



RESEARCH ARTICLE

Analysis of Marketing Management in an Effort to Increase the Number of Visits by General and Insurance Patients at the Starfish Hospital Palopo

Yulianti Wirawan^{1*}, Syahrir A. Pasinringi², Andi Zulkifli³

¹ Master of Hospital Administration, Faculty of Public Health, Hasanuddin University

² Department of Hospital Administration, Faculty of Public Health, Hasanuddin University

³ Department of Epidemiology, Faculty of Public Health, Hasanuddin University

ARTICLE INFO

Received: Oct 12, 2024

Accepted: Dec 18, 2024

Keywords

Marketing Management

Targeting

Positioning

General Patients

Insurance Patients

ABSTRACT

This study aims to analyze the marketing management of segmentation, targeting, positioning in an effort to increase the number of visits by general and insurance patients at Bintang Laut Hospital Palopo. This research uses a mixed method research method involving a combination of quantitative and qualitative methods. The design used is Sequential Explanatory Design. This research uses primary and secondary data sources. The data collection technique in this research is to conduct direct observation or observation at Bintang Laut Hospital. Data were analyzed using Statistical Package for the Social Science (SPSS) software ver. 25.0, and with the univariate analysis method. The majority of patients came from Palopo City (81%) with an average productive age (30-49 years) and higher education and worked in the private sector. Patients were predominantly private sector workers (46%) and had a moderate level of health expenditure and middle income. The ratio of new and old patients with public and private insurance who came to Bintang Laut Hospital was 26% new patients and 74% old patients. Patients who visited Bintang Laut Hospital for the first time had previously been treated at a private hospital 52% and a government hospital 46% and only 5% of private private practices showed that the patient's interest in seeking treatment at Bintang Laut Hospital was due to personal experience that made them want to return for treatment which when grouped then 69% of respondents chose the hospital for internal hospital reasons, namely the quality of medical services, hospital cleanliness and comfort, friendliness of officers, speed of service, doctors, and complete facilities. This allows them to choose quality health services. Psychographic Analysis and Consumer Behavior, most patients are loyal customers who choose Bintang Laut Hospital based on service quality and facility comfort. This indicates positioning with the strength of hospital branding in attracting and retaining patients.

*Corresponding Author:

yulhi.wi@gmail.com

INTRODUCTION

Hospitals are health service providers with very broad and complex functions by organizing health services for the community in a complete manner. Currently, the hospital business is growing rapidly and has experienced a shift. Hospitals are required to be able to meet the needs and demands of the community for health services by creating new strategies and ways to survive in competition and develop for the better (Sutedjo, 2022).

The intensity of competition is increasing with the increasing number of new hospitals, especially private hospitals. Changes in the environment that are so complex, bring changes in the views of hospital stakeholders, and subsequently have an impact on paradigm shifts in hospital services in

Indonesia (Karmawan, 2016). The growth of hospitals in Indonesia in the last ten years has increased significantly with more private hospitals than government hospitals. The average growth of hospitals varies according to ownership. The growth of private hospitals is higher than government hospitals at 7% for private hospitals and 3% for government hospitals. While the growth of private non-profit hospitals experienced a significant decline at the end of 2017, private for-profit hospitals experienced a growth of 17.3% (Trisnantoro and Elisabeth, 2018).

The rapid growth of hospitals has led to increasingly fierce competition in the field of health services (Haryanto, 2009). People are increasingly selective in choosing the best hospital. This causes hospitals to need to analyze marketing management that can attract patients as desired (Poniman, 2017). According to Kotler and Armstrong (2018), if companies want to be able to compete in the global market, one of them is by committing to creating and retaining customers and must be able to adapt to a changing market, by carrying out market-oriented marketing management.

Bintang Laut Hospital is a private hospital located in Palopo City, South Sulawesi. The target patients of this hospital are general patients and private insurance. However, with the government's policy related to mandatory National Health Insurance for all Indonesians, this hospital adds to the target patients who were originally only public patients and private insurance now add JKN patients.

From year to year, the proportion of patient visits per guarantor has shifted significantly. Patient visits at Bintang Laut Hospital are increasingly dominated by patient visits with JKN guarantors. While the number of visits of general and insurance patients is decreasing from year to year. Based on visit data in 2018 the number of visits by general patients and private insurance was 18% with a proportion of 10% private insurance patients and 8% general patients. However, currently in 2023, data up to September, the number of visits by general patients and private insurance is only 7%, which means that from 2018 to the present has decreased by 11%. This decrease is very significant, which when averaged per year has decreased by about 2.2%.

In recent years, Bintang Laut Hospital has faced significant challenges related to the decline in public and private insurance patient visits. As social and economic dynamics change, there is a noticeable shift in patient behavior that creates a profound impact on healthcare activities. Changes that have had a serious impact on the hospital's financial stability and put pressure on its ability to provide optimal health services. Marketing management analysis to restore balance and expand the scope of the target market is necessary. Thus, hospitals can remain relevant and meet the needs of the community in an era of continuous change. Based on this, this study aims to analyze the marketing management of segmentation, targeting, positioning in an effort to increase the number of visits by general and insurance patients at Bintang Laut Hospital Palopo.

RESEARCH METHODS

Research type and design

This research uses a mixed method research method involving a combination of quantitative and qualitative methods to provide a more comprehensive and in-depth picture of the marketing management to be developed. Mixed method research combines the strengths of quantitative and qualitative methods. This approach allows researchers to obtain extensive data (quantitative) as well as in-depth data (qualitative), so as to provide a more complete understanding of the phenomenon under study. In the context of marketing management development, mixed methods can be used to identify and test factors that influence marketing management, as well as understand the perceptions and experiences of consumers and industry players.

In this research, the design used is Sequential Explanatory Design, where the research begins with a quantitative survey to identify data on consumer preferences and behavior in marketing management, then followed by observation, in-depth interviews, Focus Group Discussions to

understand more deeply the perceptions and experiences related to management. This research uses primary and secondary data sources.

Data collection methods

Data collection techniques in this study were using questionnaires, conducting interviews, Focus Group Discussions and observations at Bintang Laut Hospital. Conducting interviews with research sources, namely owners, directors, managers and general patients and private insurance of Bintang Laut Hospital. In this study, FGDs were conducted with the owners, directors and managers, structural officials of the hospital to determine the market position.

Data analysis

Data were analyzed using Statistical Package For The Social Science (SPSS) software ver. 25.0, and with the univariate analysis method. Univariate analysis was carried out in the form of descriptive exploration of each variable to be analyzed with the aim of providing an overview of the results of the study.

RESULTS AND DISCUSSION

Segmentation

In this study, market segmentation was carried out for several categories. Respondents were given a questionnaire consisting of (1) Geographic data, (2) Demographic data, (3) Psychographic data and (4) Behavioral data.

Table 1: Geographical data

Variable		
	Total	%
Geographics		
Residential Address		
Palopo City	65	81
Out of Town	15	19
Length of trip to Bintang Laut Hospital		
- <30 Minutes	55	69
- 30-60 Minutes	13	16
->60 Minutes	12	15

Based on geographical data, 81% of respondents came from Palopo city and 19% came from outside Palopo city. The average distance from home to health service facilities is less than 30 minutes, 69%. While the distance of 30-60 minutes amounted to 16% and more than 60 minutes amounted to 15%. The high number of patient visits from areas outside Palopo illustrates the efforts of patients to seek health services in Palopo city. This indicates that there is a value pursued by patients to get health services that are more in line with their expectations. Distance is one of the indicators of patients in choosing health care facilities. Of course, if patients choose a hospital with a long distance to travel, it is certain that there is something of value possessed by the health service facility so that it remains the patient's choice in obtaining health services.

According to Kelly Charlotte, et al, what drives patients to choose more distant health facilities is the availability and quality of health services. Many patients travel long distances to gain access to health facilities that are better equipped and of higher quality, have more advanced medical equipment, more experienced medical personnel, and more diverse treatment options. Patients may believe that hospitals in the city offer better quality of care. This perception could be based on the hospital's reputation, the presence of highly qualified medical personnel, and reviews from other patients.

Table 2: Demographic data

Variable		
	Total	%
Demographics		
Current age		
<20	7	9
20-29	15	19
30-39	27	34
40-49	21	26
>50	10	12
Gender		
Male	34	43
Women	46	57
Last Education		
Not in School	0	0
Elementary School (SD)	0	0
Junior high school (SMP)	4	5
High School (SMA)	31	39
Undergraduate	45	56
Work		
Not Working	0	0
Housewife	21	26
Student	3	4
Self-employed	12	15
Civil Servant (PNS)	3	4
Private Employee	37	46
Retired	4	5
Monthly Income		
1-5 Million	41	51
5-10 Million	28	35
10-20 Million	7	9
20-30 Million	1	1
>30 Million	3	4

The demographic segments above divide the market based on age, gender, latest education, occupation, and monthly income. Demographic factors are the most popular basis for categorizing customer groups. Demographic variables are easier to measure than other types of variables. The results of demographic data from 80 respondents based on age, the highest number of general patients and private insurance visiting Bintang Laut Hospital is sequentially at the age of 30-39 years (34%), 40-49 years (26%), 20-29 years (19%), >50 years (12%) and <20 years (9%). Segmentation by age is often used because consumer preferences and needs tend to differ at different stages of life.

The results of demographic data for the age category can be concluded that the most visits in the group are at productive age. The average visit of productive age can be used as a basis for selecting the type of service to be developed according to the needs of that age. Personalization of services can be done by understanding the demographic characteristics of consumers, hospitals can create more

relevant and personalized marketing campaigns. This can increase marketing effectiveness and customer satisfaction.

One of the services that can be developed is preventive services or early screening in the form of developing medical checkup services. Respondent data based on gender obtained the majority of respondents are female as much as 57% and male 43%. This percentage difference is not too significant. This encourages Bintang Laut Hospital to provide universal services for men and women. However, it does not rule out the possibility that specific services specifically for women can be developed in the form of childbirth services, beauty and nutrition consultations.

While based on the last education 56% of general and private insurance patients who visited Bintang Laut Hospital were undergraduate as much as 56%, high school 39%, junior high school 5%. Higher education levels are usually associated with better knowledge about health and awareness of the importance of quality health services. People with higher education tend to have a better understanding of disease, prevention, and treatment, so they have higher expectations of the health services they receive. In addition, individuals with higher education are better able to navigate the complex health system. They are more likely to know their rights, seek information about health services, and choose quality health providers. This increases their expectations of health service quality.

From the data description of the type of work, their average occupation is private employees (46%), housewives (26%), and self-employed (15%) with an average monthly income in the range of 1-5 million (51%) and 5-10 million (35%). While monthly income of 10-20 million is 9%, 20-30 million (1%), >30 million (4%). Currently, private companies still tend to use private insurance as health insurance for their employees. Halasa, et al (2009), Profession often determines a person's access to financial resources. High-income occupations allow access to better health insurance and the ability to pay for high-quality health services. This increases their expectations of the quality of health services received

Halasa, et al (2009), in their study those with higher incomes tended to choose private healthcare providers and those with large families tended to choose government health units. In addition, insurance is a major factor in choosing a healthcare provider. Insurance coverage significantly increases a person's likelihood of seeking treatment. According to economic theory, price is important in determining patient behavior in seeking medical care. This study shows that, when making choices regarding which healthcare provider to visit, individuals sacrifice price and quality and choose the provider that provides the highest benefit to them.

Table 3: Psychographic data

Variable		
	Total	%
Psychographic		
Is this your first visit to Bintang Laut Hospital?		
Yes	21	26
No	59	74
If this is your first visit, where did you go before?		
Private Hospital	11	52
Government Hospitals	9	43
Private Practice	1	5
Reasons for Choosing a Hospital		
Scheduled by a Doctor	5	6

Insurance Cooperation	7	9
Quality of medical services	26	33
Favorite hospital	4	5
Clean, comfortable	10	13
Service speed	3	3
Complete facilities	4	5
Referral/recommendation	5	6
Easy access / Close	7	9
Friendliness of Officers	9	11
If you are an old patient, how long have you been utilizing the services of Bintang Laut Hospital?		
<3 Times	29	36
4-5 Times	19	24
>6 Times	16	20
Not Voting	16	20
Motivation to come for treatment at Bintang Laut Hospital		
Self-will	65	81
Recommended by friends/family	14	18
Recommended by doctors	1	1

Psychographic segmentation divides consumers into different segments based on personality styles or characteristics. People within the same demographic can have very different psychographic characteristics. The ratio of new patients and old patients with public and private insurance who come to Bintang Laut Hospital is 26% new patients and 74% old patients. Patients who visited Bintang Laut Hospital for the first time had previously sought treatment at private hospitals 52% and government hospitals 46% and only 5% private practices. For outpatient services there are still those who choose to go to private practices, although the percentage is small. In old patients they have visited Bintang Laut Hospital on average <3 times (49%), 4-5 times (32%), >6 times (19%). Their motivation to choose Bintang Laut Hospital 81% because of their own will, suggested by friends/family 18% and recommended by doctors only 1%. This shows that the patient's interest in seeking treatment at RS Bintang Laut is due to personal experience that makes them want to return for treatment.

In this study, researchers also examined the reasons why patients choose hospitals in general. Various reasons expressed by patients. When grouped, 69% of respondents chose the hospital for internal hospital reasons, namely the quality of medical services, hospital cleanliness and comfort, friendliness of officers, speed of service, doctors, and complete facilities. While 31% of external reasons for choosing a hospital are insurance cooperation, recommendations from relatives, easy / close access, and favorite hospitals.

Basu, et al (2012), in several studies disaggregating health service utilization by income level, tended to find that the private sector predominantly serves more affluent populations. The percentage of visits to the private sector is lower among the poor than the rich. In terms of service delivery, patients tend to report poorer hospitality from providers in public facilities compared to private facilities. In Bangladesh, for example, public providers ranked lower than private providers on a scale-based survey in which patients rated the diagnostic explanations given to them, the courtesy of the staff, the cleanliness of the facilities, the increased capacity, and the availability of certain medical inputs. A study in India found that patients were seen for a longer period of time, were more likely to undergo a physical examination during their visit, and were more likely to have their diagnosis explained by a private sector doctor than a public sector doctor.

Table 4: Behavioral data

Question		
	Total	%
Behavior		
Do you choose your own doctor?		
Yes	45	56
Adjusting to the schedule	23	29
Selected by the clerk	12	15
Have you received any information about Bintang Laut Hospital before?		
Ever	63	79
Never	17	21
You chose Bintang Laut Hospital because?		
Hospital Name	51	64
Doctor's Name	29	36
What do you think about the tariffs at Bintang Laut Hospital?		
Expensive	12	15
Medium	64	80
Cheap	4	5
If you need to seek treatment again, would you still choose Bintang Laut Hospital?		
Yes	80	100
No	0	
Undecided	0	

Behavioral segmentation data divides consumers into segments based on their knowledge, attitudes, usage, or responses to a product. Many marketers believe that behavioral variables are the best starting point for building market segments. In this research we divide the behavioral segment into several questions. Researchers want to see consumer behavior about Bintang Laut Hospital so far. Starting from doctors, tariffs, reasons for choosing a hospital and interest in visiting Bintang Laut Hospital again.

From the question "Do you choose your own doctor to visit?" 56% of patients answered that they chose themselves, 29% adjusted to the existing schedule and 15% were chosen by the staff. Consumers come to RS Bintang Laut because they have received previous information. As many as 79% of consumers have known RS Bintang Laut before visiting. While 21% had never received information before. When given two choices of reasons for choosing a hospital because of the name of the hospital or the name of the doctor, most patients answered because of the name of the hospital (64%). As many as 36% answered the reason for the doctor's name. This shows that the influence of the hospital brand is stronger than the doctor.

According to Nguyen et al (2015), Branding ability is the company's ability to arrange a series of organizational routines related to organizational activities such as brand communication, marketing programs related to conveying consistent brand meaning to consumers. Branding ability is useful for achieving excellence in terms of providing added value to the company, for example increasing consumer attractiveness, customer satisfaction, and increasing sales. This has an impact on improving their market performance such as increasing market share, growing sales, and achieving profitability.

According to Khajeheian and Ebrahimi (2020), Kristijono, et al (2020), state that hospital performance can be improved if balanced with good marketing capabilities in the aspects of

innovation and branding. Innovation capability is the ability of a company to find new ideas, be it processes, new products and services that drive company success and create differences with its competitors. Meanwhile, branding capability is the company's ability to integrate the entire range of organizational activities, one of which is communicating a consistent brand to consumers.

This is supported by Kristijono, et al (2020), that innovation capabilities and branding capabilities are proven to have a positive relationship with marketing performance. For consumer behavior based on tariffs, consumers think that Bintang Laut Hospital tariffs are at a moderate level (80%). This means that tariffs can still be affordable and used as a hospital choice, especially for general patients. Those who answered expensive 15% and cheap 5%. Although there are still those who answer that hospital rates are expensive, when asked whether you will return to Bintang Laut Hospital 100% answered "YES".

Targeting

The results of in-depth interviews and FGDs in terms of determining RSBL's target market, participants revealed that the current target is 70% BPJS patients and 30% private patients and private insurance. This is a target based on guarantor. When conducting in-depth interviews this target was conveyed equally by the three key participants so it can be concluded that this is the main target for them. In addition, the target based on geography is also the target of Bintang Laut Hospital.

In addition to the target market based on guarantor, the target based on geography was also expressed by participant II "We target patients not only from Palopo city but also from outside Palopo city". Hospital branding strategies can be developed to attract patients from outside Palopo city. Traveling distance > 1 hour will be traveled if there is a striking difference, one of which is a strong hospital image. A strong and consistent image that reflects the hospital's values and commitment to service quality is an appropriate branding strategy.

One of the key elements in marketing is service quality. This can be a strong value proposition that is not easily replicated by other competitors. To achieve the target number of out of pocket general patients and private insurance hospitals as healthcare providers should focus on elements such as patient satisfaction, service quality, and patient experience to differentiate themselves from competitors. In the SERVQUAL model they suggest five main dimensions to measure service quality: reliability, responsiveness, assurance, empathy, and physical evidence. These key dimensions of quality must be perceived by patients to fulfill their expectations of quality service.

According to Norton and Kaplan (1996), customer target selection involves identifying the target population for which the company's value proposition is most desirable. The customer target selection process defines a set of customer characteristics that describe the customer segments of interest to the company. For companies, customer segments can be determined based on income, wealth, age, family size, and lifestyle; business customer segments are generally price sensitive, quick to adopt, and tech-savvy. In this study, based on the results of the Focus Group Discussion with the top management of Bintang Laut Hospital, the target was determined based on the target of the owner and the top management of the hospital and not based on the results of segmentation mapping. It appears that the target market set in the strategic plan is not detailed based on the categories in the mapping but only the percentage proportion of general patients / private insurance and National Health Insurance patients.

Setting the wrong target will result in inappropriate strategic steps. It is necessary to understand who the target customers are, so that the company can identify the purpose and size of the value proposition it wants to offer. The value proposition defines the company's strategy towards customers by describing the unique combination of products, prices, services, relationships, and images that the company offers to its target customer groups. The value proposition should communicate what the company expects to do for its customers better or differently than its competitors (Norton and Kaplan 1996).

Positioning

The market position of Bintang Laut Hospital Palopo was identified from the survey results and Focus Group Discussion. According to participants, Bintang Laut Hospital is currently known as an old hospital with a position in the minds of customers as a clean, disciplined and professional hospital.

The concept of Bintang Laut Hospital's business value proposition has been developed, which can guide management in making decisions and strategies.

In line with the survey results, respondents were given several questions that could measure market position, including "The reason for choosing Bintang Laut Hospital is because of the name of the hospital or the name of the doctor". The survey results 64% of correspondents chose Bintang Laut Hospital because of the name of the hospital which means that RSBL has a strong branding position in the market. Meanwhile the respondents were also asked the general reason for choosing the hospital and the results obtained 33% revealed due to the good quality of medical services, 13% clean and comfortable and 11% due to the friendliness of the staff.

It has built a good value in the minds of consumers as Bintang Laut Hospital as a clean, comfortable hospital, with the best service. Hassan, 2012 emphasized that a well-developed value position can produce positive business results because it can help retain customers, increase profits, and help reduce costs for the company. Although commonly used to build marketing strategies, value propositions also contain information related to business operations. Value propositions provide information about who to target, where to allocate valuable company resources, serve as a reminder of company goals, and set expectations for customers (Payne, et al., 2017). In other words, a value proposition can serve as a roadmap for how a business should operate and achieve success and is thus a key component of the value creation process (Payne and Frow, 2005).

Bintang Laut Hospital develops a market position with a value proposition. This is good because it is not easily imitated by others so it has competitive value. Smith and Colgate (2007), describe different types of value based on what the company's offerings offer or produce in the customer. It is also necessary to think about building functional value refers to the extent to which our service works as promised so that there is no GAP. Cost value also needs to be built. The results of the respondent survey related to the cost / tariff of services 80% said that the cost / tariff at Bintang Laut Palopo Hospital was moderate / affordable. Smith and Colgate (2007), reveal that it is very important for businesses to understand what is important to their target customers to know how offerings should be designed and delivered to create the most effective potential value for their customers.

CONCLUSIONS

Based on the results and discussion, it can be concluded that the majority of patients come from Palopo City (81%) with an average productive age (30-49 years) and higher education and work in the private sector. Patients are predominantly private workers (46%) and have a moderate level of health expenditure and have a medium income. The ratio of new and old patients with public and private insurance who came to Bintang Laut Hospital was 26% new patients and 74% old patients. Patients who visited Bintang Laut Hospital for the first time had previously been treated at a private hospital 52% and a government hospital 46% and only 5% of private private practices showed that the patient's interest in seeking treatment at Bintang Laut Hospital was due to personal experience that made them want to return for treatment which when grouped then 69% of respondents chose the hospital for internal hospital reasons, namely the quality of medical services, hospital cleanliness and comfort, friendliness of officers, speed of service, doctors, and complete facilities. This allows them to choose quality health services. Psychographic Analysis and Consumer Behavior, most patients are loyal customers who choose Bintang Laut Hospital based on service quality and facility comfort. This indicates positioning with the strength of hospital branding in attracting and retaining patients.

REFERENCE

- Basu, S., Andrews, J., Kishore, S., Panjabi, R., and Stuckler, D. (2012). Comparative performance of private and public healthcare systems in low- and middle-income countries: A systematic review. *PLoS Medicine*, 9(6), e1001244. <https://doi.org/10.1371/journal.pmed.1001244>
- Halasa, Y., Nandakumar, A. K., Francke, M., and al. (2009). "Factors influencing choice of healthcare provider in Jordan." *Eastern Mediterranean Health Journal*, 15(4), 960-970.
- Haryanto. (2009). *Maintaining the Quality of Health Services*. Jakarta: Sinar Harapan Library
- Nguyen, H. T., Nguyen, D. T., Tran, T. T., and Nguyen, M. T. (2015). Branding capability, customer value, and market performance. *Journal of Business Research*, 68(7), 1426-1434. <https://doi.org/10.1016/j.jbusres.2015.01.028>

- Kaplan, R.S., and Norton, D.P. (1996). *The balanced Scorecard: Translating strategy into action*. Harvard Business School Press
- Karmawan, B. (2016). Preparation of Pertamina Jaya Hospital Strategic Plan 2017-2022. Indonesian Journal of Hospital Administration, Vol. 2 No. 2, pp. 2014–2016.
- Khajeheian, D., and Ebrahimi, P. (2020). Media branding and value co-creation: Effect of user participation in social media of news media on attitudinal and behavioral loyalty. *European Journal of International Management*, 14(3), 254-273. <https://doi.org/10.1504/EJIM.2020.107540>
- Kotler, P. and Armstrong, G. (2018). Marketing Strategy. *Principles of Marketing*, 17e ed., Pearson Education, Inc., New York, NY, pp. 188–212.
- Kristijono, N., Supratikno, H., Pramono, R., Sudibjo, N., and Purwanto, A. (2020). Social Media Data Explication to Support Study on Leadership Style for Sustainable Investing. *International Journal of Control and Automation*, 13(4), 626-657.
- Payne A and Frow P. (2005). A strategic framework for customer relationship management. *Journal of Marketing*, 69 (4): 167–176.
- Payne, A., Frow, P. and Eggert, A. (2017). Proportion of site customer value: Evolution, development, and applications in marketing. *Journal of the Academy of Marketing Science*, 45 (4): 467–489.
- Poniman, B. (2017). The Effect of Relationship Marketing Implementation on Patient Satisfaction Levels at General Hospitals “YAKKSI” Gemolong Sragen, Bhirawa, Vol 1 no 2
- Smith, J.B. and Colgate, M. (2007). Customer value creation: A pre-framework. *Journal of Marketing Theory and Practice*, 15(1):7–23.
- Sutedjo, E.S. (2022). Analysis of Hospital Marketing Strategy Plan in an Effort to Increase Outpatient Visits of Ny. R.A Habibie Kidney Specialized Hospital”, Indonesian Journal of Hospital Management and Administration (MARSI) Vol. 6 No 2, Juni 2022
- Trisnantoro, L. and Elisabeth, L. (2018). Number of Hospitals in Indonesia Growth of Public Hospitals, Source <http://sirs.yankes.kemkes.go.id/rsonline/report/>