

The Effect of 7P Marketing Mix on The Satisfaction of Foreign Tourists at Siloam Hospital Denpasar

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Abstract

This research examines how the seven elements of the marketing mix product, price, place, promotion, people, process, and physical evidence, collectively known as the 7Ps shape the satisfaction levels of overseas patients seeking treatment at Siloam Hospital Denpasar, Bali. It is driven by the expanding medical tourism sector on the island and the growing rivalry among hospitals competing for foreign patients. A cross-sectional, quantitative approach was applied, drawing on a purposively selected group of international visitors who used outpatient or inpatient services during 2026. A closed-ended, Likert-scale questionnaire, already verified for validity and reliability, was used to gather the data, which were subsequently processed through multiple linear regression. Findings indicate that the 7P marketing mix, taken together, exerts a significant influence on patient satisfaction, supported by comparatively strong R and R Square figures. Examined individually, people, process, and physical evidence each contribute positively and significantly to satisfaction, with physical evidence emerging as the most influential, trailed by people and then process, whereas product, price, and promotion show no significant contribution and place exerts a negative one. Overall, the results suggest that within a medical tourism setting, strengthening the hospital's physical surroundings, the caliber of its staff, and the smoothness of its service procedures ought to be treated as priorities for raising satisfaction among international patients.

INTRODUCTION

Among the destinations most sought after by foreign visitors to Indonesia, Bali consistently ranks near the top. Statistics released by the Bali Province Central Statistics Agency show that foreign arrivals reached roughly 5.27 million in 2023 and climbed further to about 6.33 million in 2024 (Central Statistics Agency of Bali Province, 2024). According to Erick Thohir, the Minister of State-Owned Enterprises, the development of Bali International Hospital within the Sanur Health Special Economic Zone forms part of a broader national agenda to position Bali as a world-class hub for medical tourism. The 7P marketing mix framework covering product, price, place, promotion, people, process, and physical evidence offer hospitals a holistic lens through which marketing strategies can be designed and evaluated as this industry grows (Azzam & AlMaaytah, 2026; Gültaş & Erdoğan, 2024; Htoo, 2023; Mecca et al., 2025; Sigalingging & Nurfikri, 2025; Snober, 2025; Sorum & Pal, 2022). Because numerous hospitals across Bali target the same foreign-tourist segment, the competitive landscape has intensified considerably. Against this backdrop, Siloam Hospital Denpasar has

seen its foreign patient numbers decline over the past year (Dewi, 2024; Ramadan et al., 2025; Snober, 2025; Sorum & Pal, 2022).

Research conducted at Jend. Ahmad Yani Hospital in 2024 identified a connection between how satisfied patients were and their willingness to return for further care (Ratu et al., 2024). Similarly, a 2021 South Korean study led by Selin Woo and colleagues reported that patient satisfaction acted as a mediator linking service quality with patients' intention to revisit (Woo, S. et al., 2021). Across a range of studies conducted over the past decade, the 7P marketing mix has consistently shown a meaningful association with how satisfied patients are with hospital services, with every component of the mix contributing to that satisfaction to some degree, even though the weight of each element's influence shifts depending on the particular hospital's characteristics and strategic approach. A systematic review carried out in Indonesia by Hermanto et al. (2025) confirmed that the 7P marketing mix (product, price, venue, promotion, process, people, and physical evidence) affects patient satisfaction, albeit with the strength of that effect differing from one hospital to another. Likewise, Anupong Avirutha and Pattama Komenjumrus's 2025 study, *Innovative Strategies in the Marketing Mix to Enhance Health and Wellness Tourism Satisfaction: A Case Study of Thailand's Digital Competitive Edge*, identified people, place, and product as the most impactful factors, while price emerged as relatively unimportant (Avirutha & Komenjumrus, 2025).

Taken together, these prior studies reveal that the particular 7P element exerting the greatest pull on patient satisfaction tends to differ from one setting to another, shaped by factors such as geography, culture, hospital type, the patient segment served, and how well each P is actually implemented. Building on this, the present study sets out to examine how the 7P marketing mix factors influence the satisfaction of foreign tourists treated at Siloam Hospital in Denpasar, Bali.

METHOD

This research followed a quantitative, cross-sectional approach. Its population consists of all foreign tourists who received care at Siloam Hospital Denpasar during 2026. Respondents were selected through purposive sampling, restricted to foreign tourists aged over 18 who had used outpatient or inpatient services. Following Hair et al. (1998), a total of 155 respondents made up the sample. Data were gathered via a closed questionnaire built around a Likert scale that had already undergone validity and reliability testing, and the instrument was distributed directly to patients at Siloam Denpasar who met the sample criteria. Figure 1 illustrates the conceptual framework guiding this research.

Data processing for this research was carried out with SPSS. The analysis began by checking the questionnaire instrument's validity and reliability. Descriptive statistics, including percentages and averages, were then generated to characterize both the sample and the research variables, after which multiple linear regression was applied to test the relationship between the 7P variables and patient satisfaction. Prior to hypothesis testing, the data were screened for normality through the Kolmogorov-Smirnov test together with a P-Plot, and for heteroscedasticity through a scatter plot diagram. Once these assumptions were confirmed, the multiple linear regression analysis proceeded as the hypothesis test proper. An F test (ANOVA) and R Square were used to assess the combined influence of the seven 7P factors on patient satisfaction, while a coefficients table was used to evaluate each factor's individual

contribution.

RESULTS AND DISCUSSION

The 155 respondents in this study were made up of 98 men (63.2%) and 57 women (36.8%). Among them, 88 (56.8%) were married. The largest age bracket was those over 50, comprising 58 respondents (37.4%), while high school graduates formed the largest educational group at 50 respondents (32.3%). In terms of occupation, entrepreneurs/business owners and private employees together accounted for the largest share at 44 respondents (28.4%). Most respondents originated from Europe, totaling 101 individuals (65.2%). Table 1 presents the full breakdown of sample characteristics, and Table 2 lists the average score recorded for each research variable.

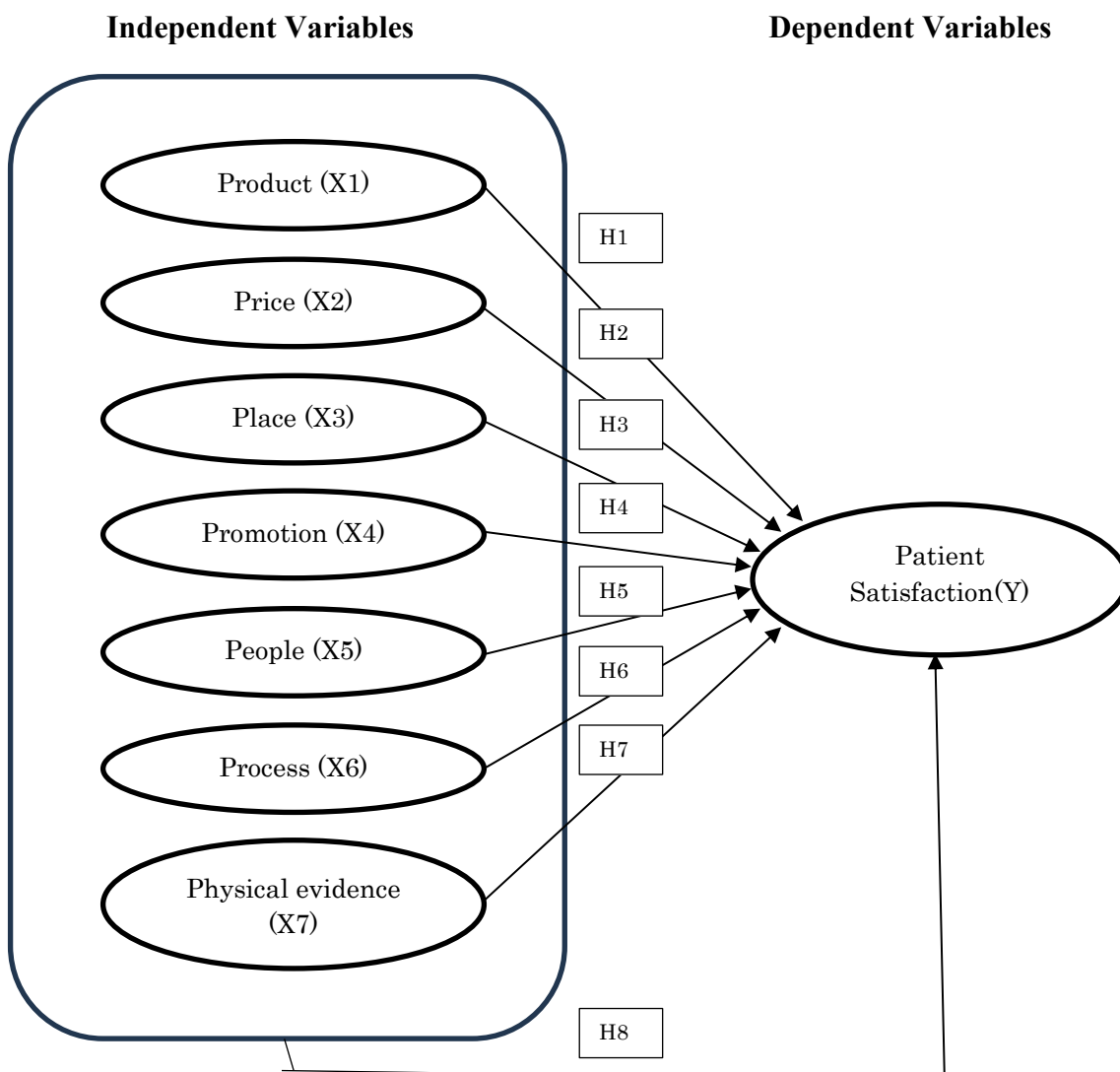


Figure 1. Research Model Framework

Table 1. Characteristics of Research Samples

		Frequency	Percentage
Gender	Male	98	63,2%
	Women	57	36,8%
Status	Married	88	56,8%
	Not Married	67	43,2%
Age	18-30 years old	31	20,0%
	31-40 years old	38	24,5%
	41-50 years old	28	18,1%
	Over 50 years old	58	37,4%
Education	SMA	50	32,3%
	S1	19	12,3%
	S2	43	27,7%
	S3	31	20,0%
	Others	12	7,7%
Jobs	Entrepreneur	44	28,4%
	Private employees'	44	28,4%
	Civil servants	9	5,8%
	Retirement	37	23,9%
	Students	8	5,2%
	Others	13	8,4%
Country	Australia	35	22,6%
	Europe	101	65,2%
	Asia	16	10,3%
	America	3	1,9%

Source: Data processed by Researchers, 2026

Table 2. The average value of each variable

Variable	Average Score
X1 Products	4,34
X2 Price	3,89
X3 Places	4,12
X4 Promotions	4,06
X5 People	4,53
X6 Process	4,04
X7 Physical evidence	4,23
Y Patient satisfaction	4,28

Source: Data processed by Researchers, 2026

Validity and reliability of the questionnaire were first assessed using a subsample of 30 respondents. An item was treated as valid if its calculated r exceeded 0.361 (the r -table value for $n=30$, $df=28$) or its significance fell below 0.05. Every item across X1 through X7 and Y (covering product, price, place, promotion, person, process, physical evidence, and patient satisfaction) returned a correlation above 0.361 with a significance of 0.000, confirming the validity of the entire questionnaire. Reliability, measured through Cronbach's Alpha, exceeded 0.70 for every variable, indicating that all of them were sufficiently reliable. These combined results, presented in Table 3, established the questionnaire as a valid and reliable tool for capturing respondents' perceptions. Subsequently, the Kolmogorov-Smirnov test was used to check data normality, yielding a p -value of 0.066 (greater than 0.05) and thereby satisfying the

normality assumption; this was corroborated by the P-P Plot, in which residual points clustered closely around the diagonal line without notable deviation at either end. A heteroscedasticity check using a scatter plot likewise showed the predicted values and studentized residuals scattered randomly around the zero line, leading to the conclusion that the regression model's residuals exhibited homogeneous variance and thus met the homogeneity assumption. Table 4 and Figure 2 present the full results of the normality testing.

Table 3. Validity and Reliability Tests

Questionnaire items	Pearson Correlation	Sig. (2- tailed)	N	Cronbach's Alpha
X1 Products				
X1.1 The medical services available at this hospital are complete and meet my needs (outpatient/inpatient/supportive).	0.902	0.000	30	0,880
X1.2 The quality of the medical services I received at this hospital was excellent.	0.903	0.000	30	
X1.3 The hospital uses modern and state-of-the-art diagnostic equipment.	0.855	0.000	30	
X1.4 The hospital provides a variety of medical service packages to suit the needs of patients.	0.804	0.000	30	
X2 Price				
X2.1 The price of medical services in this hospital is reasonable.	0.892	0.000	30	0,860
X2.2 Information regarding service fees is explained to me transparently.	0.751	0.000	30	
X2.3 In my opinion, the quality of service I received was worth the cost I paid.	0.918	0.000	30	
X2.4 In my opinion, the price of medical services at this hospital is competitive compared to other similar hospitals.	0.812	0.000	30	
X3 Places				
X3.1 The location of this hospital is strategic to me.	0.736	0.000	30	0,723
X3.2 The hospital is easily accessible by both private vehicles and public transport.	0.926	0.000	30	
X3.3 The location of the hospital is flood-free and safe to visit.	0.773	0.000	30	
X4 Promotions				
X4.1 This hospital has a good reputation in my opinion.	0.816	0.000	30	0,874
X4.2 Information about hospital services is easily accessible via telephone, website, and social media.	0.833	0.000	30	
X4.3 The hospital has good cooperation with travel agents and/or insurance companies.	0.880	0.000	30	
X4.4 Information submitted through the website or social media is in accordance with the services I receive.	0.901	0.000	30	
X5 People				
X5.1 Medical and non-medical personnel in this hospital are competent in carrying out	0.868	0.000	30	0,911

their duties.					
X5.2	The medical and non-medical staff at this hospital were friendly to me.	0.905	0.000	30	
X5.3	Medical and non-medical personnel in this hospital are able to communicate well in foreign languages if needed.	0.913	0.000	30	
X5.4	The uniforms of medical and non-medical personnel in this hospital are always clean and tidy.	0.885	0.000	30	
X6 Process					
X6.1	The administrative registration process and queue system in this hospital is easy to understand.	0.912	0.000	30	
X6.2	The process of taking medication in the hospital is fast and efficient.	0.736	0.000	30	0,858
X6.3	The payment process at this hospital is fast and efficient.	0.828	0.000	30	
X6.4	I can still accept the waiting time to get services at this hospital.	0.871	0.000	30	
X7 Physical evidence					
X7.1	The room in this hospital is always clean and has a pleasant scent.	0.766	0.000	30	
X7.2	The room in this hospital is comfortable to rest.	0.913	0.000	30	0,836
X7.3	The toilets in this hospital are clean and well maintained.	0.660	0.000	30	
X7.4	The ventilation and lighting in this hospital room are good.	0.947	0.000	30	
Y Patient Satisfaction					
Y1	Y1 I am satisfied with the service provided by the medical and non-medical staff at this hospital.	0.835	0.000	30	
Y2	Y2 I am satisfied with the price of the medical services I paid at this hospital.	0.895	0.000	30	0,879
Y3	Y3 I am satisfied with the overall cleanliness of the hospital environment.	0.840	0.000	30	
Y4	I am satisfied with the flow of administrative services at this hospital.	0.868	0.000	30	

Source: Data processed by Researchers, 2026

Table 4. Data Normality Test

Test of Normality			
Kolmogorov-Smirnov			
	Statistic	df	Sig.
Unstandardized Residual	0.069	155	0.066
a. Lilliefors Significance Correction			

Source: SPSS Output, 2026

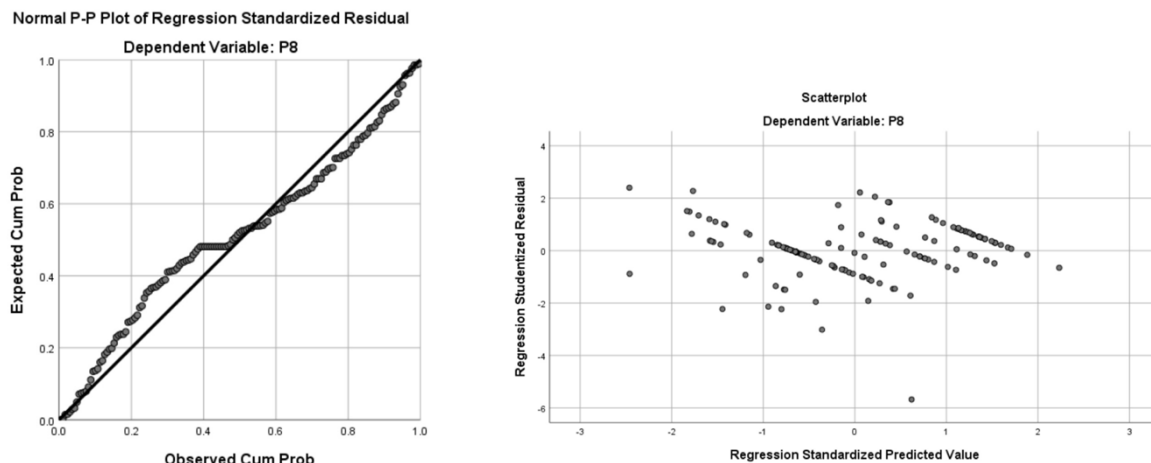


Figure 2. Data Normality Test

Source: SPSS Output, 2026

The multiple linear regression analysis produced an R of 0.795 and an R Square of 0.633, indicating that X1 through X7 jointly account for roughly 63.3% of the variation in patient satisfaction (Y), with the remaining 36.7% attributable to factors outside the model; these figures are summarized in Table 5. The ANOVA results yielded $F = 36.159$ with a significance of 0.000 ($p < 0.05$), confirming that X1-7 together have a statistically significant effect on patient satisfaction, as shown in Table 6. Looking at the regression coefficients, four variables emerged as significant predictors of patient satisfaction (Y): X3 (place), X5 (people), X6 (process), and X7 (physical evidence), with X7 carrying the highest Beta coefficient at 0.382, making it the most dominant predictor of patient satisfaction in this study, followed by X5 (people) with a Beta of 0.288 and X6 (process) with a Beta of 0.232, while X3 (place) showed a negative effect with a Beta of -0.143; these coefficients are detailed in Table 7. The resulting regression equation is $Y = 1.803 + 0.042X1 + 0.061X2 - 0.143X3 + 0.061X4 + 0.333X5 + 0.179X6 + 0.322X7$, with the complete findings shown in Table 8.

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795	.633	.615	1.27645

Source: SPSS Output, 2026

Table 6. ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	412.400	7	58.914	36.159	.000 ^b
	Residual	239.510	147	1.629		
	Quantity	651.910	154			

Source: SPSS Output, 2026

Table 7. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.803	1.163		1.549	.123
X1 Products	.042	.070	.042	.600	.549
X2 Pricing	.061	.047	.083	1.306	.193
X3 Location	-.143	.061	-.143	-2.327	.021
X4 Promotions	.061	.059	.075	1.040	.300
X5 Person	.333	.069	.288	4.840	.000
X6 Proces	.179	.053	.232	3.415	.001
X7 Physical evidence	.322	.067	.382	4.845	.000

Source: SPSS Output, 2026

Table 8. Research Results

Hypothesis	Statistical Test Results (p value)	Conclusion
H1: Products have a positive effect on patient satisfaction at Siloam Hospital Denpasar	0.549	Hypothesis rejected
H2 : Price has a positive effect on patient satisfaction at Siloam Hospital Denpasar	0.193	Hypothesis rejected
H3 : Places that have a positive effect on patient satisfaction at Siloam Hospital Denpasar	0.021	Hypothesis rejected
H4 : Promotion has a positive effect on patient satisfaction at Siloam Hospital Denpasar	0.300	Hypothesis rejected
H5 : People have a positive effect on patient satisfaction at Siloam Hospital Denpasar	0.000	Hypothesis rejected
H6 : The process has a positive effect on patient satisfaction at Siloam Hospital Denpasar	0.001	Hypothesis rejected
H7 : Physical evidence has a positive effect on patient satisfaction at Siloam Hospital Denpasar	0.000	Hypothesis rejected
H8 : Products, prices, venues, promotions, people, processes, and physical evidence together have a positive effect on patient satisfaction at Siloam Hospital Denpasar	R Square = 0,633 P 0.000	Accepted hypotheses 63.3% of patient satisfaction variation (Y) can be explained together by X1–X7

Source: Data processed by Researchers, 2026

The multiple linear regression results in this study, with $R = 0.795$ and $R^2 = 0.633$, suggest that the combination of X1 through X7 accounts for around 63.3% of the variation in foreign tourist satisfaction at Siloam Hospital Denpasar. This is broadly consistent with a literature review by Marpaung et al. (2021) and a study by Chana (2021), Effect of the Service Marketing Mix (7Ps) on Patient Satisfaction for Clinic Service in Thailand, which similarly applied multiple linear regression and found that the 7P components as a whole significantly affect patient satisfaction, accounting for an even higher proportion of roughly 81.6%.

Physical evidence stood out in this study as the 7P factor most strongly associated with the satisfaction of foreign tourist patients at Siloam Hospital Denpasar. This aligns with earlier findings from research on the Influence of People and Physical Evidence on Inpatient Satisfaction at Ahmad Ripin Muaro Jambi Hospital in 2022 and the study on the Influence of

Physical Evidence and Customer Trust on Patient Satisfaction at Tangerang City Hospital in 2021, both of which reported that physical evidence encompassing facility layout, completeness of amenities, cleanliness, and staff appearance meaningfully shapes inpatient satisfaction (Mappadeceng, 2022; Kuswibowo, 2021). A separate 2023–2024 study at dr. M. Hassan Toto Hospital in Bogor, which looked at service quality, affordability, patient safety, and the physical environment in relation to inpatient satisfaction, similarly found that the physical environment and patient safety showed the strongest correlation with satisfaction, leading the researcher to conclude that the comfort, tidiness, and overall condition of inpatient rooms were major determinants of how satisfied patients felt (Nopayani, 2024). Applied to the foreign tourist context examined here, these results indicate that a clean, comfortable, well-lit hospital setting together with tidy restrooms are central to patient satisfaction, since these are typically the first impressions registered by foreign tourist patients.

Findings from research on the Influence of Process and People on Patient Satisfaction and Its Implications on Patient Trust at Hermina Arcamanik Hospital in 2025, alongside the earlier-cited study at Ahmad Ripin Muaro Jambi Hospital, point to the people component covering the competence, attitude, and behavior of medical staff as a significant driver of patient satisfaction (Setiyana, 2025; Mappadeceng, 2022). Similarly, a 2024 study at Sidoarjo Hospital found that staff attitude and behavior being friendly, polite, and attentive together with their ability to explain conditions and treatment plans, significantly shaped patient satisfaction (Amalia, 2024). For foreign tourists specifically, satisfaction with treatment is likely shaped by how competently medical and non-medical staff communicate, the empathy and friendliness they display, and whether their uniforms are kept clean and neat.

The Analysis of the Influence of Service Process Quality on Inpatient Satisfaction at Bahagia Makassar Hospital in 2020, together with the 2024 research on the Influence of Process and Service Quality on Patient Satisfaction at Ja'far Medika Karanganyar Hospital, both reported that the service process strongly affects patient satisfaction (Baan, 2020; Rosita, 2024). This is echoed by the 2024 Sidoarjo Hospital study, which found that service quality combined with an efficient service process marked by straightforward procedures, clear workflows, and minimal delays contributes substantially to how satisfied patients feel (Amalia, 2024). Foreign tourists, given that they are typically traveling on a tight schedule, tend to be particularly attentive to how quickly and clearly procedures are handled.

CONCLUSION

This research demonstrates that the 7P marketing mix, considered jointly, has a significant and fairly strong influence on the satisfaction of foreign tourists at Siloam Hospital Denpasar ($R = 0.795$; $R^2 = 0.633$), with 63.3% of the variation in patient satisfaction attributable to the seven marketing-mix elements combined. This pattern fits well with the Expectation Disconfirmation Theory (EDT), which holds that consumer satisfaction emerges from comparing initial expectations against perceived actual performance; here, the 7P elements function as antecedents shaping foreign tourists' perceptions of service performance, which in turn determine whether their expectations are positively confirmed (yielding satisfaction) or negatively disconfirmed (yielding dissatisfaction). These results echo a number of prior studies, both domestic and international, that likewise report a significant combined effect of the 7P marketing mix on hospital patient satisfaction. Within this study specifically,

physical evidence proved the most influential positive factor, with people and process following behind it. Practically speaking, these findings suggest that Siloam Hospital Denpasar's management would benefit from investing in better physical facilities, stronger competence and communication among medical and non-medical staff, and more streamlined service flows steps that can boost not only immediate satisfaction but also long-term patient loyalty. A limitation of this study lies in its cross-sectional design, which captures relationships at a single point in time rather than establishing clear causality, and the use of purposive sampling confined to one hospital, which restricts how broadly the findings can be generalized across Bali's or Indonesia's hospitals more widely. Future studies might therefore adopt a multi-center design and incorporate patient loyalty as an additional outcome variable.

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