Research Article

Developing Effective Marketing Strategy For Inpatient Herbal Services (Case Study: RSU Holistic Purwakarta)

Abdurrasyid Alfa Husada[1]*, Atik Aprianingsih[2]

[1] Institut Teknologi Bandung, Indonesia; alfahusada88@gmail.com
[2] Institut Teknologi Bandung, Indonesia; atik.apri@sbm-itb.ac.id

*Corresponding Author : Abdurrasyid Alfa Husada

Abstract: Patient interest in herbal inpatient services at RSU Holistic Purwakarta has decreased compared to conventional services, despite the hospital's strengths in integrative approaches and competent medical professionals in the herbal sector. The low level of public literacy, lack of effective promotion, as well as the absence of a clear service package are the main challenges affecting patients' decision-making to choose herbal services. Therefore, this study aims to analyze the factors that influence patients' purchase intention towards herbal inpatient services and formulate appropriate marketing strategies to increase patient interest. To formulate the proposed strategy, the researcher conducted an internal and external analysis. The internal analysis included Marketing Mix (7P) evaluation and STP (Segmenting, Targeting, Positioning) analysis. External analysis includes consumer analysis, PESTLE, and competitor analysis. This research uses a mixed method, with a quantitative approach as the main method and qualitative as a complement. Quantitative data was collected through distributing questionnaires to 220 respondents who fit the population criteria. The questionnaire was designed based on the constructs of the 7P Marketing Mix theory and the Theory of Planned Behavior (TPB), which includes attitude, subjective norms, and perceived behavioral control. Data were analyzed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method to test the relationship between research variables. The results showed that product, price, promotion, people, and process variables had a significant effect on purchase intention, while physical evidence had no significant effect. In addition, TPB variables consisting of attitude, subjective norms, and perceived behavioral control also show a significant influence on patient intention. Based on these results, a marketing strategy was formulated using the TOWS Matrix approach classified in 7P elements and designed into three main solution pillars: (1) Public Awareness Strategy that includes public education through social media and community seminars, (2) Strategy to Strengthen Service Quality and Promotion Integration that focuses on strengthening service quality, developing clear service packages, and integrating cross-channel promotions, and (3) Personalized Service Development Strategy that tailors services to patients' needs and preferences. This strategy is expected to increase public awareness, form positive attitudes, and encourage patient decisions to use herbal inpatient services at Holistic Purwakarta Hospital.

Keywords: Marketing Strategy, Marketing Mix, Theory of Planned Behaviour, Purchase Intention, Herbal Services, SEM-PLS

1. Introduction

The global healthcare industry is experiencing rapid growth as people realize the importance of long-term health. According to a report released by (World Health Organization, 2023), Health spending in the world is increasing rapidly, reaching USD 9.8 trillion or about 10.3% of Gross Domestic Product (GDP) in 2021. This growth reflects the increasing public attention to health aspects, especially after the COVID-19 pandemic which encouraged various countries to strengthen their national health. In addition to the increase in conventional health services, the global community has now begun to turn to preventive

and alternative medicine, including herbal-based medicine. The trend of using herbal medicine is increasing globally, both as a primary therapy and as a complement to conventional medicine. The research conducted by (Ekor, 2014), shows that around 80% of the worlds population has started using herbal products to fulfill their primary needs. In Indonesia itself, the trend of using herbal services is staCustomer Market Insight, 2024), The market potential of herbal medicines in Indonesia is estimated at USD 13,732.1 million in 2024 and is projected to grow to USD 25,459.1 million by 2033, with a compound growth rate (CAGR) of 7.1% during the period 2024-2033. This data reflects the high potential of public interest in herbal services as an alternative or complementary health method in improving the quality of their health.

The increasing public interest in herbal medicine has encouraged various healthcare institutions to develop herbal-based services in response to public demand. The research conducted by (Payyappallimana, 2010), shows that the integration of herbal medicine into the formal health system is increasingly common in many countries to meet people's preference for natural treatments with minimal side effects. In Indonesia, this positive response is reflected in government policy through Minister of Health Regulation No. 37 Year 2017 on Integration of Traditional Health Services, which specifically allows herbal-based health services to be implemented in formal health facilities (Kementrian Kesehatan Republik Indonesia, 2017).

As a form of real implementation of the regulations issued by Kementerian Kesehatan Republik Indonesia, RSU Holistic has presented herbal based inpatient and outpatient services as an integral part of a holistic approach to health. The service not only offers herbal therapy as an alternative to treatment, but also combines it scientifically with modern medical approaches to provide maximum benefits to patients. Research conducted by (Xu & Yang, 2009), The integration of herbal medicine in Chinese hospitals has been shown to increase the effectiveness of treatment, reduce the side effects of conventional medicine and significantly improve patient satisfaction.. Then there is research conducted (Suharmiati et al., 2020), shows that the utilization of integrated traditional health services in hospitals can improve service quality and patient satisfaction.

In recent years, the number of herbal inpatients at RSU Holistic has had a significant declining trend, in contrast to conventional inpatients who have continued to grow rapidly in recent years. Based on the data, it shows that 2021 is the highest number of herbal inpatients, after which it decreases significantly until 2024 with the number of patients being 745 patients.

Meanwhile, conventional inpatients increased significantly from 2022 to 2024, with 4,902 patients in 2024. This indicates a shift in patient preferences from herbal inpatient services to conventional inpatients services. This decline is also reflected in the BOR (Bed Occupancy Rate), which measures how optimally hospital beds are utilized throughout the year. According to the (Kesehatan, 2011), the optimal BOR standard ranges from 60-85%, where

if the BOR is too low (<60%), it means that there is bed capacity that is not being used efficiently, while if it is too high (>85%), it can lead to overload in Healthcare services. Herbal inpatients have 64 beds and conventional inpatients have 66 beds. The following is a comparison table of BOR between herbal inpatient services and conventional inpatient services.

Table 1. Comparison BOR Inpatient Herbal and Conventional

Years	BOR Herbal (%) – 7 days	BOR Conventional (%) – 4 days
2019	32.10%	14.70%
2020	39.92%	10.70%
2021	48.37%	9.18%
2022	40.31%	24.34%
2023	30.48%	62.21%
2024	22.14%	80.91%

In RSU Holistic, the herbal inpatient BOR has decreased significantly from 48.37% in 2021 to 22.14% in 2024, which can be concluded that the herbal inpatient service is relatively empty every year because it is below 60%. In addition, BOR in conventional inpatient care increased significantly from 9.18% in 2021 to 80.91% in 2024, which is in line with the standard of 80%. This may indicate that conventional inpatient services are more attractive than herbal inpatient services. If this trend continues, bed capacity in conventional services will reach an optimal point, while herbal inpatient services will increasingly lose their attraction.

According to interviews with the management of RSU Holistic, the low interest of patients in herbal inpatient services is due to the lack of literacy and education on the benefits and effectiveness of herbal services. The marketing strategy carried out by RSU Holistic so far only relies on Word Of Mouth (WOM), without other sustainable promotional strategies such as the use of digital media. The research conducted by (Maulana & Ayuningtyas, 2023a), explains that an effective hospital marketing strategy through digital media can strengthen the image and reputation of the hospital and increase patient awareness of the health services offered. The lack of an effective marketing strategy makes prospective patients less informed about the service. Based on research conducted by (Bahadori et al., 2016), The lack of proper information about the types of services available and their benefits causes prospective patients to be hesitant or even not interested in these services at all. On the other hand, herbal services

On the other side, the decision of prospective patients in choosing hospital services is influenced by several factors. According (Kozikowski et al., 2022), Patients prefer to evaluate the hospital's credibility based on medical personnel's licenses and certifications, participation in health insurance, and ease of access to health services. Based on the research conducted by (Mardaleta et al., 2022), The quality of medical personnel and the service environment also play an important role in increasing patient trust in the hospital. The quality of doctors and

medical personnel, both in terms of interaction with patients, is a factor that increases patient satisfaction and builds long-term loyalty. In addition to the aspect of medical personnel, hospital facilities and infrastructure are also the main considerations for patients in choosing a hospital. Based on (Bahadori et al., 2016), patients prefer hospitals that have complete facilities, good accessibility, and service prices that match their expectations

Therefore, the fact that fewer patients are using herbal inpatient services at RSU Holistic suggests that factors like product, price, and promotion in the hospital's marketing mix, as well as patient attitudes and perceptions of herbal services, have a big impact on patients' intentions to choose these services. Therefore, to create marketing methods that increase patient intention towards herbal inpatient therapies, a thorough examination of these aspects is required.

2. Literature Review

Theory of Planned Behaviour (TPB)

Theory of Planned Behaviour (TPB) states that behavioral intention is the best predictor of a person's actual action, and this intention is formed by three main components, namely attitude towards behavior, subjective norms, and perceived behavioral control. (Ajzen, 1991). This intention is considered a direct determinant of actual behavior, where the stronger a person's intention towards a behavior, the more likely the behavior will be carried out. In the context of Health services, including herbal inpatient services, the three components have an important and interconnected role.

Attitude

Attitude towards behavior represents an individual's assessment of the benefits or disadvantages of a particular action. According to (Ajzen, 1991), attitude is a positive or negative assessment of a behavior that influences one's intention to perform it. In the context of healthcare, patients who view herbal medicine positively often perceive it as safer and having fewer side effects than conventional medicine, leading to a favorable attitude towards using the service. (Hilal & Hilal, 2017) showed that a good understanding of the benefits of herbs increases patients' trust and their willingness to use them. In the context of Holistic Hospitals, this suggests that increased literacy and education about the benefits of herbs can shape positive attitudes and encourage potential patients' intention to use herbal services.

Subjective Norms

Social pressure felt by individuals to perform or not perform an action. Subjective norms reflect individuals' perceptions of social expectations that come from significant people around them, such as family and friends (Ajzen, 1991). In the

context of herbal inpatient services, patients' decisions are often influenced by family, friends, or the social environment who provide recommendations or who have had positive experiences with herbal treatments. The research conducted by (Shim, 2010), shows that the presence of support from the social and immediate environment as well as cultural influences that support herbal medicine can increase the likelihood of prospective patients to use these services. This is reflected in the interview with the management of RSU Holistic, who mentioned that most herbal patients come because of recommendations from others (word of mouth), not because of active promotion from the hospital.

Perceived Behavioral Control

Describes the extent to which individuals feel capable or in full control of performing an Action, including in terms of resources, accessibility, and financial capability. According to (Ajzen, 1991), states that perceptual behavioral control is an individual's belief in the ease or difficulty of performing an action, which also affects the intention and actual likelihood of the behavior. Many patients feel discouraged from using herbal services due to the high cost and lack of coverage from health insurance such as BPJS. The research conducted by (Vaezi et al., 2021), mentioned that the cost factor is one of the main obstacles in using herbal services. According to (Aziato & Antwi, 2016), The ease of access and availability of herbal products in healthcare facilities can increase the likelihood of their use in potential patients. In the context of RSU Holistic, cost and accessibility challenges are one of the main reasons for declining patient interest in using herbal inpatient services.

Purchase Intention

Purchase intention refers to an individual tendency to buy or use a product or service in the future, based on previous evaluation of various information and experiences (Schiffman & Wisenblit, 2015). The stronger a person's intention to perform a certain action, the more likely the action will occur. Purchase intention can be used to predict consumer behavior towards a product or service, including health services such as herbal hospitalization. All three variables from the Theory of Planned Behaviour contribute significantly to the formation of purchase intention. The research conducted by (Xia et al., 2021), shows that the three TPB components significantly influence a person's intention to use traditional health services, including herbal medicine. In the context of herbal inpatient services at RSU Holistic, patients' purchase intention towards herbal services can also be influenced by these three

factors. Patients' positive attitude towards herbal treatment due to the perception that herbs are more natu

Marketing Mix (7P)

Marketing mix is an important element in developing a strategy to reach and influence potential customers. According to (Kotler & Amstrong, 2018), marketing mix is a set of marketing tools consisting of seven elements controlled by the company, namely Product, Price, Place, Promotion, People, Process, and Physical Evidence which are used to create value for consumers and achieve competitive advantage in the service market.

1. Product

   A product is anything that can be offered to the market to fulfill a want or need. Products do not only include tangible goods. Broadly, products also include services, events, people, places, organizations, ideas, or a combination of some of these (Kotler & Amstrong, 2018). In the context of healthcare, products include various types of medical services, including alternative services such as herbal treatments. According to (Maulana & Ayuningtyas, 2023b), the quality and availability of specialized services and professional communication are critical factors that influence patient preferences. Therefore, RSU Holistic needs to continue to improve the quality of its herbal inpatient services in order to become the first choice for patients seeking natural alternative medicine.

2. Price

   Price is the amount of money charged for a product or service. More broadly, price is the total value given by customers to obtain the benefits of owning or using a product or service (Kotler & Amstrong, 2018). In healthcare, price transparency is particularly important as potential patients often judge a service based on the fit between price and perceived quality. (Siripipatthanakul & Nurittamont, 2021) state that competitive pricing and clear communication have a significant impact on patient satisfaction. Given that herbal inpatient services at RSU Holistic are not covered by BPJS, a price education strategy that demonstrates the full benefits of the service is needed to overcome the perception of high prices.

3. Place

Place refers to a company's activities that make products or services available to target customers (Kotler & Amstrong, 2018). In healthcare, strategic location and easily accessible service systems are important factors that influence patient decisions. According to (Maulana & Ayuningtyas, 2023b), location convenience and a supportive environment play a significant role in patient preference. RSU Holistic, located in the natural area of Purwakarta, has great potential, but optimization of the information system and herbal inpatient service process is needed to reach more potential patients.

4. Promotion

Promotion refers to activities that convey product benefits and convince target customers to buy them (Kotler & Amstrong, 2018). In the healthcare industry, promotion is essential to build awareness and educate the public about the benefits of certain services. (Siripipatthanakul & Nurittamont, 2021) explain that digital promotions through social media and websites have a great influence in increasing interest and positive perceptions among potential patients. Holistic Hospital currently relies on word of mouth, which requires the development of an integrated digital promotion strategy to expand the reach of information about herbal inpatient services.

5. People

People include all company employees and other customers who influence service performance and customer perception (Kotler & Amstrong, 2018). In services, the interaction between service providers and consumers is part of the product itself. (Mardaleta et al., 2022) highlighted that the friendly attitude, empathy, and professionalism of hospital staff directly affect patient satisfaction.

6. Process

Process refers to the actual procedures, mechanisms, and flow of activities through which services are provided service delivery systems and operational systems (Kotler & Amstrong, 2018). In the context of hospitals, processes include stages from registration to post-treatment. (Siripipatthanakul & Nurittamont, 2021) state that a structured, fast, and clear service process greatly influences the perception and comfort of potential patients. In this context, Holistic Hospital needs to adjust the herbal inpatient service flow so

that new patients can understand and undergo treatment easily without confusion or administrative barriers.
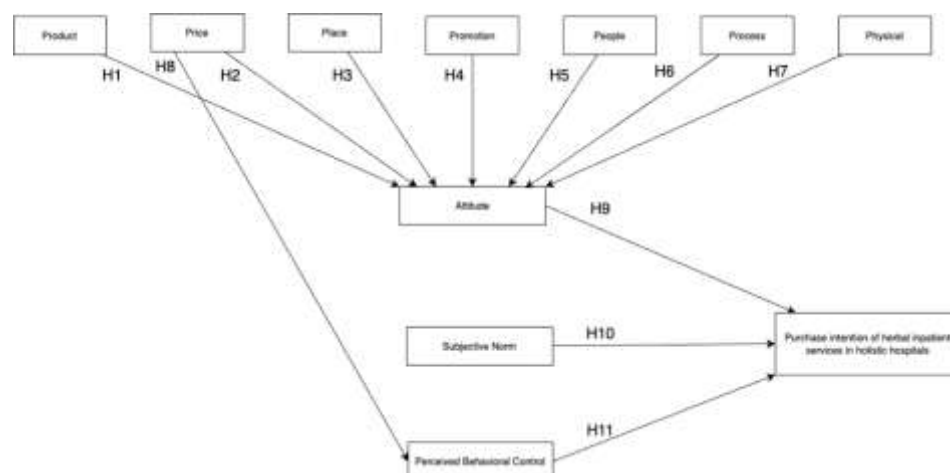
7. Physical Evidence

Physical evidence refers to the environment in which services are provided and the tangible components that facilitate the service process or provide clues about service quality (Kotler & Amstrong, 2018). In the health sector, hospital physical facilities play an important role in creating a sense of security and comfort for patients. According to (Maulana & Ayuningtyas, 2023b), the appearance of professional and well-maintained hospital facilities can increase patient confidence in service quality. In this context, RSU Holistic can utilize the green environment, natural interior design, and supporting facilities as part of the physical evidence to strengthen the image of professional and trusted herbal services.

3. Conceptual Framework

Figure 1 shosws the independent variables are the 7P of the Marketing Mix: product, price, place, promotion, people, process, and physical evidence. These variables influence the organism component, represented by Attitude. Additionally, Attitude, along with Subjective Norm and Perceived Behavioral Control, influences the intention to purchase herbal inpatient services at Holistic Purwakarta General Hospital. This conceptual framework integrates the Marketing Mix (7P) theory and the Theory of Planned Behavior (TPB) to analyze how marketing factors and psychological constructs influence patients' decisions in choosing herbal inpatient services.

Figure 1 Conceptual Framework

3. Methodology

This study focuses on the Indonesian healthcare market, specifically the herbal inpatient care segment at Holistic Purwakarta General Hospital. The objective of this study is to understand the factors influencing patients' intention to use herbal inpatient care services and to formulate effective marketing strategies. A mixed method approach was employed, with quantitative analysis as the primary method and qualitative analysis as a complementary approach. Qualitative data was obtained from internal hospital reports (marketing and patient data), in-depth interviews with holistic management at the general hospital, literature reviews, and competitor observations, including analysis of competitors' websites, social media, and patient reviews. This data supports internal analysis (7P and STP) and external analysis (PESTLE, Competitor Analysis, and Consumer Analysis). Quantitative data was collected through a structured questionnaire distributed to prospective patients or family members who had experience or pot

Measurement

This questionnaire was developed based on validated items adapted from previous studies. The Marketing Mix variables (7Ps), which include product, price, place, promotion, people, process, and physical evidence, were measured using items adapted from (Ravangard et al., 2020) and (Siripipatthanakul & Nurittamont, 2021). Each construct is evaluated using three items that reflect patients' perceptions of herbal inpatient services at RSU Holistic. The variables of the Theory of Planned Behavior (TPB) attitudes, subjective norms, perceived behavioral control and purchase intention were measured based on (Dinh et al., 2022) and (Shukla, 2019) .Ajzen (1991) and relevant empirical studies. Finally, was measured using three items adapted from Schiffman & Wisenblit (2015). All items are rated using a five point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was developed in Indonesian and pilot tested with a group of respondents matching the target population criteria to ensure clarity and reliability prior to full implementation.

Data Analysis

This study uses Structural Equation Modeling-Partial Least Squares (SEM-PLS) to test the conceptual model and research hypotheses. The analysis was conducted using SmartPLS 4.0 software and followed the protocol outlined by (Hair et al., 2022). The data analysis process consists of two phases: first, measurement model assessment

was conducted to evaluate the reliability of indicators, convergent validity, and discriminant validity; then, structural model assessment was conducted to estimate path coefficients and test the conceptual model hypotheses. The selection of SEM-PLS was driven by its suitability for predictive research models and its robustness in handling complex models and small sample sizes. The use of SEM-PLS aligns with previous recommendations for marketing and behavioral studies, where theoretical development and prediction are the primary objectives.

Quantitative Findings

Respondent Characteristic

This study involved 220 respondents who had experience or interest in herbal inpatient services. The majority of respondents were women (64%) and aged 26–45 years (38%), indicating a predominance of the productive adult age group. In terms of occupation, self-employed individuals were the most numerous (52%), followed by students, civil servants, and entrepreneurs. Based on residence, most respondents lived in West Java (46%), with the remaining respondents spread across Jakarta, East Java, Central Java, and Yogyakarta. In terms of payment methods, the majority of respondents used BPJS (61%), followed by a combination of general methods and insurance (21%). This indicates a market that is price sensitive, which is relevant to the focus of this study.

Table 1 Respondent Characteristic

Profile	Total (n=220)	Percentage
Gender		
Male	79	36%
Female	141	64%
Age (Year Old)		
Teenagers (18-25)	55	25%
Adult (26-45)	83	38%
Elderly (>45)	82	37%
Occupation		
Wiraswasta	114	52%
Student	32	15%
PNS	27	12%
Enterpreneur	26	12%
Not Working	9	4%
Freelance	7	3%
Others	5	2%
Current City Residence		
West Java	102	46%
DKI Jakarta	30	14%
East Java	19	9%
Centar Java	14	6%
DI Yogyakarta	11	5%
Others	44	20%
Payment Method		
BPJS	134	61%
Private Insurance	12	5%
General	27	12%
Combination (General & Insurance)	47	21%

Loading Factors

External model analysis was conducted to evaluate the validity and reliability of the measurement indicators. Factor loadings were analyzed to evaluate the reliability of the indicators on each variable. Factor loadings of 0.70 or higher are generally considered acceptable to indicate that the indicator adequately represents the latent variable (Wiyono, 2020).

Table 2 Loading Factor Test

Variable	Indicators	Loading Factors
Product	Product 1	0.857
	Product 2	0.831
	Product 3	0.872
Price	Price 1	0.774
	Price 2	0.908
	Price 3	0.838
Place	Place 1	0.861
	Place 2	0.890
	Place 3	0.904
Promotion	Promotion 1	0.883
	Promotion 2	0.877
	Promotion 3	0.869
People	People 1	0.937
	People 2	0.942
	People 3	0.929
Process	Process 1	0.947
	Process 2	0.915
	Process 3	0.924
Physical Evidence	Physical 1	0.943
	Physical 2	0.946
	Physical 3	0.937
Attitude	Attitude 1	0.861
	Attitude 2	0.854
	Attitude 3	0.785
Subjective Norms	SN 1	0.827
	SN 2	0.818
	SN 3	0.787
Perceived Behavioral Control	PBC 1	0.831
	PBC 2	0.805
	PBC 3	0.810
Purchase Intention	PI 1	0.861
	PI 2	0.830
	PI 3	0.843

Reability and Validity

The reliability and validity of the constructs were measured using Cronbach's alpha, composite reliability (rho_a and rho_c), and average variance extracted (AVE). According to (Haryono, 2016), a Cronbach's alpha value above 0.70 indicates acceptable internal consistency. In this study, all constructs showed Cronbach's alpha values exceeding this threshold. The composite reliability values (rho_c) also exceeded the recommended minimum threshold of 0.70, confirming adequate construct reliability (Haryono, 2016). Additionally, the AVE values for all constructs are above 0.50, meeting the standards for convergent validity.

These findings indicate that the measurement model has adequate reliability and convergent validity.

Table 3 Validity and Reability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Attitude	0.781	0.786	0.872	0.696
People	0.93	0.932	0.955	0.877
Perceived Behavioral Control	0.748	0.749	0.856	0.665
Physical	0.937	0.948	0.959	0.888
Place	0.861	0.862	0.915	0.783
Price	0.795	0.822	0.879	0.709
Process	0.92	0.921	0.95	0.863
Product	0.814	0.819	0.89	0.729
Promotion	0.849	0.849	0.909	0.768
Purchase Intention	0.799	0.801	0.882	0.713
Subjective Norms	0.74	0.746	0.852	0.657

Descriptive Analysis

Table 5 shows the mean values and standard deviations of the variables Product, Price, Place, Promotion, People, Process, and Physical Evidence. Furthermore, the mean values and standard deviations of the Theory of Planned Behavior constructs, including Attitude, Subjective Norm, and Perceived Behavioral Control, are also presented. Finally, the mean values and standard deviations for Purchase Intention are also displayed.

Table 4 Descriptive Analysis

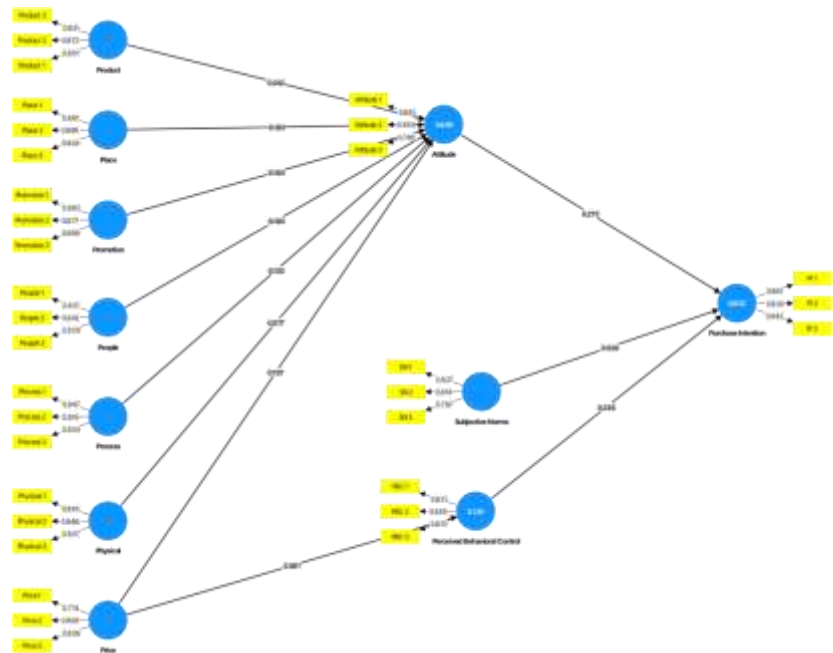| Variables		Mean	Standard Deviation
Product	Product1	3.93	0.77
	Product2	4.07	0.78
	Product3	4.05	0.83
Price	Price1	3.71	0.99
	Price2	3.84	0.84
	Price3	4.01	0.95
Place	Place1	4.16	0.90
	Place2	4.12	0.90
	Place3	4.18	0.83
Promotion	Promotion1	4.20	0.82
	Promotion2	4.20	0.89
	Promotion3	4.19	0.84
People	People1	4.00	1.03
	People2	4.05	1.01
	People3	3.98	1.04
Process	Process1	4.08	1.06
	Process2	4.07	0.97
	Process3	4.17	0.99
Physical Evidence	Physical1	3.91	1.16
	Physical2	3.95	1.02
	Physical3	3.91	1.04
Attitude	Attitude1	3.75	0.78
	Attitude2	4.00	0.73
	Attitude3	4.16	0.79
Subjective Norms	SN1	3.84	0.79
	SN2	4.00	0.83
	SN3	4.10	0.79
Perceived Behaviour Control	PBC1	3.78	0.91
	PBC2	3.75	0.81
	PBC3	3.80	0.86
Purchase Intention	PI1	3.95	0.74
	PI2	3.86	0.84
	PI3	4.06	0.74

Structural Model Testing

Figure 2 Structural Model Testing Results

Path Coefficient and Hypothesis Testing

Hypothesis testing in the structural model is carried out by looking at the path coefficient value, t-statistic, and p-value to determine whether the relationship between variables in the model is statistically significant. According to (Wiyono, 2020), the relationship between variables is said to be significant if the *t-statistic* value is more than 1.96 (5% significance level), and the *p-value* is less than 0.05. In addition, the direction and strength of the relationship is seen from the *path coefficient* value, which ranges from -1 to +1. A positive value indicates a unidirectional relationship, while a negative value indicates an opposite relationship. With this approach, path coefficient analysis not only determines the strength of the relationship, but also helps validate the research hypothesis empirically based on the data obtained.

Variable	Path Coefficient	T statistics	P values	Outcomes
Product -> Attitude	0.242	4.869	0.000	H1 Accepted
Price -> Attitude	0.107	1.858	0.063	H2 Rejected
Place -> Attitude	0.183	2.55	0.011	H3 Accepted
Promotion -> Attitude	0.163	2.238	0.025	H4 Accepted
People -> Attitude	0.183	2.932	0.003	H5 Accepted
Process -> Attitude	0.102	2.16	0.031	H6 Accepted
Physical -> Attitude	0.077	1.214	0.225	H7 Rejected
Price -> Perceived Behavioral Control	0.361	5.503	0.000	H8 Accepted
Attitude -> Purchase Intention	0.275	4.369	0.000	H9 Accepted
Subjective Norms -> Purchase Intention	0.338	5.07	0.000	H10 Accepted
Perceived Behavioral Control -> Purchase Intention	0.336	4.764	0.000	H11 Accepted

Table 5. Result of Path Coefficient and Hypothesis Testing

Based on the results of path coefficient testing in Table 6, it shows that the structural model used can explain the relationship between elements in the marketing mix (7P), Theory of Planned Behavior (TPB), and patient purchase intentions for herbal inpatient services at Holistic Purwakarta Hospital. The positive path coefficient indicates that the higher the respondent's perception of the exogenous variable, the higher the influence on the endogenous variable. From eleven hypotheses tested, nine hypotheses were accepted, while the other two were rejected because they did not meet the significance requirements. This finding provides important information that elements such as product, location, promotion, medical personnel, service process, and perceptual behavior control (PBC) generally play a significant role in shaping respondents' attitudes and purchase intentions. Perceptions of price and physical evidence, on the other hand, have not shown a significant influence on attitudes towards herbal services.

Based on the results of data processing using PLS-SEM, this model shows a significant relationship between latent variables. The results show that of the 11 hypotheses tested, 9 hypotheses are accepted and 2 hypotheses are rejected. The explanation per variable can be detailed as follows:

1. H1 Product → Attitude

    H1 is accepted, indicating that product has a positive and significant effect on patient attitudes towards herbal inpatient services. The path coefficient of 0.242 and P value less than 0.05, indicates that any increase in perceptions of product quality will increase patient attitudes by 0.242 points. This finding is in line with the hypothesis made, where good product quality increases patient perceptions and trust in services. According to (Lorinda & Amron, 2023) and (Adherizkia & Himawati, 2024), effective and reliable products will form a positive attitude towards health services, including herbal inpatient services at RSU Holistic.

2. H2 Price → Attitude

    H2 is rejected, because the t-statistic value < 1.96 and p-value > 0.05. This means that the perception of service prices does not have a significant influence on respondents' attitudes towards choosing herbal inpatient services. These results differ from previous studies conducted by (Ningrum, 2019) and (Dewati & Adhi Saputro, 2020), who found that fair and reasonable prices can shape positive attitudes. However, in this study, price may not be the main factor influencing attitudes as patients prioritized perceived effectiveness, trust in herbal treatment, and holistic healing experience over cost

considerations. As a result, although price is important, it does not directly shape attitudes towards herbal inpatient services at RSU Holistic.

3. H3 Place → Attitude

    H3 is accepted. The path coefficient of 0.183 and p-value of 0.011 indicate that an easily accessible location has a positive influence on shaping patients' attitudes towards herbal medicine services. This finding supports previous research conducted (Fatrizza Pritami et al., 2023) and (Harahap et al., 2020), which emphasized that hospital location and physical environment significantly affect patient satisfaction and attitude. In the case of RSU Holistic, strategic access from regional and metropolitan areas such as Jabodetabek and Purwakarta strengthens perceptions of convenience, contributing to better attitudes towards herbal inpatient services.

4. H4 Promotion → Attitude

    H4 is accepted. Education and promotion of herbal medicine services are proven to significantly influence patient attitudes, with a coefficient value of 0.163. This is in line with research conducted by (Nurohman & Sari Qurniawati, 2017) which found that health promotion through social media can increase public perception and trust in alternative medicine. Effective promotional efforts at RSU Holistic, especially those that educate patients about the benefits of herbal treatments, play an important role in shaping positive attitudes towards inpatient herbal services.

5. H5 People → Attitude

    H5 is accepted. Professionalism of medical personnel has a significant effect on patient attitudes, with a coefficient of 0.183 and a p-value of 0.003. This is supported by research conducted by (Arifki Zainaro et al., 2020) and (Rahayuningsih & Cahyaningrum, 2023), which emphasize that the competence and empathy of medical personnel directly affect patient satisfaction and trust. At RSU Holistic, the presence of knowledgeable, empathetic, and professional health workers strengthens patients' positive attitudes towards herbal inpatient services.

6. H6 Process → Attitude

    H6 is accepted. The coefficient of 0.102 with a p-value of 0.031 indicates that service procedures and convenience of the administrative process contribute significantly to shaping patient attitudes. This is in line with research conducted by (Shabbir et al. 2016) and (Siripipatthanakul & Nurittamont, 2021), who found that efficient service processes - such as minimal waiting time and clear administrative flow - positively influence patient satisfaction and attitude. At RSU Holistic, structured and responsive procedures improve the overall patient experience, thereby fostering a favorable attitude towards herbal inpatient services.

7. H7 Physical Evidence → Attitude

    H7 is rejected because the p-value is 0.225 (>0.05), indicating that physical evidence such as facilities or environment does not have a significant influence on patient attitudes. These results differ from research conducted by Fatrizza Pritami et al. (2023) and (Fatrizza Pritami et al., 2023), emphasizing that physical comfort and cleanliness of health facilities can shape patient perceptions. In the case of RSU Holistic, it is possible that patients

prioritize the effectiveness of herbal treatments and the competence of medical personnel over the physical environment, so that physical evidence becomes a secondary factor in influencing their attitudes.

8. H8 Price → Perceived Behavioral Control (PBC)

H8 is accepted. Perceived price affordability was found to have a significant effect on patients' perceived behavioral control (PBC) in their decision to use herbal inpatient services, with a coefficient of 0.361. This finding suggests an important distinction: price does not significantly affect patients' attitude (H2 rejected), but does affect their perceived behavioral control (PBC). This is consistent with the Theory of Planned Behavior (TPB) and the research of (Victoor et al., 2012) and (Dionne-Odom et al., 2019), which explains that PBC is related to the perception of one's ability or ease in performing an action, not to a judgment of like or dislike as in attitudes. In this context, patients may not rate price as an emotional factor that influences their attitude towards the service, but they do recognize that affordability will affect whether or not they can afford to access the service. At RSU Holistic, herbal inpatient services are not covered by BPJS, so patients have to pay directly. Although they have a positive attitude towards the herbal service due to its quality and benefits, their decision to actually access the service depends on whether the price feels affordable. Therefore, price does not shape attitudes, but influences the extent to which patients feel they can afford to use the service, which is reflected in the significant effect on PBC.

9. H9 Attitude → Purchase Intention

H9 is accepted. The coefficient of 0.275 indicates that a positive attitude towards herbal services significantly increases patients' intention to use herbal inpatient services. This is in line with research conducted by Widyaningtyas et al. (2023) and (Hilal & Hilal, 2017), also supports that perceived benefits, trust in services, and positive experiences with herbal remedies form attitudes that drive purchase intentions. In the context of RSU Holistic, patients who feel that herbal services are safe, effective, and reliable will tend to have a strong intention to use them.

10. H10 Subjective Norms → Purchase Intention

H10 is accepted. The influence of the social environment proved significant, with a coefficient value of 0.338 and a p-value of 0.000, indicating that support or encouragement from family and close people influenced patients' intention to use herbal inpatient services. this is in line with research by (Gardiner, 2007) and (Dionne-Odom et al., 2019), also supports that the decision to use herbal medicine is often influenced by people around, especially when conventional medicine is considered less effective.

11. Perceived Behavioral Control → Purchase Intention

H11 is accepted. With a coefficient of 0.336, these results indicate that the patient's ability to control decisions and ease of accessing services have a major influence on the intention to use herbal inpatient services. this is in line with research conducted by Vaezi et al. (2021) also states that the perception of affordability and easy access will increase patient confidence in making decisions. In the context of Holistic Hospital, when patients

feel that herbal services are easily accessible and within their means, the intention to use herbal inpatient services will increase.

All hypotheses tested in this study were accepted, except for two hypotheses that did not fulfill the required significance value. This finding indicates that the majority of variables in the model are able to explain their influence on the formation of attitudes and purchase intentions for herbal inpatient services. However, there are differences in the strength of influence between variables. In this finding, the attitude variable is the variable that has the greatest influence on purchase intention, followed by subjective norms and perceived behavioral control. This result suggests that although the 7P elements influence attitude formation, the final decision to use herbal services is largely determined by the patient's own positive attitude towards the service, social influence from those closest to them, and perceived self-control over the decision they make. These findings reinforce the importance of a value-based marketing approach and interpersonal communication in the promotion strategy of herbal inpatient services.

Qualitattive Findings

This qualitative analysis explores internal and external factors that influence patient interest in herbal inpatient services at Holistic Purwakarta General Hospital. Internal analysis, using the 7P Marketing Mix framework and STP (Segmenting, Targeting, Positioning), identifies key weaknesses, including limited promotional efforts, lack of clear service packages, and pricing issues. Strengths include the hospital's integrated medical approach and the competence of its healthcare professionals. External analysis applies PESTLE, consumer behavior analysis, and competitor analysis. Key opportunities were identified in the growing public interest in herbal medicine and government policies supporting it. Threats include aggressive competition from other healthcare providers and market sensitivity to pricing, particularly since herbal services are not covered by BPJS. These qualitative insights form the basis for developing marketing strategies and complement the quantitative findings obtained from SEM-PLS analysis.

4. Conclusion

This study was conducted to formulate an effective marketing strategy to increase patient intention and occupancy rates for herbal inpatient services at Holistic Purwakarta General Hospital. Using a mixed-method approach dominated by quantitative analysis (SEM-PLS) and complemented by internal and external qualitative analysis.

First, regarding the influence of the 7P marketing mix on purchase intention, the results indicate that product, price, promotion, people, and process have a significant positive influence on patients purchase intention. Physical evidence does not show a significant influence. These findings highlight the importance of providing high-quality services, competitive prices, effective promotional efforts, qualified medical staff, and efficient service processes in shaping patients' purchase intention.

Second, in analyzing the influence of attitudes, subjective norms, and perceived behavioral control (PBC) based on the Theory of Planned Behavior (TPB), this study found that all three variables significantly influence patients purchase intentions. Attitudes are shaped by perceptions of product quality, promotional effectiveness, and service quality. Subjective norms are influenced by social influences such as family, medical staff, and peer recommendations. PBC is primarily influenced by perceptions of price and ease of access to services.

Third, internal analysis identified weaknesses in promotional strategies, service packaging, and price perception, while external analysis highlighted competitive pressures, economic sensitivity, and low public literacy regarding herbal services. These findings formed the basis for developing a marketing strategy using the TOWS Matrix, classified into the 7P framework, and organized into three main solution pillars:

1. Public Awareness Strategy, involving public education through social media and community seminars.
2. Strategy to Strengthen Service Quality and Promotion Integration, focusing on improving service quality, developing clear service packages, and integrating cross-channel promotions.
3. Personalized Service Development Strategy, tailoring services to patient needs and preferences.

These strategies are expected to increase public awareness, foster positive attitudes, and encourage patients to make informed decisions to choose herbal inpatient services at RSU Holistic Purwakarta. The implementation of these strategies is expected to not only increase purchase intent, but also improve service competitiveness and long term patient loyalty.

References

[1] C. Adherizkia and D. Himawati, "Pengaruh kualitas produk, budaya, promosi, dan kepercayaan terhadap keputusan pembelian obat herbal," *Jurnal Ilmiah Ekonomi Bisnis*, vol. 2, 2024. [Online]. Available: https://doi.org/10.35760/eb.2024.v29i2.8630.

[2] I. Ajzen, *The Theory of Planned Behavior*, 1991.

[3] M. Arifki Zainaro, M. Nurhidayat, and M. Bandar Lampung, "Pengaruh kinerja petugas kesehatan pada tingkat kepuasan pasien," vol. 14, no. 2, 2020.

[4] L. Aziato and H. O. Antwi, "Facilitators and barriers of herbal medicine use in Accra, Ghana: An inductive exploratory study," *BMC Complementary and Alternative Medicine*, vol. 16, no. 1, 2016. [Online]. Available: https://doi.org/10.1186/s12906-016-1124-y.

[5] M. Bahadori et al., "Factors contributing towards patient's choice of a hospital clinic from the patients' and managers' perspective," *Electronic Physician*, vol. 8, no. 5, pp. 2378–2387, 2016. [Online]. Available: https://doi.org/10.19082/2378.

[6] Customer Market Insight, "Indonesia herbal medicine market," Nov. 22, 2024. [Online]. Available: https://www.custommarketinsights.com/report/indonesia-herbal-medicine-market/.

[7] R. Dewati and R. D. Adhi Saputro, "Persepsi konsumen terhadap pembelian produk herbal di Kabupaten Sukoharjo."

[8] J. N. Dionne-Odom et al., "How family caregivers of persons with advanced cancer assist with upstream healthcare decision-making: A qualitative study," *PLoS ONE*, vol. 14, no. 3, 2019. [Online]. Available: https://doi.org/10.1371/journal.pone.0212967.

[9] M. Ekor, "The growing use of herbal medicines: Issues relating to adverse reactions and challenges in monitoring safety," *Frontiers in Neurology*, vol. 4, Jan. 2014. [Online]. Available: https://doi.org/10.3389/fphar.2013.00177.

[10] R. Fatrizza Pritami et al., "Pengaruh process physical evidence terhadap loyalitas pasien di instalasi rawat jalan rumah sakit umum Bahtiaramas Provinsi Sulawesi Tenggara."

[11] P. Gardiner, "Factors associated with herbal therapy use by adults in the United States," [Online]. Available: https://www.researchgate.net/publication/6415629.

[12] J. Harahap, C. Rohana Sofyana, and U. Zein, "Analisis kualitatif kepuasan pasien terhadap pelayanan kesehatan gigi di poli klinik gigi dan mulut di RSUD TGK Chik Ditiro Sigli," *Journal of Healthcare Technology and Medicine*, vol. 6, no. 2, pp. 1221, 2020. [Online]. Available: https://doi.org/10.33143/jhtm.v6i2.1175.

[13] J. F. Hair et al., *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 2022. [Online]. Available: https://www.researchgate.net/publication/354331182.

[14] Haryono, *Metode SEM untuk penelitian manajemen dengan AMOS LISREL PLS*, Ed. 2016.

[15] M. Hilal and S. Hilal, "Knowledge, attitude, and utilization of herbal medicines by physicians in the Kingdom of Bahrain: A cross-sectional study," *Journal of the Association of Arab Universities for Basic and Applied Sciences*, vol. 24, pp. 325–333, 2017. [Online]. Available: https://doi.org/10.1016/j.jaubas.2016.11.001.

[16] Kementerian Kesehatan Republik Indonesia, "Peraturan Menteri Kesehatan Republik Indonesia," 2017.

[17] P. Kotler and G. Amstrong, *Principles of Marketing*, 17th ed., 2018.

[18] P. Kotler, K. L. Keller, and A. Cherner, *Marketing Management*, 16th ed., 2021.

[19] A. Kozikowski et al., "Choosing a provider: What factors matter most to consumers and patients?" *Journal of Patient Experience*, vol. 9, 2022. [Online]. Available: https://doi.org/10.1177/23743735221074175.

[20] I. P. Lorinda and A. Amron, "Pengaruh kualitas produk, iklan dan citra merek terhadap keputusan pembelian produk Tolak Angin Sidomuncul di Kota Semarang," *Journal Management*, vol. 22, no. 1, 2023. [Online]. Available: www.topbrand-award.com.

[21] N. Malhotra, D. Nunan, and D. Birks, *Marketing Research: An Applied Approach*, 5th ed., 2017. [Online]. Available: www.pearson.com/uk.

[22] M. Mardaleta et al., "Determinants of patient behavioural loyalty on primary health centres: Evidence from a cross-sectional study in Indonesia," *F1000Research*, vol. 11, 2022. [Online]. Available: https://doi.org/10.12688/f1000research.110684.1.

[23] A. Maulana and D. Ayuningtyas, "The influence of hospital brand image on patient's decision to choose hospital: Literature review," vol. 9, no. 3, 2023. [Online]. Available: https://doi.org/10.7454/arsi.v9i3.7284.

[24] M. Ningrum, "Pengaruh persepsi harga, kualitas pelayanan dan promosi terhadap keputusan pembelian."

[25] Y. A. Nurohman and R. S. Qurniawati, "Pengaruh komunikasi sosial media terhadap persepsi konsumen pada produk kosmetik halal."

[26] U. Payyappallimana, "Role of traditional medicine in primary health care: An overview of perspectives and challenges," [Online]. Available: https://www.researchgate.net/publication/284697212.

[27] L. A. S. Rahayuningsih and N. Cahyaningrum, "Pengaruh sikap empati tenaga kesehatan terhadap kepuasan pasien: Meta analisis."

[28] L. G. Schiffman and J. Wisenblit, *Consumer Behavior*, Pearson Education, 2015.

[29] A. Shabbir, S. A. Malik, and S. A. Malik, "Measuring patients' healthcare service quality perceptions, satisfaction, and loyalty in public and private sector hospitals in Pakistan," *International Journal of Quality and Reliability Management*, vol. 33, no. 5, pp. 538–557, 2016. [Online]. Available: https://doi.org/10.1108/IJQRM-06-2014-0074.

[30] S. Siripipatthanakul and W. Nurittamont, "Effect of the service marketing mix (7Ps) on patient satisfaction for clinic services in Thailand Bordin Phayaphrom ADVEX Management School," [Online]. Available: https://www.researchgate.net/publication/354985695.

[31] S. Suharmiati, L. Handayani, and Z. K. Nantabah, "Pemanfaatan pelayanan kesehatan tradisional integrasi di rumah sakit pemerintah: Studi di 5 provinsi Indonesia," *Buletin Penelitian Sistem Kesehatan*, vol. 23, no. 2, pp. 126–134, 2020. [Online]. Available: https://doi.org/10.22435/hsr.v23i2.2361.

[32] A. Vaezi et al., "Facilitators and barriers of herbal medicine use in diabetic patients: A qualitative study," *Journal of Education and Health Promotion*, vol. 10, no. 1, 2021. [Online]. Available: https://doi.org/10.4103/jehp.jehp_1451_20.

[33] A. Victoor et al., "Determinants of patient choice of healthcare providers: A scoping review," *BMC Health Services Research*, vol. 12, no. 1, 2012. [Online]. Available: https://doi.org/10.1186/1472-6963-12-272.

[34] D. Widyaningtyas et al., "Health awareness determines the consumer purchase intention towards herbal products and risk as moderator," *Contaduria y Administracion*, vol. 68, no. 3, pp. 26–45, 2023. [Online]. Available: https://doi.org/10.22201/fca.24488410e.2023.3426.

[35] World Health Organization, "Global spending on health: Coping with the pandemic," 2023.

[36] Y. Xia et al., "Impact of the COVID-19 pandemic on intention to use traditional Chinese medicine: A cross-sectional study based on the theory of planned behavior," *Journal of Integrative Medicine*, vol. 19, no. 3, pp. 219–225, 2021. [Online]. Available: https://doi.org/10.1016/j.joim.2021.01.013.

[37] J. Xu and Y. Yang, "Traditional Chinese medicine in the Chinese health care system," *Health Policy*, vol. 90, no. 2–3, pp. 133–139, 2009. [Online]. Available: https://doi.org/10.1016/j.healthpol.2008.09.003.