

The Effect of 7p (*Product, Price, Place, Promotion People, Process, Physical Evidence*) Marketing Mix and Patient Satisfaction on Outpatient Retention with The Role of *Electronic Word of Mouth (E-WOM)* Mediation at Bunda Margonda Hospital in 2025

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Abstract

Marketing mix is a set of strategies used by service organizations, including hospitals, to create value and influence consumer decisions through seven main elements, namely Product, Price, Place, Promotion, People, process, and physical evidence. In the context of healthcare, the implementation of an effective marketing mix is believed to be able to increase satisfaction and retain patients. This study aims to analyze the influence of marketing mix on outpatient retention with electronic word of mouth (e-WOM) as a mediating variable. The research method used is quantitative with a cross sectional approach. Sampling in this study used purposive sampling of 100 respondents. Data analysis was carried out using multiple linear regression as well as the Sobel test to test the influence of mediation. The results showed that Product, Price, Place, Promotion, People, process, physical evidence and patient satisfaction had a significant effect on patient retention with a sig value ($0.000 < 0.05$). The conclusion of this study is that there is an influence between the 7P marketing mix and patient satisfaction on outpatient retention with a value (sig $0.000 < 0.05$), and there is no influence between Promotion, Place, and process on patient retention through e-WOM (sig > 0.05).

Keywords: Marketing Mix; E-WOM; Patient Satisfaction and Outpatient Retention.

I. INTRODUCTION

Marketing mix is a set of marketing variables used by a company in pursuit of targeted sales levels in the market. The marketing mix contains elements such as products, prices, *promotions*, places of people involved in the service, *process* and physical evidence). Each of the seven elements of the marketing mix is interconnected and has an optimal mix according to the characteristics of the marketing segment (Sari et al., 2023). The high competition between healthcare facilities makes marketing strategies crucial for hospitals. Previous research carried out by (Fernando et al., 2025) entitled "Analysis of the Influence of Retail Marketing Mix on Consumer Retention at Chandra Super Store" with results showed that there are only four retail mix variables that have a positive and significant effect on consumer retention, namely product variables (sig $0.000 < 0.05$), price (sig $0.000 < 0.05$), promotion (sig $0.001 < 0.05$) and physical facilities (sig $0.000 < 0.05$). Another study conducted by (Agustina & Indriyani, 2019) entitled "Analysis of the Influence of Retail Marketing Mix on Consumer Retention at Giant Express Kemiling" with results showing that there are only four retail mix variables that have a positive and significant effect on consumer retention, namely product variables (sig $0.000 < 0.05$), price (sig $0.000 < 0.05$), promotion (sig $0.001 < 0.05$) and physical facilities (sig $0.000 < 0.05$). As a healthcare institution, a hospital's success in responding to patient needs can be identified through patient satisfaction levels. Patient satisfaction is the benchmark for the quality of health services. The level of satisfaction will be achieved if the hospital can provide services that meet patients' expectations, thus encouraging them to return to use these health services in the future (Al Rajab & Andilah, 2023).

If the patient receives excellent service that exceeds his expectations during treatment, then the patient will instinctively form a positive attitude towards outpatient treatment in the hospital. This will affect the patient's decision to visit again and may even make the patient decide to become a loyal patient (Kurniasih, 2023). Previous research conducted by (Sumantri & Bahrin, 2022) entitled "The Effect of

Compensation and Job Satisfaction on Employee Retention" with results showed that compensation ($\text{sig } 0.002 < 0.050$), and job satisfaction ($\text{sig } 0.000 < 0.050$) mean that there is a significant influence between compensation and job satisfaction on employee retention. Another study conducted by (Heriyanti & Nasim, 2023) with the title Influence of Work Environment, Compensation and Job Satisfaction on Employee Retention with results showing that work environment ($\text{sig } 0.09 < 0.005$), job satisfaction ($\text{sig } 0.000 < 0.005$) means that there is an influence on employee retention. Hospitals today not only rely on patient satisfaction as a benchmark for revisiting, but also need to pay attention to patient reviews and perceptions of the services that have been received. Patient experiences, both positive and negative, are important factors that influence the decision to make a repeat visit. (Purba et al., 2021). In healthcare, patients can share their reviews or opinions through social media, forums, or *review* sites.

The more positive reviews from patients, the more likely it is that the healthcare service will attract new patients. Therefore, many healthcare providers are starting to be active on social media to encourage direct interaction with patients, such as through *fanpages*, so that more people can engage and share experiences (Beno et al., 2022). Previous research conducted by (Yasfi & Pardede, 2023) with the title "Influence E-Service Quality Towards Customer Retention And Word Of Mouth (Wom) Mediated By Customer Satisfaction" with results showed that *service quality* ($\text{pvalue } 0.000 < 0.005$), *customer satisfaction* ($0.000 < 0.005$) which means that there is an influence on customer retention. Another study conducted by (Fahmi Rizanata, 2022) with the title "The Influence of Customer Trust on Word Of Mouth, Purchase Intention and Customer Retention of Indomaret Outlets in Surabaya" with results showing that customer trust has a loading factor value of 0.837 for e-WOM, and customer trust ($\text{sig } 0.036 < 0.005$) which means that trust has an influence on e-WOM and customer retention. The gap in this study lies in the difference in *electronic word of mouth* (e-WOM) variables. In several previous studies, *electronic word of mouth* (e-WOM) was positioned as a dependent variable influenced by various factors such as trust, and quality of service. In addition, some previous studies also still focused on the concept of *word of mouth* (WOM) conventionally. However, in this study, the focus is directed to e-WOM as a form of modern digital-based communication, and positioned as a mediating variable that bridges the relationship between independent variables and other dependent variables. One of the factors that determine the high or low patient retention rate in hospitals is the quality of medical services provided, as well as the collective efforts of all service units in caring for patients with sincerity and empathy (Woo & Choi, 2021).

Patient retention can also be influenced by how committed and positive experiences they have had during treatment, including the extent to which they feel the information received is relevant and adequate (Lai et al., 2020). Therefore, if there is a decrease in the number of repeat visits, it could be an indication that the hospital is experiencing a decrease in patient retention (Yassir et al., 2023). The provision of quality services not only guarantees patient satisfaction, but also strengthens their loyalty, so that patients will voluntarily return to using hospital services and even recommend them to others (Yeta et al., 2020). Bunda Margonda General Hospital (RSU) is one of the main referral health facilities in Depok, which provides medical services for the community. In the last four months, the number of outpatients at Bunda Margonda General Hospital has fluctuated reflecting changes in the trend of patient visits based on financing categories. BPJS patients had experienced an increase of 0.68% from 6,752 patients in December to 6,798 patients in January, then experienced a significant decrease of 8.96% to 6,189 patients in February and an increase of 0.78% to 6,237 in March. Insurance patients showed a gradual downward trend, by 12.17% from 2,826 patients in December, to 2,482 patients in January, and then decreased by 0.52% to 2,469 patients in February, and experienced a significant decrease of 21.15% to 1,947 in March. The same is true for general patients, which experienced a consistent decrease in the number of visits by 9.4% from 3,836 patients in December, to 3,489 patients in January, and a decrease of 2.46% in February to 3,403 patients in February, and a decrease of 7.26% to 3,156 patients in March.

Based on e-WOM through *google reviews* in the period from December 2024 to March 2025, patients said that the negative reviews written in *google reviews* were true that the service at Bunda Margonda Hospital was bad. In addition, in terms of the marketing mix carried out, there were also complaints such as patients expressing dissatisfaction with incompetent nurses, narrow parking lots, and

registration systems that were still unclear, as well as unclear registration flows. And in terms of patient satisfaction, expressing dissatisfaction with the doctor's schedule information that is not appropriate so that the patient feels dissatisfied.

II. METHODS

This study uses a quantitative design with a *cross-sectional* approach. Descriptive design is used to describe a condition as it is at the time of the study, while the *cross-sectional* approach is a method that collects data from independent and dependent variables simultaneously at one time or over a certain period (Sugiyono, 2019). This study is designed to analyze the influence between the 7p marketing mix and patient satisfaction on patient retention in the outpatient unit at Bunda Margonda General Hospital in 2025. The population in this study is the total number of patients at Bunda Margonda Hospital for the period of December – March, which is 49,584 patients, with samples using the *Non Probability Sampling method*. *Non Probability Sampling* is a sampling technique that does not provide the same opportunity/opportunity for each element or member of the population to be selected as a sample. Sample selection is carried out by *probability sampling* technique, which is a sampling technique of data sources with certain considerations (Sugiyono, 2019).

The inclusion criteria for this study are patients who have been treated at the hospital more than once in the last 3 months, and have experience of treatment directly (*offline*), not only through *telemedicine*. Meanwhile, the exclusion criteria for this study are patients who have been treated for the first time at the hospital. The researchers determined the sample size using the slovin formula, which resulted in 100 samples in this study. In this research, secondary data collected by the researcher came from Bunda Margonda General Hospital. The data includes information about outpatients, the number of outpatient visits, as well as input and reviews from outpatients during the period of December 2024 – March 2025. The instruments used in this study are questionnaire guidelines and questionnaires. The questionnaire guidelines are a tool used to ensure that the questionnaire is distributed systematically and in a targeted manner (Sugiyono, 2019), the questionnaire guidelines made by this researcher have been attached to the appendix page in this study. The questionnaire guidelines and questionnaires are compiled using the Likert scale. The likert scale is a tool used to measure the attitudes, opinions, or perceptions of a person or group on a certain topic (Sugiyono, 2019).

III. RESULT AND DISCUSSION

Primary data were collected using questionnaires to obtain an overview of the participants. The questionnaire was distributed to 100 participants who were outpatients at Bunda Margonda Hospital. To make the analysis process easier, the researcher divided the answers into four age ranges: 17 – 25 years, 26 – 35 years, 36 – 45 years, 46 – 59 years, and 60 years and above. The results of the distribution of participants by age group can be observed in the following table:

Table 1. Characteristics of Respondents by Age

Yes	Age	Frequency (n)	Percentage (%)
1.	17-25 years old	19	19%
2.	26-35 years old	56	56%
3.	36-45 years old	21	21%
4.	46-59 years old	3	3%
5.	>60 years old	1	1%
Total		100	100%

Source : SPSS 2025 Management Data

In table 1, it can be seen that of the 100 respondents who were used as a research sample, the most respondents were in the age group of 26 - 35 years (56%). Referring to gender, participants were divided into two groups, namely men and women. The results of the distribution of participants by sex group can be observed in the following table:

Table 2. Characteristics of Respondents by Gender

Yes	Gender	Frequency (n)	Percentage (%)
1.	Man	46	46%
2.	Woman	54	54%
Total		100	100%

Source : SPSS 2025 Management Data

In table 2, it can be observed that of the 100 participants who were used as a research sample, the gender of the most respondents was female with 54%. The results of the distribution of respondents based on their last education can be seen in the table below:

Table 3. Characteristics of Respondents Based on Recent Education

Yes	Final education	Frequency (n)	Percentage (%)
1.	High School Equivalent	26	26%
2.	Diploma III	10	10%
3.	Diploma IV/Bachelor I-III	64	64%
Total		100	100%

Source : SPSS 2025 Management Data

In table 3, it can be seen that from the 100 respondents who were used as a research sample, the education of the most respondents was Diploma IV/Bachelor I-III as much as 64%. The results of the distribution of respondents grouped by job type can be observed in the table below:

Table 4. Characteristics of Respondents by Type of Job

Yes	Type of job	Frequency (n)	Percentage (%)
1.	Student/Student	18	18%
2.	PNS	15	15%
3.	Entrepreneurial	21	21%
4.	Private Employees	37	37%
5.	Etc	9	9%
Total		100	100%

Source : SPSS 2025 Management Data

In table 4, it can be seen that out of the 100 respondents used as a research sample, the most respondents' jobs were private employees with 37%. The distribution of response frequencies from respondents related to service quality assessment and the tendency of outpatient revisits at Bunda Margonda Hospital were grouped into three main categories, namely: good, adequate, and poor.

Table 5. Distribution of marketing mix on *Product*

No.	Category groups	Frequency (n)	Percentage (%)
1.	Less	0	0%
2.	Enough	11	11%
3.	Good	89	89%
Total		100	100%

Source : SPSS 2025 Management Data

Based on table 5, the quality of service in the physical evidence dimension at the outpatient unit at Bunda Margonda Hospital, according to respondents' assessments, was mostly in the Good category, with a total of 89 respondents or reaching 89%.

Table 6. Distribution of marketing mix on *Price*

Yes	Category groups	Frequency (n)	Percentage (%)
1.	Less	0	0%
2.	Enough	9	9%
3.	Good	91	91%
Total		100	100%

Source : SPSS 2025 Management Data

Based on table 6, the quality of service in the physical evidence dimension at the outpatient unit at Bunda Margonda Hospital, according to respondents' assessments, is mostly in the Good category, with a total of 91 respondents or reaching 91%.

Table 7. Distribution of the marketing mix on *Place*

Yes	Category groups	Frequency (n)	Percentage (%)
1.	Less	0	0%
2.	Enough	4	4%
3.	Good	96	96%
Total		100	100%

Source : SPSS 2025 Management Data

Based on table 7, the quality of service in the physical evidence dimension at the outpatient unit at Bunda Margonda Hospital, according to respondents' assessments, was mostly in the Good category, with a total of 96 respondents or reaching 96%.

Table 8. Distribution of marketing mix in *Promotion*

Yes	Category groups	Frequency (n)	Percentage (%)
1.	Less	0	0%
2.	Enough	1	9%
3.	Good	99	91%
Total		100	100%

Source : SPSS 2025 Management Data

Based on table 8, the quality of service in the physical evidence dimension at the outpatient unit at Bunda Margonda Hospital, according to respondents' assessments, is mostly in the Good category, with a total of 99 respondents or reaching 99%

Table 9. Marketing mix distribution on *People*

Yes	Category groups	Frequency (n)	Percentage (%)
1.	Less	0	0%
2.	Enough	6	6%
3.	Good	94	94%
Total		100	100%

Source : SPSS 2025 Management Data

Based on table 9, the quality of service in the physical evidence dimension at the outpatient unit at Bunda Margonda Hospital, according to respondents' assessments, is mostly in the Good category, with a total of 94 respondents or reaching 94%.

Table 10. Distribution of marketing mix in the *process*

Yes	Category groups	Frequency (n)	Percentage (%)
1.	Less	0	0%
2.	Enough	1	1%
3.	Good	99	99%
Total		100	100%

Source : SPSS 2025 Management Data

Based on table 10, the quality of service on the physical evidence dimension in the outpatient unit at Bunda Margonda Hospital, according to respondents' assessments, is mostly in the Good category, with a total of 99 respondents or reaching 99%.

Table 11. Distribution of marketing mix on *physical evidence*

Yes	Category groups	Frequency (n)	Percentage (%)
1.	Less	0	0%
2.	Enough	3	3%
3.	Good	97	97%
Total		100	100%

Source : SPSS 2025 Management Data

Based on table 11, the quality of service in the physical evidence dimension in the outpatient unit at Bunda Margonda Hospital, according to respondents' assessments, is mostly in the Good category, with a total of 97 respondents or reaching 97%.

Table 12. Outpatient satisfaction distribution

Yes	Category groups	Frequency (n)	Percentage (%)
1.	Less	0	0%
2.	Enough	4	4%
3.	Good	96	96%
Total		100	100%

Source : SPSS 2025 Management Data

Based on table 12, the quality of service in the physical evidence dimension at the outpatient unit at Bunda Margonda Hospital, according to respondents' assessments, is mostly in the Good category, with a total of 96 respondents or reaching 96%.

Table 13. E-WOM Distribution

Yes	Category groups	Frequency (n)	Percentage (%)
1.	Less	0	0%
2.	Enough	12	12%
3.	Good	88	88%
Total		100	100%

Source : SPSS 2025 Management Data

Based on table 13, the quality of service in the physical evidence dimension at the outpatient unit at Bunda Margonda Hospital, according to respondents' assessments, was mostly in the Good category, with a total of 88 respondents or reaching 88%.

Discussion

Based on the results of the frequency distribution of the research conducted, it was found that the largest age group was 56 respondents or 56% with a vulnerable age of 26-35 years. Furthermore, the distribution of research frequency was obtained by the largest gender group, namely 54 respondents or 54% with female gender. Furthermore, the distribution of research frequency was obtained by the highest last education group, namely 64 respondents or 64% with the last education of Diploma IV/Bachelor I-III. Finally, the distribution of research frequency was obtained by the largest work group, which was 37 respondents or 37% with private employee jobs.

The direct influence between the 7P marketing mix, patient satisfaction, and e-WOM on outpatient retention

1. The Effect of Products on Marketing Mix on Outpatient Retention at Bunda Margonda Hospital

Based on the results of the research and theories studied, products in healthcare have an important role in increasing patient retention. This can be seen from the variety and completeness of services offered by hospitals, ranging from outpatient services to the provision of the right drugs according to the needs of patients. The availability of comprehensive service products makes patients feel that their health needs can be met in one place, thus encouraging them to continue using the hospital's services in the future. Therefore, hospitals need to consistently evaluate and develop the service packages offered in order to be able to retain patients in the long term and increase the frequency of repeat visits.

2. The Influence of Price on the Marketing Mix on Outpatient Retention at Bunda Margonda Hospital

Based on the results of the research and the theory studied, *price* in health services has an effect on patient retention. The price set by the hospital, both for outpatient services and supporting examinations, is considered commensurate with the quality of services received. Cost transparency and the availability of flexible payment options also provide a sense of security and trust for patients, so they are more likely to stay and return to the same hospital.

3. The Influence of Place on the Marketing Mix on Outpatient Retention at Bunda Margonda Hospital

Based on the results of the research and the theories studied, *Place* (place) in health services plays an important role in patient retention. The hospital's location is strategic, and easy to reach so that patients feel

comfortable and have no difficulties when accessing health services. In addition, the location of the service room that has been well organized, starting from registration, waiting room, to the examination room, also supports the smooth service process. The ease of access and comfort of the physical environment encourage patients to continue to choose the same hospital to meet their health needs, therefore it is important for hospitals to continue to improve aspects of accessibility and environmental comfort so that patient retention can be maintained in the long term.

4. The Effect of *Promotion* on the Marketing Mix on Outpatient Retention at Bunda Margonda Hospital

Based on the results of the research and the theory studied, *Promotion* in health services has an effect on patient retention. Service information delivered by hospitals through social media, brochures, and recommendations from medical personnel is able to increase patient knowledge and trust in the services offered. Promotions that are carried out clearly, honestly, and continuously can strengthen the image of the hospital and foster patient loyalty, with an effective promotion strategy, patients feel confident to continue using hospital services and not move to other health service providers.

5. The Influence of *People* on the Marketing Mix on Outpatient Retention at Bunda Margonda Hospital

Based on the results of research and theories studied, *People* in health services have a significant influence on patient retention. The professionalism of doctors, nurses, and other health workers, coupled with the friendliness and caring attitude shown by the administrative staff, makes patients feel cared for and appreciated. Positive interaction between health workers and patients can create a sense of comfort while fostering trust to continue treatment at the hospital, therefore improving competence, empathy, and consistency of service from all hospital human resources needs to be maintained so that patients feel attached and choose to return to the same hospital for treatment

6. The Influence of *Process* on the Marketing Mix on Outpatient Retention at Bunda Margonda Hospital

Based on the results of the research and the theory studied, *processes* in health services play an important role in patient retention. Clear, fast, and structured service procedures from registration, examination, to medication administration provide an efficient experience for patients. The uncomplicated service flow and easy information system support in accessing services make patients feel more comfortable and are more likely to choose to continue using the hospital's services on the next visit.

7. The Effect of *Physical Evidence* on the Marketing Mix on Outpatient Retention at Bunda Margonda Hospital

Based on the results of the research and the theory studied, *physical evidence* in health services has an influence on patient retention. The hospital's clean, comfortable environment and well-maintained facilities create a supportive atmosphere for patients during treatment. The neat appearance of employees and the availability of complete medical facilities also increase patients' confidence in the quality of services provided. Patients feel that the physical environment of the hospital is able to support their needs and comfort, so they tend to continue to choose the hospital to obtain health services at the next opportunity

8. The Effect of Patient Satisfaction on Outpatient Retention at Bunda Margonda Hospital

Patient satisfaction is one of the indicators of hospital standards and measures of service quality. Patient satisfaction greatly affects the image of the hospital, so it needs to be considered so that customers/patients can give a good assessment and can create a sense of patient/customer loyalty to return (Sundari & Hanafi, 2023). Satisfied customers tend to say good things about the product and the company in question to other parties (Rahman, 2020). Based on the results of the research and the theories studied, patient satisfaction has an important role in increasing patient retention. Patients who feel satisfied with hospital services, both from the quality of medical services, the comfort of facilities, and interaction with healthcare workers, will tend to have positive experiences that foster trust. This satisfaction encourages patients to continue using the same hospital health services when they need treatment again. In addition, satisfied patients will also recommend the hospital to others which indirectly helps strengthen the loyalty and sustainability of the patient's relationship with the hospital.

9. The Effect of e-WOM on Outpatient Retention at Bunda Margonda Hospital

Based on the analysis carried out with multiple linear regression, the t-calculated value was greater than the t-table, which was $9,316 > 1,662$ with a significant value of $0.000 < 0.005$. This shows that e-WOM has an effect on outpatient retention. This research is in line with the study (Utami et al., 2024) which discusses the influence of e-WOM on revisit intention mediated by brand image with results at T statistically $5.748 \geq 1.96$, therefore there is an influence between e-WOM on *revisit intention*. Patient perception is shaped not only by direct experience, but also by external factors, such as e-WOM. Delivery through e-WOM is an important way for consumers to obtain information about product quality and service quality. Marketing strategies and patient satisfaction will encourage them to spread positive experiences through e-WOM. The higher the intensity of e-WOM carried out on consumers, the higher the purchase decision will be made (Aden et al., 2023).

Indirect influence of 7P marketing mix variables and patient satisfaction on outpatient retention with the mediated role of e-WOM

1. The Effect of *Products* on Outpatient Retention with the Role of e-WOM Mediation

Based on the results of the research and the theory studied, products in health services have an influence on outpatient retention with the role of e-WOM mediation. The services offered by the hospital, such as medical examinations, laboratory support services, pharmaceuticals, and outpatient facilities that are complete and according to the patient's needs, provide added value that forms satisfaction and positive experiences. These experiences often encourage patients to share their impressions through digital media, whether in the form of reviews, recommendations on social media, or conversations on online health platforms. When reviews are positive, this will strengthen patients' confidence in the quality of hospital services, so that they are encouraged to continue using outpatient services in the future. It can be said that quality service products not only directly increase patient retention, but also indirectly through the role of e-WOM that expands the impact of the positive patient experience on the wider society.

2. The Effect of *Price* on Outpatient Retention with the Role of e-WOM Mediation

Based on the results of the research and the theory studied, it can be observed that the price of hospital services is considered reasonable, transparent, and proportional to the quality of services provided, patients will have a positive experience that then encourages them to share these impressions through e-WOM. Positive reviews regarding affordability and cost clarity can influence other potential patients and reinforce the decision of old patients to return to the same hospital services. The influence of prices through e-WOM also indicates that patients not only assess prices individually, but also make them a material for collective consideration that is disseminated in the form of electronic communication, either through social media, health forums, and health service applications. As information about affordable and fair prices becomes more widespread, the public's positive perception of hospitals increases, resulting in greater chances of patient retention.

3. The Effect of *Place* on Outpatient Retention with the Role of e-WOM Mediation

Based on the results of the research and the theory studied, *Place* (place) does not have a significant effect on patient retention through the role of e-WOM mediation. This can be seen from the findings that as many as 64% of patients stated that access to transportation to the hospital was very easy, so they decided not to fill out the e-WOM because the information needed had been obtained through social media. Therefore, some patients feel that they forget to give a review.

4. The Effect of *Promotion* on Outpatient Retention with the Role of e-WOM Mediation

Based on the results of the research and the theory studied, *Promotion* (promotion) did not have a significant effect on patient retention through e-WOM mediation. This can be seen as the result of the findings as many as 74% of patients explained that health information is easy to get through social media, causing patients to decide not to fill out e-wom because the things or information needed have been obtained through social media. However, the information contained on social media is still less relevant where the available information is more likely to be about doctors' schedules and hospital activities.

5. The Influence of *People* on Outpatient Retention with the Role of e-WOM Mediation

Based on the sobel test using *the Calculation For The Significance of Mediation* on the e-WOM variable as a mediation for *the People* variable on patient retention at Bunda Margonda Hospital with Z-count $-2.013 > Z\text{-table } 1.96$ with a significance value of 0.044 less than 0.05, it can be concluded that the e-WOM variable can mediate the *People* variable On outpatient retention, this has a direct impact on retention, but it also has a direct impact through the patient experience. *People* (people) who are meant to be part of the marketing mix are people who are directly related to the business. The company's employees are important in the marketing process because they are the ones who provide the services. When a business finds people who truly believe in the products or services created by a particular business, employees are likely to do the best they can. In addition, they will be more open to honest feedback about the business and incorporate their own thoughts and passions that can improve and grow the business (Sundari & Hanafi, 2023).

6. The Influence of *Process* on Outpatient Retention with the Role of e-WOM Mediation

Based on the results of the research and the theory studied, *the process* did not have a significant effect on patient retention through the role of e-WOM mediation. This can be seen as a result of the findings as many as 70% of patients explained that the registration process was regular and clear. Patients generally consider the service process to be standard and mandatory, so even though the process is considered easy and efficient, it does not encourage patients to provide reviews. Patients consider a service to be in accordance with basic expectations, they tend not to feel the need to express the experience through e-WOM, in contrast to an experience that is felt to be very positive or vice versa.

7. The Effect of *Physical Evidence* on Outpatient Retention with the Role of e-WOM Mediation

Based on the results of the research and the theory studied, *physical evidence* has a significant effect on patient retention through the role of e-WOM mediation. The hospital environment is clean, comfortable, well-organized, and supported by complete medical facilities creating a positive experience during the patient's treatment. This experience encourages patients to share their impressions through digital media, either in the form of reviews, comments, or recommendations to others. Positive reviews spread through e-WOM strengthen trust in hospitals and increase patients' tendency to return to using the same services.

8. The Effect of Patient Satisfaction on Outpatient Retention with the Role of e-WOM Mediation

Based on the sobel test using *Calculation For The Significance of Mediation* on the e-WOM variable as a mediation for the patient satisfaction variable on patient retention at Bunda Margonda Hospital with Z-count $4.295 > Z\text{-table } 1.96$ with a significance value of 0.000 less than 0.05, it can be concluded that the e-WOM variable can mediate the patient satisfaction variable on outpatient retention, has a direct impact on patient retention, but also has an indirect effect through e-WOM.

IV. CONCLUSION

Based on research that has been conducted with the title "The Effect of the 7P (*Product, Price, Place, Promotion, People, Process, Physical Evidence*) Marketing Mix and Patient Satisfaction on Outpatient Retention with the Role of *Electronic Word of Mouth* (e-WOM) Mediation at Bunda Margonda Hospital in 2025". So it can be concluded as follows:

1. There is an influence between *Promotion* on outpatient retention at Bunda Margonda Hospital has partial research results with a t-count value greater than the t-table which is $7,873 > 1,662$. H_0 is rejected, *Promotion* has an effect on outpatient retention at Bunda Margonda Hospital.
2. There was an influence between *the process* on the retention of outpatients at Bunda Margonda Hospital having partial research results with a t-count value greater than the t-table, which was $8,437 > 1,662$. H_0 is rejected, which means that *the process* affects the retention of outpatients at Bunda Margonda Hospital.
3. There was an influence between patient satisfaction on outpatient retention at Bunda Margonda Hospital having partial research results with a t-count value greater than the t-table, which was $10,620 > 1,662$. H_0 is rejected, meaning that patient satisfaction affects the retention of outpatients at Bunda Margonda Hospital.
4. There was an effect between e-WOM on outpatient retention at Bunda Margonda Hospital had partial research results with a t-count value greater than the t-table, which was $9,316 > 1,662$. H_0 is rejected, meaning that e-WOM has an effect on outpatient retention at Bunda Margonda Hospital.

5. There was an influence between *Place* on outpatient retention and the role of e-WOM mediation at Bunda Margonda Hospital had partial research results with a Z-count value of $1.915 < Z\text{-table of } 1.96$ with a significance value of 0.055 greater than 0.05. H_0 is accepted, meaning that the e-WOM variable can mediate the *Price* variable on outpatient retention at Bunda Margonda Hospital

6. There was an influence between *physical evidence* on outpatient retention and the role of e-WOM mediation at Bunda Margonda Hospital had partial research results with a Z-count value of $2.249 > Z\text{-table } 1.96$ with a significance value of 0.024 less than 0.05. H_0 is rejected, meaning that the e-WOM variable can mediate the *physical evidence* variable on outpatient retention at Bunda Margonda Hospital.

7. There was an effect between patient satisfaction on outpatient retention and the role of e-WOM mediation at Bunda Margonda Hospital had partial research results with a Z-count value of $4.295 > Z\text{-table of } 1.96$ with a significance value of 0.000 less than 0.05. H_0 is rejected, which means that the e-WOM variable can mediate the patient satisfaction variable on outpatient retention at Bunda Margonda Hospital.

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