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THE CORRELATION BETWEEN BOOMS AND BITNER'S MARKETING MIX THEORY AND THE INTEREST IN REPEAT VISITS BY NON-JKN OUTPATIENTS AT HOSPITAL X

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ABSTRAK

This study aims to analyze the relationship between the Marketing Mix based on Booms and Bitner's theory and the interest in repeat visits by non-JKN outpatients at Hospital X during the period of dedining visits in 2023–2024. The study used a quantitative approach with an analytical observational design. The sample consisted of 101 non-JKN outpatients selected through convenience sampling. Data were collected using a validated structured questionnaire covering seven elements of the marketing mix: product, price, place, promotion, people, process, and physical evidence. Data analysis was performed using Spearman's rank correlation test. The results showed that all elements of the marketing mix were significantly related to repeat visit interest ($p < 0.05$). The product aspect had the strongest relationship ($r = 0.646$), followed by place ($r = 0.623$), promotion ($r = 0.574$), price ($r = 0.564$), and people ($r = 0.535$). The process aspect ($r = 0.468$) and physical evidence aspect ($r = 0.454$) showed moderate relationships. The condusion indicates that the application of a good marketing mix plays an important role in increasing the interest in repeat visits among non-JKN outpatients.

Keyword : Marketing Mix; Outpatient care; Re-visit interest

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INTRODUCTION

The increase in patient visits is a crucial aspect that needs to be continuously monitored because it is directly related to the hospital's sustainability. In order to achieve this goal, management must implement effective marketing strategies to encourage the public to choose the hospital when they need health services. To increase patient return visits, hospitals are advised to implement all elements of the marketing mix proportionally (Maranggi et al., 2024). In a study by Tarihoran et al. (2021), it was found that the marketing mix influenced a 70.65% increase in patient return visits. Similarly, in a study by Prianugraha et al. (2024), an ineffective marketing mix resulted in a decline in patient interest in returning to use the service.

Members of the Organisation for Economic Co-operation and Development (OECD) recorded an average of approximately 6 direct visits to doctors per person per year (ranging from 4 to 10), reflecting high demand for outpatient healthcare services. In addition, remote consultations approximately accounted for 19% of total doctor consultations in 2021, indicating a change in the process and physical evidence that must be taken into account (OECD, 2023).

Overall, in 2023, the total number of .hospitals in Indonesia reached 3,155 units (2,636 general hospitals; 519 specialist hospitals), indicating significant competition and a wide range of choices for patients (Dinkes Jateng, 2023). On the other hand, the utilization of outpatient services through the JKN program continues to increase, with BPJS Kesehatan being used by 43.12% of patients in 2023 and rising to 45.36% of patients in 2024 in Central Java. However, the data also shows that 53.38% of the population in 2024 still chooses not to use health insurance for outpatient services, both those who already have health insurance and those who do not, which certainly needs more attention to understand the factors driving this decision (BPS, 2024).

Hospital X, as a healthcare provider, offers a wide range of comprehensive healthcare services, not just basic services. With the variety of services and facilities offered, Hospital X is often the first choice for people seeking medical treatment. However, this important position also presents the hospital with the significant challenge of maintaining its competitiveness, especially amid fierce competition with other hospitals in the same region. Based on secondary data from Hospital X, the number of patient visits in 2022-2024 showed a decline in the number of general and other insurance patients. General and other insurance patients decreased by 22.6%. Meanwhile, JKN (Indonesian Health Insurance Agency) patients still showed positive growth of +4.1%, although this growth tended to slow down compared to the previous year. In total, outpatient visits to Hospital X decreased by 3% from 2023 to 2024. The decline in the number of outpatients has had a major impact on hospital revenue, and this has become an obstacle, especially for the hospital's marketing division. This decline in revenue could lead to a reduction in the quality of services provided to patients (Devi Astrina et al., 2021). A study conducted by Salim & Mulyeni (2025) found that non-JKN patients the interest in repeat visits by non-JKN outpatients at government hospitals, particularly Hospital X, in the context of geography, tradition, and population, may reveal significant differences and offer new insights. However, understanding the elements of the Marketing Mix most closely associated with patient revisit rates is crucial for hospital management in designing appropriate and effective marketing strategies. Therefore, this study is relevant to address these gaps and provide practical suggestions for improving the loyalty of non-JKN patients at Hospital X. In this context, hospital administrators play a strategic role in developing and implementing marketing mix strategies to increase patient visits. can increase revenue and competitiveness through marketing strategies and service quality improvements.

Previous research at Adi Husada Hospital showed that the dimensions of promotion, process, and physical evidence had a significant effect on patient loyalty with a p-value < 0 (Kamalin et al., 2024). Meanwhile, research at the UPT. Labuang Baji Regional General Hospital, South Sulawesi Provincial Health Office, found that the variables of product ($p = 0.001$), place ($p = 0.012$), promotion ($p = 0.000$), people ($p = 0.004$), and process ($p = 0.018$) were significantly associated with outpatient revisit rates (Citra et al., 2024). Research at Karunia Bunda Hospital also reinforced these findings, where the Marketing Mix elements were significantly related to patient revisit interest ($p < 0.05$), with the place element being the most dominant variable with the highest regression coefficient value of $\beta = 0.436$ (Hari et al., 2024). Meanwhile, research at RSI Ibnu Sina Bukittinggi found that product ($p = 0.002$), price ($p = 0.014$), people ($p = 0.000$), promotion ($p = 0.003$), and physical conditions ($p = 0.010$) were significantly related to the interest of general outpatients in returning (Indraswati et al., 2023).

The variations in the results of this study leave room for further research. Quantitative studies examining the relationship between Booms and Bitner's Marketing Mix theory and the interest in repeat visits by non-JKN outpatients at government hospitals, particularly Hospital X, in the context of geography, tradition, and population, may reveal significant differences and offer new insights. However, understanding the elements of the Marketing Mix most closely associated with patient revisit rates is crucial for hospital management in designing appropriate and effective marketing strategies. Therefore, this study is relevant to address these gaps and provide practical suggestions for improving the loyalty of non-JKN patients at Hospital X. In this context, hospital administrators play a strategic role in developing and implementing marketing mix strategies to increase patient visits.

Based on the phenomena and results of previous studies, this study aims to assess the relationship between the marketing strategies implemented at Hospital X and the interest in repeat

visits by non-JKN outpatients, with the hope of providing suggestions to improve service quality and strengthen the interest in repeat visits for non-JKN patients. This research is highly relevant to Hospital X because this hospital has different service characteristics, patient composition, and competition levels compared to other hospitals, thus requiring empirical evidence that is appropriate to the local context. Furthermore, the findings of this study are expected to influence hospital management, particularly in helping management identify the most relevant marketing strategies, optimize promotion and service strategies, and improve the effectiveness of decisions to support the hospital's sustainability and competitiveness.

RESEARCH METHODS

This study used a quantitative approach with an analytical observational design and a cross-sectional approach, in which variable measurements were taken once on research subjects without intervention (Harlan & Sutjiati, 2018). This design was chosen to analyze the relationship between the Marketing Mix and the interest in repeat visits by non-JKN outpatients. The study was conducted at Hospital X in July–August 2025. The study population consisted of 135 non-JKN outpatients. The sample was determined using convenience sampling with the Slovin formula (margin of error 5%), resulting in 101 respondents. The inclusion criteria included patients aged ≥18 years, who had visited at least twice, and were willing to be respondents. Data were collected using a structured questionnaire adopted from Kurniasari (2019) study with a validity test score. All statement items used had a significance value in the range of 0.001 to 0.045, so they were declared valid. The validity test was performed using Pearson Product Moment correlation (Sig. ≤ 0.05), while reliability was measured using Cronbach's Alpha coefficient with a value of 0.714 to 0.823, so that the questionnaire was declared reliable and suitable for use as a research instrument because the Cronbach's Alpha value was ≥ 0.60. Data analysis included univariate analysis to describe the research variables and respondent characteristics, while bivariate analysis used the Spearman Rank correlation test, in accordance with the ordinal and nominal data scales, with a significance level of 5% ($\alpha = 0.05$) (Sugiyono, 2021).

RESULTS AND DISCUSSION

Table 1. Distribution of Respondent Characteristics

Characteristics	f	%
Age		
18-25	36	35,6
26-32	13	12,9
33-39	8	7,9
40-46	10	9,9
47-53	15	14,9
54-60	19	18,8
Total	**101**	**100**
Gender		
Male	45	44,6
Female	56	55,4
Total	**101**	**100**
Educational Background		
Elementary School	6	5.9
Junior High School	16	15,8
Senior High School	47	46,5
Bachelor's Degree /Diploma	27	26,7
Master's Degree	3	3
Other	2	2
Total	**101**	**100**

Career		
Civil Servant	7	6,9
Private Employee	22	21,8
Entrepreneur	17	16,8
Housewife	20	19,8
Student	17	16,8
Other	18	17,8
Total	**101**	**100**
Visit Count		
Twice	56	55,4
More than twice	45	44,6
Total	**101**	**100**

Based on Table 1, it is known that most respondents were in the 18–25 age group, namely 36 respondents (35.6%). In addition, the majority of respondents were female, with 56 respondents (55.4%). In terms of education level, most respondents were high school graduates, with 47 respondents (46.5%). Furthermore, based on occupation, the largest number of respondents worked as private employees, namely 22 respondents (21.8%). Based on the number of visits, the majority of respondents had made two outpatient visits, namely 56 respondents (55.8%).

Table 2. Correlation between Marketing Mix and Interest in Repeat Visits

Variable	Re-Visit Interest				Total		Sig	r
	No		Yes					
	N	%	N	%	N	%		
Product								
Bad	29	65,9	15	34,1	44	100	0,001	0,646
Good	3	5,3	54	94,7	57	100		
Total	**32**	**31,7**	**69**	**68,3**	**101**	**100**		
Price								
Bad	26	63,4	15	36,6	41	100	0,001	0,564
Good	6	10	54	90	60	100		
Total	**32**	**31,7**	**69**	**68,3**	**101**	**100**		
Place								
Bad	27	67,5	13	32,5	40	100	0.001	0,623
Good	5	8,2	56	91,8	61	100		
Total	**32**	**31,7**	**69**	**68.3**	**101**	**100**		
Promotion								
Bad	29	59,2	20	40,8	49	100	0,001	0,574
Good	3	5,8	49	94,2	52	100		
Total	**32**	**31,7**	**69**	**68,3**	**101**	**100**		
People								
Bad	21	70	9	30	30	100	0,001	0,535
Good	11	15,5	60	84,5	71	100		
Total	**32**	**31,7**	**69**	**68,3**	**101**	**100**		
Physical Evidence								
Bad	22	59,5	15	40,5	37	100	0,001	0,454
Good	10	15,6	54	84,4	64	100		
Total	**32**	**31,7**	**69**	**68,3**	**101**	**100**		
Process								
Bad	28	52,8	25	47,2	53	100	0,001	0,478
Good	4	8,3	44	91,7	48	100		
Total	**32**	**31,7**	**69**	**68,3**	**101**	**100**		

Based on Table 2, the analysis results show that the product aspect has a significant and strong relationship with the interest in repeat visits by non-JKN outpatients at Hospital X ($p = 0.001$; $r = 0.646$). Univariately, the majority of respondents rated the product as good (56.4%). Cross-tabulation analysis shows that respondents who rated the product as good tended to have a high interest in revisiting (94.7%). These findings indicate that the completeness of services, the suitability of services to patient needs, and the quality of medical and supporting services play an important role in shaping patients' desire to revisit. Healthcare products that are able to meet patient needs will increase satisfaction and encourage repeat use of services.

Most of the goods offered by hospitals are services that can be classified into primary services, supporting services, and additional services. Hospitals function as institutions that provide services, so the marketing strategy that is established can be an improvement in core services related to medical practices that support the resolution of patient problems, as well as additional services that include consultation, hospitality, and information providers (Maranggi et al., 2024). This is in line with research conducted at the Jenderal Soedirman University Dental Hospital, which found a significant relationship between product aspects and the interest of outpatients in making repeat visits. Most respondents gave positive ratings to product aspects (Prakosa et al., 2024). These findings are also supported by research conducted at Aro Pekalongan General Hospital, which found a significant relationship (sig. = 0.019 < 0.05) between product aspects and the interest of general outpatients in returning for follow-up visits. (Devi Astrina et al., 2021). When hospitals or healthcare providers understand patients' preferences and views regarding the services they receive, they can improve their marketing tactics to better meet patients' expectations and needs. (Kamalin et al., 2024a).

Price shows a significant relationship with repeat visit interest with a strong relationship strength ($p = 0.001$; $r = 0.564$). Descriptively, most respondents rated the price as good (59.4%). Respondents who perceived the price as reasonable and comparable to the services received were more likely to express interest in returning. This shows that affordability, tariff transparency, and price suitability with service quality are important factors in patients' decisions to reuse hospital services. These findings are consistent with research conducted at Dustira Hospital in Cimahi City, which found a significant correlation between price and the likelihood of non-BPJS patients returning for follow-up visits, as the prices they pay are commensurate with the services they receive. (Rahmiyati et al., 2024). Similarly, research conducted at the Delima Hospital Outpatient Clinic in Medan found a significant relationship between price and the interest of general patients in returning for follow-up visits. (Pertiwi et al., 2023). Therefore, the appropriate way to optimize the price marketing mix is to review the overall service rates so that they are in line with the services provided to patients.

Place shows a meaningful and strong relationship between place and interest in revisiting ($p = 0.001$; $r = 0.623$). Most respondents rated the place aspect as good (60.4%), and the majority of them were interested in revisiting. The strategic location of the hospital, ease of access, and the comfort of the outpatient service environment are factors that make it easier for patients to decide to return to use health services. The results of this study are in line with research by (Maranggi et al., 2024) which states that health services should be located in strategic locations so that they are easily accessible to everyone and provide safe and comfortable service facilities. These findings are consistent with research conducted at Dustira Hospital in Cimahi, which found a significant relationship between location and the likelihood of non-BPJS outpatients returning for follow-up visits. (Rahmiyati et al., 2024). A study conducted at the Delima Hospital Outpatient Clinic in Medan also found that there is a significant relationship between location and the likelihood of repeat visits by general patients (Pertiwi et al., 2023).

The promotion aspect has a significant and strong relationship with repeat visit interest ($p = 0.001$; $r = 0.574$). Although respondents' assessments of promotions were relatively balanced between good and bad categories, respondents who rated promotions as good showed a very high interest in repeat visits (94.2%). This indicates that informative, accessible, and targeted promotions can increase patients' knowledge and trust in hospital services, which ultimately encourages them to return. The study by Pertiwi et al. (2023) states that the accessibility of promotional media greatly influences the reach of the promotion. The larger the scope of the promotional media, the greater the reach of the

promotion, allowing more people to obtain information about the hospital promotion. On the other hand, if the information media is limited, the number of people receiving the information will decrease. These findings are consistent with research conducted by the Labuang Baji Regional General Hospital, South Sulawesi Provincial Health Office, which found a significant relationship between promotional aspects and the interest of general (Citra et al., 2024). Findings from this study are also supported by research conducted at Hospital X in Padang, which found that promotional aspects have a significant relationship with patient loyalty, with a p-value of 0.012. Effective promotion greatly contributes to increasing patients' knowledge about the various services available at the hospital. As patients become more aware and understand more deeply about the services, facilities, and advantages offered, they tend to develop a positive view of the hospital. By providing information, influencing, and developing emotional bonds with patients, promotion plays a role in creating a good impression, enhancing positive experiences, and adding perceived value, all of which support the growth of patient loyalty (Yuliza & Gusrianti, 2025)

People aspect shows that people have a meaningful and strong relationship with repeat visit interest ($p = 0.001$; $r = 0.535$). Univariately, this aspect received the highest rating compared to other variables (70.3%). Respondents who rated the attitude and competence of staff as good were more likely to express an interest in revisiting. Friendly interaction, staff empathy, clarity of information, and the professionalism of healthcare personnel were proven to be important factors in building patient trust and comfort. Research conducted by Shalamah & Indrawati (2021) suggests that the human aspect refers to all individuals involved in providing services at hospitals and thus influences patients' perceptions. Therefore, it is important to recruit or retain employees who are believed to have the ability to elicit positive assessments from customers. Hasil penelitian ini sejalan dengan penelitian yang dilakukan di Upt. Rsud Labuang Baji Dinas Kesehatan Tingkat I Prov. Sulawesi Selatan menemukan bahwa terdapat hubungan yang signifikan antara aspek orang dengan minat kunjungan ulang pasien umum rawat jalan (Citra et al., 2024). Hasil penelitian didukung oleh peneilitian yang dilakukan di Balai Kesehatan Masyarakat bahwa terdapat hubungan aspek orang dengan loyalitas pasien rawat jalan dengan nilai p-value = 0,007, Pasien yang merasa dihargai serta diperlakukan dengan rasa empati oleh staf rumah sakit memiliki kemungkinan lebih besar untuk kembali dan memanfaatkan layanan yang sama di kemudian hari, dan sebaliknya juga berlaku. Tingkat kualitas dalam interaksi antara pasien dan staf rumah sakit sangat berpengaruh terhadap terciptanya hubungan yang berlangsung lama (Shalamah & Indrawati, 2021).

Physical evidence showed a significant relationship with sufficient strength to influence repeat visits ($p = 0.001$; $r = 0.454$). The majority of respondents rated the physical evidence of the hospital as good (63.4%). The condition of the facilities, environmental cleanliness, comfort of the service rooms, and completeness of infrastructure and equipment provide a positive first impression and influence the patient's experience while receiving services, thereby contributing to the desire to return for another visit.

Physical environment has been proven to have a significant positive impact on repeat visitation, both directly and through customer satisfaction as a conduit, indicating that a comfortable, clean, and organized physical environment can increase consumers' desire to return (Nahdlatul et al., 2024). This study's results are in line with research conducted by Adi Husada Kapasari Hospital, which shows a significant relationship between patients' perceptions of direct evidence and their level of loyalty, with a significance value of sig = $0.019 < 0.05$. These findings confirm that patients' positive perceptions of direct evidence, such as facility conditions, environmental cleanliness, and comfort of service facilities, contribute to increasing the interest of non-JKN outpatients in returning for follow-up visits. Direct evidence is an important component in shaping patients' first impressions and experiences while receiving health services (Kamalin et al., 2024).

Process aspects have a significant relationship with repeat visit interest with a moderate strength of relationship ($p = 0.001$; $r = 0.468$). Unlike other variables, most respondents rated the service process as poor (52.5%). However, respondents who rated the service process as good showed a very high interest in repeat visits (91.7%). This confirms that a clear service flow, efficient waiting times, administrative convenience, and the medication collection and payment processes greatly determine the patient experience and directly influence the decision to return to use the service. These

findings are in line with a study conducted by Tinaningsih et al. (2024), which states that waiting times in the service process have a significant effect on patient satisfaction and the likelihood of return visits, where shorter waiting times increase the likelihood of patients returning due to a more satisfying service experience. Similarly, other studies state that good and integrated management of the service process, from registration and treatment to the patient's return home, is key to maintaining patient loyalt (Kamalin et al., 2024). Results of this study are also supported by research conducted at the Delima Hospital Outpatient Clinic in Medan, which shows that the marketing mix process aspect has a significant effect on the interest of general patients in returning visits, with a significance value of $0.003 < 0.05$, so that H_a is accepted. The meaningful marketing mix process coefficient indicates that a good service process can encourage patient revisit interest (Pertiwi et al., 2023b).

On the whole, this study shows that all elements of the 7P Marketing Mix according to Booms and Bitner's theory have a significant correlation with the intention to revisit outpatient patients who are not covered by the National Health Insurance (JKN) at Hospital X. The variables of product, place, promotion, price, and people show a strong correlation, while process and physical evidence show a fairly good correlation. These results confirm that patients' positive perceptions of healthcare marketing components play a significant role in increasing their interest in revisiting the hospital.

This study has limitations in the data collection method used, which relied solely on questionnaires as a research instrument. This approach was not supplemented with in-depth interviews, so the information obtained was limited to quantitative data based on respondents' perceptions. This study has not been able to fully describe in depth the actual conditions and dynamics of each element of the 7P Marketing Mix at Hospital X. This limitation has prevented researchers from exploring in more detail the experiences, reasons, and contexts underlying.

CONCLUSION

This study found that all seven elements of the 7P Marketing Mix according to Booms and Bitner's theory have a significant correlation with the revisit intention of non-JKN outpatients at Hospital X, although the strength of each relationship varies. The product aspect showed the strongest relationship, followed by place, promotion, price, and people, while process and physical evidence exhibited a moderate but still meaningful association. Practically, these results indicate that patients' perceptions of service quality, facility comfort, price reasonableness, strategic location, informative promotion, professional and friendly staff, and efficient service processes collectively shape their willingness to return to the hospital. This suggests that healthcare marketing strategies must be comprehensive and integrated rather than focused on a single dimension.

Methodologically, this study has limitations because it relies solely on closed-ended questionnaires without in-depth interviews, so the underlying contexts, experiences, and reasoning behind respondents' evaluations are not fully explored. Moreover, the cross-sectional design only captures associations at a single point in time and cannot reveal causal or long-term dynamics. Future research is recommended to adopt mixed-methods or longitudinal designs combined with multivariate analysis to identify the dominant factors that most strongly influence repeat visits, including demographic and sociocultural variables. From a practical standpoint, the findings can guide hospital management to refine marketing strategies—such as improving service processes, enhancing staff interaction, optimizing pricing, and strengthening promotional efforts—to increase loyalty among non-JKN outpatients and support the hospital's financial sustainability and competitiveness.

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