



Factors Affecting Service Marketing Strategy in Hospital: A Narrative Review

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ABSTRACT

Health services marketing is an integrated strategy that comprises of marketing concepts based on scientific techniques that primarily concentrate on health promotion and service recipient satisfaction by guaranteeing the congruence of customer demands and service offered characteristics. Consumers want services from firms that are accountable and market-oriented, as well as customer-friendly. Additionally, the customer is now perceived differently, as a hybrid of the conventional patient and the contemporary consumer, with much greater information about the healthcare system, an openness to innovation, and an active participation in determining diagnosis, treatment, and health improvement. This research uses a narrative review approach, with many articles on the same problem. Articles are taken from a database from Scopus, Science Direct, ProQuest, SpringerLink, Google Scholar, Nature, JSTOR, and Emerald Insight with a total of 23 articles used. The purpose of this study is to determine whether management has a significant influence in decision making. decisions in hospitals with strategic support systems such as human resource development, program selection, marketing, and facility growth.

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ABSTRAK

Pemasaran jasa kesehatan merupakan strategi terpadu yang terdiri dari konsep-konsep pemasaran berdasarkan teknik ilmiah yang terutama berkonsentrasi pada promosi kesehatan dan kepuasan penerima layanan dengan menjamin kesesuaian permintaan pelanggan dan karakteristik layanan yang ditawarkan. Konsumen menginginkan layanan dari perusahaan yang akuntabel dan berorientasi pasar, serta ramah pelanggan. Selain itu, pelanggan sekarang dianggap berbeda, sebagai hibrida dari pasien konvensional dan konsumen kontemporer, dengan informasi yang jauh lebih besar tentang sistem perawatan kesehatan, keterbukaan terhadap inovasi, dan partisipasi aktif dalam menentukan diagnosis, pengobatan, dan peningkatan kesehatan. Penelitian ini menggunakan pendekatan narrative review, dengan banyak artikel tentang masalah yang sama. Artikel diambil dari database Scopus, Science Direct, ProQuest, SpringerLink, Google Scholar, Nature, JSTOR, dan Emerald Insight dengan total 23 artikel yang digunakan. Tujuan dari penelitian ini adalah untuk mengetahui apakah manajemen memiliki pengaruh yang signifikan dalam pengambilan keputusan. keputusan di rumah sakit dengan sistem pendukung strategis seperti pengembangan sumber daya manusia, pemilihan program, pemasaran, dan pertumbuhan fasilitas.

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INTRODUCTION

The health industry is a key component of any economy. A nation with inadequate health systems and policies is prone to slow economic development, since residents' output may be significantly reduced when they get ill or die from treatable and avoidable illnesses.(Alomari, Al-Zoubi, & Darabseh, 2016) The health sector's mission is to deliver equitable and economical health care to all residents at the highest affordable level. A commitment to excellent health is important because it improves people's health, which increases their productivity and decreases absenteeism at work. Increased survival rates and life expectancy result in an increase in total national human capital investment.(Radulescu & Cetina, 2011)

To maintain their competitiveness in a highly competitive healthcare market, public and private hospitals are focused on service quality in terms of financial and non-financial performance.(Salim, 2017) As with all services, due to the intangible and heterogeneous nature of healthcare, the degree of excellence is difficult to quantify because contributors have varying interests and levels of integrity; thus, the quest to provide a high-quality service in order to gain a competitive edge through an effective marketing strategy.(Surya, Mabel, & Rani, 2017)

A strong health system should deliver the necessary services, both personal and population-based, in the right locations and at the right times to all individuals in need, from both public and personal health perspectives, including all preventative, promote table, remedial, rehabilitative, and palliative treatments.(Ahmad, Bsharat, Nusairat, & Abuhashesh, 2021) Health systems are often evaluated based on their capacity to provide accessible, safe, high-quality, efficient, and egalitarian treatment to promote population health and lifespan.(Haryanto & Olivia, 2009)

The amount to which consumers' expectations were realized determined their satisfaction with health care services. Patients mostly focused on tangibility, dependability, correctness, certainty, and empathy while rating service quality.(Quaye & Mensah, 2019) Better health services provided by stressing the quality of healthcare practices might result in loyal and dedicated clients for the institutions. Other major difficulties discussed were psychological variables, communication, care, empathy, and personality traits.(Amini, Darani, & Afshani, 2012)

Hospitals give services to patients that are intangible, inseparable, variable, and perishable in nature. Each service

is a mix of each service feature, and an awareness of these service characteristics is vital for creating marketing tactics. Hospitals, as service providers, are increasingly expected to concentrate on consumers by offering customer satisfaction and a positive patient experience to those who visit them.(Suwediana IN, 2019)

Hospitals are services that rely on corporate workers for feedback since they are the primary point of contact with clients. Employee service performance will be the most important component in consumers' evaluations of the organization. Excellence in service delivery will be achieved by preparing personnel who are more prepared and responsive to compete with other hospitals that have the same facilities and health professionals.(Kumaiyah, Suhita, & Suprpto, 2020)

A marketing strategy was established in response to the escalating competition. The marketing strategy is developed after a comprehensive review of the organization's external and internal environmental elements. External environments change with time, bringing with them new possibilities and risks. As a consequence, the organization's internal strengths and weaknesses will alter.(Maryam et al., 2017)

In the end, the service marketing strategy is an absolute thing that must be done to improve the quality of hospitals both in terms of facilities and service personnel.(Alomari et al., 2016) Competition, growing number of assertive care recipients with a dramatic increase in their literacy rate emphasized the importance of iden-tification health marketing factors to promote them toward strengthening strategies in moving forward and managing existing challenges in the field.(Jati, Fatmasari, Risdanti, & Silavati, 2021).

METHOD

This study uses a review method with the type of narrative review. A narrative review aims to identify factors influencing service marketing strategy in hospitals. The reference source in making these scientific articles are obtained from several databases and there are no standards or protocols in the collection of article narrative reviews.(Huedo-Medina, Ballester, & Johnson, 2013) Therefore, article screenings as below figure 1.

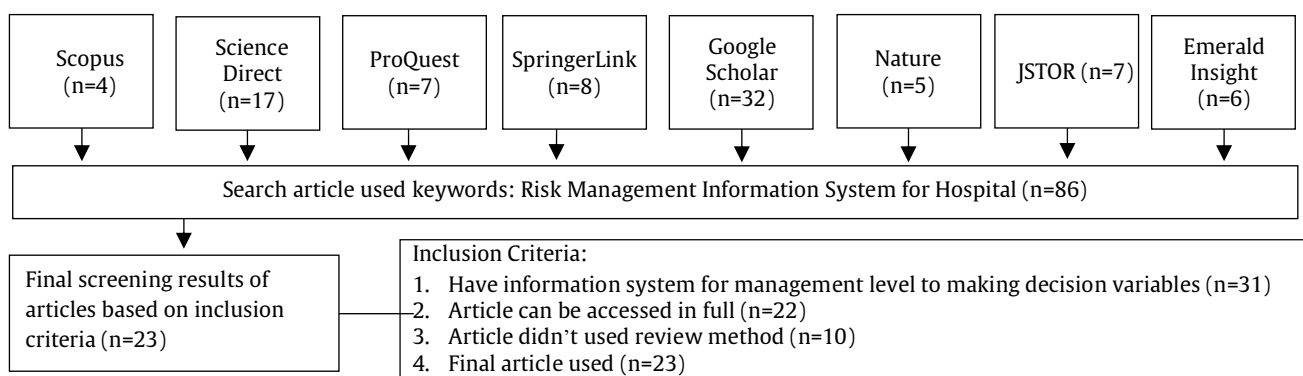


Figure 1. Flow Chart Screening Article

Table 1. Result Synthesis Matrix

No	Main Idea	Similarities of Research Findings
1	Quality of Health Service (Ahmad et al., 2021; Alomari et al., 2016; Jati et al., 2021; Rezeki, Pasinringi, & Saleh, 2020; Salim, 2017; Sholeh & Chalidyanto, 2021; Surya et al., 2017)	Quality of health service has a great influence on patient satisfaction and pleasure. In addition, the quality of health services has a role in marketing strategies because it is related to other variables such as products, services, prices, ways of communication, and innovation.
2	Product Strategies (Ahmad et al., 2021; Alomari et al., 2016; Jati et al., 2021; Liu & Yuanli, 2019; Radulescu & Cetina, 2011; Sholeh & Chalidyanto, 2021; Suwedia I N, 2019)	Product strategy is able to develop marketing strategies through an effective and efficient marketing mix for hospital development so that marketing strategies to the public can run well
3	Price Strategies (Ahmad et al., 2021; Alomari et al., 2016; Avlonitis G J, 2005; Jati et al., 2021; Nadowska, 2013; Radulescu & Cetina, 2011; Salim, 2017)	Pricing strategy is one of the factors that attracts the attention of many patients. Because many patients compare the price of services between hospitals. So that the pricing strategy determines the marketing strategy for the community.
4	Communication Strategies (Ahmad et al., 2021; Dubey & Sharma, 2013; Hayati Y Sirrul & Sandra, 2019; Itumalla, R, & B.R, 2014; Khalid, Ahmed, & Ahmad, 2013; Maharani, M. V., Sutopo, J. P., Nugraheni, 2022; Radulescu & Cetina, 2011)	Marketing communications are actions taken by hospitals to emphasize internal and external communications about the organization and the services it provides, and communications to inform and educate consumers about prevention, treatment, and recovery strategies. Thus, marketing communication has an important role in the marketing strategy of a hospital or health service
5	Innovative People Strategy (Ahmad et al., 2021; Bossink & Vinig, 2018; Jati et al., 2021; Karlsson & Skalen, 2015; Nadowska, 2013; Rezeki et al., 2020)	People who have bright ideas are important in hospital development including marketing strategies, because innovative people will continue to do research and development to develop what can be developed within the company.

RESULTS AND DISCUSSION

Based on synthesized articles. There are 6 main ideas related to marketing strategies. The main idea is the influence of health services, product strategies, price strategies, communication strategies, marketing and promotion strategy plan, and innovative people strategy on marketing strategy in hospitals. These six things are related to each other to form a good hospital marketing strategy.

One of the most successful strategies for achieving excellence in hospital services is to enhance the perceived quality of service by the end customer via the implementation of strategic and tactical internal marketing initiatives. Additionally, internal marketing practices at the strategic level are aimed at fostering an internal atmosphere conducive to hospital client awareness. On the other side, internal marketing practices at the tactical level attempt to increase employee satisfaction by helping workers understand their responsibilities, embracing and supporting management policies, providing effective communication and information, and educating staff. Thus, the availability of the fundamental needs for a hospital's internal marketing application may result in the promotion of the customer orientation idea, particularly among frontline personnel who interact with clients daily and thus increase the quality of service offered.(Alomari et al., 2016)

DISCUSSION

Quality of Health Service

Patients ratings of service quality are a significant factor in influencing patient happiness and loyalty.(Ahmad et al., 2021) Patient satisfaction as a measure of service outcome will affect the success and quality of services in the hospital. (Sholeh & Chalidyanto, 2021) A product packaged to highlight the benefits that fulfill the consumer's demands,

which may also include pre- and post-purchase services. This approach may be described as the end result of the advantages received by the customer while purchasing or receiving a product or service from a business.(Alomari et al., 2016) The development of new services entails the creation of offerings such as health care, telecommunications, information technology, financial services, hospitality, facility management, educational, and consulting services.(Jati et al., 2021) Thus, a new service may increase total customer loyalty by increasing the number of satisfied consumers and enhancing existing customer contentment. (Ahmad et al., 2021)

In health service given by the hospital, which were accepted in the current research, is used to assess the quality of health service in the health service sector;(Alomari et al., 2016)

1. The following criteria are included in the tangible aspects: the beauty of structures and physical facilities, building design and internal organization, modern equipment and medical gadgets, and the look of physicians and personnel.
2. Reliability covers the following variables: delivering health services on time, correctness, no mistakes in the examination, diagnosis, or treatment, availability of diverse specialties, trust in physicians and specialists, concern for patient issues, and maintaining records and accurate files.(Sholeh & Chalidyanto, 2021)
3. Response entails the following variables: the speed with which the required health service is provided, the immediate response to the patient's needs regardless of the level of busy time, the constant readiness of staff to cooperate with the patient, the immediate response to inquiries and complaints, and informing the patient exactly when the service will be provided.(Rezeki et al., 2020)
4. Safety contains the following variables: a feeling of security in the treatment, doctors' knowledge and specialized skills, good staff behavior, consistency of follow-up on the patient's status, secrecy of the patient's

data, and company's help for staff members to undertake their functions properly.(Taylor, 1994)

- Sympathy encompasses the following variables: an understanding of the patient's needs, giving staff and management priority to the patient's preferences, appropriate work hours and allocation of time to the provided service, individual care for each patient, effective management of the patient's condition, and sympathy with a sense of humour and friendship in dealing with the patient. (Salim, 2017; Surya et al., 2017)

Product Strategies

A product packaged to identify benefits that match the demands of the customer, which might also include services supplied before and after purchase. This approach may be described as the end result of the advantages that the customer obtains while purchasing or receiving a company's service.(Alomari et al., 2016) Developing new service offerings such as medical services, telecom services, data services, financial services, hotel services, facility maintenance services, education programs, and consulting services As a result, a new service may increase total customer loyalty by increasing the number of satisfied consumers and boosting the contentment of present customers. it means here the provided health services.(Ahmad et al., 2021)

Healthcare companies build product strategies with the goal of improving the quality of the services they provide, and consumer education is a necessary first step toward that goal.(Jati et al., 2021) Due to the intangibility of healthcare services, consumers tend to make them tangible by emphasizing elements that best describe the service when evaluating its quality, relying on as much information as possible about how the service is provided, the outcomes obtained, and the provider's involvement in delivering the service and its desired effects. Consumers' cultural background and degree of education can influence their participation in prevention, treatment, and recovery efforts, as well as their impression of a specific service.(Radulescu & Cetina, 2011)

Medical workers, particularly primary care physicians, play a critical role in health promotion, owing to the preventative character of their activities, which also include healthcare education. He interacts with the most diverse segments of the population in terms of age, sex, background, and education. Additionally, since the family physician interacts with patients outside of the office and meets them in their job or home environments, he may get a greater grasp of his patients' total living environment and guiding life principles.(Liu & Yuanli, 2019) With access to his patients' families, the general practitioner comes into touch with healthy persons whose education is even more critical than that of those who are currently sick. The work of medical staff is more challenging in terms of patient education when their behavior is based on the ideas and values of a specific culture, in which medicine is marginalized and empirically based self-treatment is seen adequate.(Radulescu & Cetina, 2011)

It should be noted that the final product of health services does not appear until the end of these services; after providing all different treatment and nursing services, because the final product of health services is the patient's condition after receiving health care, and this patient's condition represents the outputs of health care.(Radulescu & Cetina, 2011) As a result, the numerous services provided by physicians and nurses are called intermediate products since

they are part of the end product, which is the patient's condition upon departure from the hospital.(Alomari et al., 2016; Sholeh & Chalidyanto, 2021)

Price Strategies

A price is a value traded by a consumer for the benefit acquired from a product or service, where the total value is agreed upon between the seller and buyer as a deal or may be established by the seller exclusively as a fixed price to all consumers. Price as a component of the marketing mix needs specific consideration. One of them claims that, unlike other marketing aspects, pricing has an effect on consumer income.(Salim, 2017) In terms of cost, the health treatments supplied by Amman's public hospitals for health insurance are semi-free (a small amount of fee is collected from the patients)(Alomari et al., 2016)

Pricing is also one of the main marketing factors and is at the core of the marketing mix strategy in the service sector. While a successful pricing strategy could never overcome the inadequate implementation of the other components, poor pricing could certainly avert these measures resulted in financial success.(Ahmad et al., 2021) The price element is the only variable in the marketing strategy that generates company profits, while others contribute to costs. Customer price elasticity generally affects the hospital pricing strategy. Demand elasticity of demand tests the response of the amount required for the service to any change in price. Price indicators focus on affordable pricing, price-to-quality matching, price competitiveness, and price-to-benefit matching.(Radulescu & Cetina, 2011)

The level of knowledge and education of customers influences the pricing tactics used by healthcare providers. Despite the fact that payment for public health services in Romania is done indirectly via the social health security system, the personal healthcare sector includes various kinds of payment, such as direct payment and private health insurance.(Nadowska, 2013) In such circumstances, healthcare organizations' pricing strategies must include, in terms of costs and competition, customers' own perceptions of prices influenced by the customer's understanding of costs as quality indicators, as well as non-monetary price factors.(Salim, 2017)

However, the development of innovative pricing strategies needs significant strategic marketing tools and skills such as good intelligence, reliable information and employee experience. Innovative pricing, skills of workers and all related basic and secondary considerations are vital to understanding the setting of prices that are realistic and appropriate for companies, consumers, businesses, and industry.(Ahmad et al., 2021)

Communication Strategies

Any organization developing a communication strategy in the field of healthcare can be divided into two components: the actual promotion, which emphasizes internal and external communication about the organization and the services it provides, and communication aimed at informing and educating the consumer about prevention, treatment, and recovery strategies.(Radulescu & Cetina, 2011)

Internal marketing's concrete component is communications. It is used in hospitals to educate and convince staff, as well as to determine their tendencies and attitudes, especially those who can be counted on to promote the hospitals' health services.(Itumalla et al., 2014)

As a consequence of these interactions, staff are fully informed of the hospital's goals to provide health care, as well as the challenges inherent in delivering health care and their influence on their job. (Alomari et al., 2016)

All promotional campaigns should take into account the target audience's cultural values and education level, as the desired behavior change must not violate their cultural values. Additionally, it should be identified whether the benefit promised in exchange is individual or group-based, as cultural norms may be either individual or community-based. (Ahmad et al., 2021) Regarding promotion techniques, they have evolved over time to include a variety of approaches, but the most significant impact has been achieved through public relations, that also aims to communicate an organization's activities or to provide information and education about new findings in the field, such as new treatments. (Hayati Y Sirrul & Sandra, 2019)

Additionally, advertising via "word of mouth" plays a significant role in marketing health services. Individuals tend to offer more credible information from private sources as a consequence of their cultural values and degree of knowledge, since they contribute information about their experiences with the service. (Maharani, M. V., Sutopo, J. P., Nugraheni, 2022) Controlling the usage of these sources is challenging, since their use raises several concerns about how information will be viewed by the public, which may alter customer perception of service and the effectiveness of other promotional approaches. (Radulescu & Cetina, 2011)

In fact, communication can afford an opportunity for companies to distinguish themselves at the organizational and brand levels. (Khalid et al., 2013) Innovation in promotion requires major changes in communication tactics and logos that are distinct from what an organization has already identified, and which have happened. (Ahmad et al., 2021)

Innovative People Strategy

People have a significant impact on service organizations, especially throughout the service delivery process, when members are in contact with customers. It is widely suggested that the general quality of services provided by organizations, including healthcare services, is affected, along with other factors, by the essence of the interaction between the patient and the healthcare service provider. In healthcare, the skills, capabilities, and attitudes of existing employees may allow for a certain required change to the service delivery. (Ahmad et al., 2021)

Hospital staff is particularly significant in the health service sector due to the behavior, skills, appearance, and attitudes of employees, which have an effect on consumers/patients' view of the quality of health services and help to create a positive perception of the hospital by offering measurable cues. Medical staff should be mindful of current health information and innovations that offer the best healthcare services for patients, and an innovative hospital must acquire new resources and learn new healthcare skills to enhance healthcare services. Hospital administrators must allow the staff to gain the appropriate service skills and capabilities and develop them regularly to achieve this goal. (Ahmad et al., 2021)

Innovation has long been acknowledged as a prerequisite for organizational success, and leadership style is a critical dynamic aspect in determining whether an organization advances or stagnates. By effecting change inside the business, transformational leadership may inspire employee creativity. (Karlsson & Skalen, 2015) The findings indicated a considerable positive correlation among transformative

leaders and process and product innovations. Additionally, there is a considerable positive association among all following indicators (idealized influence, intellectual stimulation, individual judgment, and inspiring motivation) and process and service innovation. The success of service firms is inextricably linked to their workers' behavior. By instilling in workers a sense of dedication and responsibility, the business is able to develop and thrive. The transformative leadership position stimulates workers' creativity and innovation. (Bossink & Vinig, 2018)

The kind and type of innovation will have an impact on the invention's long-term viability. The flexibility to adjust to changing finance and service requirements depending on local decision making and demands is an essential aspect of an invention. As a result, innovation-specific variables concentrate on identifying supports and obstacles to innovation initiatives, as well as assessing self-innovation. (Jati et al., 2021) How health care providers may combine and recombine creative and renewable resources to enhance health care and promote services. The existence of a significant skill in marketing a service is one of the elements that impact the success of a service innovation in the hospital. Health care must learn how to increase its marketability so that services may be used and used effectively. These factors are a living collection of qualities that may or may not be connected to one another. As a result, innovation services are developing as a research focus in order to better understand. (Rezeki et al., 2020)

CONCLUSIONS AND SUGGESTION

The hospital's attempts to develop and design the marketing of health services, as well as to innovate in terms of empowering health staff, are tied to efforts to increase the number of patients. When developing a marketing plan, the hospital must consider its strengths and possibilities as well as its shortcomings and dangers. Meanwhile, the Hospital marketing team's strategic objective should be to provide media information and promote the many sorts of services available. In this regard, several measures that can be strengthened, including gaining knowledge of how to change workforce values so that patients and their needs become the priority, motivating stakeholders in the body of planning or policymaking system, provision of adequate financial, information, human resources, and legitimate support, planning for successfully achievement of the process and continuous education for being oriented to key success factors of the process.

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