

Article

Proposed Marketing Strategy to Strengthen Herbal Patient Loyalty: (Case Study at RSU Holistic Purwakarta)

Fania Qinthara Azka ^{1*}, Ilma Aulia Zaim ²

1 Institut Teknologi Bandung, Indonesia, email: faniaqintharaazka@gmail.com

2 Institut Teknologi Bandung, Indonesia, email: ilma.aulia@sbm-itb.ac.id

Corresponding Author: Fania Qinthara Azka

ABSTRACT: Healthcare service is one of the most important industries in Indonesia. Over the past years, public interest in traditional and herbal medicine has increased, especially after the COVID-19 pandemic. RSU Holistic Purwakarta is one of the pioneers of integrative hospitals in Indonesia that offers herbal inpatient services. However, the hospital is currently experiencing a significant decrease in herbal inpatient visits, which is also reflected in its low bed occupancy rate. Based on preliminary research and problem identification, the main issue found is the declining patient loyalty towards the hospital's herbal services. The objective of this research is to formulate a marketing strategy to strengthen herbal patient loyalty and identify which service quality factors influence patient satisfaction and loyalty. This study applies a quantitative and qualitative approach. The quantitative method is conducted through a survey distributed to 155 herbal inpatients, and the data were analyzed using Structural Equation Modeling (SEM) via SmartPLS. The qualitative method includes interviews with the hospital's management and marketing team to explore internal service issues and market behavior. The findings show that service quality on the people dimension (reliability, responsiveness, and empathy) has a significant influence on patient satisfaction ($R^2 = 0.696$), and satisfaction significantly affects patient loyalty ($R^2 = 0.685$). The p-values for all constructs are <0.05 , confirming the acceptance of all hypotheses. Interviews also identified inefficiencies such as late doctor attendance. Based on the internal and external analysis using the 7P Marketing Mix, PESTEL, and Porter's Five Forces frameworks this research proposes a marketing strategy. The result is a TOWS matrix that provides actionable strategies, such as strengthening people-based service quality, enhancing integrated communication efforts, and positioning RSU Holistic as a leading herbal and tourism-based hospital. This study contributes academically and practically by emphasizing the role of marketing strategy in strengthening loyalty in the healthcare industry.

Keywords: Service Quality, Patient Satisfaction, Patient Loyalty, Integrative Hospital, Marketing Strategy, SEM-PLS

1. INTRODUCTION

In response to the growing burden of chronic disease, rising health care costs, and growing public dissatisfaction with conventional medicine, the World Health Organization (WHO) has recognized the importance of Traditional, Complementary and Integrative Medicine (TCIM) as a critical component of global health. In 2025, WHO plans to launch a new 10-year strategy to further guide global efforts in this integration (Hoenders et al., 2024). According to the ROKOM Kemenkes (2021), the Ministry of Health advises the public to utilize traditional medicine in the form of herbal medicine, standardized herbal medicine, and phytopharmaceuticals as an effort to maintain health, prevent disease, and care for health, including during the public health emergency or national disaster of COVID-19.

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According to Buchter et al. (2024), trends show consumers are spending more money on health and wellness, but the majority of consumers are dissatisfied with their overall healthcare experience. According to Kapur et al. (2024), healthcare in the Asia-Pacific region is undergoing a transformation supported by a regional survey involving more than 2,300 respondents in nine countries, including Indonesia, which revealed that consumers are actively taking control of their health, demanding a seamless healthcare experience, and willing to invest in well-being. As competition among healthcare providers intensifies, patient expectations are no longer limited to clinical outcomes but extend to the quality of interaction with medical personnel. This shift is particularly evident in the service industry model of hospitals, where delivering responsive, reliable, and empathetic care has become a key differentiator in attracting and retaining patients (Fatima et al., 2018). Many hospitals in Indonesia still face challenges in meeting service quality standards, particularly in the dimensions related to people, such as punctuality of doctors, responsiveness to patient needs, and interpersonal communication.

RSU Holistic Purwakarta, is one of the pioneer integrative hospitals in Indonesia that offers herbal and conventional services. Recent hospital data show a consistent decline in herbal patient visits from 2021 to 2024, outpatient numbers dropped from 7,761 to 4,633, and inpatient numbers from 1,615 to 745. Additionally, the Bed Occupancy Rate (BOR) for herbal inpatient services in RSU Holistic declined to 22.14% in 2024, which far below the Ministry of Health's optimal standard of 60–80%. A preliminary study, conducted through surveys, interviews with hospital management and patients, and an evaluation of patient satisfaction data from 2023 to 2024, revealed internal problems in the form of declining service quality, particularly in the people dimension of service delivery. Several patients reported dissatisfaction with doctors' schedules that were always late, and poor coordination between departments. A comparison table of Herbal and Conventional Inpatient BOR at RSU Holistic as follows.

Table 1. Bed Occupancy Rate) for Herbal Inpatients

Year	BOR Herbal (%) – 7 days	BOR Conventional (%) – 4 days
2019	32.10%	14.70%
2020	39.92%	10.70%
2021	48.37%	9.18%
2022	40.31%	24.34%
2023	30.48%	62.21%
2024	22.14%	80.91%

To understand the causes of the decline in the number of herbal patients, a preliminary study was conducted through a questionnaire survey involving 25 respondents of old patients, interviews with two management parties, and analysis of patient evaluation data for 2023-2024. From the questionnaire results, it is known that as many as 36% of patients stated that they quite agree with the presence of doctors according to the specified schedule. As many as 16% of patients stated that they strongly disagree with the statement that doctors serve according to the specified schedule. The data is strengthened by the results of interviews with the management of RSU Holistic, who said that the lateness of herbal doctors is one of the complaints often conveyed by patients, so this is also a reflection of the hospital in improving its services. Patient evaluations in 2023-2024 recorded various other complaints on the medical staff aspect, such as lack of information before medical procedures were carried out, unclear doctor's visit schedules, and minimal proactive communication between medical staff and patients. Based on the results of the preliminary study, it can be concluded that the main problem that is the focus of this study is the low quality of service in the people dimension, especially related to the inaccuracy of the doctor's arrival schedule, lack of communication and less than optimal coordination processes between departments in the hospital environment. Therefore, improving service quality can be done as a service-based marketing strategy, especially in the interaction between medical personnel and patients.

2. LITERATURE REVIEW

Service Quality

Service quality is a theory by Parasuraman et al. as an overall assessment of a service by comparing customer expectations with the actual performance (Alan Wilson et al., 2018). Service quality can be known by comparing consumer perceptions of the

services they receive with those they expect from the company. Research shows that patients often choose and recommend hospitals not merely based on clinical outcomes, but based on how they are treated emotionally, ethically, and personally during their stay (Zehra & Ranjan, 2024). Several studies have shown that high service quality can influence patient satisfaction, treatment adherence, and long-term loyalty (Zhou et al., 2017). According to the theory of Parasuraman et al. there are five dimensions of the SERVQUAL model used in service delivery, namely tangibles, reliability, responsiveness, assurance, and empathy (Rahardian et al., 2025). This study adopts three key dimensions from the SERVQUAL model reliability, responsiveness, and empathy as they are the most relevant to the behavioral aspects of service personnel, particularly in addressing patient concerns regarding timeliness, attentiveness, and personal care. The other two dimensions, tangibles and assurance, are not the central issues identified in the context of this research.

Reliability

Reliability is the ability of health services to carry out promised services reliably and accurately with some appropriate service activities. Health services can provide timely medical services, accurate diagnoses and treatment plans, and consistency in communication and procedures.

Responsiveness

Responsiveness is the ability of hospital staff to assist patients quickly and efficiently. This includes how quickly medical personnel respond to patient calls or emergencies, the speed and clarity of answers to patient questions, and the readiness of administrative staff in the registration, billing, or consultation scheduling process.

Empathy

Empathy is defined as how healthcare professionals provide full attention to patients in a hospital setting. This includes how healthcare professionals can understand and acknowledge patients' emotions, fears, and concerns, how they can actively listen to patients and adjust care delivery according to each individual's needs.

Patient Satisfaction

Patient satisfaction refers to patients' perceptions of the extent to which their expectations for health services are met (Issa et al., 2025). Patient satisfaction is a critical indicator of healthcare service quality and is widely recognized as a key outcome variable in healthcare management and marketing. Unlike technical aspects of care, which are often difficult for patients to evaluate directly, patients are highly sensitive to how they are treated by healthcare personnel during the care process (Wilson et al., 2018). In the healthcare context, patient satisfaction serves multiple functions. It acts as an indicator of service quality, a determinant of patient loyalty, and a benchmark for performance improvement. According to Adjunu et al. (2022), in a competitive healthcare environment, achieving high patient satisfaction is essential for maintaining patient trust, generating positive word-of-mouth, and ensuring repeat utilisation of services.

Patient Loyalty

Patient loyalty is important in hospitals because the decision to return or recommend a provider is based on cumulative experiences across multiple dimensions: empathy, communication, trust, and reliability. According to Sitepu (2024), loyalty can evolve from mere repeat usage (*cognitive loyalty*) into emotional commitment (*affective loyalty*) and even into behavior (*behavioral loyalty*), where patients actively support or promote the provider.

3. CONCEPTUAL FRAMEWORK

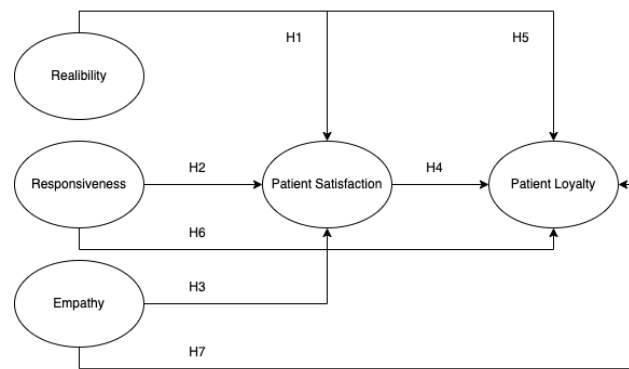


Figure 1. Conceptual Framework

Figure 1 shows the independent variables are the service quality variables: reliability, responsiveness, and empathy. These variables will be influences the patient satisfaction and will be influences the patient loyalty. These three dimensions are assumed to have a direct influence on patient satisfaction (H1, H2, H3), which then affects patient loyalty (H4). In addition, this framework also tests the direct influence of the three dimensions of service quality on patient loyalty (H5, H6, H7), to determine whether patient loyalty can be formed without being mediated by satisfaction. Thus, this framework allows researchers to evaluate both the direct and indirect (mediation) influences of service quality on patient loyalty. The ultimate goal is to provide a more comprehensive picture of how aspects of herbal healthcare can foster the formation of long-term relationships between hospitals and their patients.

4. METHOD

This study focuses on the Indonesian healthcare market, particularly the herbal inpatient care services at Holistic Purwakarta General Hospital (RSU Holistic Purwakarta). The objective of this study is to investigate the impact of service quality specifically the dimensions of reliability, responsiveness, and empathy on patient satisfaction and loyalty, and to formulate an appropriate marketing strategy to increase herbal inpatient loyalty. A mixed-method approach was employed, with quantitative analysis as the primary method and qualitative analysis as a complementary method. Quantitative data were obtained through a structured questionnaire distributed to patients who had used the herbal inpatient services at RSU Holistic. The constructs were developed based on the Service Quality model (focusing on people dimension), Patient Satisfaction, and Patient Loyalty. The sampling method used was purposive sampling with inclusion criteria: patients aged 18 years and above who had been hospitalized for herbal treatment. The questionnaire was developed using indicators from previous studies and translated into Bahasa Indonesia. Before the main data collection, validity and reliability testing was conducted with a pilot sample of 40 respondents. The final survey was distributed online via Google Forms and collected a total of 155 responses, all of which were processed for analysis based on the inclusion criteria. Qualitative data were collected through in-depth interviews with hospital management and marketing teams, as well as through document analysis and direct observation. This qualitative component supported internal and external analysis. Internal analysis included the 7P Marketing Mix and STP (Segmentation, Targeting, Positioning), while external analysis included PESTLE, competitor benchmarking, and consumer behavior analysis. These analyses informed the development of the TOWS matrix, which was used to generate strategic marketing recommendations aligned with the research findings.

Measurement

This study utilized a structured questionnaire developed based on previously validated constructs from academic literature. The main variables measured were the three dimensions of service quality: reliability, responsiveness, and empathy were adapted from Parasuraman et al. (1988) and refined for hospital service contexts. Each of these constructs consisted of three to four items reflecting patients' perceptions of the behavior and responsiveness of medical personnel in the herbal inpatient care setting at RSU Holistic Purwakarta. In addition, patient satisfaction was measured using items adapted

from Shabbir et al. (2016) and Zeithaml et al. (1996), while patient loyalty was measured using items derived from prior works such as Oliver (1999) and Caruana (2002), focusing on patients' intentions to return or recommend the service. All items were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was developed in Bahasa Indonesia and pilot-tested with 40 respondents who matched the inclusion criteria to ensure clarity, reliability, and validity before full deployment. The results of the pilot test met the criteria for internal consistency, allowing the instrument to be used for the main data collection phase.

Data Analysis

In qualitative research, narratives or observations are collected and analyzed using methods such as interviews, thematic analysis, and case studies (Creswell, 2018). In this study, a qualitative approach was applied through thematic analysis, followed by a triangulation method to ensure data validity and cross-verification from multiple sources. Quantitative data were analyzed using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) technique with the help of SmartPLS version 4 software. The choice of this method is adjusted to the research objectives which are exploratory and test the relationship between latent variables simultaneously. In this process, the analysis is carried out through two main stages: the outer and inner models. The outer model stage is used to test the validity and reliability of constructs which include the outer loading value, average variance extracted (AVE), composite reliability (CR), and Cronbach's Alpha. Meanwhile, the inner model stage focuses on testing the relationship between latent variables through the path coefficient value, t-statistics, and p-values obtained through the bootstrapping method. This test aims to determine the extent to which the constructs used in this study have a significant relationship in accordance with the proposed hypothesis.

Quantitative Findings

Respondent Characteristics

Based on the results questionnaires the users based on gender in herbal services at RSU Holistic found that the majority of respondents were women (53%) and men (47%). Based on the age range on patient which using herbal services at the RSU Holistic are in the age range of 31 to 50 years at 45%, followed by the age group over 50 years at 39%, and the age group 18-30 years at 16%. The distribution of respondents' occupations shows that most patient of herbal services at RSU Holistic come from employees (43%), followed by entrepreneurs (37%), housewives (12%), and the remaining 8% come from other job categories such as lecturers, freelancers, and retirees. Based on the data on period using the service, 32% of respondents have used the herbal services of RSU Holistic for 3 to 6 months, then 28% have accessed the services for 6 months to 1 year. Meanwhile, 24% of respondents have been users of herbal services for more than 1 year, and 16% are new users with a duration of use of less than 3 months. This finding shows that most patients are users who have been using herbal services for a long time, indicating that the level of patient retention for the use of these herbal services is quite high. Based on the data on frequency using the herbal services in the last one year, most respondents have used herbal services 2 to 3 times in the past year (42%). Furthermore, there are patient that using 4 to 5 times (21%) and have used services 5 times or more (20%). Meanwhile, only 17% of respondents have only used herbal services once during the period. These findings indicate that the majority of patients not only try herbal services once, but tend to make repeat visits, which may indicate a level of trust or ongoing need for the therapy provided.

Table 2. Respondent Characteristics

Profile	N=155	Percentage
Gender		
Male	73	47%
Female	82	53%
Age		
18-30 years old	25	16%
31-50 years old	70	45%

>50 years old	60	39%
Occupation		
Employees	67	43%
Entrepreneurs	57	37%
Housewives	19	12%
Others	12	8%
Frequency use		
Using 4-5 times	33	21%
Using 5 times or more	31	20%
Using once	26	17%
Using 2-3 times	65	42%
Period using		
3-6 months	50	32%
6 months – 1 year	43	28%
More than 1 year	25	16%

Loading Factors

According to Wiyono (2020), a loading value above 0.70 indicates that the indicator has a strong correlation with the construct it measures. The loading factors result is as follows.

Table 3. Loading Factors

Variable	Indicators	Loading Factors
Realibility	Realibility1	0.881
	Realibility2	0.926
	Realibility3	0.814
Responsiveness	Responsiveness1	0.850
	Responsiveness2	0.806
	Responsiveness3	0.746
Empathy	Empathy1	0.880
	Empathy2	0.871
	Empathy3	0.739
Patient Satisfaction	PS1	0.864
	PS2	0.831
	PS3	0.783
	PS4	0.817
Patient Loyalty	PL1	0.796
	PL2	0.818
	PL3	0.789
	PL4	0.821

Realibility and Validity

Referring to Hair et al. (2016), an AVE value ≥ 0.50 indicates that the construct has good convergent validity, where more than 50% of the indicator variance can be explained by the latent construct. Cronbach's Alpha is used to measure reliability based on the intercorrelation between indicators in one construct. According to Hair et al. (2016), a Cronbach's Alpha value ≥ 0.70 is considered adequate and indicates that the indicators in the construct are consistent in measuring the same concept. The AVE value for all variables was ≥ 0.50 indicates that the construct has good convergent validity, and the Cronbach's Alpha value on all variables were ≥ 0.70 . These findings indicate that the measurement model has adequate reliability and convergent validity.

Table 4. Realibility and Validity Variable

Realibility and Validity Variable	Cronbach's Alpha	Composite Realibility	Average Variance Extracted (AVE)
Realibility	0.846	0.872	0.765
Responsiveness	0.721	0.732	0.643
Empathy	0.784	0.833	0.693
Patient Satisfaction	0.843	0.850	0.765
Patient Loyalty	0.821	0.824	0.650

Descriptive Analysis

The descriptive analysis is shown on the Table 5 which shows the mean values of the variable of Realibility, Responsiveness and Empathy. Furthermore, the mean values the Patient Satisfaction and Patient Loyalty are also presented.

Table 4. Descriptive Analysis

Realibility	Realibility1	3.729
	Realibility2	3.974
	Realibility3	3.832
Responsiveness	Responsiveness1	4.013
	Responsiveness2	3.955
	Responsiveness3	3.987
Empathy	Empathy1	4.181
	Empathy2	4.000
	Empathy3	3.929
Patient Satisfaction	PS1	4.148
	PS2	4.142
	PS3	4.097
	PS4	4.174
Patient Loyalty	PL1	4.213
	PL2	4.213
	PL3	4.123
	PL4	4.181

Structural Model Testing

Structural model testing (inner model) is conducted to determine the direct influence between latent constructs that have been established in the conceptual framework. The hypothesis will be accepted statistically if the indicator meets two main criteria, namely the t-statistic value > 1.96 (for a significance level of 5%) and the p-value < 0.05 . The results of testing the seven relationship paths between constructs can be seen in the following table:

Table 5. Structural Model Testing

Variable	Path Coefficient	T-Statistics	P Values	Outcomes
Realibility → Patient Satisfaction	0.263	3.740	0.000	Accepted
Responsiveness → Patient Satisfaction	0.356	3.722	0.000	Accepted
Empathy → Patient Satisfaction	0.204	2.429	0.015	Accepted
Realibility → Patient Loyalty	0.169	2.186	0.002	Accepted

Responsiveness → Patient Loyalty	0.156	2.016	0.000	Accepted
Empathy → Patient Loyalty	0.252	2.763	0.000	Accepted
Patient Satisfaction → Patient Loyalty	0.382	5.717	0.000	Accepted

Thus, it can be concluded that the dimensions of Service Quality (Reliability, Responsiveness, and Empathy) have a significant positive effect on Patient Satisfaction and Patient Loyalty, both directly and indirectly. In addition, Patient Satisfaction is also proven to have a strong direct effect on Patient Loyalty, with the highest path coefficient value (0.382) and the largest t-statistic (5.717), indicating that patient satisfaction plays an important mediating role.

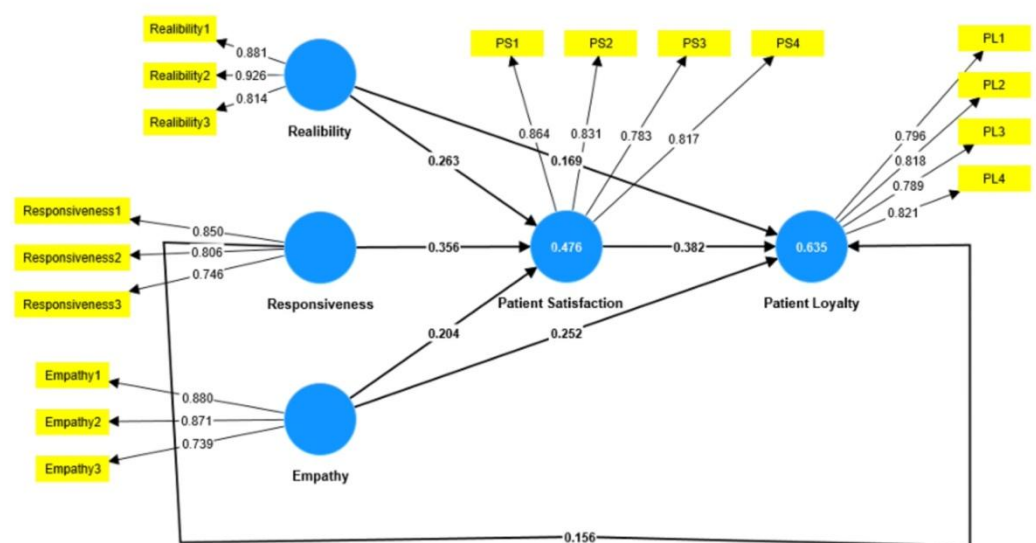


Figure 2. Structural Model Testing

Based on the results of data processing using PLS-SEM, this model shows a significant relationship between latent variables. The explanation per variable can be detailed as follows:

1. H1 Realibility → Patient Satisfaction

The path coefficient for this relationship is 0.263 with a t-statistic of 3.740 and a p-value of 0.000, indicating a significant positive effect. These results indicate that the reliability of medical services at RSU Holistic, such as the timeliness of doctor scheduling, clarity of results, and compliance with SOPs, play an important role in increasing patient satisfaction. The path coefficient for this relationship is 0.263 with a t-statistic of 3.740 and a p-value of 0.000, indicating a significant positive effect. This shows that RSU Holistic needs to improve aspects of service reliability, especially regarding the punctuality of doctor attendance, which was previously identified as one of the problems in initial observations. Improvements in this aspect can further increase patient satisfaction, considering that punctuality and compliance with procedures are important expectations for the patients on herbal services RSU Holistic.

2. H2 Responsiveness → Patient Satisfaction

This construct has a path coefficient of 0.356, t-statistic of 3.722, and p-value of 0.000. This shows that responsiveness is positively and significantly correlated with patient satisfaction. Therefore, responsiveness aspects such as fast response, attention, and accessibility of medical staff have an effect on increasing patient satisfaction during

treatment. The result implies that RSU Holistic should maintain and optimize their current responsiveness system, such as improving access through front-desk communication, digital platforms, or direct assistance, to sustain high satisfaction.

3. H3 Empathy → Patient Satisfaction

The relationship has a path coefficient of 0.204, t-statistic 2.429, and p-value 0.015, indicating a statistically significant but relatively moderate effect. The results show that empathy such as friendliness, emotional support, and personalized care can enhance patient satisfaction by fulfilling psychological needs during therapy. This finding encourages RSU Holistic to further train medical staff in empathetic communication and culturally sensitive care to deepen the emotional experience of the patients.

4. H1 Realibility → Patient Loyalty

This relationship is also significant with a path coefficient of 0.169, a t-statistic of 2.186, and a p-value of 0.002. This indicates that when a hospital provides reliable services, patients are more likely to return and remain loyal to the hospital. This suggests that consistent and reliable services will build trust over time, thus encouraging repeat visits. Ensuring reliability can be a long-term investment in growing loyal herbal service users.

5. H2 Responsiveness → Patient Loyalty

The effect of responsiveness on loyalty shows results with a path coefficient of 0.156, a t-statistic of 2.016, and a p-value of 0.000. This means that fast and clear communication from medical personnel will increase satisfaction which then directly strengthens loyalty. Patients tend to remain loyal when they feel their complaints are heard and handled. Thus, RSU Holistic is advised to formalize a follow-up mechanism to improve the perception of responsiveness.

6. H5 Empathy → Patient Loyalty

The path coefficient of 0.252, t statistic of 2.763, and p value of 0.000 indicate a significant and relatively strong influence. When patients feel emotionally connected and personally cared for, they tend to be more loyal to the service provider. This confirms that a caring, warm, and human-centered approach is effective in retaining patients. RSU Holistic must continue to position empathy as a competitive advantage in its holistic healthcare branding.

7. H7 Patient Satisfaction → Patient Loyalty

On these variables, this is the strongest relationship in the model with a path coefficient of 0.382, a t statistic of 5.717, and a p value of 0.000. These results confirm that satisfaction mediates the influence of service quality dimensions on loyalty and is a major determinant of whether patients will continue to use and recommend the herbal services of RSU Holistic. Therefore, RSU Holistic needs to emphasize high service satisfaction as a core driver of repeat usage and word-of-mouth promotion. RSU Holistic should monitor satisfaction continuously and address pain points.

Qualitative Findings

This qualitative analysis explores internal and external factors influencing patient interest and loyalty toward herbal inpatient services at RSU Holistic Purwakarta. The internal analysis employed the 7P Marketing Mix and STP (Segmentation, Targeting, Positioning) frameworks. Key weaknesses identified include the inconsistent punctuality of herbal doctors, limited use of digital marketing tools, lack of structured service packages, and the absence of BPJS coverage, which affects affordability. Strengths observed include RSU Holistic's pioneer status in integrative medicine, the unique health tourism environment (e.g., spacious 30-hectare area, deer garden, and wellness features), and the hospital's competent medical staff trained in both Eastern and Western medical approaches. STP analysis revealed that most herbal inpatients are from middle to upper economic segments, predominantly from outside Purwakarta, such as Jakarta, Bandung, and even overseas. The hospital targets corporate employees for partnerships, but has yet to fully implement a systematic approach to institutional outreach. Positioning-wise, the

hospital aspires to be recognized as a national leader in integrative and tourism-based healthcare. External analysis included PESTLE, consumer behavior, and competitor benchmarking. Opportunities identified include the increasing trend toward preventive health, growing public acceptance of herbal and integrative medicine post-COVID-19, and supportive government messaging around herbal remedies. Meanwhile, threats consist of strong competition from alternative providers like organic wellness centers, high service sensitivity to price due to lack of insurance support, and the overall limited awareness of RSU Holistic's offerings among the general public. These insights complement the SEM-PLS quantitative findings, offering a more comprehensive foundation for the formulation of targeted marketing strategies to improve patient satisfaction and loyalty.

5. CONCLUSION

This study aimed to develop a comprehensive marketing strategy to increase patient loyalty and occupancy rates for herbal inpatient services at RSU Holistic Purwakarta. Utilizing a mixed-method approach combining SEM-PLS quantitative modeling with internal and external qualitative analysis, the study revealed multiple key insights for strategic development. The quantitative analysis confirmed that the dimensions of service quality particularly reliability, responsiveness, and empathy significantly influence patient satisfaction, which positively affects patient loyalty. The strongest indicators included timely medical scheduling, attentiveness of health workers, and the ability of staff to build patient rapport. These findings highlight the critical role of people-based service quality in shaping patient experiences and intentions to return. The qualitative findings revealed internal weaknesses such as inconsistent doctor timeliness, absence of clear service packages, limited promotional efforts, and affordability challenges due to the lack of BPJS coverage. Externally, the hospital faces competition from similar providers, price sensitivity in the market, and low public awareness of integrative herbal care. These insights informed the development of business solutions through a TOWS Matrix, culminating in three main strategies:

To enhance education awareness, community outreach seminars (Holtalks) will be conducted in nearby cities like Bandung and Jakarta, complemented by collaborations with health influencers to promote integrative herbal therapy. Improving service quality requires implementing a digital scheduling system to enhance doctor punctuality and bundling inpatient herbal packages while ensuring clear communication through websites and brochures. Furthermore, a personalized service development strategy will be achieved by tailoring care plans based on common conditions such as diabetes and chronic fatigue, incorporating patient feedback. Empathy training will be integrated into staff development programs under the HR & Holistic Training Division, ensuring continuous education. Additionally, regular evaluations and reporting systems will be implemented to monitor patient satisfaction and service personalization metrics.

These strategies aim not only to strengthen the purchase intention but also to establish long-term loyalty, enhance service competitiveness, and position RSU Holistic as a trusted national leader in integrative herbal inpatient care. The integration of strategic communication, operational improvements, and service personalization offers a sustainable roadmap for both marketing effectiveness and patient-centric growth.

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