hellstrom & Olsson, 2024: 7). The customer mix management strategy includes three sub-dimensions as follows:

- a. **Evaluating Segment Compatibility:** Organizations work on aligning segments and minimizing differences among them to the lowest possible level to facilitate understanding their needs and meeting their requirements. This dimension helps in identifying

compatible segments to involve them correctly in the service delivery process.

- b. **Isolating Incompatible Segments:** Each segment within the organization has its own specific requirements that are not similar to those of other segments. To simplify their operations and understand the functions of each segment, organizations isolate incompatible segments to enhance proper participation in service delivery.
- c. **Enhancing Segment Compatibility:** Organizations divide their customers into segments that share certain characteristics, with each segment having its own specific requirements. At the same time, organizations work on bridging the gaps between segments, identifying and enhancing common points to improve effective participation in the service delivery process.

Third Axis: Field Framework

First: Validity Coefficient (Survey Reliability)

The validity coefficient was adopted for the purpose of testing the validity of the survey and ensuring that the statements within the survey accurately reflect what is intended to be measured. The validity coefficient was calculated by finding the square root of Cronbach's Alpha coefficient. Table (2) shows that the validity coefficient value is (0.995), which supports the level of validity of the survey and confirms that it accurately reflects the variable intended to be measured.

The reliability of the survey was tested through its internal consistency by using Cronbach's Alpha coefficient. This coefficient value ensured that respondents' answers to the survey statements were consistent, indicating that if the survey were administered again under the same conditions and with the same respondents, the results would be similar to the previous responses. Reliability is judged if the coefficient value equals or exceeds 70%. By examining Table (2), it is observed that the calculated coefficient value is (0.99), which supports the reliability of the survey and its readiness for subsequent analysis.

Table 2: Validity Coefficient and Cronbach's Alpha Coefficient

Dimensions and Variables	Code	Validity Coefficient	Cronbach's Alpha Coefficient
Customer Role Definition Strategy	xx1	0.990	0.981
Customer Recruitment, Training, and Reward Strategy	xx2	0.988	0.977
Customer Mix Management Strategy	xx3	0.976	0.952
Strategies for Customer Participation in Health Service Delivery	X	0.995	0.990

Source: Prepared by the researcher based on the SPSS Ver.22 program.

Second: Trends in Physicians' Responses Regarding Customer Engagement Strategies Statements

The customer engagement strategies include three main dimensions as follows:

1. Physicians' Responses Trends towards the Customer Role Definition Strategy Dimension

Table (3) shows the descriptive analysis for the Customer Role Definition Strategy dimension, which is the first dimension of the Customer Engagement Strategies variable. This analysis was conducted using the mean, standard deviation, relative importance, minimum and maximum values, and the intensity of agreement on the response.

Table 3: Description of the Customer Role Definition Strategy Dimension Based on Physicians' Responses in the Sample

S	Ferries	Arithmetic mean	standard deviation	lowest value	highest value	Relative importance	Intensity of approval
X1	It works to raise the level of internal in customer participation providing health services	2.615	1.105	1.00	5.00	52.31%	Middle
X2	Maximize the customer 's inner feeling The importance of providing health services	2.976	1.244	1.00	5.00	59.51%	Middle
X3	Encourages involvement that allows the internal customer to help patients	2.636	1.206	1.00	5.00	52.73%	Middle
X4	She explains Level of participation in providing supportive services	2.420	1.157	1.00	5.00	48.39%	Weak
X5	Reduces health service production costs through high participation	2.629	1.209	1.00	5.00	52.59%	Middle
X6	Encourages social responsibility through high participation	2.500	1.148	1.00	5.00	50.00%	Weak
X7	It ensures that the internal customer has a role in determining the features of the health service	2.161	1.215	1.00	5.00	43.22%	Weak
X8	The internal customer feels that he or she is a key stakeholder	2.535	1.153	1.00	5.00	50.70%	Weak
X9	The duties of the internal customer in the process of providing the health service are clarified	2.514	1.259	1.00	5.00	50.28%	Weak
X10	Determine Skills and knowledge required to participate in the tasks	3.045	1.197	1.00	5.00	60.91%	Middle
X11	Provide written work instructions and regulations To clarify responsibilities	2.413	1.126	1.00	5.00	48.25%	Weak
X12	It gives the internal customer freedom to interact with the hospital administration	2.350	1.235	1.00	5.00	46.99%	Weak
X13	It works to create value for the internal customer	2.402	1.203	1.00	5.00	48.04%	Weak
X14	Through internal customer participation, it contributes to improving the hospital's reputation	2.615	1.145	1.00	5.00	52.31%	Middle
X15	Working to be an internal customer promoter to attract New patients	2.437	1.146	1.00	5.00	48.74%	Weak
X16	Participation is encouraged as a resource To innovate in developing the quality of health services	2.402	1.125	1.00	5.00	48.04%	Weak
X17	It is keen to ensure that participation increases internal customer satisfaction	2.507	1.169	1.00	5.00	50.14%	Weak
X18	By participating, you contribute to reducing internal customer errors	2.378	1.216	1.00	5.00	47.55%	Weak
X19	Identify the segments of internal customers who can participate in providing the service	2.301	1.133	1.00	5.00	46.01%	Weak
X20	The participation process employs a variety of supporting services	2.332	1.166	1.00	5.00	46.64%	Weak
X21	appropriate segments to best meet patients ' needs	2.434	1.134	1.00	5.00	48.67%	Weak
X22	It has the tools capable of analyzing and selecting the appropriate segments	2.388	1.217	1.00	5.00	47.76%	Weak
X23	Excellence Characteristics of internal customers when identifying appropriate segments	2.608	1.099	1.00	5.00	52.17%	Middle
X24	It employs the appropriate segments that contribute to creating a work environment that enhances innovation	2.517	1.129	1.00	5.00	50.35%	Weak
X25	It works to ensure that the segments are compatible with the nature and specificity of the health service	2.413	1.244	1.00	5.00	48.25%	Weak
X26	Encourages internal client education that contributes to enhancing his satisfaction with his role	2.423	1.092	1.00	5.00	48.46%	Weak
X27	Make education a priority	2.535	1.227	1.00	5.00	50.70%	Weak
X28	You are keen to provide education to the internal customer without errors	2.311	1.141	1.00	5.00	46.22%	Weak
X29	She is keen on educating her clients The internal role is to improve the quality of services	2.598	1.141	1.00	5.00	51.96%	Weak
X30	It helps the internal customer acquire the knowledge necessary to participate	2.273	1.203	1.00	5.00	45.45%	Weak

Source: Prepared by the researcher based on the outputs of the statistical program (SPSS Ver.22).

It is noted from Table (3) that there is a low level of physicians' attitudes towards the availability of statements related to the Customer Role Definition Strategy dimension in Tikrit Teaching Hospital. This is indicated by the low mean of the statements for this dimension. Additionally, it is observed that statement number (X10), represented by "Determines the skills and knowledge required for task participation," achieved the highest level of agreement, with

a mean of (3.045) and a relative importance of (60.91%). In contrast, statement number (X7), represented by "Ensures that the internal customer has a role in defining the features of the health service," achieved the lowest level of agreement, with a mean of (2.161) and a relative importance of (43.22%). The low standard deviation values for all statements of this dimension indicate a high consistency in physicians' responses, meaning there is no significant

dispersion in the responses of the individuals. This consistency reinforces the inference provided by the mean for all statements of this dimension in the questionnaire.

2. Physicians' Response Trends towards the Customer Recruitment, Training, and Reward Strategy Dimension
Table (4) presents the descriptive analysis for the Customer

Recruitment, Training, and Reward Strategy dimension, which is the second dimension of the Customer Engagement Strategies variable. This analysis was conducted using the mean, standard deviation, relative importance, minimum and maximum values, and the intensity of agreement on the response.

Table 4: Description of the Customer Recruitment, Training, and Reward Strategy Dimension Based on Physicians' Responses in the Sample

T	Ferries	Arithmetic mean	Standard deviation	Lowest value	Highest value	Relative importance	Intensity of approval
X31	It ensures that	2.479	1.244	1.00	5.00	49.58%	Weak
X32	the information provided to the customer is easy to understand	2.486	1.193	1.00	5.00	49.72%	Weak
X33	Provides written educational literature to internal clients	2.521	1.107	1.00	5.00	50.42%	Weak
X34	Provides periodic information and guidance on the importance of internal customer participation	2.476	1.151	1.00	5.00	49.51%	Weak
X35	Make sure to mention the reasons that contribute to internal customer participation	2.612	1.022	1.00	5.00	52.24%	Middle
X36	Encourage financial savings by sharing Internal customer	2.406	1.198	1.00	5.00	48.11%	Weak
X37	It works to clarify the reasons for participation that contribute to increasing productivity	2.517	1.193	1.00	5.00	50.35%	Weak
X38	It is keen to clarify the benefits to the internal customer through participation	2.343	1.188	1.00	5.00	46.85%	Weak
X39	It is keen to make the internal customer feel a sense of belonging through participation	2.549	1.165	1.00	5.00	50.98%	Weak
X40	Provides internal customer gains resulting from participation	2.423	1.184	1.00	5.00	48.46%	Weak
X41	Make sure you have rewards Boost General internal customer experience	2.294	1.204	1.00	5.00	45.87%	Weak
X42	Provides rewards Boost Internal customer interaction with the team Medical	2.336	1.085	1.00	5.00	46.71%	Weak
X43	Encourage programs Rewards that verification loyalty Internal customer	2.542	1.100	1.00	5.00	50.84%	Weak
X44	It promotes mutual benefit through rewards	2.318	1.164	1.00	5.00	46.36%	Weak
X45	Links internal customer engagement to rewards	2.360	1.063	1.00	5.00	47.20%	Weak
X46	Provides various rewards (Material/moral/...)	2.381	1.062	1.00	5.00	47.62%	Weak
X47	Rewards are provided without distinction between segments	2.563	1.149	1.00	5.00	51.26%	Weak
X48	Adopts an integrated and coordinated approach to the evaluation process	2.745	1.137	1.00	5.00	54.90%	Middle
X49	The evaluation team is encouraged to work in a spirit of innovation to improve health services	2.458	1.091	1.00	5.00	49.16%	Weak
X50	Encourages communication and exchange of information between compatible sectors in the hospital	2.573	1.114	1.00	5.00	51.47%	Weak
X51	It periodically studies the reactions of its sectors in the hospital regarding its services	2.538	1.162	1.00	5.00	50.77%	Weak
X52	It works to make the chips compatible with each other	2.444	1.255	1.00	5.00	48.88%	Weak
X53	The necessary adjustments are made to its health services after the evaluation process	2.510	1.242	1.00	5.00	50.21%	Weak
X54	Isolate the strips without distinction	2.472	1.181	1.00	5.00	49.44%	Weak
X55	Provide guided instructions for each slide	2.483	1.126	1.00	5.00	49.65%	Weak
X56	She explains For internal customers How to complete participation for each segment	2.290	1.132	1.00	5.00	45.80%	Weak

Source: Prepared by the researcher based on the outputs of the statistical program (SPSS Ver.22).

It is observed from Table (4) that there is a low level of doctors' attitudes towards the availability of phrases related to the strategy of recruiting, educating, and rewarding customers at Tikrit Teaching Hospital, as indicated by the low mean of the phrases in this dimension. It is also noted that phrase number (X48), which states (encourages the evaluation team to work with a spirit of innovation to improve health services), achieved the highest level of

agreement, with a mean of (2.745) and a relative importance of (54.90%). On the other hand, phrase number (X56), which states (provides a quick response to each segment separately), achieved the lowest level of agreement, with a mean of (2.290) and a relative importance of (45.80%). The low standard deviation value for all phrases in this dimension indicates a high level of consistency in the doctors' responses, meaning there is no dispersion in the

individuals' responses. This supports the inference provided by the mean for all phrases in this dimension in the questionnaire.

3. Doctors' Attitudes Towards the Dimension of Customer Mix Management Strategy: Table (5) shows

the descriptive analysis of the dimension of customer mix management strategy, which is the third dimension of the variable customer engagement strategies. This analysis was conducted using the mean, standard deviation, relative importance, minimum and maximum values, and the intensity of agreement with the response.

Table 5: Description of the dimension of customer mix management strategy based on the responses of the sample doctors.

S	Ferries	Arithmetic mean	Standard deviation	Lowest value	Highest value	Relative importance	Intensity of approval
X57	It works to ensure that hospital department designs are suitable for all customer segments	2.566	1.170	1.00	5.00	51.33%	Weak
X58	It ignores the needs and requirements of some incompatible customer segments	2.608	1.149	1.00	5.00	52.17%	Middle
X59	Reduces the difficulty of communicating and exchanging ideas Between different customer segments	2.430	1.194	1.00	5.00	48.60%	Weak
X60	React effectively to changing customer demands for all segments	2.308	1.116	1.00	5.00	46.15%	Weak
X61	It is keen to enhance chip compatibility	2.199	1.117	1.00	5.00	43.99%	Weak
X62	Respect The cultures and traditions of different customers and enhance their compatibility	2.374	1.141	1.00	5.00	47.48%	Weak
X63	They work in harmony and coordination to enhance chip compatibility	2.122	1.280	1.00	5.00	42.45%	Weak
X64	It dissolves differences between segments	2.122	1.041	1.00	5.00	42.45%	Weak
X65	Encourage To enhance segmentation compatibility to increase customer satisfaction	2.101	1.155	1.00	5.00	42.03%	Weak
X66	Improving the quality of healthcare services through enhancing alignment between different segments.	2.213	1.158	1.00	5.00	44.27%	Weak

Source: Prepared by the researcher based on the outputs of the statistical program (SPSS Ver.22).

From Table (5), it is observed that there is a low level of alignment among doctors towards the availability of phrases related to the dimension of customer mix management strategy at Tikrit Teaching Hospital. This is indicated by the low mean of the phrases in this dimension. Additionally, it is noted that phrase number (X58), which states (ignores the needs and requirements of some non-compliant customer segments), achieved the highest level of agreement, with a mean of (2.608) and a relative importance of (52.17%). On the other hand, phrase number (X65), which states (encourages enhancing alignment of segments to increase customer satisfaction), achieved the lowest level of agreement, with a mean of (2.101) and a relative importance of (42.03%). The decrease in the standard deviation value

for all phrases in this dimension indicates a high level of consistency in the doctors' responses, meaning there is no dispersion in the individuals' responses. This strengthens the inference provided by the mean for all phrases in this dimension in the questionnaire.

Thirdly: Descriptive Analysis of the Main and Subsidiary Research Variables and Dimensions

Table (6) presents the descriptive analysis of all research dimensions and variables. This analysis was conducted by relying on the mean, standard deviation, minimum and maximum values, relative importance, and intensity of agreement.

Table 6: Description of the main and subsidiary research variables and dimensions.

Variables and Dimensions	Code	Arithmetic Mean	Standard Deviation	Minimum Value	Maximum Value	Relative Importance	Agreement Intensity
Customer Role Definition Strategy	xx1	2.471	0.966	1	5	49.42%	Weak
Level of Participation Clarification	xxx1	2.629	0.990	1	5	52.59%	Average
Definition and Assignment of Functions and Tasks	xxx2	2.534	1.004	1	5	50.67%	Weak
Understanding the Effects on Productivity, Quality, and Satisfaction	xxx3	2.433	0.958	1	5	48.66%	Weak
Customer Recruitment, Education, and Reward Strategy	xx2	2.466	0.918	1	5	49.32%	Weak
Customer Education on Their Roles	xxx4	2.483	1.124	1	5	49.65%	Weak
Reminder of Participation Reasons	xxx5	2.489	0.944	1	5	49.78%	Weak
Customer Performance Reward	xxx6	2.455	0.924	1	5	49.10%	Weak
Customer Mix Management Strategy	xx3	2.305	0.965	1	5	46.09%	Weak
Isolation of Non-Compliant Segments	xxx7	2.535	1.067	1	5	50.70%	Weak
Enhancement of Segment Alignment	xxx8	2.206	0.995	1	5	44.12%	Weak
Customer Engagement Strategies in Healthcare Service Delivery	X	2.452	0.900	1	5	49.04%	Weak

Source: Prepared by the researcher based on the outputs of the statistical program (SPSS Ver.22).

It is observed from Table (6) that there is a low level (weak) of all the research dimensions and variables. It is noted that the level of availability of the independent variable, customer engagement strategies, in its three dimensions (customer role identification strategy, customer hiring, training, and rewarding strategy, and customer mix management strategy) is low, indicated by the arithmetic mean of (2.45), which recorded a value lower than the hypothetical arithmetic mean of (3), and also indicated by the low relative importance of the three dimensions, their eight sub-dimensions, and the independent variable as a whole. It was observed that the dimension (customer role identification strategy) recorded the highest level of availability, indicated by an arithmetic mean of (2.471) and a relative importance of (49.42%), followed by the dimension (customer hiring, training, and rewarding strategy) with an arithmetic mean of (2.466) and a relative importance of (49.32%), and finally the dimension (customer mix management strategy) with an arithmetic mean of (2.305) and a relative importance of (46.09%). As for the eight sub-dimensions of the three main dimensions, it is noted that the sub-dimension (clarifying the level of participation), which is one of the dimensions of (customer role identification strategy), recorded the highest level of availability with an arithmetic mean of (2.629), while the sub-dimension (enhancing segment alignment), which is one of the dimensions of (customer mix management strategy), recorded the lowest level of availability with an arithmetic mean of (2.206). The low standard deviation value indicates a high consistency in the responses of the doctors, meaning there is no dispersion in their answers, which reinforces the inference provided by the arithmetic mean regarding the low agreement on the availability of the customer engagement strategies variable in its three main dimensions (customer role identification strategy, customer hiring, training, and rewarding strategy, and customer mix management strategy) in Tikrit Teaching Hospital.

Section Four: Conclusions and Recommendations

First: Conclusions

After completing the theoretical and practical aspects of the study, the researcher reached a set of conclusions, which can be outlined as follows.

1. Theoretical Conclusions

- a. Customer engagement strategies in delivering healthcare services contribute to retaining customers and interacting with them, thereby maintaining the organization's competitive position in its service domain. By doing so, the healthcare organization can achieve better competitiveness and enhance its market reputation.
- b. Customer engagement strategies in delivering healthcare services lead to increased patient satisfaction and better fulfillment of their needs and expectations.
- c. Through customer engagement strategies in decision-making and empowering them, the level of commitment of internal customers to medical recommendations increases, as well as reducing medical errors and improving patient and community prevention. Encouraging customer engagement strategies in delivering healthcare services improves interaction between healthcare providers and patients,

which enhances understanding of health conditions and meeting individual needs.

2. Field (Analytical) Conclusions

- a. The results demonstrated the absence of customer engagement strategies in delivering healthcare services at Tikrit Teaching Hospital, according to the doctors' perceptions, as indicated by the arithmetic mean values in the descriptive analysis of the study.
- b. The results demonstrated the absence of the main dimension, customer role identification strategy, at Tikrit Teaching Hospital, according to the doctors' perceptions.
- c. The results demonstrated the absence of the main dimension, customer hiring, training, and rewarding strategy, at Tikrit Teaching Hospital, according to the doctors' perceptions.
- d. The results demonstrated the absence of the main dimension, customer mix management strategy, at Tikrit Teaching Hospital, according to the doctors' perceptions.

Second: Recommendations

This section includes a set of important recommendations that the researcher presents to the management of Tikrit Teaching Hospital in light of the conclusions reached by the research.

1. Urge the management of Tikrit Teaching Hospital to adopt the concept of customer engagement strategies in service delivery as a fundamental and important aspect, and provide the appropriate organizational environment to implement these strategies efficiently and effectively.
2. Ensure that the management of Tikrit Teaching Hospital keeps up with and explores the latest advancements in administrative science related to customer strategies, as well as modern methods in service delivery.
3. The management of Tikrit Teaching Hospital can focus on understanding customer needs, continuously strive to meet them, and work on gaining their satisfaction and loyalty.
4. Encourage Tikrit Teaching Hospital to empower its medical support staff by involving them more in delivering healthcare services to ensure a suitable customer experience.
5. Urge the management of Tikrit Teaching Hospital to study and understand the roles of internal customers well, define these roles clearly for the customers, and work on implementing them.
6. The management of Tikrit Teaching Hospital should establish a mechanism for selecting the right employees for services, provide educational programs to increase their knowledge, and develop a reward program that encourages them to perform services well.
7. Encourage the management of Tikrit Teaching Hospital to take steps that contribute to effectively managing the customer mix, by properly assessing the alignment of customer segments, enhancing compatibility among segments, and separating non-cohesive segments.

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