

## The Effect of Marketing Mix on Patient Retention at the Regional General Hospital (RSUD) Datu Beru Takengon

Rizki Anjar Pinanggih<sup>1</sup>, Irwan Saputra<sup>2</sup>, Said Usman<sup>3</sup>, Muhazar<sup>4</sup>, Martunis<sup>5</sup>

<sup>1,2,3,4,5</sup>Magister Kesehatan Masyarakat Fakultas Kedokteran, Universitas Syiah Kuala

[rizkianjar.p@gmail.com](mailto:rizkianjar.p@gmail.com), [iwanbulba@unsyiah.ac.id](mailto:iwanbulba@unsyiah.ac.id), [saidusman@unsyiah.ac.id](mailto:saidusman@unsyiah.ac.id), [saidusman@unsyiah.ac.id](mailto:saidusman@unsyiah.ac.id), [saidusman@unsyiah.ac.id](mailto:saidusman@unsyiah.ac.id)

### Abstract

*Retention of patients as hospital customers is very important for agencies that provide services, in this case hospitals, but is often neglected. Several studies have stated that patient retention can be improved with the existence of a marketing mix by the hospital management. This type of research is observational using a cross sectional design. The population in this study included inpatients at Datu Beru Takengon Hospital where the sample size was determined by the Slovin equation and 113 people were selected. Statistical analysis used was logistic regression. The results showed that there was an effect of the dimensions of the product (product), place (place), health workers (people) and the service process (process) on patient retention in RSUD Datu Beru Takengon ( $p \leq 0.05$ ). There is no influence of the dimensions of promotion (promotion) and physical appearance (physical) on patient retention in RSUD Datu Beru Takengon ( $p > 0.05$ ). Based on the results of the study, it can be concluded that the most dominant factor in patient retention at RSUD Datu Beru Takengon is the service process*

### Keywords

marketing mix; patient retention



## I. Introduction

Retention of patients as hospital customers is very important for agencies that provide services, in this case hospitals, but is often neglected. Many practices and facilities do not know how many patients are missing and rarely have robust strategies to measure it, let alone prevent it. Most of their efforts are put into attracting new patients. However, like any other industry, acquiring new customers is much more expensive than retaining existing ones (Michael Von Korff, Sc. D, 2018)

Researchers have determined that increasing retention rates by 5% results in increased profits by 25% to 95%. It defines a clear correlation between retention and sustainability. While patient care is the main thing that must be considered. Beyond increasing profits, patient retention can enhance a practice's reputation. Satisfied patients are more likely to leave practice positive reviews. In addition, such patients can refer their friends or family to their doctor (Ramli, 2019)

Customer or patient retention is built on four good strategies, namely building trust, setting and meeting patient expectations, educating patients, and measuring performance (Case & Linkaja, 2021). Patient retention is inseparable from the patient's trust in the hospital he visits. Trust is one of the most important things for a patient. Trust is built when doctors or other medical personnel can provide services and can work collaboratively

with patients to develop treatment plans (Asaf Hajiyevev, Fausto Pedro García Márquez, Gheorghe Duca, Jiuping Xu, 2020)

Research conducted in Poland shows that trust in doctors is the most important factor in creating patient retention. (Krot & Rudawska, 2016) Meanwhile, research conducted in China in 2021 showed that there was a significant relationship between patient loyalty and trust and patient satisfaction. This study will encourage hospital managers to pay attention to the factors that contribute to patient loyalty, trust and satisfaction with medical institutions (Liu et al., 2021)

Patient retention is inseparable from the strategy used by the hospital. Patient retention can be seen from the number of patient visits. The choice of strategy in a hospital is a major concern that must be prioritized. One strategy that is believed to be able to increase patient retention is the marketing mix . Marketing mix (marketing mix) is a combination of four kinds of inputs which are the basic core of a company consisting of product, price promotion and distribution/place. The hospital has made marketing efforts using the marketing mix method, namely Product / Service, Price / Price, Place / Place, Promotion / Promotion, People / People, Process / Process, Physical Physical Evidence ( Fauziah, 2021)

Research conducted at the Surabaya Lung Hospital in 2021 shows that the Surabaya Lung Hospital has implemented a 7 P marketing mix, the effectiveness of the marketing strategy is good (increasing public awareness of the Surabaya Lung Hospital which also handles various diseases, the use of management information systems, good human resources). increasingly competent, and increasing patient visits, obstacles so far have come from external, internal and macro factors (political, economic and social) and micro (suppliers, patients, and competitors), how to overcome obstacles, one of which is optimizing the advantages of the product already owned and by taking advantage of the available opportunities (Rochmawati, 2021) .

Another study on patient satisfaction and loyalty at RSIA Budi Kemuliaan using the marketing mix showed that patient satisfaction had a significant effect on patient loyalty at RSIA Budi Kemuliaan. The managerial implication of this research is that RSIA Budi Kemuliaan needs to emphasize improvements in the overall service tariff indicators; Administrative officer services; Patient waiting time suitability; and completeness of facilities (wi-fi, air conditioning, TV, etc.) to encourage an increase in the influence of the marketing mix on patient satisfaction and loyalty (Mahyardiani et al., 2020)

Datu Beru Takengon Hospital is a type B general hospital. Based on the profile of the Hospital in 2021 it is known that the BOR Bed Occupancy Rate ) at Datu Beru Hospital for the last 5 years has not experienced a significant increase and has even decreased. In 2017 the BOR at Datu Beru Hospital was 88%, decreased to 76% in 2018, then increased to 83% in 2019 and again decreased to 56% in 2020 and increased to 60% in 2021.

This research was conducted to determine the effect of the dimensions of the product ( product ), place ( place ), promotion ( promotion ), human resources ( people), physical appearance ( physical ) and service processes ( process ). on patient retention in Datu Beru Takengon Hospital and knowing the most dominant factor in patient retention in Datu Beru Takengon Hospital.

## II. Research Method

This research *is quantitative research* is observational using a correlational design, with a *cross sectional study approach* to find out Effect of *Marketing Mix* on Patient Retention in Takengon Hospital. *Penelitian* this will be held at Datu Beru Takengon Hospital from 10 to 17 May 2022. The population in this study were inpatients at Datu Beru Takengon Hospital . Based on data from the Datu Beru Hospital, the number of inpatients in 2021 is 13,772 people. Determination of the sample size using the Slovin equation selected by the *proportional random side technique*, totaling 113 people.

## III. Result and Discussion

### 3.1 Univariate Analysis

#### a. Characteristics of Respondents

The results of research on the characteristics of age, gender, education, occupation and income respondents at Datu Beru Takengon Hospital , complete in Table 1 following :

**Table 1.** Distribution of Characteristics of Age, Gender, Education, Occupation and Income of Respondents at Datu Beru Takengon Hospital

Characteristics	Category	Amount	
		f	%
Age	20-30 Years	30	26.5
	31-40 Years	36	31.9
	41-50 Years	35	31.0
	51-60 Years	12	10.6
Gender	Man	33	29.2
	Woman	80	70.8
Education	High School/Equivalent	53	46.9
	D III	15	13.3
	S1	45	39.8
Work	IRT	20	17.7
	civil servant	20	17.7
	Farmer	67	59.3
	Peg. Private	6	5.3
Income	Above UMR	92	81.4
	Under UMR	21	18.6

*Source: Primary Data, Processed in 2022*

Table 1 above shows that the age of the respondent most used by the subject is 31-40 years, namely 31.9 %, female as much as 70.8%, high school education level/equivalent as much as 46.9%, farmers as much as 59.3%, with income above the minimum wage as much as 81.4%

#### b. Univariate Analysis

Univariate analysis was carried out to determine the frequency distribution of each research variable, which consisted of the *marketing mix* as the independent variable and the patient retention variable as the dependent variable.

**Table 2.** Distribution of *Marketing Mix Variable Frequency* and Patient Retention at Datu Beru Hospital Takengon

Independent Variable (X)			Dependent Variable (Y)					
<i>Marketing Mix</i>	Amount		<i>Marketing Mix</i>	Amount		<i>Patient Retention(Y)</i>	f	%
<i>Product (X<sub>1</sub>)</i>	f	%	<i>People (X<sub>4</sub>)</i>	f	%	Well	54	47.8
Well	59	52.2	Well	64	56.5	Not enough	59	52.2
Not enough	54	47.8	Not enough	49	43.3			
<i>Place (X<sub>2</sub>)</i>			<i>Physical (X<sub>5</sub>)</i>					
Well	67	59.3	Well	62	54.9			
Not enough	46	40.7	Not enough	51	45.1			
<i>Promotion (X<sub>3</sub>)</i>			<i>Process (X<sub>6</sub>)</i>					
Well	59	52.2	Well	64	56.5			
Not enough	54	47.8	Not enough	49	43.3			

Source: Primary Data, Processed in 2022

Table 2 explains that respondents who mentioned the *product* at Datu Beru Takengon Hospital dominated than those who said it was not good, namely 52.2%, while for the place indicator 59.3% of respondents said it was good, then 52.2% of respondents said *promotion indicator* at RSUD Datu Beru Takengon is good. Meanwhile, for the *people indicator*, it is known that 56.5% of respondents called it good as well as the *physical* and service *process indicators* where for the good category they were 54.9% and 56.5% respectively. However, for the patient retention variable, there were 52.2% of respondents who stated that it was not good.

#### d. Bivariate analysis

Bivariate analysis was conducted to determine the effect between the independent variable and the dependent variable, in this study the bivariate analysis used the *ch square* test. The *complete chi square test results* can be seen in the following table:

**Table 3.** Relationship of Marketing Mix with Patient Retention at Datu Beru Hospital Takengon Based on Product, Place, Promotion, People, Physical and Process

<i>Product</i>	Patient Retention			<i>P value</i>	□	<i>OR</i>	<i>CI</i>
	Well	Not good	Total				
Well	35 ( 59.3 %)	2 4 (40.7 %)	59 (100%)	0.017	0.05	2,6	1.2 5 -
Not good	19 ( 35.2 %)	35 (64.8 %)	54 (100%)				
<i>Place</i>	Well	Not good	Total	<i>P value</i>	□	<i>OR</i>	<i>CI</i>
Well	39 ( 58.2 %)	2 8 (41.8 %)	67 (100%)	0.013	0.05	2,8	1.31-
Not good	15 ( 32.6 %)	31 (67.4 %)	46 (100%)				
<i>Promotion</i>	Well	Not good	Total	<i>P value</i>	□	<i>OR</i>	<i>CI</i>
Well	33 (55.9%)	26 (44.1%)	59 (100%)	0.105	0.05	1,9	0.94-
Not good	21 (38.9%)	33 (61.1%)	54 (100%)				
<i>People</i>	Well	Not good	Total	<i>P value</i>	□	<i>OR</i>	<i>CI</i>
Well	39 (60.9%)	25 (39.1%)	64 (100%)	0.003	0.05	3,5	1.60-
Not good	15 (30.6%)	34 (69.4%)	49 (100%)				

<i>Physical</i>	Well	Not good	Total	<i>P value</i>	$\chi^2$	<i>OR</i>	<i>CI</i>
Well	35 (56.5%)	27 (43.5%)	62 (100%)	0.065	0.05	2.1	1.02-
Not good	19 (37.3%)	32 (62.7%)	51 (100%)				
<i>Process</i>	Well	Not good	Total	<i>P value</i>	$\chi^2$	<i>OR</i>	<i>CI</i>
Well	39 (60.0%)	26 (40.0%)	65 (100%)	0.005	0.05	3,3	1.50-
Not good	15 (31.2%)	33 (68.8%)	48 (100%)				

Source: Primary Data, Processed in 2022

The result of *chi-square test* for each *marketing mix indicator* is  $p=0.17 > 0.05$  for the *product* variable,  $p=0.13 > 0.05$  for the *place* variable,  $p=0.105 > 0.05$  for the *promotion* variable,  $p=0.03 > 0.05$  for *people* variable,  $p=0.065 > 0.05$  for *physical* variable, so it is not statistically significant ( $p > 0.05$ ), and  $p=0.005 < 0.05$  for the *process* variable. Thus it can be concluded that *product, place, people and process* are related to patient retention at Datu Beru Takengon Hospital, but *promotion and physical variables* are not related to patient retention at Datu Beru Takengon Hospital.

### e. Multivariate Analysis of Logistic Regression Test

Inferential statistical analysis in this study used logistic regression analysis (*logistic regression*). In this study, the dependent variable is dichotomous, so the hypothesis testing is carried out using logistic regression test. Logistic regression is a regression that is used to test whether the probability of occurrence of a related variable can be explained by the independent variable. The logistic regression analysis technique no longer requires the normality test and the classical assumption test on the independent variables. Based on the multivariate statistical test results, the multivariate analysis included *product, place, promotion, people, physical and process*. Furthermore, the research variables were analyzed using logistic regression analysis. The results of the multivariate analysis can be seen in Table 4.

**Table 4.** Final Model of Logistic Regression Analysis Effect of Marketing Mix on Patient Retention at Datu Beru Hospital Takengon

No	Variable	AOR	95% CI	P value
1	<i>Process</i>	12,662	7,10-22.2	0.000

Source: Primary Data, Processed in 2022

Multivariate test, it can be seen that the most dominant variable affecting patient retention at RSUD Datu Beru Takengon is the service *process* with an AOR (*Adjusted Odd Ratio*) value of 12.662, meaning that a good service process will increase patient retention by 12.6 times.

## 3.2 Discussion

### a. The Most Dominant Factors Affecting Patient Retention at Datu beru Takengon General Hospital

The results showed that the most dominant factor influencing patient retention at RSUD Datu Beru Takengon was the service *process* (AOR = 12,662), which means that a good service process will increase patient retention by 12.6 times.

The service process is the main factor that affects patient satisfaction, where quality services will affect patient confidence to use health services. A quality health service will create patient satisfaction. Patient satisfaction is a level of patient feeling that arises as a result of the performance of health services obtained after the patient compares it with



what is expected, by paying attention to quality, has helped patients to get the best health service results while providing the right response and proper care for every need. people in need of health services. Given the importance that different levels of service can affect patient health, it is therefore important to look at the quality of inpatient services.

A good service process that directly improves the quality of service to the community is very dependent on the individual actors and the system used. Doctors, nurses and medical and non-medical support personnel on duty in hospitals must understand how to serve their customers well, especially to patients and their families. Because patients and their families are the main consumers in the hospital. The hospital's ability to meet patient needs can be measured by the level of patient satisfaction. (Kusnatalia, 2020)

Rizkia 's research shows that the service process and service quality at the outpatient unit of Al Ihsan Hospital have a percentage value of 74.04 %, including in the good category. Patient satisfaction has a percentage of 73,81 %, included in the good category. The results of this study are the quality of service consisting of *tangible, reliability, responsiveness, assurance, and empathy* simultaneously significantly influence patient satisfaction by 56%, while the remaining 44% is influenced by other variables not examined in this study. *Tangible and reliability* variables partially have no significant effect on patient satisfaction. While *responsiveness, assurance, and empathy* partially have a significant effect on patient satisfaction.

However, Datu Beru Hospital still requires an increase in facilities as well as the completeness of adequate facilities and infrastructure so that the already good service process can be maintained. This is in accordance with one of the service principles stated in the decision of the Minister of Administrative Reform No.63/KEP/M.PAN/7/2003, namely the availability of adequate work facilities and infrastructure and other supporting that the provision of adequate service facilities and infrastructure by public service providers. In addition, the competence of officers who are still low but still provide optimal service makes this hospital successful in becoming the hospital of choice for the community. Efforts to improve the competence of officers continue to be carried out through various ways, including participating in training, workshops or seminars related to the service process in hospitals.

#### **b. The Effect of Products on Patient Retention at the Daru Beru Regional General Hospital Takengon**

The results showed that of the 59 respondents who mentioned the product at RSUD Datu Beru Baik, 59.3% of them had good retention higher than those with less retention, namely 40.7%, while from 54 respondents who said the product at RSUD Datu Beru was not good, 64.8% of them had poor retention which was higher than good retention, namely 35.2%. From the table, it can be seen that the results of the *chi-square test* p value = 0.017 , so it is statistically significant ( $p \leq 0.05$  ) , and it can be concluded that there is a significant relationship between the product and patient retention.

Inpatient service products in hospitals that are desired by service users need to be understood such as product benefits (general poly services, specialist poly services, medical support, *medical check ups* , and so on). If the service provider understands the current product and tries to improve the quality of service, if this is fulfilled, it will get a positive response from service users so that it will help service users in making decisions.

The results of this study are in line with research conducted by Radfan et al where the results of his research indicate that not all elements of the marketing mix have a positive effect on the loyalty of patients seeking treatment at the pulmonary polyclinic of the Batu Paru Hospital. (Radfan et al., 2016) Of all the elements of the marketing mix,

physical evidence (66.1%) and price (18.1%) have the most dominant influence among other marketing mix elements, product and place do not have a positive influence on patient loyalty. at the pulmonary polyclinic of the Lung Hospital Stone, while the successive effects are physical evidence (66.1%), price (18.1%), promotion (13.5%), process (11%), officers (0.7%), place (0.117% ), product (0.11%). Of all the elements of the marketing mix (product, price, place, promotion, personnel, process, and physical evidence) not all elements affect patient loyalty. Product and place variables have no effect on patient loyalty, while other variables, namely price, promotion, staff, process and physical evidence have an influence on patient loyalty who seek treatment at the Pulmonary Polyclinic of Batu Paru Hospital. Elements of price and physical evidence have the most dominant influence on patient loyalty among other elements in the marketing mix.

According to the researcher's assumption, the product of inpatient services offered greatly determines patient retention, the service product offered by a hospital directly makes patients keep visiting certain hospitals.

### **c. The Effect of Place on Patient Retention at the Daru Beru Regional General Hospital Takengon**

The results showed that of the 67 respondents who mentioned the *place* of RSUD Datu Beru Baik, 58.2% of them have good retention higher than those with less retention, namely 41.8%, while from 46 respondents who said the *place* of RSUD Datu Beru was not good, 67.4% of them had poor retention which was higher than good retention, which was 32.6%. H result of *chi-square test* p value = 0.013 , so statistically significant ( $p \leq 0.05$ ), and it can be concluded that there is a significant relationship between *place* and patient retention.

According to Musfar, the notion of *place* in a hospital includes the place of service, time spent, the concept of referral and others. The interaction between the service provider and the customer determines the importance of a location or place. Place has an influence on patient retention, this may be because this hospital is a lung referral hospital so that many patients come. There needs to be clear instructions about the location of the hospital, which can be in the form of directions or other facilities to make it easier for patients to seek treatment at Datu Beru Hospital. (Musfar, 2020) In accordance with the theory that the notion of *place* in a hospital includes the place of service, time spent, the concept of referral and others. The interaction between the service provider and the customer determines the importance of a location or place.

The results of this study are in line with research conducted by Ravandgard *et.al* which showed that among the 44 components of the marketing mix according to the 7P model, *place* had the best status (mean (SD)  $4.15 \pm 0.82$ ) from the patient's point of view. (Ravangard et al., 2020) A significant relationship was revealed between private public hospitals and companies in terms of *place* , promotion, and process ( $P < 0.05$ ). The Pearson correlation revealed a direct relationship between all hospital *place components* ( $P < 0.001$ ) and *patient satisfaction*. So it can be concluded that the hospital under study has the appropriate status in the physical environment or place. Therefore it is necessary for this hospital to pay more attention to the *place aspect* regardless of the associated costs.

### **d. The Effect of Promotion with Patient Retention at the Daru Beru Regional General Hospital Takengon**

The results of data processing show that of 59 respondents who said *promotion* at Datu Beru Hospital was good 55.9% of them had good retention, which was higher than those with poor retention, namely 44.1%, while from 54 respondents who stated that

*promotion* at RSUD Datu Beru was not good, 61.1% of them had poor retention, which was higher than good retention, which was 38.9%. H result of *chi-square test*  $p$  value = 0,105, so it is not statistically significant ( $p > 0.05$ ), and it can be concluded that there is no significant relationship between *promotion* and patient retention.

Promotion is one of the determining factors for the success of a marketing program. Regardless of the quality of a product, if consumers have never heard of it and are not sure that the product is useful for them, then they will not buy it. By changing the old mindset of focusing solely on consumers, companies can achieve increased acceptance by linking people's health needs with the services provided by hospitals and doctors. Build relationships that can have a positive impact on hospital goals, influence local companies that can make purchasing decisions every year, health services, improve partnerships with the community and continue to support marketing in an *accountable* and productive strategy. (Radfan et al., 2016)

The results of this study are not in line with the research conducted by Siwono and Supriyanto which concluded that there was an effect of *promotion effects* on patient loyalty; and there are aspects of *switching barriers* ( *perceived switching costs and attractiveness of alternatives* ) on patient loyalty, except for the *interpersonal relationship aspect* (Siswoyo & Supriyanto, 2019)

#### **e. The Influence of People with Patient Retention at the Daru Beru Regional General Hospital Takengon**

The results showed that of the 64 respondents who said *people* in Datu Beru Hospital were good, 60.9% of them had good retention, which was higher than those with poor retention, which was 39.1%, while of 49 respondents who said that *people* in RSUD Datu Beru were not good, 69.4% of them had poor retention, which was higher than good retention, which was 30.6%. H result of *chi-square test*  $p$  value = 0.003, so it is statistically significant ( $p \leq 0.05$ ), and it can be concluded that there is a significant relationship between *people* and patient retention.

*People* are officers who carry out all activities of delivering products to consumers. The people who do this must have passion and passion in doing business. In relation to the marketing of services, the officers which serves as a *service provider* greatly affects the quality of services provided. To achieve the best quality, employees must be trained to be aware of the importance of their work. This relates to selection, training, motivation and human resource management. The importance of *people* in service marketing is closely related to internal marketing that is an interaction or relationship between every employee in a company as an internal consumer and internal service providers. The purpose of this relationship is to encourage officers in the performance of providing satisfaction to consumers. The results of this study are in line with research conducted by Sarah which shows that there is an influence of people (HR) with patient retention at the Pasar Minggu Regional General Hospital (  $p$  value 0.019 ) (Sarah, 2018)

#### **f. Physical Effects with Patient Retention at the Daru Beru Regional General Hospital Takengon**

The results of data processing showed that from 62 respondents who said that the *physical* at Datu Beru Hospital was good 56.5% of them had good retention, which was higher than those with less, which was 56.5%, while of the 51 respondents who said that the *physical* at Datu Beru Hospital was not good, 62.7% of them had poor retention, which was higher than good retention, which was 37.3%. H result of *chi-square test*  $p$  value =



0.065 , so that it is not statistically significant ( $p > 0.05$ ), and it can be concluded that there is no significant relationship between *physical* and patient retention.

*Intangible* characteristics of services cause potential customers to not be able to assess a service before consuming it. To reduce the risk perceived by consumers in making decisions, physical facilities are an important element in the marketing mix. This physical evidence can be in various forms, such as medical *check-up service packages* , neat and polite staff appearances, officer uniforms, comfortable waiting rooms and others.

The results of this study are not in line with those who state that the importance of *physical factors* hospitals to increase consumer retention (patients). Furthermore, Engka said that hospital hallways, waiting rooms and cleanliness and order still seem far from the standard of improving service quality, and it is still found that parking is difficult to directly reduce patient retention.

#### **g. The Effect of the Service Process on Patient Retention at the Daru Beru Regional General Hospital Takengon**

The results showed that of the 65 respondents who said the *process* at Datu Beru Hospital was good 60.0% of them had good retention higher than those with less retention, namely 40.0%, while of the 48 respondents who said the *process* at RSUD Datu Beru was not good, 68.8% of them had poor retention, which was higher than good retention, which was 31.2%. H result of *chi-square test*  $p$  value = 0.005 , so statistically meaningful ( $p \leq 0.05$ ), and it can be concluded that there is a significant relationship between the *process* with patient retention.

The process in services is a major factor in the service marketing mix as service customers will often feel the service delivery system as part of the service itself. The process in hospital service activities starts from providing information to customers, registration, examination, supporting examinations, payments and referrals, all of which are called services. Inpatient services are services for hospital patients who occupy nursing beds for the purposes of observation, diagnosis, therapy, medical rehabilitation and or other medical services.

This research has limitations at the time of data collection because it was carried out during the *new normal period due to the Covid -19* pandemic so that in the data collection process we had to maintain strict health protocols for both researchers and respondents. related to financing this is due to certain policies from the Hospital that do not justify the data to be displayed in the results of this study.

### **IV. Conclusion**

Based on the results of research and discussion, it can be concluded as follows:

1. Product dimensions on patient retention in RSUD Datu Beru Takengon ( $p=0.017 \leq 0.05$ )
2. Place dimensions on patient retention at Datu Beru Takengon Hospital ( $p=0.013 \leq 0.05$ )
3. Promotion dimension on patient retention in Datu Beru Takengon Hospital ( $p=0,105 > 0,05$ )
4. There is a source dimension influence human resources (health workers) (people) on patient retention in RSUD Datu Beru Takengon ( $p=0.003 \leq 0.05$ )
5. There is no influence of the dimensions of the physical appearance of the service place (physical) on patient retention at the Datu Beru Takengon Hospital ( $p = 0.065 > 0.05$ )
6. There is an influence of service process dimensions (process) on patient retention in Datu Beru Takengon Hospital ( $p0.005 \leq 0.05$ )

7. The most dominant factor influencing patient retention in RSUD Datu Beru Takengon is the service process, as evidenced by the Adjusted Odd Ratio (AOR) value of 12.662 ( $p=0.000\leq 0.05$ ).

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