

## The Implementation of the Service Marketing Mix (7P) as a Service Marketing Strategy in Hospitals: A Literature Review

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### KEYWORDS

Service Marketing Mix; Service Marketing; Hospital; Patient Experience; Literature Review.

### ABSTRACT

Hospitals as service organizations face increasingly complex challenges in managing healthcare service marketing amid rising patient expectations regarding service quality and experience. One relevant approach in hospital service marketing is the service marketing mix (7P), which includes product, price, place, promotion, people, process, and physical evidence. However, existing studies indicate that the implementation of the service marketing mix (7P) in hospitals remains largely partial and lacks strategic integration. This study aims to analyze the implementation of the service marketing mix (7P) as a service marketing strategy in hospitals through a literature review approach. A narrative-analytical literature review was conducted by examining 20 relevant national and international journal articles retrieved from the Google Scholar, Scopus, and *Garuda* databases. The analysis employed a thematic approach to identify implementation patterns, the role of each 7P element, and the implications of service marketing mix integration for patient experience, satisfaction, and loyalty. The findings reveal that although the service marketing mix (7P) has been widely adopted in hospital marketing studies, its practical implementation remains insufficiently integrated. The people, process, and physical evidence elements play a dominant role in shaping patient experience, while the lack of integration among the 7P elements contributes to service inconsistency and low patient loyalty. This study highlights the importance of positioning the service marketing mix (7P) as an integrated, patient-experience-oriented service marketing strategy to enhance marketing effectiveness and hospital competitiveness.

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## INTRODUCTION

A hospital is an organization that plays a strategic role in the modern healthcare service system. As a healthcare provider, a hospital is not only expected to offer safe and effective medical care but also to ensure that the entire service process meets the needs, expectations, and experiences of patients in a comprehensive manner. In the context of increasing competition in the healthcare service sector, a hospital's ability to manage its service marketing becomes a crucial factor in maintaining sustainability and building public trust in healthcare institutions (Kotler & Keller, 2016).

Unlike product-based organizations, hospitals operate within the service industry, which is characterized by intangible services, inseparability between production and consumption,

variability (heterogeneity), and perishability. These characteristics make service marketing in hospitals highly complex, as service quality is assessed not only by clinical outcomes but also by the service process and interactions that patients experience during their healthcare journey (Zeithaml et al., 2018). Therefore, a comprehensive marketing strategy is essential, taking into account all the elements that influence the patient experience (Adams et al., 2025; Nurjanti, 2025).

In service marketing studies, the 7P service marketing mix—product, price, place, promotion, people, process, and physical evidence—is considered a relevant framework for managing and communicating services to consumers. The 7P concept was developed as an extension of the traditional marketing mix to address the needs of the service sector, where service processes and human resources play a key role in the creation of service value (Booms & Bitner, 1981). In hospitals, the application of the service marketing mix becomes crucial because healthcare services involve intensive interaction between patients and healthcare staff and are also influenced by physical environments and complex service systems.

The product element in hospitals includes not only core medical services but also supportive services such as administration, consultation, and supporting facilities. Price, on the other hand, is often a sensitive issue in healthcare services due to affordability, cost transparency, and differences in financing schemes such as general services and national health insurance programs. Place refers to service accessibility, the hospital's location, and the convenience for patients in accessing healthcare services. Promotion serves not only as a marketing communication tool but also as an educational medium for health awareness and for building the hospital's image in the public eye (Lovelock & Wirtz, 2016).

Beyond these four elements, the three additional elements in the service marketing mix—people, process, and physical evidence—play a highly dominant role in hospital services. People encompass both medical and non-medical staff who interact directly with patients, and their technical and interpersonal skills greatly influence perceptions of service quality. Process refers to service channels, service speed, and the consistency of procedures that patients perceive during treatment. Physical evidence includes the condition of facilities, cleanliness, room comfort, and visual displays that shape impressions of professionalism and trust toward the hospital (Bitner, 1992).

Although the service marketing mix model has been widely adopted in the service sector, various studies show that its implementation in hospitals often lacks integration. Many hospitals still focus their marketing strategies on aspects such as promotion or facility improvement, while other aspects such as service processes and human resource interaction management have not received balanced attention (Estriana, Pratami, & Adhvidya, 2025). As a result, hospital service marketing strategies tend to be partial and do not fully create a consistent service experience for patients (Mosadeghrad, 2014).

In practice, the lack of integration in the service marketing mix can affect patients' perceptions of the quality of hospital services. Patients do not evaluate hospitals only based on reputation or available facilities but also on the actual experience they undergo during the service process. A mismatch between the marketed service image and the real experience perceived by patients can lower the level of trust and the hospital's image in the eyes of the public (Fatima et al., 2018).

The changing characteristics of patients in the modern era further strengthen the urgency of implementing more comprehensive service marketing strategies. Improved health literacy and easier access to information make patients more critical when evaluating healthcare services. Patients no longer play a passive role in receiving services; rather, they act as service consumers with higher expectations for information transparency, quality interactions, and service comfort. These conditions require hospitals to manage all elements of the service marketing mix strategically to meet the increasingly complex needs of patients (Kotler et al., 2021).

Although many hospitals in Indonesia have started adopting the 7P service marketing mix as a framework for marketing healthcare services, its implementation in practice still faces several fundamental issues. Various studies show that the implementation of the 7P in hospitals is often not integrated holistically but is instead executed in a partial manner across elements, resulting in service marketing strategies that fail to consistently create a service experience for patients (Hermanto, 2022; Setia et al., 2023; Gunawan et al., 2022).

One prominent issue is the underutilization of the promotion element, especially through digital media, as a two-way communication tool with patients. Some hospitals have their own social media channels and online platforms, but the level of interaction and promotional effectiveness remains relatively low compared to the potential number of patients served. This condition indicates a gap between the potential promotional strategies within the service marketing mix framework and their implementation in the field (Miftahul et al., 2024; Maranggi et al., 2024).

Other issues have also been identified in the product and process elements, particularly those related to technology-based healthcare innovations such as telemedicine and homecare. Several studies have revealed that these service innovations have not been optimally implemented due to limited infrastructure, human resource readiness, and weak service system integration. As a result, the added value of services designed through product and process innovation has not been fully perceived by patients as service users (Lumban Tobing et al., 2022; Sandya & Saputra, 2025).

In addition, the elements of people and process remain critical points in the implementation of the service marketing mix in Indonesian hospitals. High healthcare worker workloads, limitations in interpersonal communication competencies, and the complexity of service channels impact the consistency of service interactions. Some studies confirm that weaknesses in the people and process aspects directly influence patient perceptions of service quality, even if the hospital meets technical and accreditation service standards (Patrick et al., 2025; Bernadette & Loisa, 2025).

From the perspective of physical evidence, updates to hospital facilities and the physical environment have not always been accompanied by improvements in the quality of service processes and interactions. Nonconformity between the professional image conveyed through physical facilities and the service experience perceived by patients further indicates that the implementation of the service marketing mix in Indonesian hospitals is still not carried out in a comprehensive, patient-experience-oriented manner (Bariya et al., 2024; Yanti & Supriatna, 2023).

This phenomenon is reflected in various service performance indicators, such as fluctuations in the level of repeat patient visits, variations in bed occupancy rates (BOR), and

differences in perceived service quality between BPJS and non-BPJS patients. Several studies show that inconsistency in the implementation of the service marketing mix contributes to low patient loyalty and the suboptimal performance of hospitals in providing sustainable services (Septalita et al., 2025; Darmayanti & Almasdi, 2025).

Several studies also confirm that the success of a hospital's service marketing strategy is highly dependent on the integration of the elements of the service marketing mix. The implementation of the 7Ps without clear coordination may result in inconsistencies in the services perceived by patients. On the other hand, strong integration of the 7P elements can create a holistic service experience, improve the perceived service brand, and strengthen a hospital's competitive power in the long term (Lovelock & Wirtz, 2016; Zeithaml et al., 2018).

Based on the description above, it can be concluded that the implementation of the service marketing mix (7P) as a marketing strategy in hospitals is an issue that requires urgent conceptual review. A comprehensive understanding of how each of the 7P elements is applied and integrated in the healthcare service context is expected to contribute both theoretically and practically to the development of hospital service marketing strategies. Therefore, this study aims to analyze the implementation of the service marketing mix (7P) as a marketing strategy in hospitals through a literature review approach to provide a conceptual description of the roles and implications of the implementation of the 7P in improving the effectiveness of healthcare service marketing. The results of this study are expected to provide practical recommendations for hospitals in designing more integrated and effective marketing strategies to improve competitiveness and service to patients.

## **METHOD**

This study used a literature review approach with the objective of synthesizing and critically analyzing findings from previous studies related to the implementation of the service marketing mix (7P) in the context of hospital service marketing. The literature review approach was chosen because it allowed researchers to gain a comprehensive conceptual understanding of the development of the research field, trends in findings, and gaps in healthcare service marketing (Snyder, 2019).

The literature review in this study was narrative-analytical in nature, meaning it not only summarized the results of previous studies but also grouped, compared, and interpreted the findings using a thematic approach. This approach was relevant for studying the service marketing mix, which is multidimensional, and for understanding how the 7P elements were positioned and implemented as a marketing strategy in various hospital contexts (Xiao & Watson, 2019).

The research data sources came from scientific publications obtained through the Google Scholar, Scopus, and Garuda databases. These three databases were selected because they offer extensive coverage of national and international journals in the fields of service marketing, hospital management, and healthcare. The literature used included accredited national journals and reputable international journals relevant to the focus of the hospital service marketing study.

The literature search was conducted using a combination of keywords such as "service marketing mix," "7P marketing mix," "hospital marketing," "healthcare services," and "hospital service management." The keywords were customized to the characteristics of each database to

ensure that relevant publications were covered. This process produced a number of articles, which were then selected based on predefined inclusion and exclusion criteria.

To ensure the relevance and quality of the analyzed literature, the inclusion criteria used in this study were as follows:

- 1) The study discussed service marketing or the service marketing mix (7P) in the context of hospitals or healthcare facilities.
- 2) The study addressed the implementation, strategy, or impact of the marketing mix on patient experience, satisfaction, loyalty, or behavior.
- 3) The study was empirical (quantitative or qualitative) or a literature review published in a scientific journal. The research was published between 2020 and 2026.
- 4) The exclusion criteria included non-scientific publications, articles not related to the context of healthcare services, and research that did not adequately explain the methodological approach.

The literature that met the inclusion criteria was analyzed using thematic analysis. The stages of this analysis included identifying the focus of the research, grouping the 7P service marketing mix elements examined, and reviewing the main findings related to the implementation of the marketing mix in the context of hospitals. The analysis was conducted in a comparative manner to identify patterns in implementation, differences in approaches, and dominant trends in healthcare service marketing literature.

The thematic analysis approach was chosen because it allowed researchers to conduct a deep and systematic synthesis of concepts without being limited to summarizing each individual article. This approach has been widely used in social and management studies to identify key themes from a diverse body of literature (Braun & Clarke, 2006).

## **RESULTS AND DISCUSSIONS**

### **Service Marketing Mix (7P) as a Strategic Framework for Hospital Services Marketing**

The results of the literature synthesis show that the service marketing mix (7P) is positioned as a relevant strategic framework in managing hospital service marketing. The elements of product, price, place, and promotion function as the main means of communicating healthcare service branding to patients, while people, process, and physical evidence play a direct role in shaping the service experience during the ongoing service process. These findings confirm that hospital service marketing cannot be separated from the actual service interactions experienced by patients (Hermanto, 2022; Setyagraha et al., 2024). However, a large part of the research also reveals that the implementation of the service marketing mix in Indonesian hospitals is still partial. Hospitals tend to implement certain elements separately, without strategically integrating all 7P components. As a result, the service marketing mix is often understood as merely operational activities, not as a systematically designed marketing strategy aimed at building patient value and experiences in a sustainable manner (Fitri et al., 2023; Suyono et al., 2025).

### **Implementation of Product, Price, and Place Elements in Healthcare Services**

Study results show that the product element in hospital services not only includes core medical services but also various support services such as administration, consultation, registration systems, and other supporting facilities. Several studies confirm that service

product development, including technology-based innovations such as telemedicine and digital service systems, has the potential to enhance the perception of service branding in the eyes of patients. However, these innovations have not always been accompanied by system readiness, human resources, and adequate service process integration (Miftahul et al., 2024; Patrick et al., 2025). The elements of price and place also play important roles in shaping patients' decisions when choosing hospital services. Transparency in costs, the alignment of pricing with service quality, as well as convenience in access and hospital location, are factors that consistently influence patient perception. In the context of BPJS and non-BPJS services, several studies show differences in patient perceptions regarding fair pricing and service access, especially in hospitals with a high number of visits. These conditions indicate that the management of price and place remains a challenge in hospital service marketing strategies (Sandya & Saputra, 2025; Septalita et al., 2025).

### **Promotion Strategy and Hospital Marketing Communication Challenges**

The literature synthesis results indicate that hospital promotion strategies have shifted from conventional media to the use of digital media and online platforms. Promotion through social media, official websites, and other digital channels is considered capable of increasing the visibility and image of hospitals amidst competition in healthcare services. However, several studies have found that the effectiveness of digital hospital promotions remains relatively limited due to low two-way interaction and a lack of consistency in messages delivered to patients (Miftahul et al., 2024; Maranggi et al., 2024). These findings suggest that hospital promotions still tend to be informative and one-way, thus not fully utilized as a means of building long-term relationships with patients. In service marketing, effective promotions should not only serve as a medium for conveying information but also as a tool for building trust and fostering ongoing patient engagement.

### **Dominant Role of People, Process, and Physical Evidence in Shaping Patient Experience**

Study results consistently show that the elements of people, process, and physical evidence are the most dominant factors in shaping patient experience. Interactions between healthcare staff and patients, the clarity of service channels, and the condition of the physical environment in hospitals all influence patients' perceptions of service quality. Some studies confirm that weaknesses in the people and process aspects can lower the overall perception of service quality, even if the technical medical service quality is deemed adequate (Bernadette & Loisa, 2025; Aribowo et al., 2024). Additionally, the study results show that patient experiences are often inconsistent between service units within a single hospital. Variations in the quality of interaction, service speed, and the implementation of standard operating procedures reflect weaknesses in the integration of the 7P elements at the operational level. This variation is felt by patients as inconsistency in service quality, which can influence their perceptions of the hospital's professionalism (Bariya et al., 2024; Darmayanti & Almasdi, 2025).

### **Impact of Disintegration in the Implementation of 7P on Patient Satisfaction and Loyalty**

The thematic synthesis results show that the disintegration of the service marketing mix (7P) has direct implications for patient satisfaction and loyalty. Some studies report that patients

evaluate hospital services holistically, so that failure in one element of the 7P can affect the overall perception of service quality. This condition is reflected in fluctuations in repeat patient visits and differences in perceived service quality between patient segments (Gunawan et al., 2022; Maranggi et al., 2024). These findings confirm that hospital service marketing cannot be managed by isolating the individual elements, but rather requires the strategic integration of all components of the service marketing mix. The implementation of the 7Ps as an integrated service marketing strategy is crucial for improving marketing effectiveness, creating a consistent patient experience, and strengthening a hospital's competitive advantage in Indonesia.

This discussion aims to interpret the findings from the literature synthesis on the implementation of the service marketing mix (7P) in the context of hospital service marketing, and to link it with the theoretical framework and key study findings. The primary focus of the discussion lies in how the integration of the 7P elements affects the effectiveness of service marketing strategies and the patient experience in hospitals.

The research findings indicate that the service marketing mix (7Ps) is a relevant framework for understanding hospital service marketing. However, in practice, it is often understood only partially. This aligns with service marketing theory, which emphasizes that the success of service marketing is not solely determined by conventional marketing elements (product, price, place, and promotion), but also by service process and interaction elements (people, process, and physical evidence). When these elements are not managed in an integrated manner, service marketing strategies tend to lose their strategic direction and operate only at the operational level.

The study also shows that service innovation and product development in hospital services, such as digital-based services and health technology, have not yet fully impacted the patient experience. This finding can be explained through a service marketing perspective, which emphasizes that product innovation must be accompanied by process and human resource readiness. Without adequate integration, service innovation may create a gap between the communicated service promise and the actual patient experience.

Regarding promotion, the discussion shows that the shift in hospital promotion to digital media has not been fully utilized as a means of building long-term relationships with patients. Promotion still tends to be one-way and informative, which prevents it from fostering sustainable patient engagement and trust. In the service marketing framework, this condition indicates that the promotional function has not been integrated with other elements, particularly people and processes, which are crucial in creating a service experience that aligns with the communicated message.

The elements of people, process, and physical evidence emerge as dominant factors in shaping patient experience, as evidenced by previous studies. This reinforces the view that hospital service marketing is experience-driven, where service interaction quality and clarity of service processes often determine patient perceptions more than technical medical aspects. The inconsistency in the implementation of service standards between service units indicates weak integration of service marketing strategies at the hospital's operational level.

Moreover, the findings regarding the implications of the lack of integration of the 7Ps on patient satisfaction and loyalty indicate that patients assess hospital services holistically. This aligns with service marketing theory, which states that failure in a single service encounter can

impact the overall evaluation of service quality. Therefore, hospital service marketing cannot be managed through a fragmented approach across elements but requires consistent strategic integration.

Conceptually, this discussion emphasizes that the service marketing mix (7Ps) should be seen as an integrated, patient-experience-oriented service marketing strategy, rather than simply an analytical tool or research variable. The findings also address a previously identified research gap—namely, the limited number of studies addressing the implementation and integration of the 7Ps within hospital service marketing practices.

This discussion provides an understanding that the main challenge in marketing hospital services in Indonesia is not the lack of marketing concepts or instruments but rather how the service marketing mix (7Ps) is strategically designed, implemented, and integrated throughout the service process. An integrated service marketing approach is crucial for hospitals to improve marketing effectiveness, strengthen the patient experience, and build sustainable healthcare competitiveness.

## CONCLUSION

Based on the results of the literature synthesis and discussion, it can be concluded that the service marketing mix (7P) is a relevant and comprehensive strategic framework for marketing hospital services. The elements of product, price, place, and promotion function to communicate service value to patients, while people, process, and physical evidence play a dominant role in shaping the service experience directly perceived by patients. The findings indicate that hospital service marketing extends beyond promotional activities and involves the entire service process experienced by patients. However, the implementation of the 7P service marketing mix in Indonesian hospitals has generally remained partial and insufficiently integrated, as many hospitals adopt individual elements without developing a unified service marketing strategy oriented toward patient experience. This lack of integration contributes to inconsistencies in service quality, lower patient satisfaction, and limited patient loyalty. The findings also highlight that patients evaluate hospital services holistically, meaning that weaknesses in one element of the marketing mix can negatively affect overall perceptions of service quality even when other elements perform well. Therefore, integrating all 7P elements is essential for improving the effectiveness of service marketing and strengthening hospital competitiveness. Conceptually, this study emphasizes the need to position the service marketing mix as an integrated strategic framework rather than merely a set of operational variables. Future research is recommended to explore empirical models that measure the level of integration among the 7P elements and examine how this integration influences patient experience, satisfaction, and loyalty across different hospital settings.

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