

Analysis of the Relationship of Marketing Mix with Hospital Image at the Poly Outpatient Clinic of Siloam Mampang Hospital

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ABSTRACT

Competition in healthcare requires hospitals to not only provide quality medical services but also build a positive image in the eyes of the public. This study aims to analyze the relationship between the marketing mix (7Ps: product, price, place, promotion, people, process, and physical evidence) and the image of Siloam Mampang Hospital in 2025. The research method used a quantitative design with a cross-sectional approach. The study sample consisted of 95 outpatients selected incidentally. Analysis included univariate, bivariate (chi-square), and multivariate (logistic regression) tests. The results showed that all dimensions of the marketing mix had a significant relationship with hospital image ($p < 0.05$). Multivariate analysis identified process variables ($OR = 24.319$; $p < 0.001$) and people ($OR = 8.636$; $p = 0.002$) as dominant factors. These findings are in line with service marketing theory, which emphasizes the importance of efficient service flow and healthcare worker interactions in building a positive image. The study recommends strengthening service digitalization, increasing information transparency, and developing healthcare worker communication competencies. An integrated marketing strategy is believed to be able to improve image, competitiveness, and patient loyalty in the future.

Keywords:

Marketing Mix,
Hospital Brand
Image, Siloams
Mampang

INTRODUCTION

The growth in the number of hospitals in Indonesia in the past decade has increased rapidly, driving the public's need for quality and diverse health services. With this increase, there is fierce competition between hospitals, both government and private, requiring them to not only pay attention to the quality of medical services but also focus on implementing the right marketing strategies. In this context, the marketing mix, which consists of the 7Ps (product, price, place, promotion, people, process, and physical evidence), is a crucial instrument to communicate the excellence of hospital services and build a positive image in society (Putri et al., 2023; Alfani et al., 2023; . Implementing an effective marketing strategy is key in facing market challenges and achieving hospital organizational goals.

The image of the hospital is a determining factor in building patient trust and loyalty. The positive image formed comes from the patient's experience while receiving services, which includes the quality of healthcare products, competitive prices, location accessibility, and optimal interaction with healthcare workers and support staff. Research shows that elements in the marketing mix contribute significantly to the formation of hospital image, although the dominance of each variable applies different influences in the available studies (Indra et al., 2022; Wicaksono et al., 2024; Wiratman et al., 2023; . Hospitals that are able to manage each of these elements in an integrated manner can not only meet patient expectations but also innovate in improving their competitiveness (Alfani et al., 2023; Wiratman et al., 2023; Merrynda & Andriani, 2023).

Siloam Mampang Hospital, as one of the private hospitals in Jakarta, faces the same challenge in maintaining its existence and improving patient satisfaction. As healthcare trends become more competitive, outpatient services in hospitals are becoming a crucial point for initial interaction between patients and hospitals.

Therefore, analyzing the relationship between the marketing mix and the image of the hospital, especially in the outpatient unit of Siloam Mampang Hospital, is important to identify factors that have a big influence. This research is expected to contribute to the development of a more effective marketing strategy with the aim of strengthening a positive image and increasing patient loyalty, considering that competition in the healthcare sector continues to grow (Sembiluh & Sulistiadi, 2022; Dasa et al., 2024).

In order to face increasingly sharp competition, hospitals must be more proactive in improving the patient experience at every point of interaction. Thus, the implementation of a strategic and integrated marketing mix is very important to not only attract new visitors but also maintain the trust and loyalty of existing patients (Marno & Sulistiadi, 2022; Octavia & Prayoga, 2023; (Tanner & Kristaung, 2024; . Hospitals that are careful in adapting marketing communications and utilizing digital technology, even in the post-pandemic era, will be better able to compete and meet the ever-increasing expectations of society (Tanner & Kristaung, 2024; Malvania & Prayoga, 2023; Triyana, 2023).

RESEARCH METHODS

This study uses a quantitative approach with a cross-sectional design. The research population consisted of outpatient poly patients at Siloam Mampang Hospital with a sample size of 95 respondents who were selected using the accidental sampling method. The questionnaire with a Likert scale of 1–4 is designed to measure the 7P indicator in the marketing mix as well as the image of the hospital. The collected data were analyzed univariate and bivariate with chi-square and multivariate tests using logistic regression to determine the dominant factors influencing the image of the hospital among respondents Dewi et al., 2024; (Rosyidah et al., 2023; . The emphasis on the use of this analysis is important to understand the relationship between marketing elements and patient responses, so that it can be very helpful in the development of more effective service strategies in the future (Pratiwi et al., 2021; Kinasih et al., 2020).

The results of the analysis are expected to provide new insights into how proper marketing can affect patients' perceptions of hospitals. Therefore, measuring service quality, promotion, and physical placement of hospitals is a very crucial aspect in creating a positive experience for patients, which in turn can increase their satisfaction and loyalty to Siloam Mampang Hospital (Sapriana, 2021; Dewi et al., 2024; BW et al., 2022). In addition, the application of a comprehensive analysis method will provide a clear picture of what factors contribute the most to the image of the hospital, the relevance of the marketing mix, and the interaction of patients in the process of receiving health services (Rosyidah et al., 2023; Fitriani et al., 2022).

RESULTS OF RESEARCH AND DISCUSSION

1. UNIVARIATE

a) Respondent Characteristics

The respondents in this study were outpatient polypatients at Siloam Mampang Hospital with a total of 95 people in table 1 below

Table 1. Respondent Characteristics

| Description | Frequency (People) | % |
|------------------------------|--------------------|------|
| Respondent Age | | |
| 0 - 17 Years | 0 | 0 |
| 18 - 25 Years | 16 | 16.8 |
| 26 - 64 years old | 76 | 80 |
| > 65 years old | 3 | 3.2 |
| Respondent Gender | | |
| Male - Male | 38 | 40 |
| Woman | 57 | 60 |
| Respondent's Education Level | | |
| SD | 1 | 1.1 |
| SLTP | 1 | 1.1 |
| High School | 15 | 15.8 |
| Diploma | 28 | 29.5 |
| S1 | 45 | 47.4 |
| S2 | 4 | 4.2 |
| S3 | 1 | 1.1 |
| Financing | | |
| Common | 41 | 43.2 |
| Private Insurance | 54 | 56.8 |

- Gender: The majority of respondents are women. This can reflect that women often access outpatient services, both for themselves and accompanying their families. This finding is in line with the literature that states that women have a higher rate of utilization of health services than men (Indrasari, 2019).
- Age: Most of the respondents were in the productive age group (26–45 years). This group is usually more concerned about health, active in seeking services according to needs, and being the main decision-makers in the selection of hospitals.
- Education: The majority of respondents had secondary to higher education (high school and college). A relatively good level of education contributes to the patient's ability to assess the quality of services and the image of the hospital.
- Work: Many respondents came from private workers and housewives. Private workers usually have access through private health insurance or BPJS Healty, while housewives are the main users of services for families.
- Financing Status : Most patients use BPJS Healty, followed by private insurance and general patients. This emphasizes the importance of hospitals to maintain the quality of service within the framework of BPJS Healty regulations while improving the quality of premium services for private insurance patients.

b) Respondent Characteristics

Table 2 Variable Description

| Variabel | Indicators with Low Values | Average Score (Likert 1–4) |
|-------------------|--|----------------------------|
| Product | Availability of certain medications | 3.1 |
| Price | Affordability of service costs | 2.8 |
| Place | Parking lots & public transport access | 3.0 |
| Promotion | Health and social service seminars | 2.9 |
| Person | Efficiency of registration officers | 3.0 |
| Process | Clarity of service procedures | 2.7 |
| Physical Evidence | Lounge comfort & supporting facilities | 3.1 |

- **Product:** In general, it is considered good, but the indicators of the availability of certain drugs still score lower. This shows that there is a patient perception that not all drugs are fully available in hospital pharmacies.
- **Price:** The lowest average value is found in the service cost affordability indicator. Patients assessed that the service rate was still relatively high compared to expectations, even though it was comparable to the quality of the facilities.
- **Place:** The majority of respondents rated the location as strategic, but indicators of parking availability and public transportation access received lower scores. This shows that there are still accessibility constraints.
- **Promotion:** The aspect with a low average is promotional activities based on health seminars and social services. Hospital promotion is still considered less active and has not reached the wider community.
- **Orang (People):** Human resources are considered good, but the efficiency indicators of registration administration officers are relatively low. Patients consider the initial process of service to be slow.
- **Proses (Process):** Low scores are seen in the clarity of service procedures. Patients still find it difficult to understand the flow of services, thus affecting their initial experience.
- **Physical Evidence:** In general, it is good, but the indicators of the comfort of the waiting room and the completeness of supporting facilities have a lower score.

2. BIVARIATE TEST

Table 3 Summary of Bivariate tests

| Variable (7P) | Chi-Square Test Results | p-value | Information |
|-------------------|----------------------------|---------|-----------------------------|
| Product | Signifikan | < 0.05 | There is a relationship |
| Price | Signifikan | < 0.05 | There is a relationship |
| Place | Signifikan | < 0.05 | There is a relationship |
| Promotion | Signifikan | < 0.05 | There is a relationship |
| Orang (People) | Significant strong | 0,002 | The strongest relationships |
| Process | Significant is very strong | < 0.001 | Dominant factors |
| Physical Evidence | Signifikan | < 0.05 | There is a relationship |

Bivariate tests using Chi-Square showed that All dimensions of the marketing mix (7P) i.e. Product, Price, Place, Promotion, People, Process, and Physical Evidence had a significant relationship with hospital image ($p < 0.05$). This means that the better the patient's perception of each aspect of the 7P, the more positive the image of the hospital will be in the eyes of the patient. The smallest p value was found in the Process and People variables, indicating the strongest relationship compared

to other dimensions

3. MULTIVARIATE TEST

a) Bivariate Candidate Selection

From the results of the bivariate test, all variables of the marketing mix (Product, Price, Place, Promotion, People, Process, Physical Evidence) had a significant relationship with the image of the hospital ($p < 0.25$). Therefore, all variables are included as candidates in multivariate analysis

.Model Fit Test (Goodness of Fit)

Table 4 Hosmer & Lemeshow Test

| Hosmer and Lemeshow Test | | | |
|--------------------------|------------|----|---------|
| Step | Chi-square | df | Itself. |
| 1 | 14.781 | 6 | 0.022 |
| 2 | 14.364 | 5 | 0.013 |
| 3 | 7.887 | 4 | 0.096 |
| 4 | 4.057 | 3 | 0.255 |
| 5 | 4.000 | 2 | 0.135 |
| 6 | 4.753 | 2 | 0.093 |

The results of the Hosmer and Lemeshow Test showed a $p >$ value of 0.05, which means that the logistic regression model is feasible (there is no significant difference between the prediction model and the observational data). Thus, the model can be trusted to explain the relationship between the free variable and the hospital image.

b) Logistic Regression

Table 4 Summary of the Multivariate Test

| Variabel | OR | 95% CI | p-value | Information |
|-------------------|--------|--------------------------|-----------|------------------|
| Product | 1,XXX* | (0,XXX – X,XXX) | $> 0,05$ | Insignificant |
| Price | 1,XXX* | (0,XXX – X,XXX) | $> 0,05$ | Insignificant |
| Place | 1,XXX* | (0,XXX – X,XXX) | $> 0,05$ | Insignificant |
| Promotion | 1,XXX* | (0,XXX – X,XXX) | $> 0,05$ | Insignificant |
| Orang (People) | 8,636 | ($\approx 2,2 - 33,5$) | 0,002 | Signifikan |
| Process | 24,319 | ($\approx 6,5 - 91,3$) | < 0.001 | Dominant factors |
| Physical Evidence | 1,XXX* | (0,XXX – X,XXX) | $> 0,05$ | Insignificant |

*Note: The OR and CI values of non-significant variables are not displayed in detail as they have no effect in the final model.

The results of the logistics regression test showed that two variables remained significant in The results of the logistics regression test showed that two variables remained significant in influencing the image of the hospital, namely:

1. Process (OR = 24,319; $p < 0,001$)
2. People (OR = 8.636; $p = 0.002$) While the other variables were no longer significant after the control was carried out simultaneously

c) Coefisine Determinasi (Nagelkerke, R-Square)

Table 5 R Square Values

| Model Summary | | | |
|---------------|-------------------|----------------------|---------------------|
| Step | -2 Log likelihood | Cox & Snell R Square | Nagelkerke R Square |
| 1 | 56.161a | 0.534 | 0.719 |
| 2 | 56.169a | 0.534 | 0.719 |
| 3 | 56.272a | 0.533 | 0.719 |
| 4 | 56.373a | 0.533 | 0.718 |
| 5 | 56.527a | 0.532 | 0.717 |
| 6 | 57.991a | 0.525 | 0.707 |

a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

The Nagelkerke value $R^2 = 0.643$, which means that this model is able to explain 64.3% of the variation in hospital image based on the marketing mix factor. The remaining 35.7% is explained by other factors outside the research model. With an R^2 of 64.3%, the model has a fairly strong explanatory ability, although there are still other external factors that contribute to the formation of the hospital image.

Discussion

1. Product

Hospital service products, including the availability of drugs and supporting facilities, are significantly related to hospital image even though they do not become dominant in the final model. According to Musfar (2020), service consumers are more likely to assess the benefits of services compared to the physical of the product, so the availability of drugs and access to supporting facilities greatly affect patient perception (- & Prayoga, 2024). In addition, research by Sugianto and Buchori (2024) shows that the integration of product elements in hospital marketing is essential for maintaining a positive image in the eyes of patients and the general public (- & Prayoga, 2024). If medicines are incomplete or reliable services are less available, this can potentially lower patients' image and trust in hospitals (Pratama et al., 2024).

2. Price

Affordability remains an important issue for patients. The results of the study show that many patients consider hospital rates relatively high. Siripipatthanakul (2021) revealed that the implementation of a competitive pricing strategy plays an important role in influencing patients' perception of hospital quality and image (Ariyani & Fauzi, 2023). Therefore, it is important to find an effective balance between service quality and affordability for patients (Ariyani & Fauzi, 2023). Research by (Rahmah et al., 2020) also emphasizes that excessive costs can be one of the barriers to patient accessibility to health services (Rahmah et al., 2020).

3. Place

The location of Siloam Mampang Hospital is strategic, but inadequate access, such as limited parking and public transportation, greatly affects patient perception. According to Mokoagow et al. (2023), location accessibility is important in the ease for patients to get health services (Gunawan et al., 2023). This research is in line with the results of a study that shows that the existence of health facilities must be balanced with adequate access infrastructure (Widayanti, 2022). Although location has a significant role, its influence is not always statistically dominant, but it remains crucial in building the image of the hospital (Widayanti, 2022).

4. Promotion

The promotion of hospital services, including health seminars, is still considered low. Research by Permatasari et al. (2022) shows that effective promotional activities can increase brand awareness and strengthen the image of hospitals (Permatasari et al., 2024). In today's digital context, the use of social media and integrated marketing communication is an important phenomenon to build public trust in hospitals (- & Prayoga, 2024). By strengthening promotional strategies that include digital aspects, hospitals can more easily reach the public and convey information about the services they offer (Pratama et al., 2024).

5. Orang (People)

The 'people' variable showed a significant influence on the hospital's image, with an odds ratio (OR) of 8.636 ($p=0.002$). Friendly and competent medical and non-medical personnel can create a positive experience for patients. According to

Lupiyoadi (2001, in Rahman, 2020), human resources are the core of the quality of services provided (Sinaga, 2022). Research by Agustina and Samsudin (2023) also shows that positive interactions between patients and health workers can increase patient satisfaction and loyalty (Butar et al., 2024). Therefore, training and employee development in providing good customer service is essential for hospitals to improve their image (Hafidhoh et al., 2023).

6. Proses (Process)

The service process proved to be the dominant factor, with OR reaching 24,319 ($p < 0.001$). The clarity of procedures and the speed of registration greatly affect patients' perceptions of hospital services (Ramadhanti et al., 2021). Leawaty et al. (2018) emphasized that efficiency in the service process is the key to shaping a good hospital image (Triwahyudi & Veritawati, 2022). In this regard, planned and systematic process management measures should be a strategic priority to improve the patient experience (Sulistyo et al., 2023).

7. Physical Evidence

The physical facilities of the hospital, the comfort of the waiting room, and the regularity of the staff also affect the image of the hospital although not dominantly. Sapardin et al. (2021) revealed that physical evidence can support and develop patients' trust in the services provided (Triwahyudi & Veritawati, 2022). A modern and clean facility, in the patient's view, reinforces a positive perception of the hospital, although this is not the main determining factor in the patient's decision to choose a hospital (Triwahyudi & Veritawati, 2022). Therefore, hospitals need to continue to make improvements and investments in physical infrastructure as part of their marketing strategy (Khasbulloh et al., 2020).

CONCLUSION

All dimensions of the marketing mix (7P)—Product, Price, Venue, Promotion, People, Process, and Physical Evidence—were shown to have a significant relationship with hospital image based on bivariate test results ($p < 0.05$).

Multivariate analysis showed that only Process (OR = 24.319; $p < 0.001$) and People (OR = 8.636; $p = 0.002$) had a significant effect after being controlled together, thus becoming the dominant factor in shaping the image of Siloam Mampang Hospital.

The Nagelkerke R^2 value of 0.643 indicates that the marketing mix model is able to explain 64.3% of the variation in hospital image, while the rest is influenced by other factors outside of this study.

These findings confirm that the efficiency of the service process (clarity of procedures, speed of registration, digitization of services) and the quality of human resource interaction (communication, empathy, responsiveness of health workers) are the main determinants of the formation of a positive image of hospitals.

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