

## **Perceptual Analysis on Physical Evidence for Service Quality in Hospitals**

**Dr. T. Sreenivas**

**Professor**

**University College**

**Department of Business Administration**

**Yogi Vemana University**

**Kadapa AP. India**

**&**

**Dr. U. Srinivasa Rao**

**Professor**

**School of Management Studies**

**SSN Engineering College**

**Ongole. A.P.**

**India**

### **Abstract**

Physical evidence is important when consumers have little on which to judge the actual quality of service they will rely on these cues, just as they rely on the cues provided by the people and the service process. Physical evidence cues provide excellent opportunities for the hospital to send consistent and strong messages to the service utilisers. The broad objective for which the research has been undertaken is to investigate and compare the physical evidence in selected super-specialty hospitals and making suitable suggestions on the basis of statistical analysis of perceptions collected from Doctors, Nurses and Administrative Personnel. The collected data is analyzed by applying descriptive and inferential statistical techniques such as Mean and Standard Deviation. The Mean scores are in the range of 2.03 to 2.26 and S.D. in the range of 0.26 to 0.47 in APOLLO and CARE respectively, on a 5 point scale indicating physical evidence of the sample hospitals is agreeable to the respondents.

Key words: *Physical evidence; Hospital Services; Ambient Conditions; Signage.*

## **Introduction**

The physical evidence of service in hospital includes all the tangible representation of the service like hospital physical facility (the services cape) as well as other forms of tangible communication. Elements of services cape that affect patients and their attendants includes both exterior attributes (such as signage, parking, and the landscape) and interior attributes (such as design, layout, equipment and décor). Apart from interior decoration, lighting and ventilation, attention should also be paid to necessary infrastructure like electricity, water, sewerage, communication and transportation, security etc, the certifications and awards won by doctors of the hospital and the service certificates won the hospital can all be displayed at the reception to instill confidence in the customers. Further Physical evidence determines service quality expectations and perceptions in the hospital. For effective strategy, it must be linked clearly to the hospital's overall goals and vision. So, planners know what those goals are and then determine how the evidence strategy can support them at a minimum, the basic service concept must be defined, the target markets identified, and the firm's broad vision of its future known. Because physical evidence decisions are relatively permanent and costly. Therefore, corporate hospitals should be very, careful about presenting the right kind of atmosphere, which is both hygienic and relaxing, a large open lawn or garden with a simple layout and comfortable seating arrangement for patients has become essential for hospitals to remove the perceived risk of patients.

## **Role of Physical Evidence in Hospitals**

Within the cells of the typology, the physical facilities can play many roles simultaneously. An examination of the variety of roles and how they interact makes clear how strategically important it is to provide appropriate physical evidence of the hospital services.

**Package:** The physical setting of a service in hospital does the interaction of many stimuli. The physical evidence is the outward appearance of the hospital and thus can be critical in forming initial impressions or setting up patient and their attendant's expectations. It is a visual metaphor for the intangible service. The physical surroundings of hospital offer an opportunity to convey an image.

**Facilitator:** The physical evidence can also serve as a facilitator in aiding the performances of persons of persons in the hospital. How the setting is designed can enhance or inhibit the efficient flow of activities in the service setting, making it easier or harder for patients and employees to accomplish their goals

**Socializer:** The design of the physical facility aids in the socialization of both employees and consumers in the sense that it helps to convey expected roles, behaviors, and relationships.

The design of the facility can also suggest to consumers what their role is relative to employees only, how they should behave while in the environment, and what types of interactions are encouraged.

**Differentiator:** The design of the physical facility in hospitals can differentiate from its competitors and signal the market segment the service is intended for changes in the physical environment can be used to reposition a hospital and/or to attract new market segments.

### **Ambient Conditions**

Ambient conditions include background characteristic of the hospital environment such as temperature, lighting, music, noise, color and smell. All of these factors can profoundly affect how people feel, think, and respond to a hospital services. In some hospitals at lobby they use piano music to reduce stress.

### **Special Layout and Functionality**

Generally hospital services exist to fulfill specific purposes or needs of patients and their attendants, spatial layout and functionality of the physical surroundings are particularly important. Spatial layout refers to the ways in which machinery, equipment, and furnishings are arranged, the size and shape of those items, and the spatial relationship among them. Functionality refers to the ability of the same items to facility the accomplishment of consumer and employee goal.

### **Signs, Symbols, and Artifacts**

Signs, symbols, and artifacts are particularly important in forming first impressions and for communicating, new service concept in the hospital. When consumers are unfamiliar with a particular service, they will look for environmental cues to help them categorize the place and begin to form their quality expectations. Therefore physical evidence of hospital is very important to create positive impression in the minds of patients about the hospital.

### **Need for the Study**

The available literature emphasized various other aspects of hospitals in India and advanced countries. It is unfortunate that much research have not took place on physical evidence in hospitals. Due to the increase of competition and change of consumer perceptions in India, there is a need to study the physical evidence in Indian hospital industry.

### **Objectives of the Study**

The broad objectives of research are

1. To investigate the role of physical evidence in corporate hospitals.
2. To compare the physical evidence in the selected two super-specialty hospitals.

3. To elicit the perceptions of Doctors, Nurses and Administrative personnel on physical evidence of two sample hospitals and comparing.
4. To make the suitable suggestions for improving physical evidence in selected hospitals.

### **Review of Related Literature**

“Enhancing Competitive Advantage of Hospitals through Linguistics Evaluation on Customer Perceived Value” by Feng-Chuan Pan Chi-Shan Chen<sup>1</sup> Findings of this research indicate patients/customers perceive more value from quality delivered by physician competence versus updated facilities. Personal care and a comfortable atmosphere are more important value attributes than a gorgeous, modern building; price is surprisingly a significant value similar to the reputation of a hospital. “Hospital choice factor: A case study in Turkey” by Akinic, Fevzi: Esatoglu, Tangilimagulu, Dilaver, Parsons, Amy<sup>2</sup> this study findings highlight the importance of accessibility of hospital services to consumers in hospital choice as well as the role of hospitals image its physical appearance, and technological capabilities in informing such choices. ‘Physical Evidence and Quality Service Delivery in Public Hospitals in Ghanna’ by Edem Maxwell Azila Gbettor, Simon Mesa, Lydia Sylvia Danker, Eli Ayawo Atatsi<sup>3</sup> this study indicates a strong link between physical environment and quality health care delivery and the choice of healthcare facility. ‘A Study Of the Use of Physical Evidence as A Way of Generating Perception of Service Quality’ by Carlos Augusto Dasilva, Loures, Marcos Cortez Ca Campomar<sup>4</sup> RBGN Vol.7, No.17 (2005) studied the use of physical evidence as a way to generate service quality perception from client of hospitals.

### **Selection of Sample Hospitals**

Two corporate hospitals namely APOLLO (Jubleehills) and CARE (Banjarahills) in Hyderabad, Andhra Pradesh have been selected which are running on similar and almost identical facilities.

**Table No: 1 Employee Details in Apollo Hospital**

<b>Employees</b>	<b>Total Number</b>
Professionals	156
Nursing Staff	560
Additional Support Staff	875
Total Number of Employees (Medical & Non – Medical)	1591

**Table No: 2 Employee Details in Care Hospital**

Employees	Total Number
Professionals	127
Nursing Staff	510
Additional Support Staff (Medical & Non – Medical)	850
Total Number of Employees	1487

### Selection of Sample Size and its Justification

The sample is taken from three categories after giving adequate representation to all classes. The three classes include doctors, nurses and administrative Personnel. Table no:3 showing the sample size of two selected super specialty hospitals.

**Table No: 3 Sample size in Selected Hospitals**

S.No	Particulars	APOLLO		CARE		Total	
		Population	Sample	Population	Sample	Population	Sample
1	Doctors	156	75	127	75	283	150
2	Nursing Staff	340	150	320	150	660	300
3	Administrative Personnel	45	35	40	35	85	70

### Discussion and Inference

Pertaining to the questionnaire to doctors in APOLLO, out of 156 doctors, the questionnaire was distributed to 85 and only 75 response sheets were taken for final analysis. Out of 127 doctors in CARE, the questionnaire was distributed to 90 and 75 response sheets were selected for final analysis. In the case of questionnaire relating to nursing staff, in APOLLO, out of 560 nurses, 340 nurses are working on permanent basis and 220 are working on contract basis. The questionnaires were distributed to 170 nurses who are working on permanent basis and finally 150 questionnaires were selected for analysis. In the case of CARE hospital, out of 510 nurses, 320 nurses are working on permanent basis and remaining 190 are working on temporary basis. The questionnaires were distributed to 180 respondents who are working on permanent basis and 150 response sheets were taken for final analysis. The questionnaires developed for administrative personnel were distributed to 45 numbers in APOLLO, and 35 were selected as sample for final analysis. Out of 40 administrative personnel in CARE hospital, 35 persons are selected for final analysis.

### **Methodology for Data Analysis**

The questionnaire, which was intended to diagnose the opinions of respondents (Doctors, Nurses and Administrative Personnel) on people mix in two sample hospitals, contains nine statements in total. The count of responses is considered and for each type of response (Strongly Agree, Agree, Can't Say, Disagree and Strongly Disagree) and for each type of respondents in two hospitals, the Mean and S.D is calculated separately. Finally conclusions are derived by calculating Grand Mean and S.D.

### **Physical Evidence in Apollo Hospital**

The physical evidence mix of Apollo hospital can be described in terms of admission office, signs, patient care room, medical equipment, recovery room, building exterior, employee uniforms, reports and stationary, billing statements, website etc. Apollo designed all of the above elements of evidence for each service communicates something about the service. Apollo hospital located on a 35 acre site, the hospital houses 178 hospital rooms on three floors. What is observed by the researcher about this hospital facility in the tremendous care that was taken in its design to serve the needs of patients, doctors, staff and visitors. The hospital is designed as a 'healing environment' focused on patient needs. When the patients/visitors enter the Apollo, they encounter a five star hotel lobby with relaxing music throughout the day. An abundance of plants and glass gives the lobby a natural feel and provides a welcoming

### **Apollo Physical Evidence**



Apollo Patient Waiting Area



Apollo Signage system

atmosphere. On entering visitors see the elevator bank directly in front of them across the atrium but here the researcher observed that the patients and visitors are confusing to find where to go. At patient rooms, there are well marked corridors, the atmosphere becomes even quitter. Room all of them private are arranged in 20-bed pods surrounding a nursing station. Nurses are within 40 steps of any patient room. The rooms themselves having features like multi shelf display area on which patients can put cards, flowers and other personal items.

Fold-out, cushioned bed-chairs are in each room so family members can nap or even spend the night. Special attention is paid to the ceilings, colored with light shades given pleasant look. All rooms have windows with curtains and a white board on the wall at the foot of each bed displays important information that patients want to know like the name of the nurse on duty, the date, the room, phone number and other information. In the case of general wards, the pod design puts nurses are not close to their patients. They are maintaining a single board for all the patients to display the information. Another point observed by the researcher, the departments are not closely housed each other, so it is creating problems for free flow of communication and also increasing walking time between areas. At each and every place in Apollo hospital, there are signs displayed to communicate information to the patients and visitors. They are also using labels containing department name etc, and for directional purpose i.e. entrance, exits and to communicate rules of behavior like no smoking etc.

### **Physical Evidence in Care Hospital**

The physical evidence mix in Care hospital can be described in terms of entrance and lobby area, parking area, main public entrance, public waiting area, public toilet facilities, signage system, gift, book and florist's shops, coffee shop-cum-snack bar, interior decoration, lighting and ventilation, uninterrupted power supply, drinking water facilities, sewerage, telephone and communication facilities, transportation facilities, security and display of awards and certificates won by doctors and hospital etc. Physical evidence mix in Care hospital starts from entrance and lobby area. Care has recognized that the public areas of a hospital serve as an important reference point in the context of space and traffic in the facility. Therefore attention is paid while designing the facilities. In Care the main lobby is designed to serve as a convenient access route to the medical and other staff proceeding to administrative and other areas of the hospital. The main waiting area provided seating for the largest estimated number of people who may occupy it at a given time. Here Care hospital is not remembered the fact that all patients are usually accompanied by one or two relatives or attendants. So researcher has observed that some people feeling inconvenience for not having seating arrangements. Gift shop, book shop and florist's shop and coffee shop-cum snack bar is located off the main lobby but not it is visible to the visitors.

There is a simple and effective signage system in Care hospital to find way by the patients. For this hospital is using simple signs and figures for easy understanding of patients and visitors. The patients wards are designed with minimum floor are of 300 sq.ft. There is no less than four feet of space between the beds. Sufficient space is allowed for nurses to pass between the bed and the wall. Movable furniture in each private room is provided which

includes a bed, a lounge chair, visitors chair, a beside locker and an over bed table etc. The patient room toilet is provided with a grab bar, an emergency call button within easy reach and a flush valve for bedpan cleaning are also provided. Electrical outlets for a reading light, nurses call and television

### Care Hospital Physical Evidence



Care Signage



Care Patient Ward

is provided at the head of bed, and also the telephone. Windows are located with in three feet height to allow the patient the outside view. The nursing station is located as centrally as possible to the activities of the unit, but it is observed that the nurses taking time to enter the patient rooms from their stations. The staff following dress code, entire hospital is centralized air conditioned with reasonable lighting facilities and care is taken for ventilation by air-conditioning.

In two sample hospitals from reception onwards they are maintaining right environment to create a positive feeling in the minds of the patients and visitors. The interior decoration in Apollo is some better than the Care hospital. But the two sample hospitals are maintaining good ventilation, safe drinking water and sewerage. For uninterrupted power supply sample hospitals are maintaining latest power generators and maintaining well. Transportation system and communication facilities are maintaining up to the level in two hospitals. Apollo and Care rightly placing the awards and service certificates won by the doctors for building confidence in the minds of patients. On the whole, it is observed that the two sample hospitals are having good physical evidence.

**Table No: 4 Mean and S.D of Doctors Perceptions on the Physical Evidence of the Sample Hospitals (N=75)**

Sl.No	Statement	Apollo		Care	
		Mean	S.D	Mean	S.D
1	In your opinion, this hospital is making a positive impression on patients and their attendants.	2.26	1.24	2.26	0.77

2	The interior decoration in this hospital is very good.	2.00	1.21	2.13	0.89
3	Lighting and ventilation in this hospital is good. Especially in patient wards.	2.66	1.30	2.46	1.21
4	This hospital is good in the aspect of Electricity.	1.92	1.35	1.73	0.93
5	This hospital is good in the aspect of drinking water.	2.33	1.54	1.52	0.72
6	This hospital is good in the aspect of sewerage.	1.70	0.56	1.60	0.61
7	This hospital is good in the aspect of communication.	2.46	1.21	2.00	1.16
8	This hospital is good in the aspect of transportation.	2.69	1.07	2.93	0.68
9	This hospital is good in the aspect of security.	2.01	1.27	2.13	1.09
10	Your hospital is able to build up confidence in the patients by displaying awards won by doctors and the service certificates won by the hospital.	2.53	1.31	2.46	0.81

Point Scale: 1-strongly agree.....5-strongly disagree

**Discussion:** Above table reveals that the perceptions of doctors on physical evidence in the hospital; ‘making positive impression on patients’ (2.26), ‘interior decoration is good’ (2.00), ‘lighting and ventilation is good’ (2.66), ‘electricity is good’ (1.92), ‘good in the aspect of drinking water’ (2.33), ‘good in the aspect of sewerage’ (1.70), ‘good in the aspect of communication facilities’ (2.46), ‘good in the aspect of transportation facilities’ (2.01), ‘good in the aspect of security’ (2.01), ‘able to build up confidence in the patients by displaying awards and certificates by the doctors’ (2.53). In the above discussion it can be said that the respondents are positively responded for the physical evidence of the hospital.

The response of respondents in Care hospital reveals that on physical evidence ‘making positive impression on patients’ (2.26), ‘interior decoration is good’ (2.13), ‘lighting and ventilation is good’ (2.46), ‘electricity is good’ (1.73), ‘good in the aspect of drinking water’ (2.52), ‘good in the aspect of sewerage’ (1.60), ‘good in the aspect of communication facilities’ (2.00), ‘good in the aspect of transportation facilities’ (2.93), ‘good in the aspect of security’ (2.13), ‘able to build up confidence in the patients by displaying awards and

certificates by the doctors' (2.46). The results reveals that the respondents having positive impression on physical evidence in the hospital.

**Table No: 5 Mean and S.D of Nurses Perceptions on the Physical Evidence of the Sample Hospitals (N=150)**

Sl.No	Statement	Apollo		Care	
		Mean	S.D	Mean	S.D
1	In your opinion, this hospital is making a positive impression on patients and their attendants.	2.20	1.27	2.26	1.12
2	The interior decoration in this hospital is very good.	2.26	1.24	2.26	0.77
3	Lighting and ventilation in this hospital is good. Especially in patient wards.	1.99	1.14	1.99	0.80
4	This hospital is good in the aspect of Electricity.	2.19	1.27	1.93	1.29
5	This hospital is good in the aspect of drinking water.	2.59	1.36	1.92	0.99
6	This hospital is good in the aspect of sewerage.	2.33	1.35	2.32	1.19
7	This hospital is good in the aspect of communication.	2.26	1.24	2.06	1.00
8	This hospital is good in the aspect of transportation.	2.14	1.20	2.13	1.02
9	This hospital is good in the aspect of security.	1.99	1.14	1.68	0.87
10	Your hospital is able to build up confidence in the patients by displaying awards won by doctors and the service certificates won by the hospital.	2.66	1.35	2.06	0.99

Point Scale: 1-strongly agree.....5-strongly disagree

**Discussion:** Above table reveals that the perceptions of nurses on physical evidence in the hospital; 'making positive impression on patients' (2.20), 'interior decoration is good' (2.26), 'lighting and ventilation is good' (1.99), 'electricity is good' (2.19), 'good in the aspect of drinking water' (2.59), 'good in the aspect of sewerage' (2.33), 'good in the aspect of communication facilities' (2.26), 'good in the aspect of transportation facilities' (2.14), 'good in the aspect of security' (1.99), 'able to build up confidence in the patients by displaying

awards and certificates by the doctors' (2.66). In the above discussion it can be said that the respondents are positively responded for the physical evidence of the hospital.

The response of respondents in Care hospital reveals that on physical evidence 'making positive impression on patients' (2.26), 'interior decoration is good' (2.26), 'lighting and ventilation is good' (1.99), 'electricity is good' (1.93), 'good in the aspect of drinking water' (1.92), 'good in the aspect of sewerage' (2.32), 'good in the aspect of communication facilities' (2.06), 'good in the aspect of transportation facilities' (2.13), 'good in the aspect of security' (1.68), 'able to build up confidence in the patients by displaying awards and certificates by the doctors' (2.06). The results reveals that the respondents having positive impression on physical evidence in the hospital.

**Table No: 6 Mean and S.D of Administrative Personnel Perceptions on the Physical Evidence of the Sample Hospitals (N=35)**

Sl.No	Statement	Apollo		Care	
		Mean	S.D	Mean	S.D
1	In your opinion, this hospital is making a positive impression on patients and their attendants.	1.68	0.83	2.00	1.18
2	The interior decoration in this hospital is very good.	1.71	0.71	1.85	0.80
3	Lighting and ventilation in this hospital is good. Especially in patient wards.	2.14	1.14	1.74	0.88
4	This hospital is good in the aspect of Electricity.	2.17	1.07	1.68	0.96
5	This hospital is good in the aspect of drinking water.	2.11	1.02	1.68	0.79
6	This hospital is good in the aspect of sewerage.	2.02	1.33	1.91	1.09
7	This hospital is good in the aspect of communication.	2.17	1.09	1.74	0.81
8	This hospital is good in the aspect of transportation.	2.20	1.20	2.08	1.26
9	This hospital is good in the aspect of security.	2.08	1.33	1.54	0.61
10	Your hospital is able to build up confidence in the patients by displaying awards won by doctors and the	2.08	1.26	1.91	1.17

	service certificates won by the hospital.				
--	---	--	--	--	--

Point Scale: 1-strongly agree.....5-strongly disagree

**Discussion:** Above table reveals that the perceptions of administrative staff on physical evidence in the hospital; ‘making positive impression on patients’ (1.68), ‘interior decoration is good’ (1.71), ‘lighting and ventilation is good’ (2.14), ‘electricity is good’ (2.17), ‘good in the aspect of drinking water’ (2.11), ‘good in the aspect of sewerage’ (2.02), ‘good in the aspect of communication facilities’ (2.17), ‘good in the aspect of transportation facilities’ (2.20), ‘good in the aspect of security’ (2.08), ‘able to build up confidence in the patients by displaying awards and certificates by the doctors’ (2.08). In the above discussion it can be said that the respondents are positively responded for the physical evidence of the hospital.

The response of respondents in Care hospital reveals that on physical evidence ‘making positive impression on patients’ (2.00), ‘interior decoration is good’ (1.85), ‘lighting and ventilation is good’ (1.74), ‘electricity is good’ (1.68), ‘good in the aspect of drinking water’ (1.68), ‘good in the aspect of sewerage’ (1.91), ‘good in the aspect of communication facilities’ (1.74), ‘good in the aspect of transportation facilities’ (2.08), ‘good in the aspect of security’ (1.54), ‘able to build up confidence in the patients by displaying awards and certificates by the doctors’ (1.91). The results reveals that the respondents having positive impression on physical evidence in the hospital.

**Table No: 7 Grand Mean and S.D. of Perceptions of Respondents on Physical Evidence of Two Hospitals**

Sl.No	Statement	Apollo		Care	
		Mean	S.D	Mean	S.D
1	Doctors	2.25	0.37	2.12	0.26
2	Nurses	2.26	0.47	2.06	0.39
3	Administrative Personnel	2.03	0.45	1.81	0.33

### **Rating of Physical Evidence in Two Sample Hospitals**

The perceptions of respondents on physical evidence are positively opinioned in two sample hospitals. The mean scores are in the range of 2.03 to 2.26 and S.D. in the range of 0.26 to 0.47 in APOLLO and CARE respectively, on a 5 point scale indicating physical evidence of the sample hospitals is agreeable to the respondents.

### **Suggestions for Better Physical Evidence**

**Signage System:** Hospitals should realize that working out an effective signage systems is an art. It takes concerted effort to select appropriate terminology and placement. The system

should be supplemented by visual symbols, and directory of floors and rooms, rooms should be numbered. All staff should be trained in how to give directions. An effective and easy-to-follow directional signs should be liberally provided so that patients and visitors can go to various places without help.

**Planned and Designed Space:** The large number of patients attending the outpatient clinics is not always the reason that makes people wait. There are other reasons such as inefficient and inadequate staff, cumbersome and time consuming forms and procedures, poorly planned and designed space which has not taken into account circulation, work flow and traffic flow resulting in a criss-cross traffic, extra steps and avoidable additional time. Hospital managements should study the problems and remedy them.

**Clean and Hygienic Hospital:** A clean and hygienic hospital has a tremendous psychological impact on the patients and visitors which immediately sets for them the overall impression of the hospital. For this good housekeeping is an asset and a powerful public relations and marketing tool which has a direct relationship with the reputation and prestige of the hospital.

**Food Services:** Patients judge the hospital by the personal care and attention given to them when they are hospitalized or when they visit the hospital, and by the quality of food provided to them. It is the responsibility of the hospital to provide to patients and staff scientifically prepared and nutritious food, and in the case of patients, diets aimed at specific disease conditions.

**Linen Service:** Imperative to good patient care is an adequate supply of clean linen sufficient for the comfort and safety of the patient. Clean linen helps in maintaining a clean environment which lends an aesthetic significance to patients. It is a vital element in providing high quality medical care. The other aspect of it is the personal appearance of staff who attends on patients. Pleasant, neatly dressed employees in fresh, neat uniforms do much to sell the hospital to the public.

**Code of Conduct:** For the smooth functioning of the hospital, management must formulate a code of conduct for employees, and put on record their duties and obligations. These may be part of what are called employees service rules, standing orders or work rules which many hospitals in our country have.

**Telephone Etiquette:** A prompt connection, after the first ring, whenever possible, and a pleasant voice make the caller feel immediately that he is dealing with an efficient, vibrant and dynamic organization. If the telephone is not answered promptly, and if the voice behind it sounds bored, tired and slurred, a negative impression is created.

## **Conclusion**

Physical evidence is the environment in which the service is delivered with physical or tangible commodities and where the firm and the customer interact. Modern hospitals need to create a good ambience. Right from the reception one finds very cordial and comforting staff. The ambience plays an important role because when a patient walks in to the hospital he immediately forms an opinion about the hospital. The staff follows a dress code to show professionalism and to maintain discipline. The staff is trained to be understanding, warm and comforting because the clientele that goes to the hospital is usually disturbed or unhappy. The entire hospital needs to be centrally air-conditioned with good lighting. Ventilation is taken care of by air-conditioning. Special care should be taken to maintain hygiene, cleanliness in whole hospital. A hospital has to keep in mind both the aspects of physical evidence that is essential and peripheral evidence. Physical evidence plays an important role in the hospital where the patients are already depressed or traumatized and a good atmosphere could make all the difference.

## References:

1. **“Enhancing Competitive Advantage of Hospitals Through Linguistics Evaluation on Customer Perceived Value”** by Feng -Chuan Pan Chi-Shan Chen. Journal of American Academy of Business, Cambridge; Sep2004, Vol. 5 Issue 1/2, p481-485, 5p
2. **“Hospital Choice Factor: A Case Study In Turkey”** by Akinic, Fevvzi: Esatoglu,Tangilimagulu,Dilaver,Parsons,Amy. Health marketing quarterly; 2004, vol.22 issue1, p3-19.p17.
3. **‘Physical Evidence and Quality Service Delivery in Public Hospitals in Ghanna’** by Edem Maxwell Azila Gbettor, Simon Mesa, Lydia Sylvia Danker, Eli Ayawo Atatsi<sup>3</sup> International Review of Management and Marketing, Vol.3, No.4, 2013, pp.153-163
4. **‘A Study of the Use of Physical Evidence as A Way of Generating Perception of Service Quality:** by Carlos Augusto Dasilva, Loures, Marcos Cortez Ca Campomar<sup>4</sup> RBGN Vol.7, No.17 (2005)
5. **Journal of Health Care Management Review**,.Hui-Ching Weng., Consumer Empowerment Behavior and Hospital Choice.,2006.
6. **Journal of Healthcare Management**, Calhoun, Judith G. Banaszak-Holl, Jane Hearld, Larry R., Current Marketing Practices In The Nursing Home Sector.,, May/Jun2006.
7. **Journal of Service Marketing Quarterly**, ungki Lee. Measuring Service Quality in a Medical Setting in a Developing Country: The Applicability of SERVQUAL. 2005.
8. **Journal of Health Marketing quarterly** Akinic, Fevvzi: Esatoglu,Tangilimagulu, Dilaver,Parsons,Amy,. Hospital Choice Factor: A Case Study In Turkey 2004.
9. **Journal of American Academy of Business**. Feng-chaun pau, Chi-shan chen., Enhancing Competitive Advantage Of Hospitals Through Linguistics Evaluation On Customer Perceived Value.,. Cambridge: Sep-2004.
10. **Journal of Services Marketing**,. Kim,Joe-young; Moon,junyeon; Han ,dongchul; Tikoo, Surinder., Perception Of Justice And Employee Willingness to Engage In Customer-Oriented Behavior.,. 2004.
11. **Journal of Marketing Health Services**; Stichlu, Jaynelle.F; Schumaches, Lynn, winter - 2003.
12. **Journal of Health Care Marketing** Pleasant; Jamie T., What Hospitals Must Do., Winter-93.
13. **Journal of Marketing Health Services**, Bhuian, Shahid N; Abdul-Gades,Abdallah., Market Orientation In The Hospital Industry.,. Winter -97.

\*\*\*\*\*