



The Effect of Marketing Strategy and Service Quality on Patient Loyalty via Patient Satisfaction

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Abstract

Purpose: This study aims to examine the influence of marketing strategies and service quality on patient loyalty through patient satisfaction at Kaimana Regional General Hospital, West Papua, with 96 respondents.

Research Methodology: .

Results: Marketing strategy and service quality both significantly influence patient satisfaction and patient loyalty at Kaimana Regional General Hospital, West Papua. Additionally, patient satisfaction mediates the effect of marketing strategy and service quality on patient loyalty, highlighting the importance of satisfaction as an intervening factor.

Conclusions: The study concludes that Service Quality has a positive and significant effect on both Patient Satisfaction and Patient Loyalty, while Marketing Strategy shows a significant direct effect only on Patient Loyalty. Patient Satisfaction positively mediates the effect of Service Quality on Patient Loyalty. Marketing Strategy's influence on loyalty through satisfaction is positive but insignificant.

Limitations: The study is limited to 96 patients at Kaimana Regional General Hospital, West Papua, which may constrain the generalizability of results to other hospitals or regions. Additionally, the cross-sectional design and reliance on survey-based primary data may introduce bias and limit temporal inferences.

Contributions: This research provides empirical evidence highlighting the importance of Service Quality and Marketing Strategy in shaping Patient Loyalty, emphasizing the mediating role of Patient Satisfaction. The findings can guide hospital management in designing strategies to enhance service delivery, patient experiences, and long-term loyalty.

Keywords: Customer Loyalty, Marketing Strategy, Patient Loyalty, Patient Satisfaction, Service Quality

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1. Introduction

Loyalty is defined as a customer's commitment to repeatedly purchase and use a product or service and to recommend it to others (Abdurohman et al., 2023; Metriyana & Zaim, 2024). Customer loyalty reflects the long-term relationship between consumers and service providers, which is essential for sustaining competitive advantage in service-based industries. According to Chakilia and Ahado (2024), Cuhanaazriansyah et al. (2021), and Fitriyani et al. (2025), consumer loyalty represents a consumer's

tendency to continue purchasing specific goods or services and promoting them to others, thereby enhancing the organization's market presence. High loyalty encourages repeat utilization of hospital services and strengthens the institution's reputation in the community (Boangmanalu & Indrawati, 2025; Hardiyanto et al., 2025).

Customer satisfaction plays a critical role in the success of products or services (Arifandy et al., 2020). Satisfaction is an evaluative response following a purchase and usage experience, representing how well a product or service meets consumer expectations (Kotler & Keller, 2016). Organizations that understand and manage customer expectations effectively are better able to enhance satisfaction, which in turn reinforces loyalty. Satisfied patients are more likely to continue using hospital services, recommend them to others, and participate in positive word-of-mouth communication, contributing to long-term institutional success (Albutra et al., 2024; Suherma & Nasiatin, 2024; Tamim & Akter, 2024).

The relationship between customer satisfaction and loyalty has been widely documented in prior research. For example, Bazyar (2024) and Cuhazriansyah et al. (2021) reported that satisfaction significantly influences loyalty, while Sukesu and Hadi (2012) confirmed a strong positive effect of satisfaction on consumer loyalty. Similarly, Adelia and Aprianingsih (2023) demonstrated a significant positive relationship between satisfaction and loyalty. In contrast, Agiesta et al. (2021) found that satisfaction has a negative and insignificant effect on loyalty, indicating that contextual factors may influence how satisfaction translates into loyalty.

Marketing strategy is a deliberate planning, implementation, and control of activities aimed at influencing exchange relationships to achieve organizational objectives (Anggraini & Anindhyta, 2020; Hadiwijaya & Yustini, 2024). In service-based industries such as hospitals, marketing strategy encompasses efforts to communicate service benefits, improve accessibility, and foster positive interactions with patients (Vedy et al., 2025; Yunanto et al., 2025). Service quality is another critical factor influencing patient satisfaction and loyalty. According to Dian (2018) and Indrajaya et al. (2023), service quality is central to the success of service organizations, as it shapes perceptions of value and reliability. Arifandy et al. (2020) emphasizes that service quality directly affects satisfaction and the likelihood of customers reusing the services.

This study examines the effects of marketing strategy and service quality on patient loyalty through patient satisfaction at Kaimana Regional General Hospital, West Papua. By conducting an in-depth analysis, this research aims to identify the significant patterns and relationships between these variables, providing insight into how hospitals can enhance patient loyalty. Understanding these dynamics enables hospital management to implement effective strategies that improve service delivery, patient experiences, and overall institutional performance.

2. Literature Review

2.1 Marketing Strategy

According to Dian (2018), a marketing strategy is a structured pattern of decisions in a company that determines and communicates targets, intentions, or goals, forming the core policies and plans to achieve these goals. It also outlines the scope of business activities that the organization will pursue (Kennedy et al., 2023). A well-formulated marketing strategy ensures that organizational resources are effectively allocated, customer needs are targeted, and competitive advantage is achieved (Nugraha & Purnomo, 2022). In the context of hospitals, marketing strategy includes developing services, pricing policies, promotional campaigns, and effective placement of services to reach the target patients (Bazyar, 2024). The indicators for marketing strategy variables include product, price, placement, and promotion, which collectively provide a framework for evaluating the organization's strategic initiatives (Nayma et al.,

2023).

2.2 Service Quality

Service quality provides a concrete perception of the standard of service delivery and reflects the degree to which service expectations are met (Ghozali, 2016). High service quality enhances customer trust, satisfaction, and loyalty, while poor service quality can lead to dissatisfaction and loss of clientele. Service quality is not only about technical competence but also about responsiveness, empathy, and reliability in meeting client needs (Amaral & Iramani, 2022; Boangmanalu & Indrawati, 2025). The indicators of service quality variables include responsiveness, assurance, tangibility, empathy, and reliability, which together evaluate both the functional and emotional dimensions of service delivery. In healthcare settings, these indicators are crucial for patient retention and positive word-of-mouth promotion (Anoke et al., 2022).

2.3 Customer Satisfaction

Customer satisfaction is defined as a person's emotional response to the evaluation of perceived performance compared with expectations (Kotler & Keller, 2016). It represents the gap between expected service and actual service experienced. Satisfaction is a multidimensional construct that encompasses both cognitive and affective reactions to service delivery. When expectations are met or exceeded, positive satisfaction occurs, enhancing loyalty and repeat behavior; when expectations are not met, dissatisfaction arises (Ali et al., 2020; Febriani et al., 2022). The indicators of customer satisfaction include feelings of satisfaction, intention to continue using the service, willingness to recommend the service to others, and the fulfillment of expectations after utilizing the service. In healthcare, measuring patient satisfaction allows management to improve service quality, patient experience, and overall hospital performance (Sangi et al., 2022).

2.4 Customer Loyalty

Customer loyalty refers to a customer's commitment to continue using and supporting a particular organization over time (Cuhanazriansyah et al., 2021). Loyalty is a long-term behavioral intention that reflects trust, satisfaction, and the likelihood of repeat engagement. Loyal customers are more likely to make repeated purchases, recommend services to others, reject competitors' offerings, provide referrals, and consider the organization as their first choice (Ali et al., 2020). The indicators of customer loyalty variables include repeat purchases, providing recommendations to others, rejecting alternatives, referrals, and considering the organization as a primary option. In the context of hospitals, fostering patient loyalty ensures sustained utilization of services, enhances reputation, and contributes to long-term institutional success (Mayes & Govender, 2019; Pinaraswati et al., 2023).

3. Methodology

3.1 Population and Sample

The population and sample of this study consisted of 126 patients recorded in the database who had undergone more than three health checks at the Kaimana Regional General Hospital, West Papua.

3.2 Data Type and Source

This study used quantitative data. Quantitative data are data or information obtained in numerical form. In numerical form, quantitative data can be processed using mathematical formulas or analyzed using statistical systems. The data source for this study was primary data collected through a survey. Primary data were obtained by distributing questionnaires to the respondents (Sugiyono, 2018).

3.3 Data Collection Technique

Data collection techniques included interviews and the use of questionnaires. This study used a Likert scale to measure the questionnaire responses (Sugiyono, 2018).

3.4 Analysis Method

Data processing involves transforming collected data into new results and discoveries or in the form of proof of a hypothesis. This research uses quantitative data analysis techniques, namely data analysis techniques that utilize numerical calculations and statistical formulas from the collected secondary data (Sugiyono, 2018).

4. Results and Discussion

4.1 Results

4.1.1 R-Square and R-Square Adjusted

Table 1. R Square and Adjusted R Square Values

Variable	R Square	R Square Adjusted
Satisfaction Patient (Z)	0.673	0.666
Loyalty Patient (Y)	0.801	0.794

The Marketing Strategy (X1) and Service Quality (X2) variables that influence the Patient Satisfaction (Z) variable in the structural model have an R^2 value of 0.673, indicating that the model is categorized as “Strong”. Meanwhile, the Marketing Strategy (X1) and Service Quality (X2) variables that influence the Patient Loyalty (Y) variable through Patient Satisfaction (Z) in the structural model have an R^2 value of 0.801, indicating that the model is categorized as “Strong”.

4.1.2 Hypothesis Testing

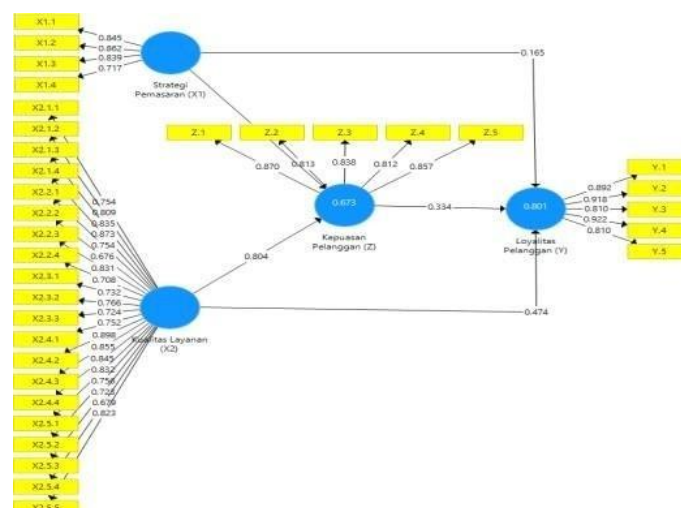


Figure 1. Hypothesis Testing

Figure 1 shows PLS path model illustrating the relationships among Marketing Strategy (X1), Service Quality (X2), Customer Satisfaction (Z), and Customer Loyalty (Y) at Kaimana Regional General Hospital, West Papua. Marketing Strategy and Service Quality influence Customer Satisfaction, which

in turn mediates their impact on Customer Loyalty. Service Quality also directly affects Customer Loyalty. Each construct is measured by multiple indicators, with path coefficients shown along the arrows indicating the strength of relationships. Overall, the model highlights that both Marketing Strategy and Service Quality contribute to loyalty through satisfaction, with Service Quality exerting an additional direct effect on loyalty.

Table 2. Path Coefficient Results

Path	Original Sample (β)	Sample Mean (M)	Std. Dev. (STDEV)	T Statistics ($ O/STDEV $)
Marketing Strategy → Patient Satisfaction	0.023	0.023	0.084	0.273
Service Quality → Patient Satisfaction	0.804	0.804	0.074	10.900
Marketing Strategy → Patient Loyalty	0.165	0.152	0.082	2.024
Service Quality → Patient Loyalty	0.474	0.469	0.137	3.448
Patient Satisfaction → Patient Loyalty	0.334	0.349	0.154	2.175
Marketing Strategy → Patient Loyalty via Satisfaction	0.008	0.013	0.033	0.229
Service Quality → Patient Loyalty via Satisfaction	0.269	0.278	0.122	2.204

The hypothesis test results indicate that Marketing Strategy has a positive but insignificant effect on Patient Satisfaction ($t = 0.273 < 1.96$, $\beta = 0.023$) and on Patient Loyalty through satisfaction ($t = 0.229 < 1.96$, $\beta = 0.008$). In contrast, Service Quality has a positive and significant effect on Patient Satisfaction ($t = 10.900$, $\beta = 0.804$), on Patient Loyalty ($t = 3.448$, $\beta = 0.474$), and on Patient Loyalty through satisfaction ($t = 2.204$, $\beta = 0.269$). Additionally, Patient Satisfaction positively and significantly affects Patient Loyalty ($t = 2.175$, $\beta = 0.334$). These results highlight that while Service Quality strongly influences both satisfaction and loyalty, Marketing Strategy only shows significant direct effects on loyalty but not via satisfaction.

4.2 Discussion

4.2.1 The Effect of Marketing Strategy on Patient Satisfaction at Kaimana Regional General Hospital, West Papua

The results of this study indicate that the T-statistic for the relationship between Marketing Strategy and Satisfaction is 0.273, which is less than 1.96. Therefore, Marketing Strategy has a positive but insignificant effect on Patient Satisfaction at Kaimana Regional General Hospital, West Papua, Surabaya. The Original Sample value of 0.023 indicates a unidirectional relationship, where a better Marketing Strategy can increase Patient Satisfaction at Kaimana Regional General Hospital, West Papua, with a small effect. Therefore, the first hypothesis, “Marketing Strategy has an effect on Patient Satisfaction at Kaimana Regional General Hospital, West Papua,” is rejected.

4.2.2 The Effect of Service Quality on Patient Satisfaction at Kaimana Regional General Hospital, West Papua

The results of this study indicate that the T-statistic for the relationship between Service Quality and Satisfaction is 10.900, which is greater than 1.96. Therefore, Service Quality has a positive and significant effect on Patient Satisfaction at Kaimana Regional General Hospital, West Papua. Furthermore, the Original Sample Value (OS) was positive at 0.804, indicating a directional relationship in which better service quality increases patient satisfaction at Kaimana Regional General Hospital, West Papua. Therefore, the second hypothesis, “Service quality influences patient satisfaction at Kaimana Regional General Hospital, West Papua,” was accepted.

4.2.3 The Influence of Marketing Strategy on Patient Loyalty at Kaimana Regional General Hospital, West Papua

The results of this study indicate that the T-statistic for the relationship between Marketing Strategy and Loyalty is 2.024, which is greater than 1.96. Therefore, Marketing Strategy has a positive and significant effect on patient loyalty at Kaimana Regional General Hospital, West Papua. Furthermore, the Original Sample Value (OS) was positive at 0.165, indicating a directional relationship in which a better marketing

strategy increases patient loyalty at Kaimana Regional General Hospital, West Papua. Therefore, the third hypothesis, “Marketing Strategy influences patient loyalty at Kaimana Regional General Hospital, West Papua,” was accepted.

4.2.4 The Effect of Service Quality on Patient Loyalty at Kaimana Regional General Hospital, West Papua

The results of this study indicate that the T-statistic for the relationship between Service Quality and Loyalty is 3.448, which is greater than 1.96. Therefore, Service Quality has a positive and significant effect on Patient Loyalty at Kaimana Regional General Hospital, West Papua. Furthermore, the Original Sample Value of 0.474 indicates a unidirectional relationship, how improved Service Quality increases Patient Loyalty at Kaimana Regional General Hospital, West Papua. Therefore, the fourth hypothesis, “Service Quality influences Patient Loyalty at Kaimana Regional General Hospital,” was accepted.

4.2.5 The Effect of Patient Satisfaction on Patient Loyalty at Kaimana Regional General Hospital, West Papua

The results of this study indicate that the T-statistic for the relationship between patient satisfaction and loyalty at Kaimana Regional General Hospital, West Papua, is 2.175, which is greater than 1.96. Therefore, Patient Satisfaction has a positive and significant effect on Patient Loyalty at Kaimana Regional General Hospital, West Papua. Next, the Original Sample Value (0.334) was positive, indicating a unidirectional relationship in which better patient satisfaction increased loyalty at the Kaimana Regional General Hospital, West Papua. Therefore, the fifth hypothesis, “Satisfaction influences patient loyalty at Kaimana Regional General Hospital, West Papua,” was accepted.

4.2.6 The Effect of Marketing Strategy Through Patient Satisfaction on Patient Loyalty at Kaimana Regional General Hospital, West Papua

The results of this study indicate that the T-statistic for the relationship between Marketing Strategy and Patient Satisfaction and loyalty at Kaimana Regional General Hospital, West Papua, is 0.229, which is less than 1.96. Therefore, the Marketing Strategy through Patient Satisfaction variable has a positive but insignificant effect on patient loyalty at Kaimana Regional General Hospital, West Papua. Furthermore, the Original Sample Value (0.008) is positive, indicating a unidirectional relationship, where a better marketing strategy, supported by the mediation of patient satisfaction, increases patient loyalty at Kaimana Regional General Hospital, but with a small effect. Therefore, the sixth hypothesis, “Marketing Strategy through Patient Satisfaction influences patient loyalty at Kaimana Regional General Hospital, West Papua,” was rejected.

4.2.7 The Effect of Service Quality Through Patient Satisfaction on Patient Loyalty at Kaimana Regional General Hospital, West Papua

The results of this study indicate that the T-statistic for the relationship between service quality and patient satisfaction and loyalty at Kaimana Regional General Hospital, West Papua, is 2.204, which is greater than 1.96. Therefore, Service Quality through Patient Satisfaction has a positive and significant effect on Patient Loyalty at Kaimana Regional General Hospital, West Papua. Furthermore, the Original Sample Value (OMS) of 0.269 indicates a unidirectional relationship, whereby improved Service Quality, supported by Patient Satisfaction, increases Patient Loyalty at Kaimana Regional General Hospital, West Papua. Therefore, the seventh hypothesis, “Service Quality through Patient Satisfaction influences Loyalty at Kaimana Regional General Hospital, West Papua,” was accepted.

5. Conclusions

Marketing strategy has a positive but insignificant effect on patient satisfaction at the Kaimana Regional General Hospital, West Papua. Meanwhile, service quality has a positive and significant effect on patient satisfaction at the Kaimana Regional General Hospital in West Papua. Furthermore, marketing strategy has a positive and significant effect on patient loyalty at the Kaimana Regional General Hospital in West Papua. Service quality also has a positive and significant effect on patient loyalty at Kaimana Regional General Hospital, West Papua. In addition, patient satisfaction has a positive and significant effect on patient loyalty at Kaimana Regional General Hospital in West Papua. The marketing strategy through patient satisfaction has a positive but insignificant effect on patient loyalty at Kaimana Regional General Hospital, West Papua. On the other hand, service quality through patient satisfaction has a positive and significant effect on patient loyalty at the Kaimana Regional General Hospital in West Papua.

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Author Contributions

MS conceptualized the study, supervised data collection, and drafted the manuscript. SR performed data analysis, prepared tables and figures, and contributed to manuscript editing. Both authors reviewed and approved the final manuscript.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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