

THE EFFECT OF MARKETING MIX ON HOSPITAL SELECTION IN SERPONG DISTRICT, SOUTH TANGERANG WITH PATIENT SATISFACTION AS AN INTERVENING VARIABLE AND GOOGLE REVIEW VALUE PERCEPTION AS A MODERATING VARIABLE

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Abstract

Humans have various needs, one of which is the need for health. Health is the most vital aspect in supporting the sustainability of life. Hospitals are present as the main representation of the availability of health care. In the last ten years, the number of hospitals in Indonesia has increased, both privately owned, local government, and central government hospitals. The increasing number of hospitals will increase competition between hospitals. Hospitals must provide good health services, and this can be seen, among other things, from the BOR. However, in 2023-2024, the BOR of type B hospitals in Serpong District, South Tangerang, did not increase. Therefore, this study was conducted to analyze the influence of the marketing mix on hospital selection decisions, with patient satisfaction as an intervening variable and perceived *Google review value* as a moderating variable. Most respondents agreed with the implementation of the marketing mix and patient satisfaction at type B hospitals. The results of this study indicate that the marketing mix has a positive and significant effect on patient satisfaction (with a *t-statistic* of $7.011 > 1.96$ and a *p-value* of $0.000 < 0.05$), the marketing mix has a positive and significant effect on hospital selection decisions (with a *t-statistic* of $2.747 > 1.96$ and a *p-value* of $0.006 < 0.05$), the perception of Google review value moderates the effect of the marketing mix on hospital selection decisions (with a *t-statistic* of $2.915 > 1.96$ and a *p-value* of $0.004 < 0.05$). Patient satisfaction does not intervene in the effect of the marketing mix on hospital selection decisions with a *t-statistic* of $1.949 < 1.96$ and a *p-value* of $0.051 > 0.05$. However, patient satisfaction has a positive and significant effect on hospital selection decisions (with a *t-statistic* of $2.160 > 1.96$ and a *p-value* of $0.031 < 0.05$). Thus, in this digitalization era, in addition to maintaining the implementation of a good marketing mix and patient satisfaction, hospitals can utilize the perceived value of *Google reviews* for consumers or potential consumers to choose a hospital.

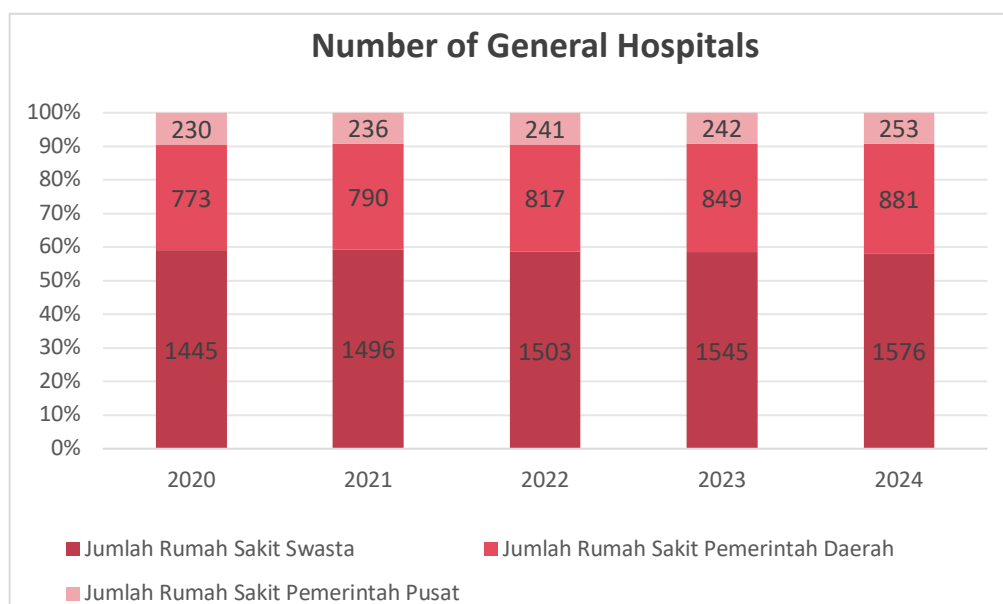
Keywords: marketing mix, patient satisfaction, perceived value of *Google reviews*

BACKGROUND

Humans have various needs, one of which is good health. To meet these needs, hospitals exist to provide healthcare services. Over the past ten years, hospital growth has accelerated. This is evident in the annual increase in the number of hospitals in Indonesia, which is approximately 31. The increase in the number of hospitals is primarily private, followed by regional government hospitals, and the least number is central government hospitals. Hospitals are categorized into several classes, starting with AD, depending on the specialist capabilities they offer. Currently, many patients seek out Type B hospitals to meet their needs. With the increasing number of hospitals, competition is intensifying.

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South Tangerang consists of seven districts: Setu, Ciputat, East Ciputat, Pamulang, Serpong, North Serpong, and Pondok Aren. Serpong has the largest number of hospitals compared to other districts. There are seven hospitals: two type B hospitals and five type C hospitals.

One indicator used to assess the efficiency or effectiveness of hospital services is the BOR. BOR stands for *Bor Occupancy Rate*, which optimally ranges from 60-80%. However, in 2023-2024, Type B hospitals in Serpong District, South Tangerang, did not experience any increase in occupancy. While the number of hospitals increased, the BOR remained unchanged.

Many factors influence hospital selection, both the consumer and the hospital. Consumer factors can be divided into personal and psychological factors. However, both factors are also influenced by cultural factors, those of others, and other factors. One factor within the hospital is the implementation of a sound marketing mix. Hospitals are currently growing in the digital era, so consumers have many sources to find information about their chosen hospital.

Based on the above background, this study analyzed the influence of the marketing mix on hospital selection, with patient satisfaction as an intervening variable, moderated by perceived *Google review value*. The results are expected to benefit hospital management in optimizing digital marketing efforts. Furthermore, they can provide information transparency to the public, which can aid in hospital selection decisions.

THEORETICAL STUDY

Purchase Intention

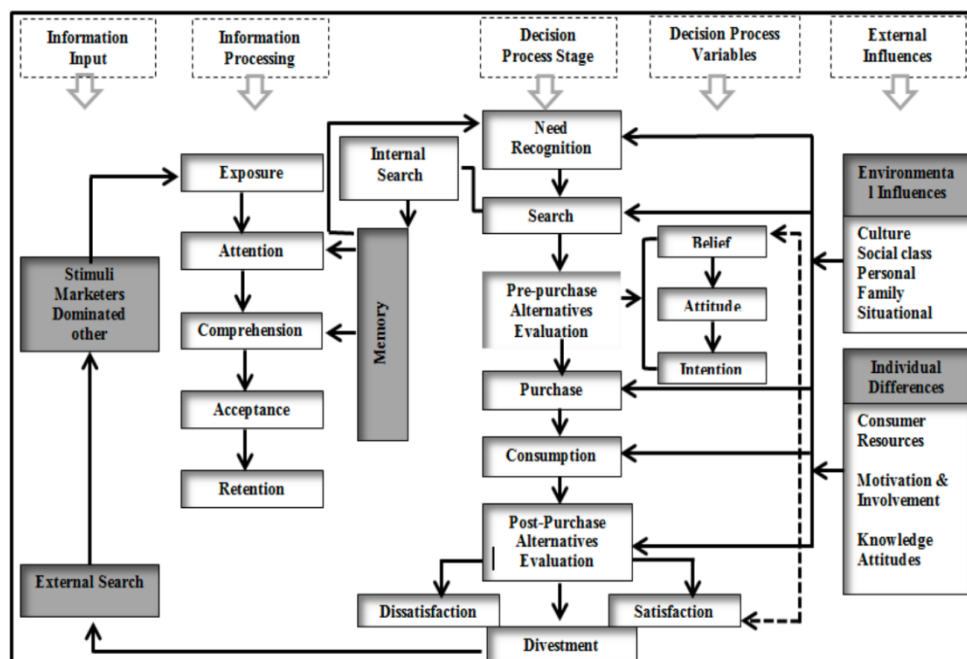
Hospitals serve as comprehensive providers of individual healthcare services. Their presence plays a strategic role in the medical service system (Dharmesh et al., 2018). Hospital management is obligated to maintain a customer base to ensure operational continuity in the service sector. According to Hawkins & Mothersbaugh, there are three stages in service consumption: pre-purchase, service *encounter*, and post *-service encounter*.

The pre-purchase stage of a service is a more complex decision-making process than purchasing goods. This is because consumers participate in the service production process. *Consumer expertise, knowledge, and perceived risk* play a crucial role in the pre-purchase phase. The *pre-purchase* stage begins with need *arousal*, followed by information *research*, and finally evaluation and alternative search. After evaluation and the absence of alternatives, a purchase decision emerges.

Consumers exhibit diverse and continuously transforming behaviors in the process of selecting a medical facility. Past experiences, shifting roles in society, and personal adaptation mechanisms throughout the lifespan influence these dynamics (Moschis, 2019). These findings align with Diah's study in Calista et al. (2025), which explains that healthcare preferences depend on the facility's credibility, the reputation of healthcare professionals, service history, and health risk assessment. Based on this explanation, consumer behavior is closely related to the decision-making stages of a transaction.

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which manifest in product choices, brands, retailers, distributors, purchase timing, spending amounts, and transaction frequency. According to Kotler & Keller (2016), there are three dominant aspects that drive consumer behavior: cultural factors, social factors, and personal factors. These three variables significantly shape behavioral patterns and strongly drive consumer purchasing interest.

Marketing Mix

The healthcare industry has distinct characteristics from other industries. Government intervention is closely linked to the safety of healthcare users. Furthermore, the private sector continues to grow, driven by high business potential, driven by lifestyle and awareness. To maintain competitiveness, hospitals must consistently strive to gain public trust by providing effective and high-quality healthcare services (Hammad and Ramie , 2022). Rapid population growth and increasing public awareness of health require hospitals to take strategic steps. Healthcare facilities must now prioritize improving service quality while building reputation and patient loyalty (Ajmal et al., 2022) .

Marketing mix elements play a crucial role in influencing consumer decisions when selecting a service product (Wulansari, 2023). Efforts to strengthen trust in a hospital begin with meeting customer expectations. This process results in satisfaction and positive perceptions of service quality (Keller & Koetler, 2016). The service marketing mix framework consists of seven essential pillars: product , price , promotion , place , people , process , and physical *evidence* .

The transformation of the marketing mix from the 4Ps to the 7Ps is based on the differences in characteristics between services and goods. Services are intangible, inseparable, variable, and perishable. A high-quality product will be difficult to sell without a well-targeted marketing strategy. The marketing mix helps businesses analyze and formulate efficient and targeted marketing strategies.

1. Product

A product fundamentally encompasses everything offered to consumers according to their needs and aspirations. This market demand encompasses physical aspects, services, individuals, institutions, and even specific ideas. Furthermore, a product is the concrete result of a company's operations that is ready to be marketed to the public.

The resulting output maintains high quality standards and uniqueness, strengthening the competitiveness of the commodity or service. The superiority of a product or service lies in its distinctive characteristics and the quality of its service. Good quality will influence purchasing power. Furthermore, product differentiation *is* essential to attracting buyers.

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Services are intangible products. Therefore, consumer perception depends on the performance of the service provider. Therefore, service providers play a crucial role in conveying the value of the product. Service quality is difficult to assess, so ratings based on the service received are often incongruous with consumer perceptions .

Managers in service providers are committed to monitoring and controlling service performance and fostering good relationships between staff and the company, with the goal of ensuring satisfied staff will foster positive relationships with customers . Hospital products can include the availability of examinations, opportunities for doctor consultations, the availability of supporting facilities, and the availability of medications (Wiratman et al., 2023).

2. Price

Sari & Kurnia (2018) define price as the accumulated value that consumers give up to obtain the benefits of owning or using goods and services . Several fundamental aspects before determining the selling price include production operational costs, the perceived value of the goods in the eyes of customers, discount strategies to stimulate market demand, and price affordability for the target market.

The price element plays the most crucial role in the success of a product (Farisi & Siregar, 2020). This factor is the dominant variable that directs consumers in making purchasing decisions (Ekaputra et al. , 2025). The pricing policy process begins with target determination, supply projections, cost calculations, and competitor analysis. The company then determines the financing method before setting the final price. Referring to the views of Farisi & Siregar (2019), there are several specific indicators that form price characteristics, namely: price affordability, price suitability with product quality, price competitiveness, and product suitability with benefits.

3. Promotion

People are quickest to grasp the promotional aspect amidst market competition. Promotion is a strategic action in disseminating information or offering goods and services to attract potential customers, with the aim of leveraging sales volume growth (Kotler and Keller, 2016). Basically, promotional activities involve two main focuses, namely introducing products to the public and directing consumers to make purchases. Business entities can optimize various promotional instruments such as advertising, personal selling, sales promotions, public relations and publicity, and direct marketing.

4. Place

Place refers to how consumers are reached, or can be interpreted as a marketing/distribution channel. Selecting the right distribution channel optimizes the success of a marketing strategy. Distribution activities provide a variety of products and services that meet customer needs at the right location and time. Therefore, easy access and product availability must be a company's priority.

Place is also defined as the place where a product is sold or how a product is presented to consumers. According to Fandy Tjiptono in (Kuswatiningsih, 2016), location indicators are as follows: access, visibility, traffic, ample parking for two- and four-wheeled vehicles, expansion, environment, competition, and government regulations.

5. Person

People are all actors who play a vital role in presenting services and influencing consumer perceptions. Good *people are linked to patient loyalty because, in reality, people* interact directly with consumers (Fatmasari et al., 2023). The quality of service provided depends on the ability, training, experience, and attitude of the service provider. *The people variables* are as follows: (Aafiy and Pratminingsih, 2025): staff competence with medical personnel, staff and medical personnel politeness, staff and medical personnel selectivity, professional communication skills, and how staff and medical personnel interact with patients.

6. Physical evidence

Physical evidence determines consumers' choices to purchase or utilize goods and services. These physical elements include the environment, building structure, equipment, facilities, color selection, and other objects integrated into the service process. Physical evidence serves as a tangible indicator for patients to measure the quality of abstract services (Zeithmal et al., 2017). Saleh & Said (2019) explain that aspects of physical evidence include the following : interior design, building equipment including *lighting systems*, and spacious layout.

7. Process

The delivery mechanism to consumers significantly determines the quality of service. Service procedures have a major influence in increasing public satisfaction and interest when choosing a facility to obtain superior service (Rahmawati et al., 2024). Various concrete methods, instruments, and series of actions in service distribution are the main reference (Endrawati & Anung , 2019) . All staff work according to applicable

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operational standards to ensure the best quality (Gulo et al. , 2024) . Zeithmal and Bitner in (Priansa, 2017) explain that process indicators are procedures which are a sequence of interrelated tasks and are carried out consistently and structured with the aim of efficient work implementation , mechanisms which are the ways or methods used to produce products or services , and activity flows which are a series of activities carried out by the company to achieve goals.

Patient Satisfaction

Patient satisfaction serves as a key parameter in assessing the match or discrepancy between patient expectations and the reality of healthcare services. This triggers feelings of pleasure or disappointment regarding their medical experiences (Kuntoro & Istiono, 2017). In general, patient satisfaction levels in developing countries still lag behind those achieved in developed countries.

The quality of healthcare interventions directly impacts patient expectations and satisfaction levels. Satisfied patients will continue to entrust their treatment to the same hospital. However, dissatisfied patients will share complaints about unmet expectations with others. Sari (2021) details patient satisfaction indicators as follows:

- 1) *Reliability* is the ability of officers to provide services to patients promptly, accurately, and satisfactorily and in accordance with what has been promised.
- 2) *Responsiveness* is the ability of staff to help and provide services to patients quickly and responsively.
- 3) *Assurance* is the ability of staff to provide services to patients, including the ability, politeness and trustworthiness of the staff, free from danger, risk or doubt.
- 4) *Empathy* is the ability of officers to include ease in establishing relationships, good communication, and sincere attention to patient needs.
- 5) *Tangible* is the availability of physical facilities and equipment, staff, and communication facilities that can be directly felt by patients.

Perceived Value of Google Reviews

Patients are repositioning themselves from *passive recipients* of medical recommendations to active participants in decision-making (Chen & Hu, 2022). A 2023 survey by the Indonesian Association of Indonesian Journalists (APJII) found that health-related content was the most sought-after topic by internet users in Indonesia, at around 36.96%. People utilize various digital platforms to obtain the information they need.

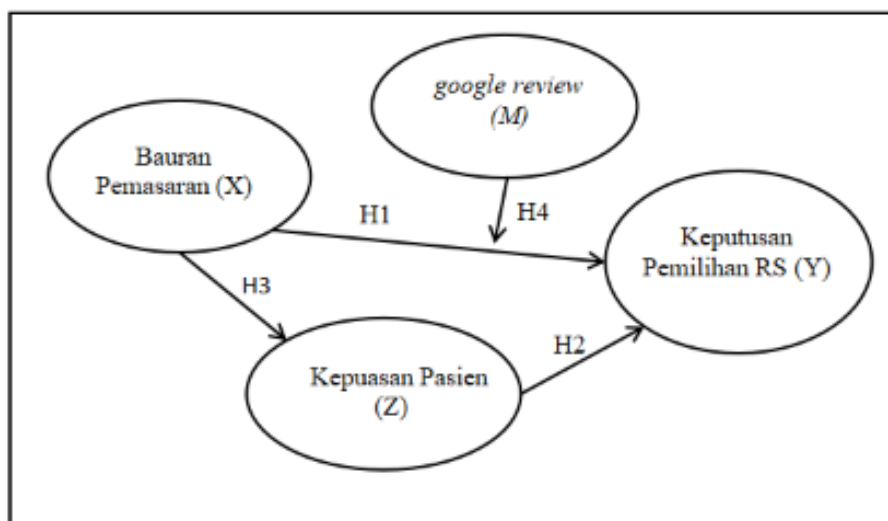
Google Reviews has become a primary digital platform for the public to share their service experiences (Guo et al., 2018). This platform is closely integrated into the Google ecosystem and systematically linked to Google Maps. Zhao Xhu (2020) explains that Google Maps functions as a location-based digital map provider that facilitates business searches, route determination, and even providing reviews and ratings for a location.

Haq & Rachmat (2020) view Google Reviews as an effective tool for measuring customer satisfaction due to its broad reach and ability to generate rapid analytical data to detect service issue trends. Ratings on this platform provide direct data on healthcare service quality through narrative reviews, which often express patient dissatisfaction or disappointment. This phenomenon then encourages healthcare facility managers to continuously optimize the quality of services and facilities for the wider community (Ramdhani et al., 2025).

Online customer ratings represent opinions in the form of star symbols commonly used in e-commerce systems (Ulfaida et al., 2023). According to Nurhabibah et al. (2022), ratings are a form of consumer assessment that indicates the degree of quality or satisfaction with a particular product. Online customer ratings serve as efficient indicators that provide instant information to potential patients with very low cognitive load (Hasan et al., 2025). The *Google review* value perception indicators used are as follows (Simamora and Maryana, 2023):

- a. Perceived usefulness *can* be defined as the level of individual belief that using a technology will be beneficial in improving work.
- b. Feasibility can be interpreted as the intensity of information provided by other consumers that can be used or vice versa.
- c. The value of other people's opinions can be interpreted as the value/score given by other consumers to a product.

Conceptual Framework



Based on this conceptual framework, the marketing mix has a direct influence on hospital selection decisions. The influence of the marketing mix on hospital selection decisions is moderated by the perception of *Google review scores*. The marketing mix's influence on hospital selection decisions can be direct or mediated by patient satisfaction as an intervening variable. However, patient satisfaction has a direct influence on hospital selection decisions.

Hypothesis Development

A hypothesis is an initial prediction that requires scientific verification through a series of studies. This formulation describes the reciprocal relationship between two or more variables. The author established the following hypotheses after considering the problem formulation and the existing conceptual framework:

H1: There is a direct influence between the marketing mix and hospital selection.

H2: There is an influence of patient satisfaction with intervention on the influence of the marketing mix on hospital selection.

H3: There is a direct influence between the marketing mix and patient satisfaction.

H4: Perceived value of *Google reviews* strengthens the positive and significant relationship between marketing mix and hospital selection.

Research methods

The object of this study is the influence of the marketing mix on home selection decisions with patient satisfaction as an *intervening variable* and moderated by the perception of *Google review value*. The population of this study is all residents of South Tangerang who have undergone medical procedures at a category B hospital in South Tangerang, which is the research population (unknown populations). The sampling technique used in this study was *non-probability purposive sampling*. Based on the theory of Hair et al., the sample size for this study was 100.

Researchers determine the boundaries of these attributes as the main analytical basis in formulating credible research conclusions.

1. *independent* variable or free variable in this study is the marketing mix (X1)
2. *dependent* variable or bound variable in this study is the choice of hospital (Y)
3. The moderating variable in this study is *Google reviews*.
4. The intervening variable in this study is patient satisfaction.

technique used in this study was derived from respondents' responses via Google Forms. The questionnaire used a Likert scale with four categories. A score of 1 represents strongly disagree, 2 represents disagree, 3 represents agree, and 4 indicates strongly agree.

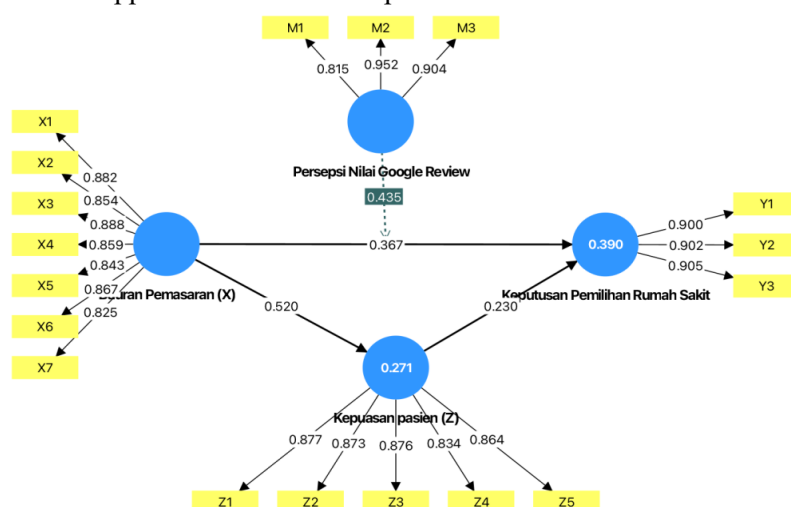
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This exploratory quantitative research using purposive sampling will be analyzed using *Partial Least Squares (PLS-SEM)*. This technique will go through two stages, namely *the Outer Model* (Measurement Model Evaluation) and *the Inner Model* (Structural Model Evaluation).

Research result

A sample of 100 respondents was obtained, with 54% female and 46% male respondents. The majority of respondents were private sector employees (55%) and their last education was a bachelor's degree (58%). The study was conducted to analyze the effect of the marketing mix on hospital selection decisions with patient satisfaction as an intervening variable and moderated by the perceived value of Google reviews. The marketing mix was the X variable, the hospital selection decision was the Y variable, patient satisfaction was the intervening variable (Z), and the perceived value of Google reviews was the moderating variable (M). Data were analyzed using the SmartPLS 4.0 application with 100 respondents.



- 1) Marketing Mix has a positive and significant effect on patient satisfaction (with *t-table* 7.011 > 1.96 and *p-value* 0.000 < 0.05)
- 2) Marketing Mix has a positive and significant influence on hospital selection decisions (with *t-table* 2.747 > 1.96 and *p-value* 0.006 < 0.05)
- 3) Patient satisfaction has a positive and significant effect on hospital selection decisions (with a *t-table* of 2.160 > 1.96 and a *p-value* of 0.031 < 0.05). With a mediation test result of 0.120 with a T-statistic of 1.949 < 1.96 and a P-value of 0.051 > 0.05. This indicates that patient satisfaction does not intervene in the influence of the marketing mix on hospital selection.
- 4) Perception of Google review value moderates the influence of marketing mix on hospital selection decisions (with *t-table* 2.915 > 1.96 and *p-value* 0.004 < 0.05)

Discussion

H1: There is a direct influence between the marketing mix and hospital selection.

Hospital management needs to integrate comprehensive marketing mix management to increase patient visits. Category B hospitals are able to provide services that meet the expectations of 100 research respondents. Data shows an average score of 3.53 for the seven marketing mix variables. The process indicator recorded the highest average score, proving that the operational system at Hospital B greatly facilitates patient access. Meanwhile, the place indicator received the lowest average score at 3.41.

All marketing mix components, including product, price, people, place, promotion, process, and physical evidence, have met the respondents' needs. Management needs to consistently maintain the quality of the marketing mix, such as providing comprehensive medical services, setting competitive prices, engaging doctor communication, accessible promotional publications, streamlined service flows, and maintaining physical facilities. Strengthening each element of the marketing mix aims to build positive public perception, foster trust, and increase community loyalty in choosing the hospital.

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H2: There is an influence of patient satisfaction with intervention on the influence of the marketing mix on hospital selection.

study found that patient satisfaction does not mediate the impact of the marketing mix on the hospital selection process. Statistical data demonstrates this through a mediation coefficient of 0.120, a t-table value of $1.949 < 1.96$, and a p-value of $0.051 > 0.05$. Nevertheless, patient satisfaction has a direct, positive and significant influence on the decision to choose a hospital. This finding refers to the test results, which show a t-statistic value of $2.160 > 1.96$ and a p-value of 0.031.

This research aligns with the findings of Halim and Wahy Oe (2025), who stated that satisfaction levels strengthen patient loyalty to hospitals. Healthcare providers provide safe, effective, high-quality services and have adequate facilities for the public. Patients experience satisfaction from the initial registration stage until they leave the hospital (Eliya et al., 2025). Service providers measure success through patient satisfaction levels, while dissatisfaction is a major barrier that requires quality improvement.

Timely healthcare services, responsive staff, friendly and attentive staff, adequate medical equipment, and explanations that reassure patients about continuing treatment will influence a patient's decision to choose a hospital. If a hospital wants to improve the effectiveness of its services, patient satisfaction must be improved.

H3: There is a direct influence between the marketing mix and patient satisfaction.

The study data proves that the marketing mix has a positive and significant impact on patient satisfaction through the achievement of a statistical T value of $2.747 > 1.96$ and a P value of $0.006 < 0.05$. The marketing mix variable recorded the most dominant influence on patient satisfaction with a score of 0.520 compared to the correlation between other variables in this study. These findings emphasize the vital role of product elements, price, place, promotion, people, processes, and physical evidence in influencing aspects of satisfaction that include reliability, responsiveness, assurance, empathy, and physical evidence. This conclusion is in line with the observations of Tri Haryanto (2024). The study validates the strong relationship between the marketing mix and customer satisfaction levels.

Abundant (*tangible*) and well-maintained facilities will extend the service life, ensuring timely service delivery (*reliability*) when needed. Good communication between doctors and staff will support *empathy* and *reassurance*. A fast service process will support staff's accuracy and speed in responding to patient challenges. Integrated marketing mix management will enhance the patient experience and achieve patient satisfaction.

H4: Perceived value of Google reviews strengthens the positive and significant relationship between marketing mix and hospital selection.

Based on the research data, the perceived value of Google reviews moderates the influence of the marketing mix on hospital selection. The coefficient value is 0.435, with a t-table value of $2.915 > 1.96$ (5% significance level), and a p-value of $0.004 < 0.05$. These results indicate that the perceived value of *Google reviews* strengthens the relationship between the marketing mix and hospital selection. In this study, perceived *Google review value* moderated the influence of the marketing mix on hospital selection decisions. This means that good reviews will strengthen an individual's decision to choose a hospital.

Based on this, hospitals can improve their marketing mix with broader promotions, more affordable pricing, clear doctor communication, easy registration processes, and clean facilities, all of which will increase people's willingness to choose a hospital. This is further reinforced by the value of *Google reviews*, which are widely visible online.

CONCLUSION

Based on the research that has been conducted, the following conclusions were obtained:

1. The marketing mix has a positive and significant influence on hospital selection. Hospitals that effectively manage the marketing mix increase hospital selection. The marketing mix of type B hospitals has been implemented effectively. This must be maintained to increase hospital selection.
2. Patient satisfaction does not influence the marketing mix's influence on hospital selection. However, patient satisfaction has a positive and significant direct effect on hospital selection. Therefore, hospitals, in addition to maintaining a good marketing mix, can improve patient satisfaction by increasing hospital selection.
3. The marketing mix has a positive and significant impact on patient satisfaction. A good marketing mix will increase patient satisfaction. If a hospital manages the marketing mix well, it will increase patient satisfaction.

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4. Perceived value of *Google reviews* moderates the influence of the marketing mix on hospital selection. In this study, the marketing mix and patient satisfaction at type B hospitals have been well-developed. Hospitals can leverage perceived value of *Google reviews* to increase consumer preference for type B hospitals as their healthcare providers.

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